

East Sussex: Economic Development Strategy

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DRAFT

In association with:



East Sussex: Economic Development Strategy

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Executive summary

E.1 The new Local Economic Assessment (LEA) Duty 2009 for upper tier local authorities was put into place to encourage local authorities to play a stronger role in local economic development.

E.2 The development of the East Sussex LEA coincided with the need, under the Pride of Place Integrated Sustainable Community Strategy, for East Sussex to develop a new Economic Development Strategy (EDS) for the county.

E.3 The East Sussex Annual Business Surveys, especially 2010 and 2011, gave a clear articulation of the local business voice as part of the development of the LEA. In addition, the development of a robust LEA as the main evidence base for the EDS needed to inform and be informed by other relevant policy and evidence documents at various levels, national to local; for example at the local level this included district/borough Local Development Frameworks (LDFs), their (draft) Core Strategies and supporting documents, and for the county the developing Local Transport Plan 3.

The LEA identified that:

East Sussex has a number of assets to build on . . .

E.4 The LEA revealed that the county has a diversified private sector business base, a number of businesses in higher value added sectors, such as financial and business services, and advanced manufacturing and engineering, high levels of self-employment and a high quality natural environment – all of which can be capitalised on.

...but it also needs to address a number of challenges . . .

E.5 Economic performance in East Sussex has, however, historically lagged behind the regional and national average, largely due to a strong presence of low-value added sectors giving a low Gross Value Added (GVA).

E.6 The LEA also identified significant polarisation between the more deprived areas – particularly in coastal towns, for example in Hastings – and the rest of the county, poor levels of connectivity (road, rail and broadband/broadband speed) and a heavy reliance on the public sector for employment. Additionally businesses are not satisfied with the appropriateness, quality or quantity of premises or access to finance. Skills levels are low, as is the availability of apprenticeships. The NEET (Not in Education, Employment or Training aged 16 – 18) level is high in Hastings.

E.7 These assets and challenges will affect East Sussex's future and are currently set within a rapidly changing policy context under the new Coalition Government, and severe fiscal constraint especially in relation to public sector finance. In addition the ageing population will affect service provision and the employment structure. Through comprehensive data analysis based on the LEA and consultations (stakeholder workshops, individual consultations and reference groups), this document sets out East Sussex's vision for the next 10 years.

E.8 Data, research evidence, stakeholder input and the SWOT (Strengths; Weaknesses, Opportunities and Threats) analysis conducted for the LEA all led to the identification of a number of strategic priorities, and actions need to be put in place in order to deliver the 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 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.

The vision is:

“By 2021, East Sussex will have a strong, resilient, inclusive and balanced economy, built on an expanded private sector base in a county recognised for its distinctive character and excellent connectivity.”

The Economic Development Strategy, following the three months consultation in line with COMPACT and the review of the responses, will be subject to ‘Implementation Planning’. During the Implementation Planning process actions will be further prioritised; milestones, progress monitoring indicators and timelines will be applied; funding identified; and lead partners identified.

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Introduction

Introduction to the Strategy

I.1 The current East Sussex Economic Development Strategy was produced under the East Sussex Economic Partnership which no longer exists. The strategy set a view for the years 2007 – 17, being a refresh of the original strategy.

I.2 The introduction in 2009 of a Statutory Duty for counties and unitaries to complete an economic assessment of their area (the Local Economic Assessment) paved the way for the development of a new Economic Development Strategy (EDS), this timing coinciding with the peak of the global recession, and in 2010, a change of Government, the Comprehensive Spending Review and a vastly changed (and changing) public sector financial and policy context.

I.3 The Local Economic Assessment was consulted on in spring 2011 and is now a published document. It is the main evidence base for this document.

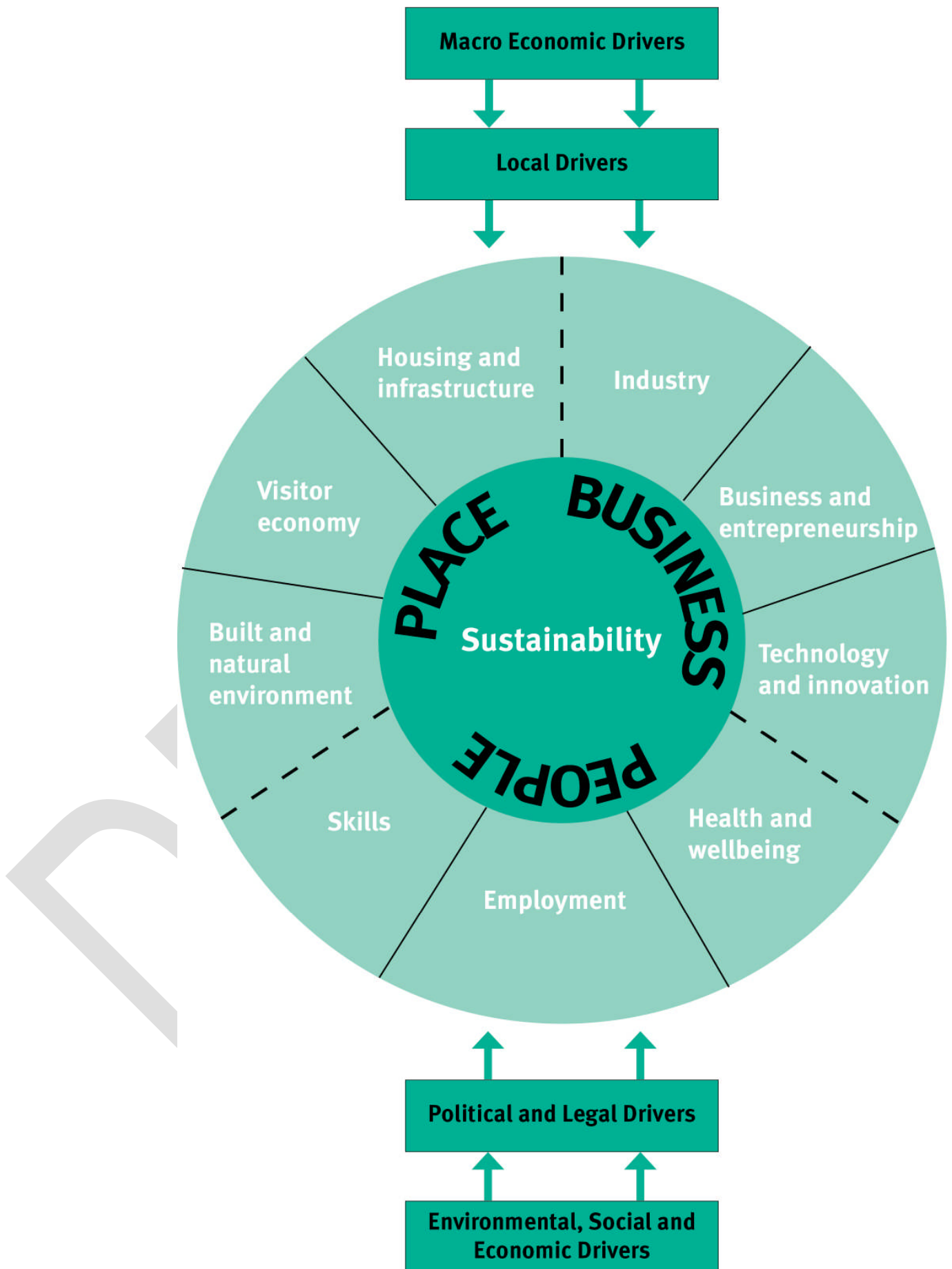
I.4 The EDS will sit under the East Sussex Strategic Partnership (ESSP): The ESSP brings together different parts of our local community - public services, local businesses, community groups and voluntary sector organisations. It was set up in 2000 to help organisations work together in a co-ordinated way to plan local services, tackle the issues that matter to local people and improve quality of life in East Sussex. The Partnership aims to raise the quality of life for all East Sussex residents. To achieve this 'Pride of Place' the ESSP Strategy aims to create and sustain:

- a vibrant, diverse and sustainable economy;
- great places to live in, visit and enjoy; and
- safe, healthy and fulfilling lives.

I.5 Taking a lead from the Pride of Place and the LEA as the evidence base, this document sets out the issues and opportunities for East Sussex for, at least, the next 10 years. It puts forward a strategy for economic growth for this period, providing a direction of travel, and identifying priorities and actions for partners and stakeholders to align efforts and use increasingly limited resources effectively.

I.6 The EDS adds value to other strategy documents by providing a medium plus term (10 years plus) countywide economic vision. Its key concern is how to achieve a strong, resilient, inclusive, and balanced economy. As such, other key areas of policy including transport, land use, sustainability, and skills, were analysed in the context of how they can best help support medium plus term economic development in East Sussex.

I.7 Any economy, the East Sussex economy being no exception, has a number of influences or 'economic drivers' and we have therefore identified these thematically within the EDS. The main economic drivers are identified in the following diagram.



I.8 These drivers are fundamental to an economy's direction. Against a backdrop of fiscal tightening, cuts in public spending and numerous policy changes it is critical for East Sussex to provide a vision in order to help re-establish the economic balance. These drivers are key components of this strategy - as they drive it. Under the 'macro drivers' sit 'micro' drivers or interventions that can be powerful in their own way as agents that help things change. One example of this is the ESCC initiative 'Support with Confidence' which offers a wide range of care and support services from people and organisations that have been vetted and approved on grounds of quality, safety, and training thereby improving clients' trust in the individual or business, whilst also improving the business and extending its market.

I.9 Changes in the way that economic development and regeneration can now be carried out cannot be ignored. As such, given the continuing uncertainty over funding and policy impact, it is inevitable that a greater emphasis be placed on shorter-term actions. That said, the strategy seeks to strike a balance, and not lose sight of key investments that may not come to fruition in the short term, but could be realised in the medium to long term and that are key to the economy of East Sussex.

I.10 Amongst recent strategic organisational changes this includes the introduction of Local Enterprise Partnerships (LEPs), first outlined in June 2010, as a more local (partial) replacement for Regional Development Agencies and some of their functions. East Sussex is in the East Sussex, Essex, Kent, Southend, Medway and Thurrock LEP, now known as the South East LEP. This means that the EDS together with the LEA will be amongst the key documents helping to identify and prioritise some of the interventions the LEP takes forward, thereby ensuring that LEP activity also benefits the county.

I.11 The need for stakeholders, from the public, private and voluntary and community sectors, to work in partnership and shape this strategy is more important than ever, given the structural economic problems that East Sussex continues to face, and the significant challenges posed by recent changes in the macro-economic context. All relevant stakeholders have a role to play in shaping this strategy's priorities and supporting the actions as they are taken forward.

Developing a vision for East Sussex

...that is evidence based and builds on previous work

I.12 This strategy is based on the evidence base gathered in East Sussex's LEA. The thorough SWOT analysis conducted for the LEA, and based on the findings within it, identified both strengths and opportunities to build on and threats and weaknesses that needed addressing.

I.13 This draft strategy looks to find a balance between thinking afresh whilst ensuring that it builds on previous and ongoing work carried out by partners. It is informed by the previous Economic Study and Economic Development Strategy as well as Pride of Place, the Integrated Sustainable Community Strategy. It is also linked to other activity at district/borough level, for example the emerging Local Development Frameworks (LDFs) and their evidence bases, and the Local Transport Plan 3 for East Sussex.

.... and recognises that any differences between urban and rural areas are not that big

I.14 Some may see the difference between urban and rural in terms of the incidence of certain sectors (e.g retail mass in urban and land based industries in rural), however the sectors that are often perceived to be mainly urban based are not actually so. The similarity between the rural and urban business mix is noted in the Taylor review 'Living Working Countryside' (DCLG July 2008) where it underlines the need to recognise that beyond retail mass in urban areas and land based industries in rural the sector distribution is, on the whole, very similar in urban, mixed and rural communities. More recently in September 2011, Defra, as part of their 'rural economy growth review', reported to the Chief Economic Development Officers' Society that that 'there is no distinct, homogenous rural economy however some sectors, Agri – food and small businesses are more prevalent'. They do additionally note that two thirds of people in rural areas live less than 10km from a town of 30k population, one third however are more 'peripheral'. This has policy implications in respect of not treating sectors by a pre defined locality (Agri – food aside).

...with partners and stakeholders playing a key role in shaping the strategy

I.15 This strategy has been produced by East Sussex County Council in association with Experian. Two stakeholder workshops were held to feed into the process to set the vision, prioritise areas of policy and identify key actions. In addition, consultations with each of the districts, the East Sussex Strategic Partnership, and Locate East Sussex were undertaken, and key partners commented on earlier drafts of this document through the county's Internal and External Reference Groups – more details on the process are included in section 4.

I.16 There are four principles that underpin the strategy and associated actions as set out. These are:

Diversification – East Sussex performs well on a number of different levels and has economic strengths but this is not uniform either geographically or in terms of business characteristics.

Partnership working – maintaining and enhancing the relationships between private, public and third sectors.

Equality of opportunity – acknowledging that wealth and quality of life is not uniform across East Sussex and that long standing causes of deprivation must be tackled for improved prosperity county wide.

Sustainability – East Sussex's rurality, coastal location and quality of life are key attributes, and environmental and social sustainability should be central in all future policy and physical developments.

I.17 The EDS strongly supports the current East Sussex County Council Economic Development Policy Steer "*Raise the prosperity of East Sussex through a sharp focus on employment, skills and infrastructure*".

I.18 The LEA and EDS will be refreshed in 2013/14 when the new Census data is released. By that time there will also be less uncertainty around regeneration funding, the Comprehensive Spending Review impacts, and new policy structures will be fully embedded and better understood. At that time the economy should be further on the road to recovery allowing for a review of actions, timeframes and milestones.

Outputs from the Strategy

The overarching Vision for the Strategy is:

“By 2021, East Sussex will have a strong, resilient, inclusive and balanced economy, built on an expanded private sector base in a county recognised for its distinctive character and excellent connectivity.”

I.19 The Strategy in support of this vision is structured into four main sections:

1. **East Sussex – the story so far:** this section looks at East Sussex’s key assets and challenges, and sets out how recent changes in the economic and policy context are likely to affect future economic development interventions.
2. **East Sussex – the vision:** in this section we articulate East Sussex’s vision in more detail. It seeks to answer the following questions: what do we want our future to be and what do we need to prioritise in order to get there? It also outlines priorities for action, short - medium term in focus, that need to be put in place to realise the vision.
3. **Measuring progress and milestones:** this section will provide a list of indicators to help assess progress to be agreed and confirmed by partners after the consultation and Implementation Planning processes.
4. **Consultation Process and References:** this outlines the organisation and individuals who have been involved and the reference documents used.

Section 1

East Sussex: the story so far

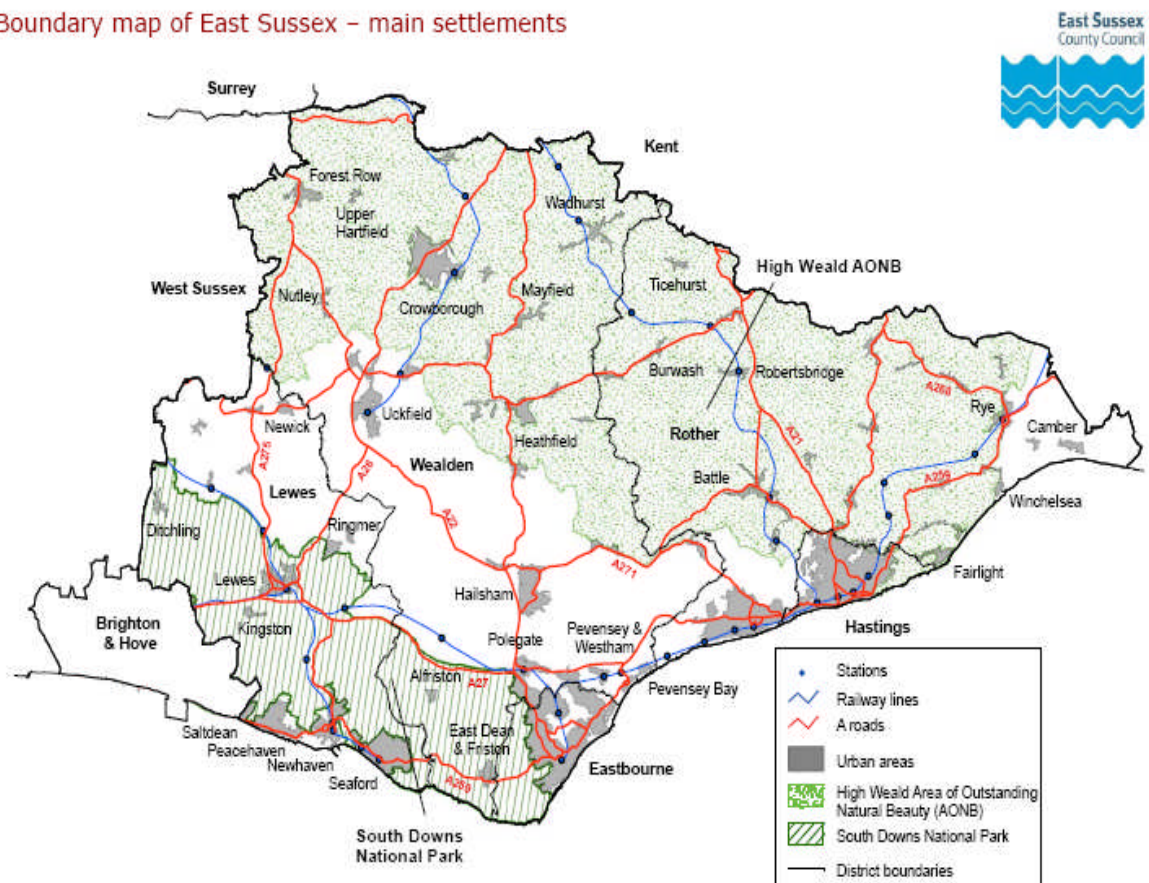
1 East Sussex: the story so far

1.1 Story of place

1.1.1 East Sussex comprises the coastal boroughs of Eastbourne and Hastings, and the geographically larger, more rural districts of Lewes, Rother and Wealden. It has a population of just over half a million people and covers an area of 1,725km² (660 square miles). Over three-quarters of the population live in urban areas or market towns. However the county is predominately rural geographically with almost two-thirds falling either within the High Weald Area of Outstanding Natural Beauty or the South Downs National Park (established in March 2010).

East Sussex is a truly geographically diverse county with rural areas, urban centres and market towns

Boundary map of East Sussex – main settlements



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Visit www.eastsussexinfutures.org.uk or e-mail esif@eastsussex.gov.uk for more information

1.1.2 East Sussex generally enjoys an outstanding local environment, the basis of the visitor economy in the county, which provides recognised economic benefits to the area. Although suffering from poor transport infrastructure, the county has the potential to be a more strategic location. It is close to the national economic hub of London and the regional hub of the city of Brighton and Hove. The county also has good access to mainland Europe through the county port of Newhaven as well as via neighbouring Ashford International Station and Gatwick Airport. With improved broadband connectivity and speed, issues with transport infrastructure can become less of a barrier to some businesses, although visitors, business and leisure, will still need to get in to the county, travel with ease inside it - and get out again.

1.1.3 East Sussex faces a number of challenges including a low wage economy, high levels of worklessness and benefit dependency in the more deprived wards, under representation of high growth sectors and the majority of Small and Medium Sized Enterprises (SMEs) only serve local markets. Some rural communities are still suffering from the decline of traditional land based industries and a number have poor access to basic services and amenities. In addition, job density is low and many areas rely heavily on public sector jobs which are vulnerable in the current economic climate.

1.1.4 Consequently, East Sussex is home to some of the most deprived communities in England. The most geographically concentrated areas of deprivation occur in Hastings and Eastbourne – key coastal towns that have not yet realised their full economic potential. However, even apparently affluent rural areas have communities that can experience issues of isolation due to lack of, and cost of, transport thereby reducing accessibility to important services and facilities which can affect access to jobs and training. Plans for regeneration and economic growth are made more challenging by the generally low or inappropriate quality and undersupply of commercial accommodation, and by incidences of ‘industrial or commercial blight’ where a number of commercial properties are left empty in a particular area.

1.2 A new context

1.2.1 The challenges and key issues facing East Sussex are not new – most have long been recognised although the depth of some issues e.g. worklessness have been made worse by the recession and the reduction in public spending as detailed in the Comprehensive Spending Review. The context and the way in which these challenges will be addressed in the future have also shifted dramatically; there have been profound changes in the economic, fiscal and policy climate in the UK, with long-lasting consequences for economic development policy and practice.

As a result of the Comprehensive Spending Review, regeneration, social housing and local government budgets are reduced.

1.2.2 In October 2010, the Chancellor presented the government’s Comprehensive Spending Review (CSR), which fixed spending budgets for each government department up to 2014 -15. The headline announcement

The challenges and key issues facing East Sussex are not new, but the context and the way in which these challenges can be addressed in the future has shifted dramatically

was that £81 billion of savings will be required by 2014-15 – one of the deepest cuts witnessed since World War II.¹ In order to implement these savings, there would need to be a number of structural changes. As part of this the Office of Budget Responsibility (OBR) estimated that approximately 330,000 public sector jobs were likely to be lost by 2014/15 and there would be £7bn worth of additional welfare cuts on top of the £11bn announced in the Emergency Budget. With around a third of the East Sussex workforce employed in the public sector – compared with around a quarter regionally and nationally – these cuts will hit East Sussex disproportionately hard, with up to an estimated 7,000 local jobs in danger at a 20% cut in public sector jobs.²

1.2.3 The Departments for Community and Local Government (CLG) and Business, Innovation and Skills (BIS) – key budget holders for economic development – were amongst the biggest ‘losers’ of the CSR.³ Funding available for social housing and regeneration were severely hit including the Housing Market Renewal Pathfinders, the Working Neighbourhood Fund, and Housing Growth Area funding.

1.2.4 Moreover, the Department for Transport is required to reduce programme and administration spending by 21% and capital spending by 11% in real terms over the CSR period (up to 2015). This reduced investment, coupled with the increase in regulated rail fares of 3% above inflation, will clearly have a detrimental impact on the accessibility of East Sussex, with knock-on effects on the local economy. Significantly, the range of transport-related funding schemes has also been scaled back⁴

Fiscal tightening could impact significantly on those areas within the county with a large concentration of welfare claimants and public sector jobs.

1.2.5 The substantial welfare cuts will impact areas with a higher proportion of the community reliant on benefits, for example in Hastings and Eastbourne. Cuts in public sector jobs will have the greatest affect in those areas with the highest public sector dependency - Hastings in particular.

Local Enterprise Partnerships enter the economic development arena.

1.2.6 There have also been critical changes in the structures at sub regional level in respect of supporting economic development. The Government’s Local Growth White Paper,⁵ and more recently the draft Localism Bill, have set out how the Government intends to implement its economic ambition – putting businesses and local communities more ‘in charge of their own futures’, giving greater incentives for local growth and changing the way central government supports and maintains growth. Whilst regional agencies are or have been phased out, sub regional areas have as directed by

¹ Crawford, R (2010) *Where did the axe fall*, IFS.

² See East Sussex’s Local Economic Assessment.

³ CLG has seen its Capital and Resource Department Expenditure Limit (DEL) cut by 51% in real terms (2011/12-2014/15) and by 28% for Local Government; whereas BIS’s Capital and Resource (DEL) was cut by 27%.

Crawford, R (2010) *Where did the axe fall*, IFS.

⁴ Department for Transport (2010) *Norman Baker MP: Local Sustainable Transport Fund*

⁵ HM Government (2010) *Local Growth: Realising every place’s potential*

As austerity measures bite, the focus on efficiencies and finding innovative financing mechanisms increases

Government instituted Local Enterprise Partnerships (LEPs) to provide the sub regional strategic lead on aspects of economic development. All LEPs comprise public/private partnerships and are charged with rebalancing the economy away from reliance on public sector jobs through the encouragement of private sector job creation.

The East Sussex, Essex, Kent, Southend, Medway and Thurrock LEP - the 'South East LEP' - has the following strategic overarching priorities which have a high level of synergy with that of the county:

- Promote investment in the coastal communities
- Strengthen the rural economy
- Strengthen the competitive advantage of strategic locations
- Secure the growth of the Thames Gateway.

These priorities are underpinned by the enabling activities of:

- Strategic transport infrastructure
- Universal superfast broadband (20 megabytes/second plus)
- Skills
- New financial instruments
- (Research on) key industrial sectors.

1.2.7 Information on the South East LEP can be found at:

www.essex.gov.uk/lep

With limited budgets and a renewed commitment to localism, there is a need for greater efficiency savings and new funding mechanisms

1.2.8 As austerity measures bite, the requirement for efficiencies and finding innovative financing mechanisms increases. For example, many public bodies are working in closer partnership with each other, to share services and back-office functions to make savings. A local example is the South East Seven (SE7), a partnership of seven councils (Brighton & Hove City Council, East Sussex, Hampshire, Surrey, West Sussex and Kent County Councils, Medway Unitary) which have committed to working together to improve the quality of services and to achieve savings.⁶

1.2.9 The White Paper suggested that leveraging-in private sector investment must be a consideration to obtain best value for any public sector investment, and proposed funding avenues that will support this way of working. This included the Regional Growth Fund (RGF) as the main economic enabling fund available from 2011 to 2014. At £1.4bn⁷ over two rounds; it was to be used to encourage private sector enterprise in places currently reliant upon the public sector.

1.2.10 In terms of experience of delivery and private sector leverage, the current economic delivery vehicle – Hastings & Bexhill Renaissance Ltd

⁶ SE7 represents one of the new vehicles through which the councils are responding proactively to the new working context. SE7 benefits from a programme of activity that is clearly defined and initially focuses on 4 specific work streams: Information Technology (led by Brighton & Hove City Council); Special Education Needs (led by East Sussex County Council); Waste (led by Kent County Council); and Highways (led by Surrey County Council). The work of SE7 is aligned to the principle of supporting and maintaining healthy local markets for small businesses.

⁷ This is about less than a quarter of the funding available to Regional Development Agencies.

The third sector and the private sector are expected to play a greater role in the provision and delivery of services

trading as 'SeaSpace' – has, through joint ventures with the private sector, already delivered key business premises, which are now close to full occupancy. This included attracting the company SAGA with the creation of up to 800 jobs. One additional option is to create focused Urban Development Companies (UDCs) for specific areas within East Sussex.⁸

1.2.11 In December 2010 the Department of Communities and Local Government published a paper (Valuing the Benefits of Regeneration Economics paper 7: Volume II - Logic chains and literature review CLG) on financially valuing regeneration activity. At a time of reduced resources the research paper provides an interesting and fiscally useful insight into cost benefit analysis of various forms of intervention. Where finance is reduced as now this paper allows for greater analysis of value for money in respect of intervention and may be useful in guiding future interventions that emanate from this strategy and elsewhere.

Benefit Cost Ratios by activity type – central and cautious valuation applied to outputs derived using average unit costs			
Activity type	Valuation basis	Central valuation	Cautious valuation
Theme 1: Worklessness, skills and business development			
Tackling worklessness	Consumption benefits (earnings) plus indirect crime and health benefits	1.04	1.04
Skills and training	Production benefit - Earnings uplift arising from skills enhancement	2.2	1.6
General business support	Production benefit - GVA	8.7	6.0
Start-up and spin-outs	"	9.3	6.8
Business enterprise research & development	"	2.5	1.8
Theme 2: Industrial and commercial property			
Industrial and commercial property	Production benefit - GVA	9.96	5.8
Theme 3: Homes, communities and environment			
New build housing	Consumption (property betterment) and production benefits (GVA)	2.6	1.7
Housing improvement	"	2.0	1.3
Acquisition, demolition and new build	Consumption benefits - property betterment and visual amenity enhancement	5.5	3.7
Communities: volunteering	Shadow price of volunteer inputs - minimum wage	1.1	1.1
Communities: investing in community organisations	Shadow price of social enterprise 'GVA'	1.8	1.3
Environmental: open space	Consumption benefits - Willingness To Pay	2.7	1.8
Environmental: public realm	Consumption benefits - Willingness To Pay	1.4	0.9
Neighbourhood renewal	Consumption benefits - value transfer from NDC evaluation which adopted shadow pricing approach	3.0	3.0

1.2.12 The above extract suggests that general business support, start ups and spin outs and industrial and commercial property development yield the most in *countable* benefits when set against costs; this does not mean that other actions as above should not be considered as they may be a priority over these other actions.

⁸ Enterprise East Sussex – *Our bid to create an East Sussex Local Enterprise Partnership*.

Funding

1.2.13 Some existing funding routes are likely to continue, although also in a reduced form and via different methods for disbursement (for example without RDAs as fund managing authorities). This includes the European Regional Development Fund (ERDF, capital and revenue) delivered nationally or sub regionally or via cross border cooperation programmes, Interreg for example. The current programming period ends December 2013. It is important that stakeholders work to influence the direction of the next programme to ensure better fit with sub regional and local need. The European Social Fund aimed at relief of worklessness mainly through training would ideally become more aligned to need at a sub-regional and local level and have focus on those areas with higher and a more entrenched level of worklessness. The current 'bottom up' Leader funds under the Rural Development Programme for England should continue and be enhanced under the push towards localism. In addition 'Leader' as a good (and only) example of a locally led and defined funding regime could be used as an example of localism for replication in other EU funds.

1.2.14 The government also announced that it will introduce Tax Increment Financing (TIF) allowing local authorities borrowing powers to fund key capital projects using future gains in business rates to fund current infrastructure improvements. TIF has the ability to offer a net gain for local economies delivering jobs and physical regeneration in an era when public monies for such activities is rapidly diminishing. However, TIF for example appears to favour areas with strong growth prospects and could therefore drive up inequalities between places. Additionally TIF will take several years to get off the ground and perhaps should not be seen as the prime regeneration tool, tying up a lot of local public and private monies within it; it needs to join up with a wider package of growth incentives. In addition, the Government is considering further 'financial devolution', for example by allowing local authorities to retain local business rates.

1.2.15 The new Homes Bonus was introduced in April 2011 to address the disincentive within the local government finance system for local areas to increase homes growth. The Homes Bonus is intended to remove disincentives by providing local authorities with match funding for six years on the additional council tax raised for new homes and properties brought back into use, with an additional amount for affordable homes.

1.2.16 The third sector will still have access to lottery and other grant funding and it will be increasingly important that where relevant funds are accessed they are used in support of, and are complementary to the local (and LEP) objectives for economic growth and socio economic inclusion.

1.2.17 Precisely how commissioning will change, including potential increased outsourcing by the public sector of supplies and services to the third and private sectors, will become clearer over time, but it is likely to include increased use of consortia. The new rules in relation to public bodies publishing tenders over £500 could make tendering more transparent and contracting more easily available to smaller enterprises in particular.

Ultimately, rather than spreading resources too thinly, it is fundamental to focus on the few big issues that will deliver the intended change

1.2.18 All of these changes require the public sector to further progress working in new ways; this includes working more smartly, both fiscally and operationally. It also means, when appropriate, working together across areas (as in the SE7, the LEP and locally Hastings and Bexhill/Rother) and identifying new jointly beneficial ways of working more closely in partnership with the public, private and the community/voluntary sectors.

1.3 A case for change

1.3.1 East Sussex showed relative resilience to the economic downturn, largely because of its diverse sectoral base and a reliance on the (then) robust public sector. However, there remain fundamental structural weaknesses in the local economy exacerbated by the high reliance on public sector employment.

1.3.2 There are a number of factors that will influence East Sussex's future and without a clear response to these, the outlook for the economy could be seriously challenging. Public sector job cuts, increased competition from overseas, and very limited public spending, will have an impact on the drivers of economic performance thereby potentially widening existing inequalities; they will have a profound impact on what we can actually do. As an example, the ending of the Area Based Grant will mean that those areas, parts of Hastings in particular, that are most in need of additional socio-economic intervention will no longer have access to the additional finance required. This will result in a reduced capacity to improve local conditions and may serve to widen some equality gaps even further.

1.3.3 Business as usual is not an option. East Sussex cannot afford to sit back and hope to weather the upcoming period of austerity; it needs a clear vision for where it wants to be in 10 years, building on the evidence collected and strategy work done to date.

1.3.4 Critically assessing the rationale for public sector intervention and maximising the impact of public sector spend is crucial, whilst applying for and being successful in attracting additional funding is more important than ever. Ultimately, rather than spreading resources too thinly, it is fundamental to focus on the few big issues where intervention is needed most in order to deliver the intended change.

1.3.5 The next section articulates a vision for East Sussex, and sets out the draft priorities and actions to deliver it. It has been developed to reflect East Sussex's assets, challenges and ambitions and the ideas of those who have already influenced the Strategy.

Section 2

East Sussex: the vision

2 East Sussex: the vision

A strong vision is required to forge a strong economy

“By 2021, East Sussex will have a strong, resilient, inclusive and balanced economy, built on an expanded private sector base in a county recognised for its distinctive character and excellent connectivity.”

How will East Sussex achieve its overarching vision?

The vision is further broken down into four distinct areas:

East Sussex will:

- have a more diverse economy with expanded health, hospitality, tourism sectors, and high-value sectors – including advanced manufacturing and engineering, business services and emerging technologies;
- offer a diverse array of quality private sector employment opportunities for a more highly skilled and inclusive workforce with appropriate career pathways;
- have improved transport and broadband connectivity, commercial and housing infrastructure – with better fit for a low carbon economy - drawing on its privileged location with improved access to the SE airports, London, and mainland Europe; and
- boast a thriving and high quality visitor economy renowned for its natural assets, unique heritage, culture, market and coastal towns.

By 2021, East Sussex will offer a diverse array of quality employment opportunities and career pathways

2.1 Introduction to the strategic priorities

The vision and the strategic priorities that underpin the vision are all strongly evidence and stakeholder based

As already indicated the vision that can be seen as encompassing four distinct areas and the individual strategic priorities for action are strongly evidence based. The evidence has been drawn from the Local Economic Assessment, the East Sussex Annual Business Surveys (i.e. the businesses themselves) and from relevant key documents provided by the county, the districts and the East Sussex Strategic Partnership (ESSP). It also builds on the key priorities facing East Sussex that were identified in the two stakeholder workshops (one for business that included the East Sussex Economic Advisory Board (previously the ‘Business Board’), one for the ESSP Assembly) held as part of the development process.

The Districts and Boroughs all had representation on the ‘External Reference Group’ and have also fed in electronically as the EDS developed. County Council Department representatives and an officer for the ESSP have also input via an internal EDS group.

**As austerity
measures bite, the
focus on efficiencies
and finding
innovative financing
mechanisms
increases**

The structure of the next section explained

The next section looks at each of the four aspects of the vision in more detail. Each strategic priority sub-section follows the same structure and details the main priorities for intervention within the sub section.

> **Why is this important?** We provide a rationale for the vision aspect referring back to the evidence base.

> **What it would look like?** Illustrates what things would look like in 10 years time.

> **What to prioritise?** Discusses, based on the evidence base provided by the LEA and other key documents, what actions needs to be prioritised to achieve the desired element of the vision.

> **How do we achieve it?** Outlines the first steps, short - medium term in focus, required to put the vision in place.

Each section comprises a 'Draft Strategic Priority Action Template' under the headings of:

- Aim (which picks up the individual aims under the Strategic Priority);
- Action (where Action suggests the type of intervention required);
- Result (which outlines the outcomes and potential impact of the action)
- Focus (which outlines where particular focus should be given. This will include for example, by geography, thematically or by sector). Note that the term 'regeneration areas' where used includes Hastings and Bexhill; Newhaven and; South Wealden/Eastbourne. Areas may be referred to individually and also as 'regeneration areas'.

2.2 “By 2021, East Sussex will have a more diverse economy with expanded health, hospitality, tourism sectors, and high-value sectors – including advanced manufacturing and engineering, business services and emerging technologies.”

2.2.1 Strategic Priority 1: A more diverse economy

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

2.2.2 Why is this important?

2.2.3 The LEA identified that East Sussex’s economic performance has historically lagged behind the regional and national average, largely because of a strong presence of low-value added sectors, which provide much needed jobs but are low in productivity terms. It also showed that many areas rely heavily on the public sector, which is now vulnerable to the effects of fiscal tightening.

2.2.4 Therefore it is evident that there is a need for East Sussex to further foster private sector investment in growth and job creation, building on its current specialisms as set out in the vision. This includes sectors that may be of lower-value added but that provide much needed jobs – (some) health, hospitality, leisure and tourism, although aspects of the leisure industry can be higher value, for example, hospitality event management and also related technical creativity e.g. pyrotechnics. It also means developing further higher value niche sectors, for example advanced manufacturing and engineering, business services and emerging technologies such as the environmental sector and telecare⁹ – which in the medium to long term can help raise productivity in the county (and the latter will also help with the additional provision required for an aging population).

2.2.5 What does it look like?

2.2.6 By 2021 East Sussex will have diversified its economy, reducing its heavy reliance on the public sector where private sector growth has helped rebalance the economy. Further, growth has occurred across a healthy range of different industries.

2.2.7 All sectors have expanded – with the high value sectors in particular driving productivity growth and creating a larger number of skilled jobs. This growth has reduced unemployment and benefit dependency. Parts of the county are viewed as localised hubs for particular sectors. Existing strengths in the county have been built on:

⁹ The environmental technologies and services are expected to develop considerably over the coming years. There is potential via E.ON for the Rampion off-shore wind farm for assembly, operations and maintenance activities to be developed at Newhaven. For more details on East Sussex’s sectors, see the Local Economic Assessment.

- health care and serviced accommodation has a strong presence in Eastbourne, Hastings and Rother;
- tourism across the county;
- advanced manufacturing and emerging technologies, such as environmental technologies particularly in Eastbourne, Hastings, Lewes, and Wealden; and
- business services across the county including design and architecture particularly in Lewes and Wealden.

East Sussex can develop niche high value added sectors that play to its current strengths, to drive productivity growth

2.2.8 What to prioritise?

As evidenced in the Local Economic Assessment¹⁰:

2.2.9 Create the appropriate environment to attract new businesses, retain and expand existing ones

2.2.10 Although business births have grown steadily over the past five years in East Sussex, particularly in Rother and Lewes, they remain below regional and national averages. There is a need to encourage further business investment and growth.

2.2.11 There is also a need to retain and accommodate existing businesses. The LEA (based on evidence provided by the East Sussex Annual Business Survey 2011 (ESABS11)) showed that the proportion of businesses seeking additional or alternative accommodation near their current location as having increased slightly. There is, however, always a percentage (around 10% average), though variable, of businesses looking for alternative accommodation.

2.2.12 The county's business base is characterised by a large number of small businesses focused on local markets. Therefore, there is a need to increase the number of SMEs entering further national and international markets, including the improved use of digital media to attract larger employers.

2.2.13 Existing barriers to growth include access to finance¹¹ which still needs to be addressed to encourage expansion of existing businesses as well as start ups. Access to capital is more likely to be an issue in the more deprived communities, with fewer assets to borrow against and fewer savings.

Foster enterprise and innovation

2.2.14 Self employment is higher than average in the county which indicates a good sense of entrepreneurship that could be further exploited.

2.2.15 Productivity has historically been low given that businesses in high- value, innovative sectors are underrepresented in the county. East Sussex should build on existing businesses, while also encouraging higher-value added niche sectors which could help boost productivity in the county if further developed e.g. finance and business services, advanced manufacturing and engineering, and environmental technologies.

¹⁰ East Sussex County Council's Local Economic Assessment.

¹¹ The 2009 and 2010 Business Survey referenced in the LEA confirmed that cash flow clearly remains an issue for smaller businesses.

2.2.16 Recent work by Experian (outside the LEA) also highlights the need to add to the existing 'top 6%' of companies as they produce over 50% of all jobs. Targeting should be on those companies that aren't high growth yet but with some intervention to enhance capabilities, could be, thereby increasing the number of job creating companies. These companies can be from any sector and any area but have, most importantly, the will to grow more and the capabilities, with some enhancement, to do so. Experian data suggests that overall there are around 550 companies in East Sussex that fall into this bracket; working with the 550 could give important dividends in terms of job creation.

2.2.17 At the same time there is a need to strengthen the higher level skills base to meet businesses demand and foster innovation (enhancing the skills base is further discussed in the next sub-section).

2.2.18 How do we achieve it?

Draft Strategic Priority Action template

“By 2021, East Sussex will have a diverse economy with expanded health, hospitality & tourism sectors, and high-value sectors – including advanced manufacturing and engineering, business services and emerging technologies.”		
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.		
Aim	Action/Focus	Result
<i>Improve the effectiveness and impact of business support including via financial incentives, encouragement and support for high growth companies.</i>		
1.1 Review the effectiveness of mainstream provision of advice and support for pre-start, start up, and existing businesses; encourage potential high growth sectors; proposals for new ways of using business rates.	<p>1.1a Identification (e.g. via the East Sussex Annual Business Survey) of where business support provision is less effective/not being accessed, findings to be identified by size of company, sector or area (e.g. rural); where necessary influence/ lobby (to potentially include via the LEP/BIS Local) to adapt provision, provide additional or more focused provision or alternate delivery processes. Encourage access to the new Business Link and related site.</p> <p>1.1b Gain further understanding of potential pre high growth businesses in the area; develop working with these businesses and identify effective routes to move to high growth more quickly.</p> <p>1.1c Ensure that local facilities that can aid business growth e.g. the Product Development Centre at Sussex Coast College Hastings, have sufficient profile.</p> <p>1.1d Proposals in the Localism Bill suggest making business rate setting more flexible in that local authorities may be able to consider setting local discounts on business rates to support start ups,</p>	<p>More effective and targeted provision: increase in number of sustainable businesses; more jobs created.</p> <p>The LEP and its partners may have more say on the nature of business support available and will not be constrained by regional priorities (e.g. RDA) and programmes, should have a more bottom up understanding, and strong lobbying potential. A strong link between learning and skills, and in engaging disadvantaged communities, will have an important role to play in fostering a more entrepreneurial culture.</p> <p>An increased resilience against the impact of public sector cuts; increased job opportunities, an increased number of higher value added companies.</p> <p>Maximise the use of local provision to help companies grow.</p> <p>A local council's budget is more strongly linked to local business growth; the more new business premises are developed in a locality, the more funding a local council will potentially have to provide to local services</p>

	existing business, target sectors and inward investment in their area. This suggestion sits under the proposal to allow local authorities to retain their business rates.	and investment and have positive impacts on employment and the local economy more widely. How this will work in practice remains far from clear however. These rate cuts will have to be funded locally and therefore may not be appropriate in some or all of the local areas. In addition they may cause imbalance where there is inequality in rate cuts between different areas – if brought in this aspect would need to be monitored.
<p>FOCUS:</p> <p>1.1a Inadequate business support may be thematic or spatial – where thematic this is more likely to be across East Sussex; where spatial, this is more likely to be in respect of those communities which are harder to reach or engage with. Therefore it may occur in rural areas, peripheral employment sites and in the more deprived areas especially within Hastings and Eastbourne, Rye, Hailsham, Newhaven and Bexhill.</p> <p>1.1b Areas where the larger number of potential high growth businesses are identified (e.g. via Experian – Wealden has the highest potential).</p> <p>1.1c Across East Sussex.</p> <p>1.1d Target sectors/spatial areas for growth development e.g. areas with low job density per JSA claimant particularly Hastings & Rother. Spatial development will also need to take account of availability and applicability of land for development e.g. Sovereign Harbour; A 21 corridor.</p>		
<p>1.2. Marketing advice on how to expand spatial markets/marketing in East Sussex.</p>	<p>1.2a Ensure that marketing courses by accredited/professional bodies are well publicised (e.g. via relevant public body websites and existing networks); and clearly signpost information on mainstream advice (e.g. BL, UK Trade and Industry; sector-led bodies e.g. the Manufacturing Advisory Service, accountancy firms, banks).</p> <p>1.2b Any business training in respect of market expansion will need to include clear propositions for different target markets.</p> <p>1.2c Pool the experience (resources) and skills of Locate East Sussex and local relevant partners to proactively develop and profile the county's business offer both to indigenous business and to external businesses; local business, especially key sectors should be engaged.</p>	<p>Expansion of business markets beyond the local aiding business growth; to improve private sector sustainability and thereby increase resilience against the impact of public sector cuts.</p> <p>Improved recognition of East Sussex as a place to do business with; in the current economic climate, securing inward investment will be a continuing challenge. It should remain a long term objective but arguably a higher priority in the short term is retaining and growing existing businesses.</p>
<p>FOCUS:</p> <p>1.2a/b All of East Sussex, note that micros are less likely to engage in wider markets, and, if wishing to grow, must be engaged</p> <p>1.2c All of East Sussex – focus on areas that make the county 'stand out' against its neighbours</p>		
<p>1.3. Improve business networking chains and opportunities and facilitate creation of business mentors.</p>	<p>1.3a Businesses told us they see networking as a very important part of business support (ESABS11); conduct an audit of existing networks to fully understand scope; identify gaps in scope and type; investigate introduction of new opportunities (e.g. ES Business 'Facebook' on line).</p> <p>1.3b Evaluate national mentoring scheme locally; if needed work with the Chambers of Commerce and similar organisations to</p>	<p>Better and more creative use of existing routes for information/advice dispersal; enhancement of joint business working, good practice, joint tendering.</p>

	<p>set up a 'volunteer bureau' for the provision of local business mentors; national websites can then be used.</p> <p>1.3c Ensure through signposting that local business is aware of existing sector organisations e.g. the Manufacturing Advisory Service (MAS), Profitnet; ensure that the sector organisations (and BIS local) are equally aware of the scope of businesses in the county, and that business and sector skills councils connect with HE.</p>	<p>Entrepreneurs more aware of how to run a successful business; receive guidance and support on key business decisions including accessing finance.</p>
<p>FOCUS:</p> <p>1.3a All of East Sussex.</p> <p>1.3b Additional focus is likely to be required on the regeneration areas and there is a need to ensure that the more rural and micro businesses are targeted and involved e.g. in mentoring/being mentored.</p> <p>1.3c All of East Sussex.</p>		
<p>1. 4. Marketing of funding sources and opportunities to businesses and support SMEs access to finance.</p>	<p>1.4a Explore ways (e.g. by improved marketing/sign posting) to ensure better linkages are made by businesses with funding sources and related advice (e.g. Capitalise), grants (e.g. R&D, Green Technologies, Green Bank); venture capitalists/business angels; non BL sources of advice. These linkages must be two way with such organisations also ensuring they reach out to business.</p> <p>1.4b Audit extent of existing financial help including from banks, accountants, chambers, enterprise agencies; identify any issues and initially work with loan providers to identify possible remedial action a) by them; b) by others; consider alternative/additional methods of support delivery.</p>	<p>Businesses more aware of the opportunities available for funding, loans and grants, fewer bankruptcies; increased sustainability; growth facilitated.</p> <p>Businesses more aware of application requisites for example for mainstream funding/ loans, fewer bankruptcies; increased sustainability; growth facilitated.</p>
<p>FOCUS:</p> <p>1.4a All of East Sussex especially SMEs with growth potential.</p> <p>1.4b Micro business particularly in respect of access to finance and all businesses in the more deprived areas (Hastings, Bexhill, Eastbourne, Newhaven, Rye, Hailsham).</p>		
<p>1.5 Increase local procurement success amongst SMEs.</p>	<p>1.5a The government is attempting to open up public sector opportunities for increased small and medium sized enterprises to win contracts; 'Build East Sussex' already exists and aids the local construction industry, particularly affected by the recession, to win contracts. This model may be considered for roll out to other sectors including architectural services; supplies provision (e.g. stationery); civil engineering companies etc.</p>	<p>Increase work opportunities for local companies; increase job safeguarding and creation; encourage joint tendering.</p>
<p>1.5a All of East Sussex – possible targeting of particular sectors</p>		
<p>Encourage R&D activity and further links between businesses and HEIs</p>		
<p>1. 6 Provision of incubation and R&D space for high-growth sectors.</p>	<p>1.6a Encourage and support (e.g. through the planning process) the provision of incubator/ move on units within the county and encourage stronger links to HEI, some</p>	<p>Incubator space provides for the first steps on the enterprise growth ladder. Increased successful spin outs from universities; more well qualified graduates</p>

	focus on engineering, higher end manufacturing, and environmental, renewable services and products.	remain in the area.
FOCUS: 1.6a All of East Sussex new and existing build (including using potential change of use for the latter), all planning authorities, HEI. Consider use of public authority buildings. Note incubator space not currently available in Uckfield, Lewes (town), Eastbourne and Hailsham.		
1. 7. Meet current and future business demand for skills and innovation.	<p>1.7a Work with those involved with careers advice including schools, voluntary & community organisations and vocational skill providers, to ensure that business needs are met, both now and as new technologies emerge, and that local people know of the depth and scope of local career and job opportunities. Consider a 'job fair'.</p> <p>1.7b Schools may also consider working more closely with the Job Centre Plus, employment agencies and local business organisations (e.g. Chambers of Commerce and the Federation of Small Business) to encourage their involvement in careers/job information and self employment as an option. Query whether the Education in Business Partnership has a stronger role to play across the county than now.</p> <p>1.7c Working with HE and FE increase STEM graduate placement and employment in local SMEs to stimulate innovation and ensure that graduates are linked in to local employment opportunities. Schools have a role as a support organisation in encouraging take up of STEM subjects for GCSE and A level.</p>	<p>Improve business retention rates; attract businesses to the area; develop the skills required for growth including entrepreneurship.</p> <p>Better match of career choice to local job availability, increase of those considering self employment as a career, and the support available.</p> <p>Increase STEM related innovation within local companies; develop entrepreneurial thinking in those undertaking higher education.</p>
FOCUS: 1.7a Relevant organisations across East Sussex, some focus on areas with higher levels or worklessness: Hastings, Rother and Eastbourne and rural Hailsham. 1.7b Across East Sussex, some focus on areas with higher levels or worklessness: Hastings, Rother and Eastbourne and ensure the involvement of rural community schools especially in the more deprived areas e.g. Hailsham 1.7c Particular focus on Hastings and Rother where there is lower incidence of skills level 4 and above.		
Identify and utilise appropriate funding opportunities		
1.8 Influence, lobby and apply for funding (EU and national) to support enterprise creation and growth.	<p>1.8a The transnational cooperation programme 'Interreg' will continue in the new EU Programme post 2014; local and LEP partners will need to work with and lobby BIS as lead negotiating department for the Government to ensure that the programme content has good fit with both the capital and revenue needs of the eligible local areas.</p> <p>1.8b The mainstream European Regional Development Programmes and Rural Programmes will also continue (both capital and revenue finance) and may also</p>	<p>With the Coalition Government indicating that, the Regional Growth Fund and enterprise zones aside, there will be no more regional/sub regional regeneration programmes, partners will need to look to the EU even more for the provision of funding.</p>

	<p>include the reintroduction of an 'urban' strand in the former, and the rural Leader programme in the latter. Local partners and the LEP need to be in a position from now to lobby and influence at EU and national (BIS) level for locally relevant programming and spend.</p> <p>1.8c There are currently no areas in East Sussex which have Assisted Area Status (AAS). Hastings and Newhaven have however had this in the past. The current Assisted Areas map will be reviewed by December 2013; it is therefore important that local areas that may qualify due to worklessness and low job density/creation are alert to this as an opportunity and make the case.</p>	<p>The availability of additional funding to help achieve economic growth.</p> <p>Assisted Area status allows for extra help for industry under state aids and can therefore act as an additional attraction for inward investment and local enterprise growth.</p>
<p>FOCUS:</p> <p>1.8a All East Sussex.</p> <p>1.8b All of East Sussex. The possible development of an urban fund is most likely to have fit with Hastings. The rural areas will have an interest in the EU Leader grant programme and through their existing 'Local Action Groups' be in a position to influence and lobby for continued use of Leader Funds locally.</p> <p>1.8c Hastings, Eastbourne (parts of) and Newhaven in particular could be eligible under the new regulations. However the population coverage of AAS is limited; therefore the areas and their partners will need to ensure that their interests are heard.</p>		

DRAFT

2.3 “By 2021, East Sussex will offer a more diverse array of quality employment opportunities for a more highly skilled inclusive workforce with appropriate career pathways.”

2.3.1 Strategic Priority 2: Raise aspirations and the skills base

2.3.2 Raise aspirations: help tackle worklessness and exclusion by raising aspirations, including entrepreneurship, and skills as a barrier to work and vocational progression.

2.3.3 Why is this important?

2.3.4 Job creation offering a wide range of employment opportunities and reducing barriers to accessing work is critical to tackling worklessness, reducing deprivation and achieving an inclusive economy in East Sussex.

2.3.5 The LEA identified the issues of low wages in some areas, particularly in Rother and Hastings and noted that at least in part this was due to lower value jobs in these areas. We cannot exercise control on how much employers offer in wages (the minimum wage aside) but can seek to encourage higher value and high growth companies (Strategic Priority 1) and higher level skills with skills progression to help effect an increase in the average wage.

2.3.6 Additionally the LEA looks at the incidence of deprivation and related child poverty issues - which are particularly prevalent in Hastings. Some of the main domains which make up the Index of Multiple deprivation (IMD) – skills and employment for example - are directly tackled within the EDS as are drivers of an economy.

2.3.7 The Index of Multiple Deprivation (IMD) shows that Hastings levels of deprivation continue to be the worst in the South East, with Hastings ranking 19th out of all 326 local authorities for local concentration of multiple deprivation. This level of deprivation and that, to a lesser extent, in other areas in the county (for example in Eastbourne, Bexhill, Rye and Hailsham), indicates a need for targeted and specific intervention to tackle the social costs of worklessness. Although social needs are outside the scope of this strategy with its focus on the drivers for economic change, the IMD does identify those spatial areas where effort is most required in terms of reducing the barriers to worklessness and encouraging enterprise growth. Without increased quality job and enterprise creation for and by local people and inward investment, greater socio-economic inclusion will be much harder to achieve.

2.3.8 As evidenced in the LEA and the Interim East Sussex Works and Skills Plan, worklessness is generally highest amongst the coastal towns, particularly in Hastings, Eastbourne, Bexhill, Rye, Newhaven and Peacehaven and also within some rural communities, for example in parts of Hailsham.

2.3.9 It is generally acknowledged that people with lower levels of skills are more vulnerable to worklessness. All teaching organisations from schools to higher education (HE) have a role to play in ensuring that skill levels are appropriate to business needs and that individuals achieve their potential; this is a major element in tackling worklessness. Worklessness itself – defined as all those receiving out of work benefits – is complex and diverse. Employment Support Assistance/Incapacity Benefit claimants (ESA/IB) make up a high proportion of out of work claimants, and mental health/health issues are more often a key driver behind ESA/IB claims¹², and therefore worklessness.

2.3.10 But in addition to worklessness, and medium and high skills shortages (the supply-side of the labour market), the LEA is based on evidence provided by the Interim Work and Skills Plan that identified demand side deficiencies. Job density in East Sussex is low. In other words, there is a sizeable gap between the levels of worklessness and available vacancies, and therefore job creation is critical.¹³

2.3.11 What it would look like?

2.3.12 A shift towards private sector growth and a more productive economy is, in part, underpinned by a fundamental shift in the skills base. By 2021, East Sussex's skills base has improved considerably, with a greater percent of the population, especially in Hastings and Rother holding L3 and L4 qualifications. The offer of appropriate career pathways, a strong culture of training and continued professional development has expanded across all sectors. Further, more employment opportunities are developed for a wider range of skills levels.

2.3.13 The gaps in wealth creation, earnings, vocational and educational achievement and employment rates between the worse performing local economies and the rest of the economy have seen a reduction leading to increased socio-economic inclusion across the county.

2.3.14 What to prioritise?

As evidenced in the Local Economic Assessment¹⁴:

2.3.15 Raise aspirations and enhance the skills base

2.3.16 The employment rate for the County remains below the regional average and there is substantial variation across each of the districts within East Sussex; Hastings and Rother posted the lowest employment rates in the County. The unemployment rate in East Sussex remains slightly higher than the regional average, but below the average for Great Britain. Hastings and Eastbourne have the highest unemployment rates by district.

2.3.17 Earnings across the county are lower than the regional average.

¹² These claimants tend to be concentrated in Eastbourne and Hastings and have an older age profile than the general population. East Sussex Adult Learning and Skills Partnership Board (2010) *Interim East Sussex Work and Skills Plan*.

¹³ *Ibid.*

¹⁴ East Sussex County Council's Local Economic Assessment.

2.3.18 The Interim Work and Skills Plan cited in the LEA identified low aspiration and motivation, particularly amongst those unemployed, as key barriers to re-engagement with work. Unattractive and insecure work can reduce motivation and militate against progression in the labour market. A low level of labour market participation among young men is sometimes attributed to unrealistically high expectations, particularly around future earnings. Worklessness can itself generate additional barriers if it induces a loss of confidence and self-belief. As such, raising aspirations is key to workless people getting back into the labour market.

2.3.19 Levels of vocational attainment in the county lag behind the national and regional average, particularly with regards to the higher skills (Levels 3 and 4). The proportion of highly qualified level 4 working age residents in Hastings and Rother is well below the regional and national averages

2.3.20 NEET (Not in Education, Employment or Training) rates in East Sussex are on average relatively good in comparison with the national average. Hastings however has the highest proportion of NEET 16-18 year olds, being the only district above the national average.

2.3.21 The ESABS11 found approximately one in ten East Sussex businesses has been unable to fill vacancies over the last 12 months, with a similar pattern across all business sectors; the main reasons are lack of work experience and a low number of applicants with the required skills.

2.3.22 'Soft skills', including customer service, communication skills, team working, personal presentation etc were key priorities for local businesses, reflecting findings in the National Employers Skills Survey.

2.3.23 The ESABS11 identified almost two-thirds of businesses have neither a plan specifying the level and type of training needed by staff, nor a training budget.

2.3.24 Health issues among the unemployed is likely to call for increased joined up working between the health service, local authorities, with their new duty in relation to health, in and starting work support provision, and business.

2.3.25 How do we achieve it?

Draft Strategic Priority Action template

"By 2021, East Sussex will offer a more diverse array of quality employment opportunities for a more highly skilled inclusive workforce with appropriate career pathways."		
Strategic Priority 2: Raise aspirations and enhance the skills base – by tackling barriers to work and addressing skills gaps.		
Aim	Action/Focus	Result
<i>Tackle worklessness by addressing barriers to work</i>		
2.1. Encourage/ support people, particularly the long-term unemployed and the more disengaged, to overcome barriers to work.	2.1a Via public sector websites and other appropriate organisations, encourage greater participation in community, learning or volunteering activities to boost confidence and help the journey back into	Boost aspirations; increase volunteering for community projects; improve socio-economic cohesion by removing some barriers to work.

	<p>the labour market.</p> <p>2.1b Sign posting by the public sector to the Department of Work and Pensions <i>Work Programme</i> and related learning opportunities, via websites for example; how and where access to skills training should be included.</p> <p>2.1c The new European Social Fund Programme will go live in 2014; currently it is a national programme with some small flexibility regionally. Local partners and the LEP recognise (as does central government) that ESF is a very important fund in respect of supporting the unemployed into work through training and the provision of other related socio-economic support provision. The LEP is set to lobby/influence HMG to devolve more of the ESF and/or increase the flexibility of local spend. Partners will need to support the LEP in this and also influence as appropriate.</p>	<p>Improve the flow and access to information on return to work.</p> <p>ESF funding post 2014 with better fit with local needs; this will be particularly important in the areas where worklessness numbers are higher and worklessness itself is more embedded.</p>
<p>FOCUS:</p> <p>2.1a/2.1b/2.1c Particular focus should be on the Regeneration areas with some emphasis on those areas with a higher incidence of worklessness (i.e. Hastings and Eastbourne) and on those more marginalised from the workforce - NEETS, lone parents, those with disabilities including those in the more deprived rural areas etc. In terms of influencing the ESF, the needs of the harder to reach, the regeneration areas and the more deprived rural communities should be a major focus of the programme development to ensure it fits with requirements in the local areas and achieves a quantifiable impact.</p>		
<p>2.2. Retain former claimants in work; encourage use of apprenticeships as a route to work.</p>	<p>2.2a Being in work must make financial sense for claimants as it results in increased socio-economic inclusion. Some groups may require additional support to stay in work. How the <i>Work Programme</i> and the new ready for work examinations will pan out is not yet understood (the latter is likely however to result in an increased number of people requiring additional support to be work ready and when in work). This area therefore will need monitoring to identify any shortfalls in support. This will need to include regular liaison by appropriate local partners with the organisations delivering the <i>Work Programme</i> locally.</p> <p>2.2b Those entering work need to be fully aware of all the in work benefits available; partners, including the public sector, must maintain and perhaps consider enhancing clear signposting to relevant sites and advisory organisations. Additional in work support may be required.</p> <p>2.2c The take up or not of workplace apprenticeships is important as a step onto a career ladder and its improving provision, in line with business needs, is vital. This area must continue to be monitored (e.g. via the East Sussex Annual Business Survey) for broadest</p>	<p>A programme more fit for (local) purpose thereby reducing claimant numbers by increasing participation in the workforce; reduced dependency ratios.</p> <p>Improved sign posting and support to those newly entering work in terms of take up of in work entitlements.</p> <p>Business issues and opportunities in respect of apprenticeships and apprenticeship frameworks are understood and where required remedial action taken. The apprenticeship offer better matches current and future business need.</p>

	spatial, including rural and 'hard to reach', inclusion. The provision of apprenticeships must be increased.	
FOCUS: 2.2a/2.2b All of East Sussex. 2.2c The apprenticeship offer is low at 4% across the county (ESABS11). Increasing the offer and take up is particularly important in the high NEET area of Hastings. There is a large amount of work to do in improving the opportunity for apprenticeships. The Adult Learning and Skills Partnership Board will be a key player in supporting provision fit for business needs.		
2.3. Encourage use of new supported routes into work and self employment	<p>2.3a The new 'Work Clubs', designed to help people make the most of local knowledge and resources to help unemployed people gain employment in their communities, are voluntary in their set up. How effective they are and how they fit with need is yet to be ascertained – this will also need to be monitored by local key players; new or specialist 'work clubs' may need to be facilitated.</p> <p>2.3b The New Enterprise Allowance Scheme (due out August 2011) will give extra help to unemployed people who want to start their own business. How this will work and whether all workless groups will find this sufficiently effective in supporting them towards entrepreneurship should be kept under review. It must be linked to other forms of business finance sources and business support organisations e.g. via the Chambers of Commerce and the Federation of Small Business (see 1.4).</p>	<p>A wider scoping and understanding of the opportunities supplied by the new routes into work; where working this will result in reduced dependency ratios; new businesses created; additional jobs created.</p> <p>Ensure that the New Enterprise Allowance Scheme is doing its job and actually helping to create new sustainable enterprise; ensuring that the Scheme is inclusive.</p>
FOCUS: 2.3a It is more likely that the Work Clubs will not service those with accessibility problems (rural/rural peripheral areas) or those who are generally harder to engage; these may be long term unemployed or younger people – particularly in the more deprived areas. 2.3b All of East Sussex, some emphasis required in those areas with high levels of benefit dependency (Hastings, Eastbourne, Bexhill) and in ensuring access from those areas with reduced public transport options (e.g Hailsham & Heathfield).		
2. 4. Improve public transport to enable access to a wider range of employment and related opportunities.	<p>2.4a Working closely with local transport providers/the communities, the voluntary and community sectors and bus/ rail operators to improve services, and to ensure bus/rail integration is achieved wherever possible including from the larger more peripheral housing estates to employment sites. The reliability and accessibility of public transport is key in enabling access to training, into work support provision, childcare, and work itself; access research via relevant software may be a tool in achieving this.</p>	<p>Increased accessibility of employment locations with reduced end-to-end journey times, increased travel time reliability, reduced reliance on the car, increased access to services.</p>
FOCUS: 2.4a Rural communities and peripheral urban/rural housing estates with accessibility issues, towns and villages where greater integration of rail, road and public transport could be achieved.		
2. 5. Boost softer skills.	<p>2.5a Each ESABS has identified the importance of this skills area. There needs to be additional work with public and private sector training providers, and those</p>	<p>Skills training has better fit with business needs which in turn will improve business efficiency; this will also improve employability and potentially enhance</p>

	who provide mentoring to increase the focus on improving customer service, communications skills, team working skills, initiative/ problem solving and personal presentation. Schools may wish to consider any contribution they can make to this learning via team project work, public speaking & presentation etc whilst ensuring that pupils are aware of the importance of such 'soft skills' in the world of work.	career progression.
FOCUS: 2.5a All of East Sussex with particular attention on the longer term unemployed and the harder to engage who are likely to need more training in these skill areas; Hastings, Eastbourne, Bexhill and Newhaven, Hailsham.		
2.6. Encourage career progression	<p>2.6a Create more seamless connections through schools, training, further and higher education to work. The Education in Business Partnership (EBP) is an additional example of how this can be facilitated. Strengthen appropriate opportunities in schools, FE and HE for learning, career advice and training in and out the workplace that fits with business need. Action here should make finding work/ identifying career pathways easier and raise aspirations. Help create tangible route ways to employment.</p> <p>2.6b Use the East Sussex Annual Business Survey to monitor business engagement and issues in relation to training/ apprenticeships and skill needs and provision. Ensure findings are formally fed back to those who supply training/ apprenticeships and to business support organisations.</p>	<p>Ease 'learning into work' routes by ensuring better workforce fit with business needs. Improve the match between career choice and work availability; raise aspirations and enhance career progression.</p> <p>Gain robust evidence to inform relevant organisations of requirements and opportunities. Ensure that business needs are understood and met.</p>
FOCUS: 2.6a Hastings in respect of NEETS, and the regeneration areas in respect of worklessness (with emphasis on Hastings), the more deprived rural communities to include engagement of educational bodies that serve the more deprived & peripheral wards in the county; schools, colleges and universities 2.6b All of East Sussex		
2. 7. Encourage entrepreneurship	<p>2.7a Showcase entrepreneurship in schools, colleges and universities – via presentations from local businesses to boost aspirations and better position setting up a business as a viable career option. Develop entrepreneurial thinking including through careers advisers, the EBP, relevant voluntary & community organisations. Look to facilitate increased education and business liaison through business 'champions' – volunteers/mentors from local chambers may be an option.</p> <p>2.7b The new Enterprise Club's aim is to help people make the most of local knowledge and resources to help unemployed people in their communities set themselves up as self-employed or start their own business. Again how</p>	<p>By ensuring career choice includes an understanding of self employment/small company creation. Increase business start-ups. Increase economic activity and job creation potential.</p> <p>Ensure that all communities have access to Enterprise Clubs</p>

	<p>effective and whether they are positioned for their clients (spatially and content) will need to be assessed by relevant local partners. Additional facilitation of these may be required; links to business mentors will be needed.</p> <p>2.7c An ageing population offers an increased opportunity for older people, perhaps post their main career, to consider starting a business and/or acting as business mentors. It is important that information on routes to both is accessible and clear.</p>	<p>Retaining and using existing life and work experience to aid the entrepreneurs of tomorrow.</p>
<p>FOCUS:</p> <p>2.7a All of East Sussex but with focus on areas with higher levels of worklessness including Hastings, Eastbourne, Rother (Bexhill), Newhaven, parts of Hailsham.</p> <p>2.7b Monitor provision and access to Enterprise Clubs in rural and regeneration areas to ensure the harder to reach (in all senses of 'accessibility') and to engage are included.</p> <p>2.7c All of East Sussex working in particular through organisations that have access to the older population.</p>		
<p>2.8. Ensure the supply of skills matches employers' needs now and in the future.</p>	<p>2.8a Undertake a further detailed mapping (including via the ESABS) of future skills need and current provision to identify and address potential skills gaps with skills training providers. Identify issues with current and future skills provisioning</p> <p>2.8b Increase and retain the supply locally of science, technology, engineering and mathematics (STEM) graduates. Schools play an important part in encouraging the take up of STEM subjects and acting as feeders through to FE & HE. Retention may be aided by graduates better understanding local job opportunities.</p>	<p>Better matching of supply and demand; better matching of HE courses/training with business needs. Improve the skills perspective in relation to science and innovation and emerging technologies.</p> <p>Increase in STEM qualified students both at school, FE and HE level. Improved retention of graduates locally</p>
<p>FOCUS:</p> <p>2.8a All of East Sussex</p> <p>2.8b Additional encouragement of STEM courses in Hastings and Rother where higher level skills are lowest</p>		

2.4 “By 2021, East Sussex will have improved transport and broadband connectivity, commercial and housing infrastructure – with better fit for a low carbon economy - drawing on its privileged location and access to the SE airports, London, and mainland Europe.”

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 commercial premises - ensure workspace is sufficient, appropriate, sustainable and flexible for business needs contributing to attracting and retaining businesses and jobs.

Strategic Priority 5: Improving housing choice and availability.

Strategic Priority 6: Moving towards a low carbon economy.

2.4.1 Why is this important?

2.4.2 The LEA and stakeholders identified that East Sussex requires significant improvements to its infrastructure if long-term growth is to be realised. This includes improving transport infrastructure, broadband connectivity and speed, improving the appropriateness and availability of commercial and residential premises, as well as putting in place practices more attuned with a low carbon economy.

2.4.3 Economic growth must therefore also be seen in the context of the required infrastructure growth as detailed in local authorities' Infrastructure Delivery Plans' and Core Strategies, which outline that required to support economic growth in the local area. The means to deliver local infrastructure, however, is very reliant on the contributions from the developers of both commercial and residential sites. How easily appropriate contributions will be gained in the future with the potential introduction of, for example, the Community Infrastructure Levy and other related planning changes is yet to be fully understood.

2.4.4 What it would look like?

2.4.5 Infrastructure has improved, particularly in relation to broadband speed, connectivity and use across the county. More sustainable transport solutions are in place. There is improved road and rail connectivity and appropriate and timely site developments have progressed both for commercial and housing purposes. The improved connectivity infrastructure aids existing business growth and market expansion and increases inward investment.

2.4.6 There has been a greater assessment and understanding in all sectors of the impacts associated with climate change and finite energy usage. The implications

for their business services, production techniques and travel have resulted in increased adaption (and mitigation) to reduce the carbon footprint in the county.

2.4.7 Competitive advantage is gained by good business and household environmental credentials improving the area's appeal as a place to live and do business.

2.4.8 What to prioritise?

As evidenced in the Local Economic Assessment¹⁵:

2.4.9 Strategic Priority 3: Improve connectivity

2.4.10 Rail, road and broadband connectivity and speed improvements are critical for East Sussex to take advantage of its privileged location.

2.4.11 Improve physical connectivity

2.4.12 Rail, road, commercial premises, housing and broadband improvements are critical for East Sussex to make best advantage of its location. These sit within the context of a transition to a low carbon economy.

2.4.13 The quality of the road network of East Sussex in particular poses a significant challenge to the long-term economic health of the county.

2.4.14 In urban areas of high demand, delays associated with congestion impact adversely on both businesses and employees. In rural areas, poor quality transportation can lead to these communities being marginalised in terms of services, whilst also exacerbating problems of worklessness.

2.4.15 The ESABS11 identified that the proportion of respondents with concerns about private transport had increased by more than half compared to 2010. Almost one third of businesses raised road tax/fuel costs as an issue, up from less than one in ten in 2010. The main aspects of East Sussex transport that could most usefully be improved for businesses were better roads (poor conditions) and better access to road links and rail infrastructure.

2.4.16 There are specific problems on the A27 and A259 corridors where the roads are operating at capacity at peak hours and have sections with significant safety issues.¹⁶ Some road schemes e.g. the Tonbridge to Pembury dualling and the Baldslow link scheme north of Hastings will go some way to tackling problems of congestion around the county. Other aspirational schemes – Flimwell to Robertsbridge, Kippings Cross to Lamberhurst - cancelled following the recent CSR, remain important to improving journey time reliability between the M25 and Bexhill/Hastings and supporting the local economy.

¹⁵ East Sussex County Council's Local Economic Assessment.

¹⁶ To address this, the County Council is carrying out a two year programme of maintenance work on the county's road network worth more than £23 million. The programme includes more than 240 road improvement schemes covering 180km of highway across the county'.

2.4.17 Further improvements to the strategic road network will be needed to unlock the development potential for both housing and employment at a number of key sites including:

- Bexhill/Hastings via the Bexhill – Hastings Link road;
- Newhaven; and
- South Wealden/Hailsham/Polegate.¹⁷

The degree of reliance on road infrastructure for development varies however; that of north Bexhill is totally reliant on the Link Road.

2.4.18 The quality and standard of train services in East Sussex suffers both in terms of east-west movement along the coastal corridor and also in terms of connectivity between the coastal towns, particularly the regional hub of Hastings to Ashford and London. The Thameslink proposals and the resultant loss of the direct Cannon Street services to London could have implications on the local economy with the potential relocation of existing residents living along the line who rely on this service to access jobs and services, as well as discouraging new residents and businesses from locating to the county. Capacity issues are also a problem on the Uckfield line.

2.4.19 Improvements to rail services and infrastructure is required to improve both passenger experience and freight opportunities. Improved passenger services would include an increase in frequency, additional carriages and an improved station environment. Lines where additional capacity (i.e. more carriages) is required are the Uckfield line and the East Coastway (Brighton-Ashford) line. Network Rail recently published Route Utilisation Strategies (30 year strategy documents), of which some outcomes will affect East Sussex rail infrastructure, not necessarily to the benefit of passengers. The main aspirations for rail infrastructure improvements in the county are not included for implementation in the plan period, however this does not preclude a case for an improvement being made and its implementation occurring during the life of the RUSs.

2.4.20 Key rail infrastructure improvements required include:

- electrification and dual tracking the Ashford-Hastings line;
- electrification between Uckfield and Hurst Green;
- reinstatement of the Lewes-Uckfield railway line;
- reinstatement of the Willingdon Chord;
- new stations at Glyne Gap, Wilting and around Polegate/Stone Cross; and
- upgrading the electricity supply on the Hastings line to Charing Cross to enable a 12-car service to operate.

2.4.21 Partnership working to achieving rail service and infrastructure improvements through liaising with Network Rail and the train operating companies, Southern and Southeastern, needs to be built upon and continued in the future.

¹⁷ There are also proposals to improve or dual the A26 between the A27 junction and Newhaven. This would assist the regeneration of Newhaven generally, especially with the implementation of the forthcoming port Masterplan. However, there may be planning objections due to the road's location in the National Park, and uncertainties over funding in the current climate.

2.4.22 Initiatives to help boost the economic regeneration of Newhaven port and the town need to include promotion of the port for both freight and passengers. There is potential for onward shipment of freight from the port by rail and better passenger interchange facilities at Newhaven Town station.

2.4.23 Increasing sustainable travel modes via the increased use of public transport and more sustainable methods of private travel by businesses and residents, must sit alongside the infrastructure improvements required.

2.4.24 *Improve broadband connectivity and speed*

2.4.25 Estimates of the number of adults with a daily internet connection show that East Sussex residents are less likely to have access to the internet than national and regional averages.

2.4.26 The lowest levels are found in wards in urban Hastings and Bexhill, which in part may reflect the relatively high levels of deprivation in these areas, but may also be due to the elderly population of some wards.

2.4.27 In East Sussex there are 11 fairly large areas with absolutely no broadband access. No borough or district is affected more than others – areas with no broadband provision are spread throughout the county.

2.4.28 The greatest proportion of business broadband coverage in East Sussex is between 0.5-2 mb/second which is defined as poor coverage in terms of speed.

2.4.29 The ESABS11 identified one in six businesses in East Sussex is still without access to broadband and, of those businesses that do have access, most receive fewer than 2mb. Approximately three quarters of all businesses do not have access to high speed broadband (24mb/s+); access to faster broadband was identified as a requirement by nearly a third of businesses looking to move to alternative or additional business accommodation. For those without broadband or access to high speed broadband, almost half stated they will either access broadband or increase their speed over the next two years.

2.4.30 East Sussex County Council leads on the LEP for broadband, seeing it as a key tool in economic growth in relation to both coverage and speed. This will include an 'LEP narrative' on the need for improved broadband, focusing on the areas least likely to attract private sector broadband infrastructure investment. The government's universal broadband plan aims to provide all areas across the UK with broadband speeds of at least 2Mbps by 2015. Broadband Delivery UK (BDUK) is to be responsible for ensuring that the 2015 target is met, especially in those areas where it may not be viable for the market to deliver. ESCC and partners will continue to work with BDUK on the next round of funding.

2.4.31 Strategic Priority 4: Upgrade commercial premises

2.4.32 Ensure workspace is sufficient, appropriate, sustainable and flexible for business needs contributing to attracting and retaining businesses and jobs.

2.4.33 Ensuring that commercial premises are sufficient in terms of choice, are appropriate, flexible and environmentally sustainable (i.e. fit for business needs) is key to attracting, retaining and growing businesses and jobs. Of the 10% of all businesses reporting to be seeking new accommodation currently, or over the last 12 months, just less than half are seeking office accommodation and over one third are seeking industrial or warehouse accommodation. In contrast there has been a fall in the proportion seeking retail space. The two top characteristics sought of new business premises are that they should be cheaper and more energy efficient.

2.4.34 Around a fifth of businesses in East Sussex suggest that better public spaces and shopping facilities would make the county more attractive to both businesses and employees, coming just ahead of less fear of crime and more housing choice.

2.4.35 Strategic Priority 5: Improving housing choice and availability

2.4.36 The characteristics of the local housing supply, type, price (affordability) and quality can impact on the attractiveness of an area to live and work. The completion of new homes falls short of identified need.

2.4.37 Levels of affordable housing are lower in East Sussex compared to the South East and across England and Wales.

2.4.38 Data for 2006 indicates that 4.7% of the county's housing stock is unfit for human habitation, slightly higher than the national average and higher than the regional average. There is a significantly high rate of 'unfit for habitation' in urban Hastings and to a slightly lesser extent in Eastbourne.

2.4.39 The supply of rented housing varies enormously across districts and includes concentrations of poorer quality private sector housing, particularly in the coastal towns where 'Homes in Multiple Occupation' feature. There is a particularly strong association between the rented tenure and higher levels of social and economic deprivation as, for example, in Hastings.

2.4.40 The average house price to earnings ratio in 2010 was 8.7 in East Sussex compared to just over 7 nationally. The downward trend in affordability over the last 2 years reflects the collapse of the housing market, as the market recovers the gap between income and price will likely widen. Affordability remains a high priority for rural areas, since the stock of affordable homes has historically been proportionately lower than in urban areas.

2.4.41 Demand for accommodation is across East Sussex, with the numbers of households waiting for accommodation now totalling over 11,000 county-wide. Given the comparatively low level of existing affordable housing, Local Authorities are under significant pressure to meet high and rising housing needs across the county.

2.4.42 Both Eastbourne and Wealden still have homelessness acceptance levels which are higher than the national average.

2.4.43 Although the South East Plan is in the process of being scrapped by the Coalition Government, it is important to note that progress against house building targets was strong in the county. Despite this, the completion of new homes falls

well short of what is required to meet the identified needs. According to Housing Needs Surveys, an extra 2,270 affordable homes are required to keep up with demand. House building, and in particular affordable house building, continues to be challenging in terms of viability; rural house building, and in particular affordable housing in the rural areas is vital to support the ongoing vitality and economies of rural villages.

2.4.44 Strategic Priority 6: Moving towards a low carbon economy

2.4.45 The definition of a 'low carbon economy' remains fairly ambiguous. The government has however targeted a reduction in carbon dioxide levels to 80% below 1990 levels by 2050. Broadly speaking, this means reducing carbon dioxide emissions by around 3% per year, but how this will translate into the future structure of the economy of East Sussex has a degree of uncertainty.

2.4.46 East Sussex has a greater per capita ecological footprint than the UK but is below the South East. Rother and Wealden are higher than the UK average. Conversely, Hastings performs better than the UK average on all measures.

2.4.47 Emissions in the East Sussex industry and commercial sector fell between 2005 and 2007 mostly due to a reduction in oil consumption. Emissions from businesses did not reduce by the target 3% per year however, this being an indicator of progression towards a 'low carbon' economy.

2.4.48 Estimates of the commercial and industrial waste produced by the county vary from around 313,500 to 490,000 tonnes annually. The ESABS10 suggests that just 42% of businesses in East Sussex have taken action to reduce or prevent the amount of solid waste that their business produces. The vast majority of businesses recycle but 44% of businesses recycle or compost less than one fifth of their company's waste. The emerging East Sussex Waste and Minerals Core Strategy will seek to help move East Sussex towards more sustainable waste management and resource efficiency.

2.4.49 Awareness of environmental advice schemes was found to be fairly low in the county at around 25%.

2.4.50 Evidence from the ESABS10 suggests that around two thirds of businesses had never accessed advice on reducing energy costs. These were more likely to be small businesses; the ESABS11 shows little change.

2.4.51 Two-thirds of businesses were taking no action to reduce non-renewable energy consumption and carbon emissions. The most common initiative being introduced was workplace travel plans – although this is true of less than 20% of businesses.¹⁸ (ESABS 2010)

2.4.52 The Coalition Government now allows councils to sell renewable electricity back to the grid. Although opportunities are limited, the coastal position of southern East Sussex and its low population density could put it in a good position to benefit.

¹⁸ A workplace travel plan is simply a package of measures which aims to provide greater sustainable travel choice for staff and reduce the number of single occupancy car journeys for commuters and business use.

2.4.53 The structure of the economy – for example, the way we generate and consume energy, produce goods and services, and travel – will have to change dramatically if targets are to be met.

2.4.54 There could also be economic opportunities attached to the transition to a low carbon economy, as renewables and energy efficiency practices are encouraged and business develops further to provide these services. Although the scale of the opportunities associated with the sector is still unclear, East Sussex could build on its advanced manufacturing and engineering, exploiting skills that could be deployed in the environmental technologies sectors.

2.4.55 East Sussex County Council published its Environment Strategy in June 2011; the Strategy includes an action ‘we will include measures to encourage and support the transition to a low carbon economy in a new economic development strategy for the county’. This section therefore tackles this area in relation to the economy; other mainly non directly economic measures sit within the Environment Strategy itself.

2.4.55 How to achieve it?

Draft Strategic Priority Action template

“By 2021, East Sussex will have improved transport and broadband connectivity, commercial and housing infrastructure with better fit for a low carbon economy – drawing on its privileged location with access to SE airports, London and mainland Europe.”		
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: Ensure workspace is sufficient, appropriate, sustainable and flexible for business needs contributing to attracting and retaining businesses and jobs.		
Strategic Priority 5: Improving housing choice and availability.		
Strategic Priority 6: Moving towards a low carbon Economy.		
Aim	Action/Focus	Result
Strategic Priority3: Improve connectivity		
3.1 Key road improvements	3.1a Continue to lobby for key road improvements including on the A259, A27 the A21, between Tonbridge and Pembury, Newhaven, South Wealden, Hailsham and Polegate and provision of the Bexhill-Hastings link road and the Queensway-Baldslow link. Review short-term actions frequently.	Ease congestion, improve connectivity, decrease peripherality; release of key employment and housing land; of vital importance to employees, businesses and visitors.
	3.1b Consider, where appropriate, using the LEP to push for a coherent package of transport infrastructure across the LEP and to other key LEP areas.	An improved transport system will support businesses, quality of life and improve the image of East Sussex.
	3.1c In all road considerations - include regard for sustainable transport solutions.	Potential for wider health benefits; carbon dioxide reduction, reduced fuel consumption, reduced congestion.
FOCUS: As above and:		
3.1a/3.1b		
Eastbourne: The standard and quality of public transport enhanced by developing opportunities for bus and rail integration at Eastbourne/ Hampden Park railway stations. Bus priority measures promoted along A2270, A2021		

and A259, formally designated as Quality Bus Corridors. Explore the potential for a railway station at North Langney, on the site of former halt at Stone Cross.

Hastings: Top priority Bexhill – Hastings Link Road. Road improvement schemes at A21 Baldslow Junction; A21 Tonbridge to Pembury; A21 Kipping Cross to Lamberhurst; and A21 Flimwell to Robertsbridge. A strategic network of cycle and pedestrian routes, linking communities with green infrastructure, the seafront, the town centre.

Lewes: To work with other agencies to improve the accessibility to key community services and facilities and provide the new and upgraded infrastructure that is required to create and support sustainable communities. Detailed needs to be outlined in the Infrastructure Delivery Plan.

Rother: The Bexhill/Hastings Link Road and Baldslow link as essential for economic and social regeneration. Improve road and rail connections to the rest of the South East.

Wealden: Road traffic and transport issues predominate as key to the delivery of growth in Wealden. Interventions include improved signalling, junctions and priority bus corridors. Focus is on areas of the A271, A22, A2270, A27

3.1c To include the needs of pedestrians and cyclists as a consideration in all transport schemes, this will include crossing facilities, mobility access, consideration of the attractiveness of the ‘walking environment’, the institution of cycle routes (especially in urban areas) and targeted behaviour change measures (Source: Local Development Frameworks (LDF)). Also to note that the individual district Core Strategies, although yet to be agreed, will include transport.

<p>3.2 Improve local rail networks</p>	<p>3.2a Continue to lobby for:</p> <ul style="list-style-type: none"> - electrification and dual tracking of the Ashford-Hastings line; - electrification between Uckfield and Hurst Green; - reinstatement of the Lewes-Uckfield railway line; - reinstatement of the Willingdon Chord; - new stations at Glyne Gap, Wilting and around Polegate/Stone Cross; and - improved station environment, facilities and accessibility to stations. <p>3.2b Additionally and as appropriate, use the LEP to push for a coherent package of transport infrastructure across the LEP and to other key LEP areas (e.g. Coast2 Capital) and to back key transport infrastructure needs in East Sussex. Within this have particular regard for the larger communities that are not on the rail network (e.g. Hailsham) and will therefore require this lack of transport choice to be compensated by other transport modes.</p>	<p>Improve connectivity/reduce peripherality and excessive journey times over distance; of vital importance to employees, businesses and visitors. Rail is a sustainable travel method but will only see increased use if fit for purpose at an affordable price.</p> <p>Reduce social and economic exclusion and provide improved opportunities for people to travel by rail, reducing reliance on the private car and reducing carbon emissions.</p>
<p>FOCUS: As above, to also include consideration of larger communities without rail links in that they will require the deficit to be made up via other transport modes (e.g. Hailsham, Heathfield)</p>		
<p>3.3 Boost broadband speeds and penetration rate</p>	<p>3.3a Work with and influence private sector providers to roll-out superfast broadband and improved connectivity, particularly in rural and urban ‘final third’ areas. Utilise BDUK funding to ensure the most difficult to reach – are reached. Lead on broadband for the LEP.</p> <p>3.3b Having access to broadband which allows access to wider markets is only the start of the answer. Unless businesses engage with it to obtain the optimum value through utilisation of digital tools and media then competitive advantage will not be reached to the same degree. These aspects will need to be brought to business attention, and they may need additional support to fully engage.</p>	<p>Boost attractiveness of area to businesses, especially those with links to e-business sector; enable business reach to wider/global markets, use of digital media to better business advantage.</p>

	Signposting to organisations like the 'ecademy' that provides ICT support for business and other sources will be necessary.	
FOCUS: 3.3a All of East Sussex including the harder to reach areas (the 'final third'). 3.3b Ensure the engagement of micros in particular.		
Strategic Priority 4: Ensure workspace is sufficient, appropriate, sustainable and flexible for business needs.		
4.1 Identify and support the appropriate development of key commercial premises, upgrades and development sites both for local growth and inward investment.	<p>4.1a Planning authorities and developers to work more closely together to identify key/priority sites for development and job creation. Look to ease the passage of or facilitate appropriate planning permissions.</p> <p>4.1b Consider the use of new catalyst funding mechanisms where sites are deemed less viable for commercial development (e.g. TIF/finance gained from renewable energy production/ borrowing against assets/the creation of 'Local Asset Backed Vehicles' etc).</p> <p>4.1c Build/adapt premises to suit both local and potential inward investment needs as evidenced in the annual business survey. Attract target sectors by identifying their needs and matching with local supply.</p>	<p>Provide business appropriate incubator space and move on premises to allow for 'property escalation' to encourage business growth; increased potential of attracting higher growth and high value-add businesses to area; reduced final development costs; reduced final bottom line costs for business.</p>
FOCUS: As above on: Key development sites across East Sussex, in particular Sovereign Harbour, Hastings town centre, the A21 corridor (Enviro 21), N/NE Bexhill (on the build of the Link Road); Newhaven and Eastbourne/ south Wealden: <u>Eastbourne:</u> Provide 55,430sqm of employment land by 2027. <u>Hastings:</u> Provide 60,500 sqm Employment floorspace; 18,100sqm retail. <u>Lewes:</u> actual sites to be brought forward for development via the 'Site Allocations Development Plan Document' (to be prepared subsequent to Core Strategy) or through Area Action Plans. <u>Rother:</u> Provide 100,000sqm employment land; 5,000m retail. <u>Wealden:</u> Provide 40,000sqm of employment floorspace; 17,000sqm retail space between 2006 – 30 (Source: LDFs). Also to note that the individual district Core Strategies, although yet to be agreed, will include employment land designation.		
4.2 Consider the use of incentives.	<p>For example:</p> <p>4.2a Consider the setting up of a pooled 'shop window' grant for both existing businesses and to incentivise inward investment. Grants (7- 10%) of capital investment – subject to state aids – where job creation or job safeguarding results. Grant against equipment and or building refurbishment. The grant pool could initially be set up/enlarged for example by a set percentage contribution from s106 contributions.</p> <p>4.2b Consider a job creation grant for inward investment companies (where they originate from outside of the county) where a 'reward' is paid on each job created and in place after 6 months. Developers could be encouraged to contribute to the grant.</p>	<p>Increased job creation/retention at potentially low cost per job; encourages initial and further investment by companies. Increases the attraction of East Sussex as a place to do business and helps retain existing companies.</p> <p>Aids attraction of inward investors to the area and provides a fillip to developers in respect of easing sell on or lease of developed commercial premises. This may reduce some of the need for cross subsidisation via housing development.</p>
FOCUS: 4.2a This could be focused on particular sectors only where additional aid may provide higher added value, e.g.		

<p>manufacturing, engineering, new technology companies and/ or could have focus on communities where there is a higher than average level of worklessness.</p> <p>4.2b All of East Sussex in order not to artificially or arbitrarily limit the choice of inward investors.</p>		
<p>4.3 Where feasible locate businesses close to the strategic road and rail network</p>	<p>4.3a To aid connectivity, work in close consultation with developers to identify and improve businesses sites close to existing road and rail links.</p>	<p>Reduce commuting, ease access to work and work choice.</p>
<p>FOCUS:</p> <p>4.3a All of East Sussex especially A/trunk roads; transport hubs.</p>		
<p>Strategic Priority 5: Improving housing choice and availability.</p>		
<p>5.1 Move forward key areas for potential housing development across East Sussex.</p>	<p>5.1a These are currently contained in the East Sussex Local Investment Plan (LIP 2011 – 14) which is used to inform the Homes and Community Agency of the county's needs. With a reduced HCA budget, local partners are working to prioritise activity with the HCA that is deliverable and delivers value for money.</p> <p>5.1b The New Homes Bonus scheme will match fund the additional council tax for each new home and property brought back into use, for each of the 6 years after that home is built. Other changes include allowing rent on social housing to be charged at up to 80% of the average private sector rent on an equivalent residence. There are concerns that because of these changes social housing organisations and councils may be more likely to build where higher rents and higher council tax can be achieved. Both these new introductions will need to be monitored to see if they impact on house build and local authority housing benefit costs.</p>	<p>Key housing priorities within the county developed and delivered within timeframes as set.</p> <p>Impact of new schemes assessed locally and any issues brought to the attention of the HCA initially to affect redress as appropriate. Where it is identified that other areas within the LEP have similar issues - if there are any – to work with LEP partners to increase lobbying potential and influence.</p> <p>Any impact of affordable homes especially in relation to where more are required will also need to be assessed.</p>
<p>FOCUS: All of East Sussex and existing LIP targets across East Sussex with the engagement of the East Sussex Housing Officers Group:</p> <p><u>Eastbourne:</u> by 2027, 5,022 homes; focus on town centre regeneration area and Sovereign.</p> <p><u>Hastings:</u> 2011 – 2028, 3,418 homes.</p> <p><u>Lewes:</u> 2006 – 2026, 4,400 homes; focus on Sussex Coast Sub region.</p> <p><u>Rother:</u> 2006 – 2026 up to 5,850 homes; development balanced between Sussex Coast and inland.</p> <p><u>Wealden:</u> 2006 – 2030, 9,600 homes; focus on Hailsham/ Hellingly, Polegate/ Willingdon/ Stone Cross and Uckfield.</p> <p>(Source: East Sussex Local Investment Plan). Also to note that the individual district Core Strategies, although yet to be agreed, will include housing land designation.</p>		
<p>5.2 Identifying how new changes to housing related finance affects house build.</p>	<p>5.2a Local planning authorities, social housing partners and potential developers across East Sussex look likely to need to work even more closely with local communities in the future. Using revenue gains from house build could act as a lever for community build acceptance e.g. the Community Infrastructure Levy (CIL) could, if adopted locally, be used to support infrastructure that (the council), the local community and neighbourhoods want, so may serve to increase positive attitudes to house build. This is an area to monitor in the near future as CIL comes into being and the Localism Bill is passed.</p>	<p>House build targets in the South East Plan have been scrapped, local progress against targets has been strong but are still short of meeting identified need; viability remains an issue more so in urban/coastal areas. Sensitivity around land use for housing can be a constraint in rural areas. HMG proposals for 'neighbourhood/ community' planning may help or hinder the situation – monitoring will allow changes to the situation including any lessening of locally led opposition to house build to be understood</p> <p>Note a reduction in CIL to local authorities due to the community portion may impact</p>

		on financing infrastructure need – this will also need to be monitored.
FOCUS: 5.2a All of East Sussex especially those areas where house build/affordable housing is more difficult to achieve for example in the rural areas. East Sussex Housing Officers Groups is likely to be key to assessing how positively or negatively the new planning and contribution aspects affect house build and supporting infrastructure.		
Strategic Priority 6: Moving towards a low carbon economy		
6.1 Raise awareness of existing schemes to improve energy and waste efficiency.	<p>6.1a Ensure via publicity and signposting that households and businesses are aware of existing schemes to reduce their environmental impact. Include examples of savings to be made by both households and business (e.g. the East Sussex Annual Business Survey points to a 20% savings where reductions are implemented). Include the new 'Green Deal'.</p> <p>6.1b Consider encouraging, (with improved information and signposting including possible facilitation by planning authorities) small scale renewable energy installations in communities, employment sites and housing estates.</p> <p>6.1c The majority of environmental support available to SMEs is via the Carbon Trust, Wrap, Envirowise and the Energy Saving Trust & comes in the form of sector or technology specific guidance through their websites. In addition the East Sussex BETRE project has helped over 1,100 local SMEs make savings on waste, energy and water costs, totalling over £4.8m since 2003. BETRE funding is uncertain post Dec. 2012. A key 'exit strategy' of the project is to establish a self-sustaining Green Business Network across East Sussex to connect businesses keen to improve their environmental performance with those offering the products and service to help them achieve this, exchange of good practice etc.</p>	<p>Reduction of Co2 emissions, savings in energy costs for householders and business.</p> <p>Increased renewable energy production; reduced energy bills. Increased revenue possibility via 'feed in tariffs'.</p> <p>A reduction in existing 'hands on' help and support will result. This is likely to subsequently have a negative impact on reducing energy use and on waste reduction. A self sustaining 'Green Business Network' would facilitate further improved environmental performance.</p>
FOCUS: All East Sussex.		
6.2 Ensure flexibility and sustainability of business premises.	<p>6.2a Work with owners and potential developers of commercial premises to encourage the future-proofing of new/existing developments against strengthening environmental standards.</p> <p>6.2b Make results from the business surveys available in respect of business requirements on environmental aspects of buildings to inform developers, thereby improving the match of supply to demand.</p> <p>6.2c Encourage local authorities to use planning powers to <i>facilitate</i> more sustainable commercial development.</p>	<p>New build to latest, most viable environmental standards; CO2 savings.</p> <p>Better matching of supply and demand. This should help move refurbished and new build on in terms of lease or sale.</p> <p>Increased sustainability and therefore increased potential attraction by tenants and purchasers of new build and refurbished commercial development.</p>
FOCUS: All East Sussex; commercial developers, funders and planning authorities.		

<p>6.3 Drive production/use of renewable energy.</p>	<p>6.3a Encourage the generation of renewable energy; consider generation on local authority/ public sector land as an income provider.</p> <p>6.3b Further encourage business and household use of renewable energy, working with energy companies to better market access and benefits. Consider identification of local suppliers and fitters and encourage joining 'Buy with Confidence' – what gaps in local provision are there? Can diversification/ new companies/ self employment fill the gap – training needs?</p>	<p>Increased local renewable energy production; reduced CO2 emissions.</p> <p>Increase use of sustainable energy; increase the use of local business for fit, supply and maintenance; reduced CO2 emissions; increased opportunities for local business.</p>
<p>FOCUS: 6.3a All of East Sussex including local authorities and other public bodies, Newhaven in respect of E.ON off shore wind farm 6.3b Existing business support agencies (e.g. chambers) and business networks.</p>		
<p>6.4. Promote public transport, walking and cycling.</p>	<p>6.4a Working with voluntary and community groups and local communities to better meet the needs of community/ local transport services in the county. Consider use of start-up grants/lottery and Leader funding.</p> <p>6.4b Increase education and awareness of the benefits of public transport, walking and cycling and provide people with better information about their existing choices, including training such as 'Bikeability'.</p> <p>6.4c Make best use of the existing transport networks and promote simple sustainable solutions as appropriate e.g. safer cycle routes to training facilities, make walking more attractive for short journeys, the increased use of voluntary workplace travel plans.</p>	<p>Improved access to facilities and services for non car users.</p> <p>More people using public transport, walking and cycling for leisure and to access work or training.</p> <p>Maximise the use of sustainable travel choices in and around existing routes.</p>
<p>FOCUS: 6.4a Geographically marginalised communities 6.4b/c All of East Sussex</p>		

2.5 “By 2021, East Sussex will boast a thriving and high value visitor economy, renowned for its natural assets, unique heritage, culture, market and coastal towns.”

2.5.1 Strategic Priority 7: Build the East Sussex visitor profile.

The visitor profile, its identity, and the quality of offer needs to be enhanced for East Sussex to become a key destination for visitors.

2.5.2 *Why is this important?*

2.5.3 With a combination of heritage, culture and natural environment East Sussex provides an attractive offer for visitors; this is one of the county’s strong selling points. Additionally the new South Downs National Park (SDNP) offers a new brand in the county that will give added leisure and visitor opportunities.

2.5.4 In order to increase the number of visitors to the county, especially longer stay visitors, East Sussex needs to harness these assets to ‘create’ a sense of place, one which visitors want to be part of. Even with the transport infrastructure pressures, East Sussex is already a popular visitor destination indicating that this is an achievable goal which offers further opportunity to create jobs and foster economic growth.

2.5.5 *What it would look like?*

2.5.6 By 2021, the county will be more widely recognised for its strong tourism, leisure and cultural offer, clear sense of identity, and high value visitor spend both within and out of season.

2.5.7 Including taking more advantage of its Areas of Outstanding Beauty (AONB), East Sussex is recognised for its distinctive offer of sustainable tourism and high quality service within the industry. The new SDNP has enhanced the tourism and leisure profile of the county and helped increase long stay visitor numbers across the county. This has provided additional revenue not only for areas within the park but surrounding rural communities that can, for example, offer accommodation, further visitor attractions and local produce.

2.5.8 As a consequence there is an increase of jobs within the sector. There is improvement in the customer care and the knowledge base of the tourism and leisure industry, including the benefits of ‘green tourism’. An increase in the uptake of vocational learning also provides opportunities for those that are looking to rejoin the labour market whereas improved training opportunities help workers already in the industry develop intermediate and higher skills.

2.5.9 *What to prioritise?*

As evidenced in the Local Economic Assessment¹⁹:

2.5.10 According to the Office of National Statistics 2009 Travel Trends survey those tourists who visited East Sussex spent £294m. Employment in the accommodation and food sector alone is 15,000 people with 1,225 VAT registered businesses (08/09 & 09/10 ESIF), although it is likely that in reality the numbers will be higher than that officially recorded.

2.5.11 Almost two-thirds of East Sussex has been designated as AONB in either the High Weald or the South Downs National Park²⁰. There are 47 miles of coastline – of which six have been demarked as Heritage Coast – incorporating Beachy Head and the white cliffs of the Seven Sisters.

2.5.12 East Sussex has cultural sites of renown; these include the De La Warr Pavilion at Bexhill-on-Sea, Glyndebourne in Lewes District, the Towner and the Devonshire Park Tennis Centre in Eastbourne and the Jerwood Gallery (in development) at Hastings.

2.5.13 The current government suggests that the tourism sector is fundamental to rebuilding and rebalancing of [the] economy and offers one of the best and fastest ways of generating jobs.

2.5.14 The new SDNP is likely to help increase visitor numbers; this may provide additional revenue both inside and out of the national park.

2.5.15 Although the sector is already strong,²¹ through consultations and workshops stakeholders suggested there is a sense that the quality of its offer, particularly the services and standards of the industry, as well as key selling points, could be further developed.²² This is more so the case at a time where a weaker sterling is encouraging more tourism from abroad as well as increased domestic demand for 'staycations', that is families choosing to spend holidays within the UK.

2.5.16 How do we achieve it?**Draft Strategic Priority Action Template**

“By 2021, East Sussex will boast a thriving and high value visitor economy, renowned for its natural assets, unique heritage, culture, market and coastal towns.”		
Strategic Priority 7: Build its profile, identity, and enhance the quality of its offer – to become a key destination for visitors.		
Aim	Action/Focus	Result
<i>Develop a strong coordinated high quality offer with benefits to local economies.</i>		
7.1. Promote East Sussex as a special destination.	7.1a Working with existing promotions such as '1066 country' develop a stronger offer for the place 'East Sussex' as a destination for tourists, putting forward a coherent campaign to promote East	Increase the area's profile by maximising the return on its individual assets, boost visitor numbers and thereby boost local demand. Increase job opportunities including for entry level work

¹⁹ East Sussex County Council's Local Economic Assessment.

²⁰ In fact, the South Downs has been nationally recognised for its natural beauty and the space it offers for people to enjoy the countryside. This is why it has been made into a national park.

²¹ Visitor numbers are detailed in the LEA

²² Consultations and stakeholder workshops.

Build the profile of East Sussex as a tourist destination and define it as a place with a difference

	<p>Sussex as a special destination. Ensure the heritage, culture and natural habitats across East Sussex are key parts of this and that their profile is maximised. Encourage longer stay and out of season via exploitation of the variety and number of destinations on offer. Consider how East Sussex can be used as a hub for visitors allowing access not only to the county but neighbouring areas of visitor value (e.g. Brighton).</p>	
<p>FOCUS: 7.1a All of East Sussex, consider identifying areas where assets are not receiving a sufficiently high profile – what is being missed. The leisure assets of East Sussex need to link into assets for business as a part of the lifestyle attraction.</p>		
<p>7.2. Increase the visitor profile, including sustainable tourism</p>	<p>7.2a Further build on the national recognition of the Areas of Outstanding Natural Beauty and the new South Downs National Park in marketing East Sussex. Increase focus on sustainable tourism to help the county differentiate itself; this should include the promotion of local produce.</p>	<p>More sustainable working practices help the transition to a low carbon economy and improve the county's profile in turn this will boost job opportunities locally.</p>
<p>FOCUS: 7.2a Visit East Sussex; local authorities; all of East Sussex including natural, cultural and heritage sites; local tourism promoters.</p>		
<p>7.3. Encourage high standards of service within the industry.</p>	<p>7.3a Encourage the industry, using where possible existing organisations e.g. Chambers of Commerce, hotelier groups, schools, colleges, the University of Brighton etc, to develop higher quality standards including of those trained as well as showcasing best practice. Raise the quality, attraction, profile and progression of working within the leisure industry, look to encourage career development training in work.</p>	<p>Improved in work training, increased demand; more job opportunities and improved career progression for lower-skilled workers; improved 'soft skills'; improved profile of the sector as one with career potential. Make staying in the county more of enjoyable experience with excellent service leading to increased repeat visits and recommendations.</p>
<p>FOCUS: 7.3a Visit East Sussex, the Adult Learning and Skills Partnership Board, FE, hoteliers groups, careers advisers across all of East Sussex and in relation to skills those areas in particular where skill levels are lower as in Hastings and Rother and where there is high incidence of NEETS (Hastings).</p>		

Section 3

Measuring progress and milestones

Section 4

Consultation process and References

3 Measuring progress and milestones

The indicators for this section will be identified once the actions are agreed post consultation (August – October 2011). Following this, once the EDS has been reviewed after the consultation, the Implementation Plan will be developed November – December 2011.

The Implementation Plan will identify the key priorities over the short, medium and long term, and how they will be taken forward and by whom.

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4. Consultation process and references

4a Two stakeholder workshops were held to feed into the development of this Economic Development Strategy. In addition consultations with each of the districts, the East Sussex Strategic Partnership, and Locate East Sussex were undertaken. Internal and external reference groups also commented on earlier drafts of this strategy.

4b We thank all those involved for their contribution to the Economic Development Strategy.

Business workshop – 29th July, Eastbourne

Name	Organisation
Claire Onslow	Lewes District Council
Ray Mason	Edeal
Kerry Kyriacou	Business Link
Mike Cogswell	Locate East Sussex
Sarah Pearce	Wave Leisure
Graham Marley	1066 Enterprise
John Hodges	Hastings Area Chamber of Commerce
Peter Archer	Federation of Small Businesses
John Tolley	Heathfield Partnership
Derek Godfrey	Eastbourne District Chamber of Commerce
Kevin Nicholson	Sea Space
Mark Froud*	Sussex Enterprise

*Could not attend but sent written input.

Stakeholder workshop – 11th August, Lewes

Name	Organisation	Name	Organisation	Name	Organisation
Rachel Philpott	NCDA Ltd	Nicky Easton	Peacehaven Chamber of Commerce	John Tolley	The Heathfield Partnership Trust Ltd
John Hodges	Alliance/Hasting Chamber of Commerce	Jeff Collard	Eastbourne Borough Council	Katy Thomas	East Sussex County Council
Philip Britton	Skills Funding Agency	Hilary Lane	East Sussex Arts Partnership	Laura Williams	Development Manager
Simon Hickmott	East Sussex County Council	Brian Butterworth	East Sussex County Council	Helen Joslin-Allen	East Sussex County Council
Andrew Palmer	Hasting Borough Council	Peter Archer	FSB	Amy Newnham	East Sussex County Council
Ken Stevens	FSB	Jon Wheeler	East Sussex County Council	Colin Monk	University of Brighton
Sarah Pascoe	Wealden District Council	Stuart Derwent	CPRE	Penny Shearer	Eastbourne Borough Council
Hamish Monro	WARR/Locate East Sussex	Stephen Tredidgo	Babcock Enterprises	Phil Jones	East Sussex Innovation and Growth
Rose Miller	Sussex Downs College	Paul Hoppen	Lewes District Council	Lucy Knott	Lewes District Council
Robert Allison	University of Sussex	Sue Middlehurst	Sussex Coast College Hastings	Don Cranfield	Plumpton College
Toyin Higgs	Connexions	Martin Fisher	Rother Voluntary Action	Julie Eason	East Sussex Advice Plus
Kerry Kyriakou	Business Link South East	Tricia Mitchell	Sussex Deaf Association	John Shaw	Sea Space
Sally Harper	Active Sussex	Graham Arr-Jones	East Sussex County Council	Tony Mernagh	Brighton and Hove Business Forum
Janet Thacker	Jobcentre Plus, Surrey and Sussex District	Theresa Pollard	Tomorrow's People	Mike Cogswell	Locate East Sussex
Gill Cameron-Waller	Wealden District Council & Local Strategic Partnership	Lisa Schrevel	ESSP	Chief Supt. Robin Smith	East Sussex Police
Shelagh Powell	East Sussex County Council	Monica Adams-Acton	Hasting Borough Council	Kieran McNamara	East Sussex County Council
Adam Chugg	3VA	Viki Faulkner	Sussex Learning Network		
Graham Burgess	Rother District Council	Councillor Rupert Simmons	East Sussex County Council		
Captain Francois Jean	Newhaven Port and Properties	Bernadette McGuigan	Wealden District Council		
Christine Jervis	Adult College for Rural East Sussex	Sheila Madock	U3A		

Individual Consultations

Name	Organisation
Penny Shearer	Eastbourne Borough Council
Monica Adams-Acton & Simon Hubbard	Hastings Borough Council
Paul Hoppen	Lewes District Council
Graham Burgess	Rother District Council
Bernadette McGuigan	Wealden District Council
Mike Cogswell	Locate East Sussex
Jeremy Legget	East Sussex Strategic Partnership

Reference Groups

Internal Reference Group		External reference group	
Name	Role and organisation	Name	Role and organisation
Amy Newnham	Business and Project Assistant (East Sussex County Council)	Graham Burgess	Head of Regeneration, Rother District Council
Bryan Butterworth	Research and Information Team Manager (East Sussex County Council)	Monica Adams-Acton	Head of Regeneration & Community Services, Hastings Borough Council
Helen Joslin-Allen	Principal Planning Research Officer (East Sussex County Council)	Paul Hoppen	Assistant Director (Strategy and Regeneration), Lewes District Council
Jon Wheeler	Transport Policy Team manager (East Sussex County Council)	Penny Shearer	Economic Development Manager, Eastbourne Borough Council
Katy Thomas	Economic Development Manager (East Sussex County Council)	Sarah Pascoe	Economic Development & Tourism Manager, Wealden District Council
Mike Langthorne	Strategic Planning Policy Team Manager (East Sussex County Council)	Shelagh Powell	Senior Economic Development Manager, East Sussex County Council
Stephen Potter	Environmental Strategist (East Sussex County Council)		
Shelagh Powell	Senior Economic Development Manager (East Sussex County Council)		
Lisa Schrevel	Partnership Development Manager (East Sussex Strategic Partnership)		

References

4c Although the national and regional policy context is undergoing significant change under the Coalition Government, below we provide a summary of the different documents that have been consulted as part of drafting this Economic Development Strategy. Many of these documents, particularly those that set out strategy at the regional level were issued under the previous government and either have been or will be discontinued.

4d At national level, new documents of particular relevance to this Economic Development Strategy include BIS (2010), a model for sustainable and balanced growth, interactive.bis.gov.uk/comment/growth/ and The Rural Coalition (2010), The Rural Challenge: Achieving sustainable rural communities for the 21st century. HM Government (2010) Local Growth: realising every place's potential and the Localism Bill.

- Regional Economic Strategy (SEEDA 2006 – 2016): the Regional Economic Strategy will no longer apply with the abolition of SEEDA (March 2012)
- South East Plan (2006 – 2026) NOTE: the SE Plan has been abolished by the coalition government
- Regional Skills Strategy will no longer apply with the abolition of SEEDA March 2012
- 'Enterprise East Sussex' – the original bid to create an East Sussex Local Enterprise Partnership.
- Pride of Place: a Sustainable Community Strategy for East Sussex (2008 – 2026)
- Local Transport Plan 3 (LTP3)
- East Sussex Adult Learning and Skills Strategy
- East Sussex (Interim) Work and Skills Plan
- 14-19 Plan
- NEET reduction strategy
- Draft Raising the Participation Age (RPA) Strategy: towards Implementation
- East Sussex Children and Young Person's Plan (CYPP)
- The East Sussex Local Area Agreement (2)

- East Sussex Child Poverty Assessment
- ESCC Climate Change Strategy and the Environment Strategy for East Sussex
- Developing Local Development Frameworks, supporting documents and Local Strategy
- Freight Strategy (subsequently included in LTP3)

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