

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 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 draft Local Plans and for the county the (then) 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.

E.6 The LEA 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 connectivity and 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 generally 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 although will necessarily produce growth in the public and private health sectors. 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 see page 8) analysis conducted for the LEA all led to the identification of a number of strategic priorities, and actions needed 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 the provision of commercial premises - ensure workspace is sufficient, appropriate, sustainable and flexible for business needs, contributing to attracting and retaining businesses and jobs;

Strategic Priority 5: Improve housing choice and availability;

Strategic Priority 6: Move towards a low carbon economy; and

Strategic Priority 7: Build the East Sussex visitor profile – its identity, and enhance the quality of offer to become a key destination for visitors.

The vision is:

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

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

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Introduction

Introduction to the Strategy

I.1 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 policy and financial context.

I.2 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.

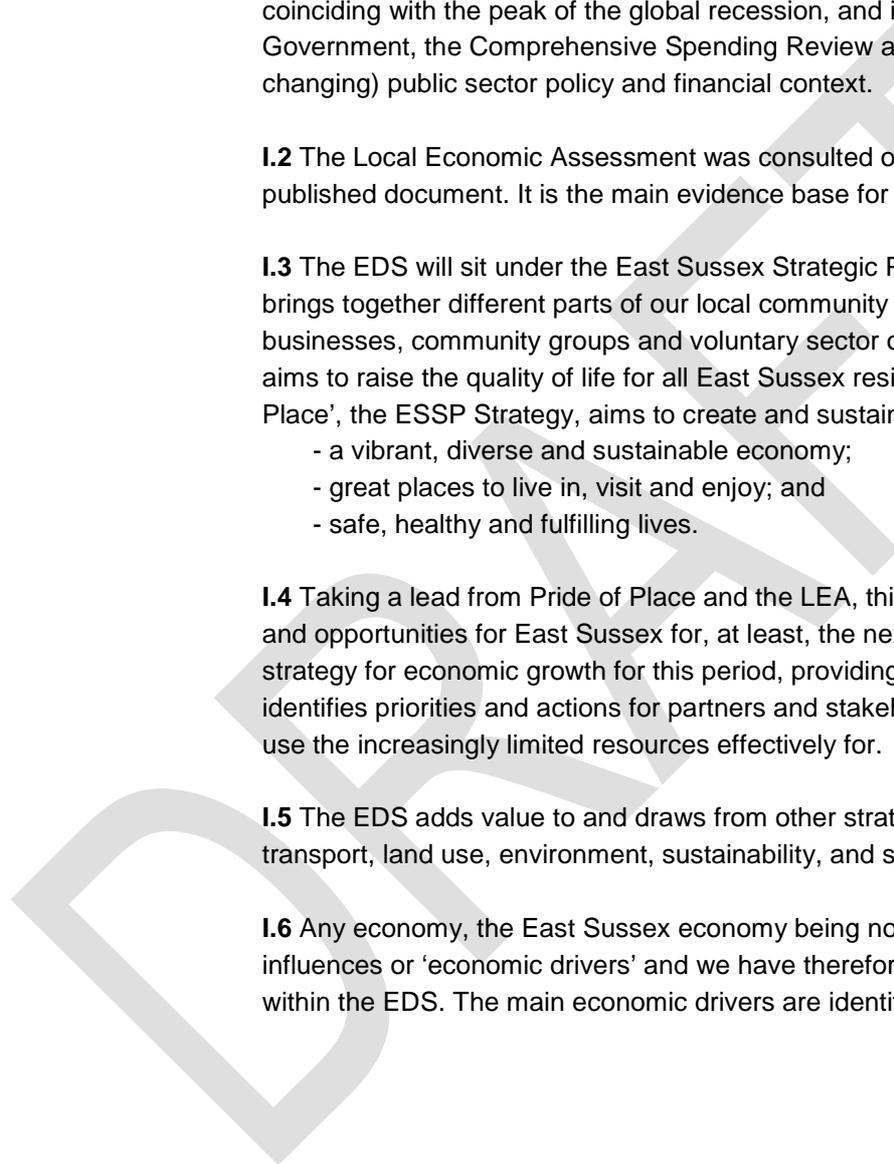
I.3 The EDS will sit under the East Sussex Strategic Partnership (ESSP): The ESSP brings together different parts of our local community - public services, local businesses, community groups and voluntary sector organisations. The Partnership aims to raise the quality of life for all East Sussex residents. To achieve this 'Pride of Place', the ESSP Strategy, aims to create and sustain:

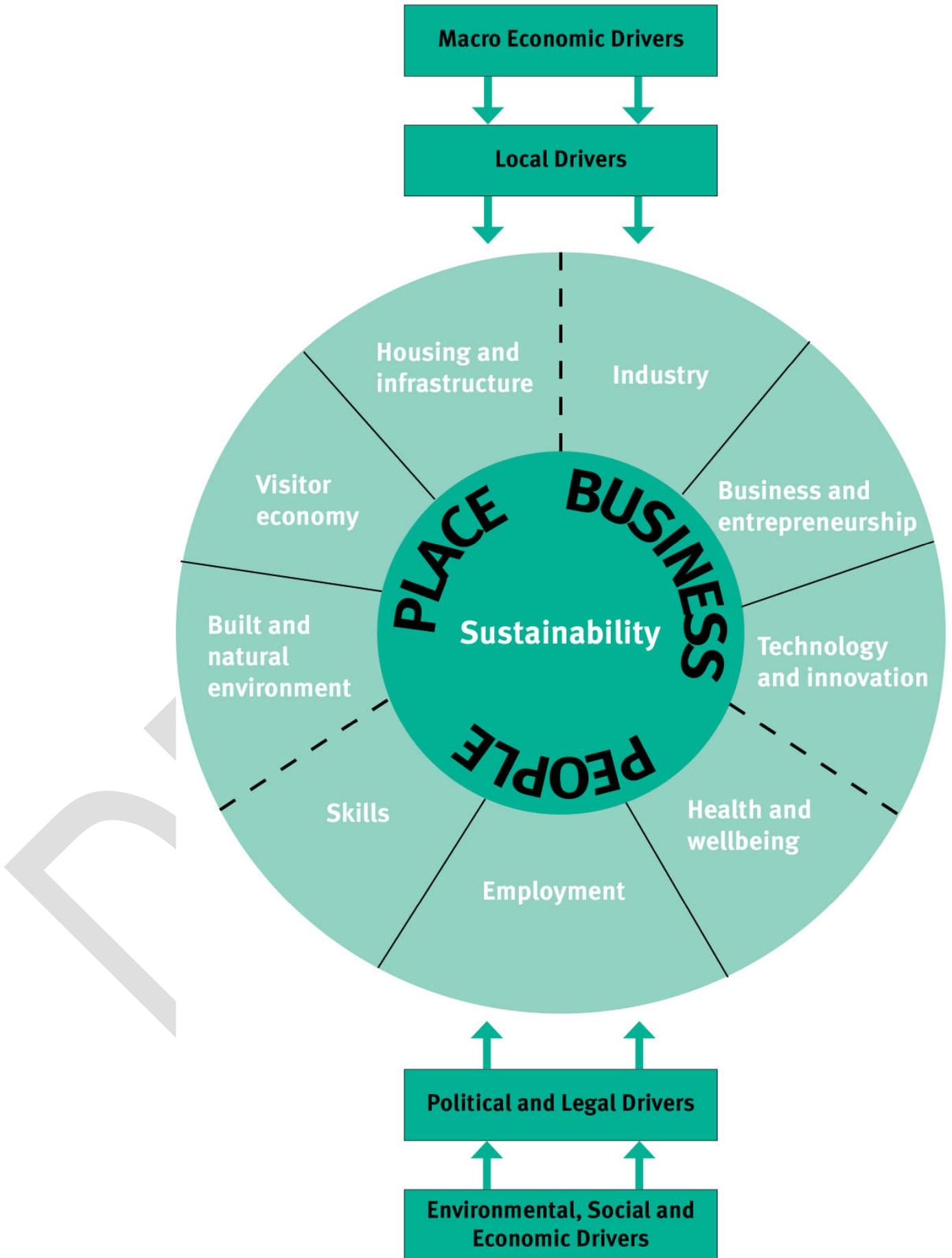
- a vibrant, diverse and sustainable economy;
- great places to live in, visit and enjoy; and
- safe, healthy and fulfilling lives.

I.4 Taking a lead from Pride of Place and the LEA, 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 identifies priorities and actions for partners and stakeholders to align efforts to and use the increasingly limited resources effectively for.

I.5 The EDS adds value to and draws from other strategy documents including transport, land use, environment, sustainability, and skills.

I.6 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.7 These drivers are fundamental to an economy's direction. Against a backdrop of fiscal tightening and numerous policy changes it is critical for East Sussex to provide a vision as a guide to economic growth; these drivers are key components of this vision - as they drive it. Under the 'macro drivers' sit 'micro' or local drivers or interventions that can be powerful in their own way as agents that help things change..

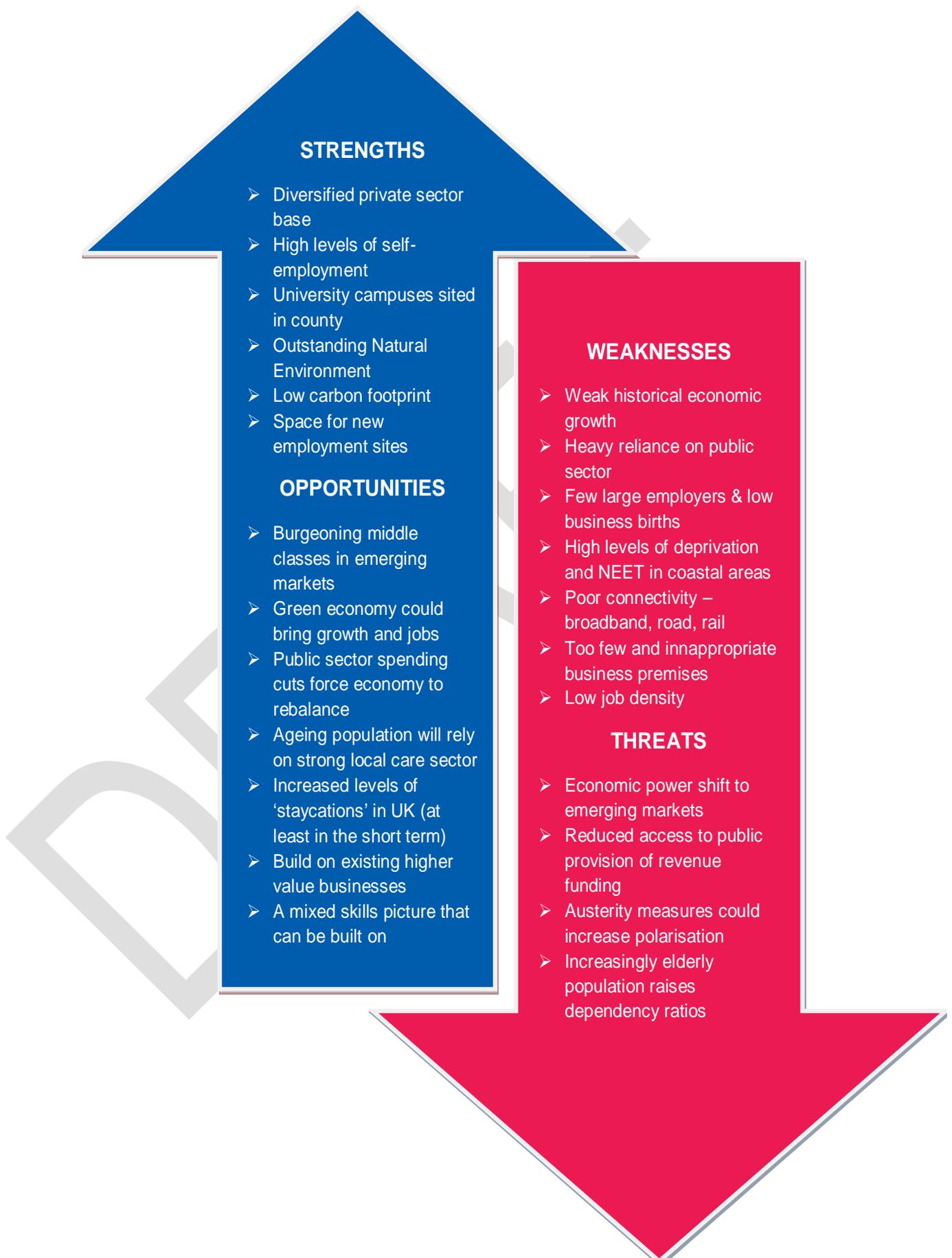
I.8 Recent strategic organisational changes include the introduction of Local Enterprise Partnerships (LEPs). East Sussex is in the East Sussex, Essex, Kent, Southend, Medway and Thurrock LEP; the South East LEP. The EDS with the LEA will be amongst the key documents helping to identify and prioritise interventions the LEP takes forward, thereby ensuring that LEP activity also benefits the county.

Developing a vision for East Sussex

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

I.9 As said this strategy is based on the evidence base gathered in East Sussex's LEA. The SWOT analysis conducted for the LEA identified both strengths and opportunities to build on, and threats and weaknesses that needed addressing. The LEA SWOT is reproduced below for reference:

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I.10 This strategy looks to find a balance between thinking afresh whilst ensuring that it builds on previous and ongoing work and strategies carried out by partner organisations and by the County Council.

.... and recognises that differences between urban and rural areas are not big but where they are, they need to be recognised

I.11 The Department for Environment, Food and Rural Affairs, Defra, in its rural definition summary (2010) suggests that the 'cross over' from urban to rural happens at 37,000 people or 26% of a district's population: Districts are termed 'other urban' where they have *fewer* than 37,000 people (or less than 26 percent of their population) in rural settlements and larger market towns. Where a district has *more* than 37,000 (or 26%) in rural settlements and larger market towns it is 'significant rural'. Lewes, Rother and Wealden are all classified as rural districts, and Eastbourne and Hastings as urban.

I.12 Some however see the difference between urban and rural areas in terms of the incidence of specific sectors; retail mass in urban areas and land based industries in rural for example. The actual similarity however between the rural and urban business (sector) mix is noted in the Taylor Review 'Living Working Countryside' (DCLG July 2008) where it underlines the need to recognise that apart from retail mass in urban areas and land based industries in rural areas the sector distribution is, on the whole, very similar in urban, mixed and rural communities. This has policy implications in respect of not treating sectors (other than Agri – food) as being in a pre defined urban or rural locality; this includes recognition of the importance of for example, manufacturing, engineering and construction sectors as both businesses and employers in urban *and* rural communities, such that policy and support for these sectors should not be directed solely at urban areas. Access to services in particular however remains an issue more in rural than urban areas with implications in respect of training, work and accessing leisure facilities for the communities and individuals where affected by poor access. The availability of affordable housing in some rural areas in particular will also impact on the retention of the local workforce and the ability to attract new labour.

I.13 Agri – food as a mainly rural sector is recognised for its importance, for example the Department for Environment, Food and Rural Affairs' current Business Plan has as one of its three objectives 'the support and development of British farming (and the fish industry) and encouragement of sustainable food production'.

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

I.14 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. Details on the stakeholder engagement process are included in section 4.

I.15 There are three principles that underpin the strategy and associated actions as set out. These are:

Partnership working – maintaining and enhancing the relationships between and with the private, public and the third sector and working across different organisations.

Equality of opportunity – acknowledging that wealth and quality of life is not uniform across East Sussex and that the 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, social and economic sustainability should be central in all future policy and physical developments.

I.16 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.17 The LEA will be refreshed in 2013/14 when the new Census data is released. 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 stronger, more resilient, inclusive and balanced economy, built on an expanded private sector base in a county recognised for its distinctive character and excellent connectivity.”

I.18 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 Implementation Planning process.
- 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

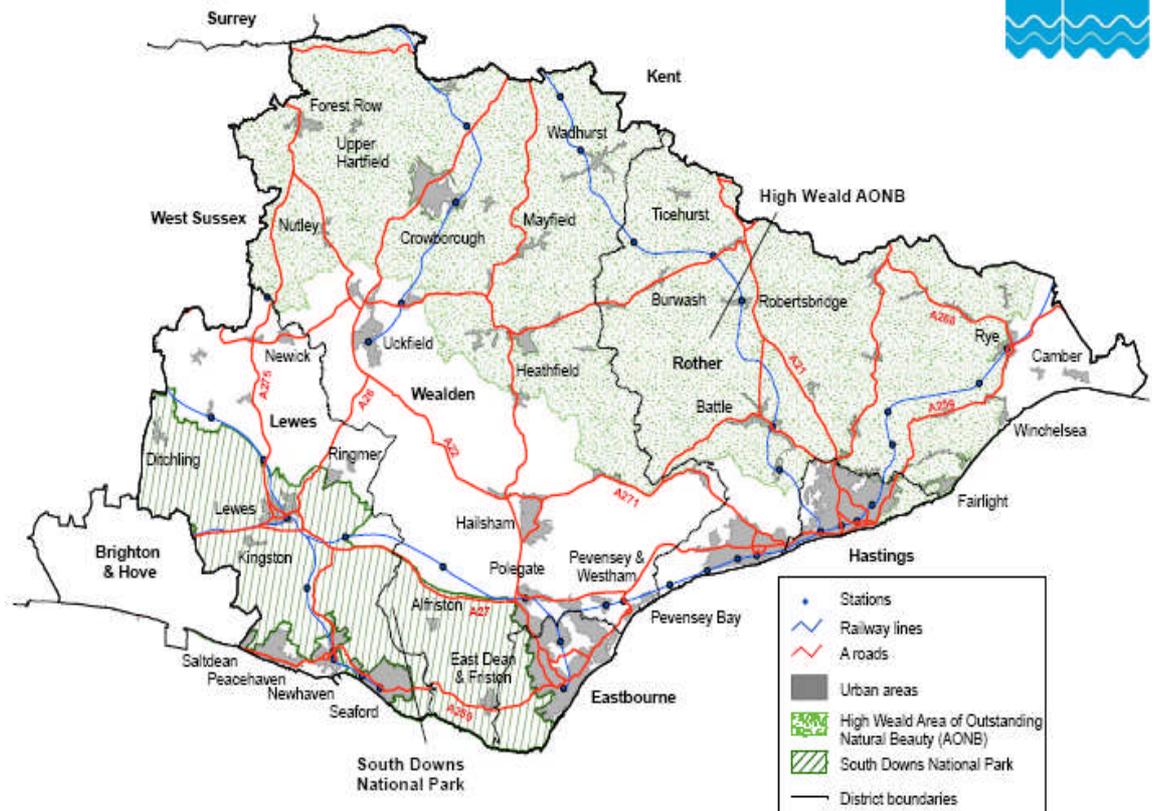
1 East Sussex: the story so far

1.1 Story of place

1.1.1 East Sussex comprises the coastal urban 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 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.eastsussex.infigures.org.uk or e-mail esif@eastsussex.gov.uk for more information

1.1.2 East Sussex generally enjoys an outstanding local environment and cultural assets which are the basis of the visitor economy in the county. Although suffering from poor transport infrastructure, the county could do more to maximise opportunities and potential from its 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 workers will still need to get in to the county, travel with ease around it - and get out again.

1.1.3 The county 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 serving 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 and affordable housing. 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 for example due to lack of, and cost of, transport thereby reducing accessibility to important services and facilities, 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, environmental constraints on build in some areas 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 (CSR). 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.

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

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

1.2.2 In October 2010, the Chancellor presented the government's CSR, which fixed spending budgets for each government department up to 2014 - 15. The headline announcement was that £81 billion of savings will be required by 2014-15 – one of the deepest cuts witnessed since World War II.¹ 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.

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.²

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). Significantly, the range of transport-related funding schemes has also been scaled back.³

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.

Localism now an Act

1.2.6 The Localism Act's intention is to take power from central government and hand it back to local authorities and communities - giving them the freedom and flexibility to achieve their own ambitions. It is a complicated Act but the key measures that will have some influence on future economic development are:

- > Community rights: New community rights will ensure that community organisations have a fair chance to bid to take over land and buildings that are important to them.
- > Neighbourhood planning: New rights will allow local communities to shape new development by coming together to prepare neighbourhood plans.
- > Housing: The Localism Act will mean that more decisions about housing are taken locally, so the system is potentially fairer and more effective.
- > Empowering cities and other local areas: The Act enables Ministers to transfer public functions to local authorities in order to improve local accountability or promote economic growth.
- > General power of competence: Gives local authorities the legal capacity to do anything an individual can do that isn't specifically prohibited; they will not, for example, be able to impose new taxes, (as an individual has no power to tax).

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

² 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.

³ Department for Transport (2010) *Norman Baker MP: Local Sustainable Transport Fund*

> Greater local power over business rates: Local authorities will have more freedom to offer business rate discounts - to help attract firms, investment and jobs. Whilst councils would need to meet the cost of any discount from local resources, they may decide that the immediate cost of the discount is outweighed by the long-term benefit of attracting growth and jobs to their area. From 2013 Business Rates will be retained by local councils.

> Reforming the community infrastructure levy (CIL): Local authorities are allowed to require developers to pay a levy when they build new houses, businesses or shops. The money raised must go to support new infrastructure - such as roads and schools. This is called the community infrastructure levy. The Localism Act will change the levy to make it more flexible; the Act gives the Government the power to require that some of the money raised from the levy goes directly to the neighbourhoods where development takes place. This is intended to ensure that the people who agree to new development feel the benefit of that decision.

Local Enterprise Partnerships enter the economic development arena

1.2.7 There have also been critical changes in the structures at sub regional level in respect of supporting economic development. Whilst regional agencies are being phased out, sub regional areas have, as directed by Government, instituted Local Enterprise Partnerships (LEPs) to provide the sub regional strategic lead on some 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' (SELEP) - has the following strategic overarching priorities which in the main have a high level of synergy with that of the county:

- Promote investment in the coastal communities (with particular focus in East Sussex on Hastings, Bexhill, Newhaven and Eastbourne)
- 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
- Key industrial sectors/ growth areas

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

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

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

Seven (SE7), a partnership of seven councils which have committed to working together to improve the quality of services and to achieve savings.⁴

1.2.9 Leveraging-in private sector investment must be a consideration to obtain best value for any public sector investment.

Funding

1.2.10 Some existing funding routes are likely to continue, although also in a reduced form and via different methods for disbursement (for example without Regional Development Agencies as fund managing authorities). This includes the European Regional Development Fund (ERDF) 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; this type of Programme is likely to be extended.

1.2.11 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.

1.2.12 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.

1.2.13 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 objectives for economic growth and socio economic inclusion.

1.2.14 In relation to procurement the new rules in relation to public bodies publishing tenders over £500 should make tendering more transparent and contracting more easily available to smaller enterprises in particular.

⁴ 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.

1.2.15 All of these changes require the public sector to further progress working in new ways; this includes working more smartly, both fiscally and operationally and being effective in partnership.

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 now 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. The current impact on the drivers of economic performance could potentially widen existing inequalities.

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. Critically justifying the rationale for any public sector intervention and maximising the impact of public sector spend is crucial. Applying for and attracting additional funding (public or private) 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 and have impact.

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

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

Section 2

East Sussex: the vision

2 East Sussex: the vision

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

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

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

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, creative/culture sectors, and, importantly, higher-value added 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.

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 encompasses four distinct areas and the individual strategic priorities for action are strongly evidence based and have been developed by partners throughout the county.

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 as below and details the main priorities for intervention within the sub section.

The structure covers:

> ***Why is this important?*** We provide a rationale for the vision 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 need 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.

To bring the above together under each Strategic Priority at the end of each section there is a '**Draft Strategic Priority Action Template**'. This consists of headings that cover:

- **Aim:** This looks at the individual aims under each Strategic Priority;
- **Action:** This suggests the type of intervention or action required to achieve the aim;
- **Result:** This outlines the possible outcomes and potential impact of the action(s);
- **Focus:** This suggests where a particular focus for action should be given and is based on the findings in the LEA. This may include for example, by geography, theme or by sector. Note that the term 'regeneration areas' where used, includes Hastings and Bexhill, Newhaven and South Wealden/Eastbourne. Areas may therefore be referred to individually, as urban or rural and also as 'regeneration areas'.

2.2 “By 2021, East Sussex will have a more diverse economy with expanded health, hospitality, tourism sectors, creative/cultural 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 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. Some aspects of the leisure industry can be higher value, for example, hospitality event management and also related technical creativity e.g. pyrotechnics; some aspects of the creative industry sector can also be higher value for example TV and radio which saw the highest GVA growth of the creative industry sector at 0.4% (2008 – 09 DCMS). Economic growth 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 telecare⁵ – 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 a more diversified economy where private sector growth has helped diversify the economy. Further, growth has occurred across a healthy range of different industries.

2.2.7 The private sector has 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

⁵ 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.

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

viewed as localised hubs for particular sectors. Existing strengths in the county have been built on:

- 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.

2.2.8 What to prioritise?

As evidenced in the Local Economic Assessment⁶:

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 which includes the need for a commitment by all local authorities to a pro business growth agenda and furthering inward investment. To also recall that the voluntary and community sectors are important not just for the work they do within local communities but also as employers and as such a number of the actions outlined in this section (and others) are as likely to be pertinent to them as traditional business.

2.2.11 There is a need to retain and accommodate existing businesses. The LEA showed that the proportion of businesses seeking additional or alternative accommodation near their current location as having increased slightly. There are, however, always a number of businesses (10 - 25%) 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.

2.2.13 Existing barriers to growth include access to finance⁷ which still needs to be addressed to encourage expansion of existing businesses as well as start ups. Access to capital and revenue is more likely to be an issue in the more deprived communities, with fewer assets to borrow against and fewer savings and for micro and small companies.

Foster enterprise and innovation

2.2.14 Self employment is higher than average in the county which indicates a 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

⁶ East Sussex County Council's Local Economic Assessment.

⁷ The 2009 and 2010 Business Survey referenced in the LEA confirmed that cash flow clearly remains an issue for smaller businesses.

existing businesses, whilst 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. Other ‘niche sectors’ that should merit consideration are in respect of music, visual and performing arts; film, video and photography; design; digital and entertainment media and; publications.

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 therefore also 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. 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		
<i>Improve the effectiveness and impact of business support including via financial incentives, encouragement and support for high growth companies</i>		
Aim	Action	Result
1.1 Review the effectiveness of mainstream provision of advice and support tailored for pre-start, start up, and existing businesses; encourage potential high growth sectors.	1.1a Identification (e.g. via the East Sussex Annual Business Survey) of where business support provision, including Business Link’s ‘Business Coaching for Growth’ may be less effective or is not being accessed; where necessary influence/ lobby (to potentially include via the LEP/BIS Local) to adapt provision. Encourage access to the new Business Link and related web sites.	More effective and targeted provision: increase in number of sustainable businesses; more jobs created.
	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.	An increased resilience against the impact of public sector cuts; increased job opportunities, an increased number of higher value added companies.
	1.1c When looking at potential high growth businesses and start up, pre start up with growth potential, consider any special	Increase the incidence of growth business across a wider diversity of business leaders.

	<p>'leadership' and other competency or resource requirements that the individuals may have with special consideration of women, Black and Minority Ethnic and those from the more deprived area led businesses.</p> <p>1.1d Ensure that all local facilities that can aid business growth e.g. The Universities, The Manufacturing Advisory Service, the Product Development Centre at Sussex Coast College, have sufficient profile.</p> <p>1.1e The Localism Act suggests that local authorities may wish to consider setting local discounts on business rates to support start ups, 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.</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 & more new business premises are developed and businesses are attracted to a locality</p>
<p>FOCUS:</p> <p>1.1a Across East Sussex. Some focus on rural areas, peripheral employment sites, the more deprived areas especially Hastings, 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 Across East Sussex.</p> <p>1.1e 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>		
Aim	Action	Result
<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 Use successful local case studies to illustrate export potential, help given, and growth results. Consider virtual 'linking' of existing and potential exporters.</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 to indigenous business (to retain and encourage growth) to external businesses (inward investment); key sectors should be engaged.</p>	<p>Expansion of business markets beyond the local aiding business growth</p> <p>More businesses willing to consider exporting</p> <p>Improved recognition of East Sussex as a place to do business with</p>
<p>FOCUS:</p> <p>1.2a All of East Sussex; micros; rural business reached and engaged</p> <p>1.2b All East Sussex, especially businesses with growth potential and business plans to match</p> <p>1.2c All of East Sussex – focus on services or sectors that make the county 'stand out' against its neighbours</p>		
Aim	Action	Result
<p>1.3. Improve business networking chains and opportunities and facilitate, if required, creation of business mentors.</p>	<p>1.3a Businesses said they see networking as a very important part of business support: Conduct an audit of existing</p>	<p>Better and more creative use of existing routes for information/advice dispersal; enhancement of joint business working,</p>

	<p>networks to fully understand scope; identify gaps in scope and type and where it works, consider duplication of effort; investigate introduction of new social media opportunities (e.g. ES Business 'Facebook' or 'Twitter').</p> <p>1.3b Evaluate use/ worth of mentoring schemes locally; work with the Chambers of Commerce and similar organisations</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 HEI.</p>	<p>good practice, joint tendering.</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: 1.3a All East Sussex. 1.3b Additional focus required on the regeneration areas and rural and micro businesses. 1.3c All East Sussex.</p>		
Aim	Action	Result
<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 to also ensure they reach out to business.</p> <p>1.4b Consider the merits and feasibility of establishing a Business Angel Network for East Sussex.</p> <p>1.4c 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: 1.4a All East Sussex especially SMEs with growth potential. 1.4b Across East Sussex; SMEs with growth potential 1.4c Micro/small businesses particularly in respect of access to finance, all businesses in the more deprived areas including Hastings, Bexhill, Eastbourne, Newhaven, Rye, Hailsham.</p>		
Aim	Action	Result
<p>1.5 Increase local procurement success amongst SMEs.</p>	<p>1.5a Improve access of local companies, especially micros, SMEs, to public authority contracts. 'Build East Sussex' already exists and aids the local construction industry to win contracts. This model may be considered for roll out to other sectors including architectural services; supplies provision (e.g.</p>	<p>Increase work opportunities for local companies; increase job safeguarding and creation; encourage joint tendering.</p>

	stationery); civil engineering companies etc.	
1.5a All of East Sussex – possible targeting of particular sectors		
Encourage R&D activity and further links between businesses and HEIs		
1. 6 Provision of incubation and R&D space for high-growth sectors.	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 focus on engineering, higher end manufacturing, and environmental, renewable services and products.	Increased incubator space provides for the first steps on the enterprise growth ladder. Increased successful spin outs from universities; more well qualified graduates remain in the area.
FOCUS: 1.6a All East Sussex, new and existing build, all planning authorities, HEI. Consider use of public authority buildings. Incubator space not currently available in Uckfield, Lewes (town), Eastbourne and Hailsham.		
Aim	Action	Result
1. 7. Meet current and future business demand for skills and innovation.	<p>1.7a Work with those involved with careers advice - schools, voluntary & community organisations and vocational skill providers, to ensure that business skill needs are met, both now, though sector growth and as new technologies emerge; and that local people know of the scope of local career and job opportunities. Consider a 'job fair'.</p> <p>1.7b Schools to develop careers provision from an earlier age, including promoting career pathways in Science, Technology, Engineering and Maths (STEM). Schools may consider working more closely with Job Centre Plus, employment agencies and local business organisations (e.g. Chambers of Commerce) to encourage their involvement in careers/job information and self employment as an option.</p> <p>1.7c Working with HEI and FE increase STEM graduate placement and employment in local SMEs to stimulate innovation and ensure graduates are linked into 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. Ensure school to business events are coordinated across the county to make best use of business time.</p> <p>Increase STEM related innovation within local companies; develop entrepreneurial thinking in those undertaking higher education.</p>
FOCUS: 1.7a Across East Sussex, some focus on areas with higher levels or worklessness: Hastings, Rother, Eastbourne and Hailsham. 1.7b Across East Sussex, some focus on areas with higher levels or worklessness: Hastings, Rother and Eastbourne; 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		
Aim	Action	Result
1.8 Influence, lobby and apply for funding (EU and national) to support enterprise creation and growth.	1.8a The EU transnational cooperation programme 'Interreg' will continue post 2014; local and LEP partners will need to work with and lobby BIS/DCLG to ensure that the programme content has good fit with both the capital and revenue needs of the eligible local areas.	

	<p>1.8b The mainstream European Regional Development, the European Social Fund and Rural Programmes will continue post 2014 & may include the reintroduction of an 'urban' strand in the former, and the rural Leader programme in the latter. Local partners/ LEP need to position themselves from now influence at EU and national 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). The current Assisted Areas map will be reviewed by December 2013; it is important that local areas that could qualify due to worklessness/ low job density 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: 1.8a All East Sussex. 1.8b All East Sussex. The possible development of an urban fund is most likely to have fit with Hastings. Rural areas for Leader (including through the existing 'Local Action Groups'). 1.8c Hastings, Eastbourne (parts of) and Newhaven could be eligible under the new regulations.</p>		



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 affect an increase in the average wage.

2.3.6 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 of the 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, Newhaven, Rye and Hailsham), indicates a need for targeted and specific intervention to tackle the social costs of worklessness.

2.3.7 As evidenced worklessness is generally highest amongst the coastal towns, particularly in Hastings, Eastbourne, Bexhill, Rye, Newhaven and Peacehaven but is also within some rural communities, for example in parts of Hailsham.

2.3.8 It is generally acknowledged that people with lower levels of skills are more vulnerable to worklessness. All teaching organisations from schools to higher education 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; mental health/health issues are more often a key driver behind ESA/IB claims⁸, and therefore worklessness.

⁸ 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*.

2.3.9 There is a sizeable gap between the levels of worklessness and available vacancies, and therefore job creation is critical.⁹

2.3.10 What it would look like?

2.3.11 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 level 3 and 4 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.

2.3.12 The gaps in 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.

2.3.13 What to prioritise?

As evidenced in the Local Economic Assessment¹⁰:

2.3.14 Raise aspirations and enhance the skills base

2.3.15 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. Hastings and Eastbourne have the highest unemployment rates by district.

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

2.3.17 Low aspirations and motivation, particularly amongst those unemployed, are key barriers to re-engagement with work. Worklessness can itself generate additional barriers if it induces a loss of confidence and self-belief. As such, raising aspirations is key.

2.3.18 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.

2.3.19 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.

2.3.20 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

⁹ *Ibid.*

¹⁰ East Sussex County Council's Local Economic Assessment.

required skills. Some sectors, e.g. the land based sector are recognised as having an ageing workforce, retirement from this sector which requires specific skills will result in vacancies arising requiring appropriately skilled people to fill them.

2.3.21 There is a need to maximise the effectiveness of the learning institutions through appropriate coordination and specialisms that include a reflection of local business needs.

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 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 are likely to call for increased joined up working between the health services, other support organisations and local authorities.

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		
Tackle worklessness by addressing barriers to work		
Aim	Action	Result
2.1. Encourage/ support people, particularly the long-term unemployed and the more disengaged, to overcome barriers to work.	2.1a Working with Jobcentre Plus to direct individuals to the National Careers Service via public sector and other appropriate organisation websites. Encourage greater participation in community, learning or volunteering activities to boost confidence and help the journey back into the labour market.	Boost aspirations; increase volunteering for community projects; improve socio-economic cohesion by removing some barriers to work.
	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; how and where to access skills training should be included.	Improve the flow and access to information on return to work.
	2.1c Maximise opportunities from the new European Social Fund Programme (live January 2014); currently it is a national programme with some small flexibility regionally. Partners may need to lobby/influence HMG to devolve more of the ESF and to increase the flexibility of	ESF funding post 2014 with better fit with local needs particularly in areas where worklessness numbers are higher and worklessness itself is more embedded.

	local spend.	
<p>FOCUS: 2.1a/2.1b/2.1c Particular focus should be on the regeneration areas; the more marginalised:– NEETS (particularly Hastings), lone parents, those with disabilities, the more deprived rural areas.</p>		
Aim	Action	Result
<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. 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; improving its provision, in line with business needs, is vital. This area must continue to be monitored (e.g. via the East Sussex Annual Business Survey and National Apprenticeship Service data) for the broadest spatial, including rural and 'hard to reach', inclusion. The provision of apprenticeships must be increased by using new approaches and innovative models.</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>
<p>FOCUS: 2.2a/2.2b All of East Sussex. 2.2c NEET area of Hastings; rural and hard to reach Note: The Adult Learning and Skills Partnership Board will be a key player in supporting provision fit for business needs.</p>		
Aim	Action	Result
<p>2.3. Encourage use of new supported routes into work and self employment</p>	<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 gives extra help to unemployed people (6 – 12 months) who want to start their own business; to be kept under review for effectiveness, gain an understanding of those unemployed wishing to become self employed who do not fit NEA criteria. It must be linked to other forms of business finance sources and business support organisations e.g. via the Chambers of Commerce and the</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>

	<p>Federation of Small Business (see 1.4).</p> <p>2.3c Recognise the challenges facing 16-24 year olds not in education, employment or training. Extend existing schemes such as apprenticeships and employment, the 'Supporting People Programme' with training projects to provide young people with routes to work and training.</p>	<p>Reduce worklessness especially amongst NEETS, more seamless routes to training and support.</p>
<p>FOCUS:</p> <p>2.3a It is more likely that the Work Clubs will not service those with accessibility problems in rural/rural peripheral areas/ those who are harder to engage; long term unemployed or younger people – particularly in the more deprived areas.</p> <p>2.3b All East Sussex, some emphasis required on areas with high levels of benefit dependency (Hastings, Bexhill & Eastbourne); ensure access from areas with reduced public transport options e.g Hailsham & Heathfield.</p> <p>2.3c All East Sussex, emphasis on areas with high youth unemployment; Hastings, Rother, Eastbourne.</p>		
Aim	Action	Result
<p>2. 4. Improve public transport so it is more appropriate to work and tourism/leisure needs & encourage increased walking & cycling to enable access to a wider range of employment and related opportunities.</p>	<p>2.4a Working closely with local transport providers/the communities, the voluntary and community sectors and bus/ rail operators improve services; ensure better bus/bus, bus/rail integration is achieved 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, work support provision, childcare, & work itself; 'access' research via relevant software may be a tool in achieving this.</p> <p>2.4b In partnership increase use of sustainable travel modes to include public transport, cycling and walking. Raise awareness of and improve accessibility of walking & cycling routes for work and leisure access.</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> <p>Use of more sustainable travel options, CO2 reduction, improvements to health, less car led congestion on the roads.</p>
<p>FOCUS:</p> <p>2.4a Rural communities and peripheral urban and rural housing estates with accessibility issues.</p> <p>2.4b All East Sussex</p>		
Aim	Action	Result
<p>2. 5. Boost softer skills.</p>	<p>2.5a Increase the focus on improving customer service, communications skills, team working skills, initiative/ problem solving and personal presentation. Enterprise education in schools to be improved to help young people understand the demands of the workplace and the roles they can play within it. 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' at work.</p>	<p>Skills training has better fit with business needs which in turn will improve business efficiency; will also improve employability and potentially enhance career progression.</p>
<p>FOCUS:</p> <p>2.5a All East Sussex; particular attention on the longer term unemployed and the harder to engage in Hastings, Eastbourne, Bexhill, Newhaven, Hailsham.</p>		
Aim	Action	Result
<p>2.6. Encourage career progression</p>	<p>2.6a The Education and Skills Act 2008 requires young people to stay in education or training until academic year end when</p>	<p>Ease 'learning into work' routes by ensuring better workforce fit with business needs. Improve the match between career</p>

	<p>they turn 17 (from 2013), 18 from 2015. This will necessitate more seamless connections through schools, training, FE and HEI education to work. Strengthen appropriate opportunities in schools, FE and HEI for learning, career advice, work experience and training in and out of the workplace that fits with business need. Make finding work/ identifying career pathways easier and raise aspirations. Promote career pathways and STEM from an earlier age, and help create tangible route ways to employment. Consider non core methods to raise aspirations and break negative patterns in young people in particular e.g. through using cultural venue outreach.</p> <p>2.6b There is a particular need for vulnerable young people, including those with learning difficulties and disabilities, or children looked after, to be well supported in their transition to adulthood and employment.</p> <p>2.6c 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>choice and work availability; raise aspirations and enhance career progression.</p> <p>Targeted and specific support relevant to vulnerable young people and potential/ actual employers.</p> <p>Gain robust evidence to inform relevant organisations of requirements and opportunities thereby ensuring that business needs are understood and met.</p>
<p>FOCUS: 2.6a Hastings in respect of NEETS, and the regeneration areas in respect of worklessness, the more deprived rural communities. Engagement of educational bodies that serve the more deprived & peripheral wards; schools, colleges and universities. 2.6b All East Sussex. 2.6c All East Sussex.</p>		
<p>Aim</p>	<p>Action</p>	<p>Result</p>
<p>2. 7. Encourage entrepreneurship</p>	<p>2.7a Improve the quality of work experience for young people from the age of 14. Showcase entrepreneurship in schools, colleges and HEI e.g. via presentations from local businesses. Boost aspirations and position setting up a business as a viable career option. Develop entrepreneurial thinking including through careers advisers, provision in schools, links between education and business, and relevant voluntary & community organisations. Look to facilitate increased education and business liaison through business 'champions'.</p> <p>2.7b The new Enterprise Club's aim is to make the most of local community knowledge and resources to help unemployed people set themselves up as self-employed or start a business. Need to gauge effectiveness and whether positioned for their clients (spatially and content). Additional facilitation of these</p>	<p>Career choice includes an understanding of self employment, company creation. Increased business start-ups. Increased economic activity and job creation potential.</p> <p>More communities have access to effective Enterprise Clubs</p>

	<p>may be required; links to business mentors.</p> <p>2.7c An ageing population offers an increased opportunity for older people to consider starting a business, acting as business mentors/champions. Routes to further enterprise support should be accessible and clear.</p>	<p>Retaining and using existing life and work experience to aid the entrepreneurs of tomorrow.</p>
<p>FOCUS: 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. 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. 2.7c All of East Sussex working in particular through organisations that have access to older people.</p>		
Aim	Action	Result
<p>2.8. Ensure the supply of skills matches employers' needs now and in the future.</p>	<p>2.8a Undertake 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 & HEI. Retention may be aided by graduates better understanding local job opportunities.</p>	<p>Better matching of supply and demand; better matching of HEI 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, attraction of higher value added companies.</p>
<p>FOCUS: 2.8a All East Sussex; include skills required by the agri – food sector. 2.8b Hastings and Rother in particular 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 the provision of commercial premises - ensure workspace is sufficient, appropriate, sustainable and flexible for business needs contributing to attracting and retaining businesses and jobs.

Strategic Priority 5: 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 also be seen in the context of the required infrastructure growth as detailed in local authorities' Infrastructure Delivery Plans (which identify the infrastructure needs to support development in the Local Plans, including employment allocations), and the county Local Transport Plan 3. The means to deliver local infrastructure, is however very reliant on the contributions from the developers of both commercial and residential sites. How contributions are gained in the future is changing with the introduction of the Community Infrastructure Levy and other related planning changes. Other capital programmes, both locally, at LEP and national level may also contribute to economic infrastructure growth.

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 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 Assessment¹¹:

Note: Borough and District Local Plans including Development and Infrastructure Delivery Plans and the county Local Transport Plan 3 detail the critical infrastructure requirements and provide some detail on potential timescale and deliverability.

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 pre requisites for East Sussex to make best advantage of its location. These must however sit within the context of the 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 road congestion impact adversely on both businesses and employees. In rural areas poor public transport accessibility can lead to these communities being marginalised in terms of services, whilst also exacerbating problems of worklessness. Improvements to public transport, walking and cycling infrastructure would encourage and enable more people to travel to work, education and training sustainably and help reduce car led congestion.

2.4.15 The ESABS 2011 identified that the proportion of respondents with concerns about private transport had increased by more than half compared to 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 (more major) 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.¹² The Tonbridge to Pembury scheme will not come forward until 2015 and the Baldslow link scheme north of Hastings is no longer in the Government's

¹¹ East Sussex County Council's Local Economic Assessment.

¹² 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'.

Programme but both will continue to be lobbied for. Other aspirational schemes – Flimwell to Robertsbridge, Kippings Cross to Lamberhurst were cancelled following the recent CSR, however they remain important to improving journey time reliability between the M25 and Bexhill/Hastings and supporting the local economy.

2.4.17 The Local Transport Plan 3 reports improvements to the strategic road network will be needed at:

- A259 Bexhill – Hastings Link Road
- A21 Baldslow Link
- A23 Handcross to Warninglid
- A21 Tonbridge to Pembury
- A21 Kippings Cross to Lamberhurst
- A21 Flimwell - Robertsbridge

To unlock the development potential for both housing and employment there are a number of key sites including:

- Bexhill/Hastings via the Bexhill – Hastings Link road;
- Newhaven; and
- South Wealden/Hailsham/Polegate.¹³

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 in terms of capacity 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 from Hastings to London could have implications on the local economy to include the resultant relocation of existing residents and businesses along the line which rely on this service as well as discouraging business which may be reliant on the route from relocating 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. The main aspirations for rail infrastructure improvements in the county are not included for implementation in the new 30 year Route Utilisation Strategies (RUS) plan period, however this does not preclude a case for an improvement being made and its implementation occurring during the life of the RUSs. Resignalling works under taken will contribute to reducing journey times on rail services along the East Coastway.

2.4.20 Key rail infrastructure improvements required include:

¹³ 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.

The Bexhill – Hastings Link Road will offer enormous benefit to the county in terms of employment, business accommodation and housing

- electrification and dual tracking the Ashford-Hastings line;
- electrification and dual tracking 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 London line to enable a regular 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.

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 (e.g. walking and cycling) 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 ESABS 2011 identified that 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 (24mbs+); 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 workstream for broadband, seeing it as a key tool in economic growth in relation to both coverage and speed. 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 has committed the match funding required by BDUK to roll out superfast broadband to areas where the market will not support the infrastructure without this additional financial help. BDUK will provide a grant of £10.6 million to be added to the ESCC investment of £15 million, with the remainder coming from the telecomms infrastructure provider(s). ESCC's ambition is to provide superfast broadband, with speeds of up to 100mbps, to all in East Sussex by 2017.

2.4.31 Strategic Priority 4: Upgrade the provision of commercial premises

2.4.32 Ensure workspace is sufficient, appropriate (size and quality), sustainable and flexible enough for business needs contributing to attracting and retaining businesses and jobs. This includes the provision of workspace in rural areas to both help retain local business and aid its expansion and to provide start up space to new business.

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 top two characteristics sought of new business premises are that they should be cheaper and more energy efficient.

2.4.34 Transport aside, 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; unaffordable and/or inappropriate rural housing can mean that rural workers have to commute to work from nearby urban towns where they can afford to live, and those that can afford to live in the rural areas can only do so by commuting to higher paid urban areas, e.g. Tunbridge Wells and London. 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 this 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 Regional Spatial Plans, including the South East Plan, is in the process of being abolished by the Coalition Government, it is important to note that progress within the Plan against house building targets was strong in the county. Overall targets and affordable housing targets will in the future be decided by the Boroughs and Districts based on locally derived housing figures. 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. In addition in terms of infrastructure development the county is constrained in terms of space due, for example, to environment designations and flood risk.

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 3% per year target however.

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 ESABS 2010 suggests that just 42% of businesses in East Sussex have taken action to reduce or prevent the amount of solid waste 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, South Downs and Brighton and Hove Waste and Minerals Plan 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.¹⁴ (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 could put it in a good position to benefit.

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 direct economic measures sit within the Environment Strategy itself.

2.4.56 How to achieve it?

¹⁴ 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.

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

Strategic Priority 3: Improve connectivity

Aim	Action	Result
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, the Queensway-Baldslow link. Construct the Bexhill-Hastings link road. Review short-term actions frequently.	Ease congestion, improve connectivity, decrease peripherality; reduce journey times, improve reliability, release of key employment and housing land; all is of vital importance to employees, businesses and visitors.
	3.1b As appropriate, the LEP will develop a coherent package of transport infrastructure priorities across the LEP and to other key LEP areas.	An improved transport and more reliable system will support businesses, quality of life and improve the image of East Sussex.
	3.1c In all road considerations - include regard and promotion of sustainable transport solutions; public transport, walking and cycling.	Potential for wider health benefits; carbon dioxide reduction, reduced fuel consumption, reduced congestion.

FOCUS: (Road) As above and at 2.4.17:

3.1a/3.1b

Eastbourne/South Wealden: Improve junctions between A22 Jubilee Way, A27 and Dittons Road; Traffic signals at Cophall roundabout; Improvements to Hempstead Lane junction; relieve town centre congestion on Battle Road, London Road and High Street corridors in Hailsham; St Anthony’s link. Various key junction improvements to accommodate the needs of pedestrian, cyclists and public transport. Support a Quality Bus Partnership for Eastbourne.

Hastings/Rother: 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. Improvements to public transport on key routes in Battle and Rye and reducing traffic congestion in the town centres. Continue development of Quality Bus partnership for Hastings.

Lewes: Improvements to public transport on key routes and corridors from Brighton & Hove to Lewes and the south coast towns. Transport measures to reduce congestion and tackle air quality in Lewes Town Centre. Improve sustainable transport access into SDNP.

Wealden: Improvement to public transport on key routes and corridors especially into and around Crowborough and Heathfield. Identify solutions to public transport links between towns and settlements. The need to investigate appropriate transport options to support development in Uckfield. Improve access to bus stops on key routes from and into Uckfield.

3.1c All of East Sussex: To include the needs of pedestrians and cyclists as a consideration in all transport schemes existing and to be developed, 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.

Aim	Action	Result
3.2 Improve local rail networks	<p>3.2a Continue to lobby for:</p> <ul style="list-style-type: none"> - electrification and dual tracking of the Ashford-Hastings line; - upgrade power on Hastings – Tunbridge Wells line to enable a regular 12 carriage service - electrification and dual tracking between Uckfield and Hurst Green; - reinstatement of the Lewes-Uckfield railway line; - reinstatement of the Willingdon Chord; - potential Polegate Parkway Station - explore potential for new stations at Glyne Gap, Wilting and Stone Cross; - improved station environment, facilities and accessibility to stations and; - lobby for rail service improvements including additional carriages, line speed <p>3.2b 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. Coast 2 Capital) and to back the LTP3 key transport infrastructure needs in East Sussex.</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>

FOCUS:
3.2a/b As detailed above, to also include consideration of towns currently without rail links that will require the deficit to be made up via other transport modes (e.g. Hailsham, Heathfield)

Aim	Action	Result
3.3 Boost broadband speeds and penetration rate	<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 and ESCC funding to ensure the most difficult to reach – are reached. Lead on broadband for the LEP.</p> <p>3.3b Businesses need to engage with broadband to obtain the optimum value through utilisation of digital tools and media to help gain competitive advantage. Business needs to understand this; they may need additional support to fully engage. Signposting to organisations like the 'academy' that provides ICT support for business and other sources will be necessary.</p> <p>3.3c Better supported business engagement with broadband yielding optimum technical 'know how' and usage could provide the broadband 'USP' for the county.</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> <p>East Sussex gains a broadband 'USP' and businesses get optimum value out of the improved speed and connectivity; improved B2B business.</p>

FOCUS:
3.3a All of East Sussex including the harder to reach areas (the 'final third').
3.3b/c All East Sussex, ensure the engagement of micros.

Strategic Priority 4: Ensure workspace is sufficient, appropriate, sustainable and flexible for business needs

Aim	Action	Result
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<p>4.1 Identify and support the appropriate development of key commercial premises, upgrades and development sites both for local growth and inward investment.</p>	<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; this may be a more of an issue in rural areas. Consider greater flexibility in 'use classifications'.</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'/a revolving fund etc).</p> <p>4.1c Build/adapt premises to suit both local and potential inward investment needs as evidenced in the annual business survey/the East Sussex Commercial Property and Market Study 2012. Attract target sectors by identifying their needs and matching with local supply. Work to address undersupply e.g. small, flexible business units.</p> <p>4.1d The utilities, water, gas and electricity are all essential to business and residents; on smaller sites their supply may be unviable, on larger, until a revenue stream on use is assured, utility companies may not make the initial investment. Consider increased use of renewable energy (including bio fuels) and use of public sector, public works borrowing to front up the utilities infrastructure costs. In respect of the utilities design in where possible use efficiencies to buildings.</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> <p>Development (housing and commercial) not held back by lack of utility infrastructure. More efficient use of utilities.</p>
<p>FOCUS: 4.1a/b/c/d 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. All other appropriate sites, rural or urban, with special consideration of where rural sites will help safeguard and create jobs to serve and help maintain the site's local communities.</p> <p>(Also refer to individual Local Plan documents; district Development Plan Documents, although also yet to be agreed, will include employment land designations and sites.)</p>		
<p>Aim</p>	<p>Action</p>	<p>Result</p>
<p>4.2 Consider the use of incentives.</p>	<p>4.2a Consider the setting up of a (pooled) 'shop window' grant for both existing businesses and to incentivise inward investment. Grants or loans 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</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</p>

	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.	respect of easing sell on or lease of developed commercial premises. This may reduce some of the need for cross subsidisation via housing development.
FOCUS:		
4.2a This could be focused on particular sectors only where additional aid may provide higher added value, e.g. manufacturing, engineering, new technology companies and/ or could have focus on communities where there is a higher than average level of worklessness.		
4.2b All of East Sussex in order not to artificially or arbitrarily limit the choice of inward investors.		
Aim	Action	Result
4.3 Where feasible locate businesses close to the strategic road and rail network	4.3a To aid connectivity, work in close consultation with developers to identify and improve businesses sites close to existing road and rail links.	Reduce commuting, ease access to work and work choice.
FOCUS:		
4.3a All of East Sussex especially A/trunk roads; transport hubs.		
Strategic Priority 5: Improving housing choice and availability		
Aim	Action	Result
5.1 Move forward key areas for potential housing development including affordable housing across East Sussex.	<p>5.1a Key house build activity is currently summarised in the East Sussex Local Investment Plan (LIP 2011 – 14) which is used to inform the Homes and Community Agency of county 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, this and related changes are intended to encourage additional house build and help towards the cost of related infrastructure. The changes may require monitoring, (including through the East Sussex Housing Officers' Group) for impacts on house build targets and local authority housing benefit costs.</p> <p>5.1c Ensure the links between affordable/appropriate housing and travel to work patterns are understood and have an influence on planning and development decisions</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.</p> <p>Reduction in commuting; strengthening of rural communities across social groups</p>
FOCUS:		
5.1a/b All of East Sussex, existing and any subsequent LIP targets for East Sussex. Continued engagement of the East Sussex Housing Officers Group.		
5.1c Rural areas in particular		
Note: Borough and District Local Plans will include detail of housing need and site allocations.		
Aim	Action	Result
5.2 Identifying how new changes to housing related finance affects house build.	5.2a Local planning authorities, social housing partners and potential developers across East Sussex are likely to need to work even more closely with local communities in the future, partly because of the new Neighbourhood Plans. The Community Infrastructure Levy (CIL) could, when adopted locally, be used to support infrastructure that (the council),	Closer working between partners on (housing) site development activity. Income stream for required infrastructure alongside development understood up front and set.

	the local community and neighbourhoods want, so may serve to increase positive attitudes to house build. This is a possible area to monitor as CIL comes in. the CIL rates across the county are in the process of being met.	
<p>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 Group is likely to be key to assessing how positively or negatively the new planning and contribution aspects affect house build and supporting infrastructure.</p>		
<p>Strategic Priority 6: Moving towards a low carbon economy</p>		
Aim	Action	Result
<p>6.1 Raise awareness of existing schemes to improve energy and waste efficiency.</p>	<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. 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 Nationally the majority of environmental support available to SMEs is via the Carbon Trust, Wrap, Envirowise and the Energy Saving Trust. Locally there is the BETRE project; 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.</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 to negatively impact on reducing energy use and waste. A self sustaining 'Green Business Network' would facilitate further improved environmental performance.</p>
<p>FOCUS: 6.1.a/b/c All East Sussex</p>		
Aim	Action	Result
<p>6.2 Ensure flexibility and sustainability of business premises.</p>	<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,; improve 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 shift refurbished and new build on in terms of lease or sale.</p> <p>Increased sustainability and increased potential attraction by tenants and purchasers of new build and refurbished commercial development.</p>
<p>FOCUS: 6.2. a/b/c All East Sussex; commercial developers, funders and planning authorities.</p>		
Aim	Action	Result
<p>6.3 Drive production/use of renewable energy.</p>	<p>6.3a Encourage the generation of renewable energy (including bio fuels);</p>	<p>Increased local renewable energy production; reduced CO2 emissions.</p>

	<p>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 supply of adequate and appropriate skills in this area.</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>		
Aim	Action	Result
<p>6.4 Encourage the purchase of local goods; use of local labour and firms.</p>	<p>6.4a Encourage the purchase of locally grown and in season fruit and vegetables; link to '5 a day'.</p> <p>6.4b The internet facilitates shopping for goods with origins any where in the UK - and globally. Locally made products and prepared food should be celebrated and better marketed with more encouragement given to 'buy local'.</p> <p>6.4c Ensure that the procurement process is as favourable to local firms as others bearing in mind the generally small company make of enterprise in the county. Encourage, though the procurement process the use of local labour and local supply chains on projects.</p>	<p>Reduction in transport miles; retention and growth of local business.</p> <p>Reduction in travel to work miles, retention and growth of local business; reduction in transport miles.</p>
<p>FOCUS: 6.4a/b All East Sussex; local producers; local buyers 6.4c The procuring public sector</p>		
Aim	Action	Result
<p>6.5. Promote public transport, walking and cycling.</p>	<p>6.5a 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>6.5b Increase education and awareness of the benefits of public transport, walking and cycling and provide people with better information about their existing choices, may include training such as 'Bikeability'.</p> <p>6.5c 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 workplace travel plans.</p>	<p>Improved access to facilities and services for non car users/ to encourage reduced car use.</p> <p>More people using public transport, walking and cycling for leisure and to access work or training. Reduced Co2 and traffic congestion, potential health benefits.</p> <p>Maximise the use of sustainable travel choices in and around existing routes.</p>
<p>FOCUS: 6.5a Geographically marginalised rural communities 6.5b/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 need 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 the 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 Farmers have an acknowledged role in helping to sustain the nature of rural areas as, with others, they act as stewards for the countryside and help maintain the rural environment so important to many visitors. This activity can be helped through, for example, the Environmental Stewardship Scheme where farmers gain a subsidy to consider environmental and nature conservation standards within their farming practices.

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 By taking greater advantage of the Areas of Outstanding Beauty (AONB), including the Ashdown Forest of 6,500 acres in total, 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 and farms 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, leisure and cultural 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 Assessment¹⁵:

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 East Sussex in Figures), although it is likely that in reality the numbers will be higher than 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 Park¹⁶. 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 International Opera House in Lewes District, the Towner in Eastbourne and the Jerwood Gallery at Hastings. In respect of literature this includes Henry James' 'Lamb House' in Rye, Monks House in Rodmell (Virginia Woolf), Rudyard Kipling's 'Batemans' and Charleston Farmhouse, home of the Bloomsbury Group. In addition sport venues such as the Devonshire Park Tennis Centre in Eastbourne receive international publicity helping to raise the profile of Eastbourne as a place to visit and do business year round.

2.5.13 The current government suggests that the tourism sector is fundamental to rebuilding the economy and offers one of the 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,¹⁷ 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.¹⁸ This is important when 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?

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

¹⁵ East Sussex County Council's Local Economic Assessment.

¹⁶ 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.

¹⁷ Visitor numbers are detailed in the LEA

¹⁸ Consultations and stakeholder workshops.

Draft Strategic Priority Action Template

<p>“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.”</p>		
<p>Strategic Priority 7: Build its profile, identity, and enhance the quality of its offer – to become a key destination for visitors</p>		
<p>Develop a strong coordinated high quality offer with benefits to local economies</p>		
Aim	Action	Result
<p>7.1. Promote East Sussex as a special destination.</p>	<p>7.1a Taking into account existing promotions including ‘1066 country’, ‘Enjoy Sussex’, Visit Sussex Ltd etc further develop a strong offer for the place ‘East Sussex’ as a destination for tourists, putting forward a coherent campaign to promote East Sussex as a special destination.</p> <p>7.1b Ensure the heritage, culture and natural habitats (e.g. SDNP, High Weald, literary and cultural venues) across East Sussex are key parts of this and that their profile is maximised as are crucial to demonstrating key county assets.</p> <p>7.1c Encourage longer stay and out of season via exploitation of the variety and number of destinations. Consider how East Sussex can be a hub for visitors allowing access not only to the county but neighbouring areas of visitor value (e.g. Brighton). Gather evidence on how appropriate the current hotel, B&B and caravan/chalet provision for visitors is, now and in the future.</p> <p>7.1d Capitalise more on event or offer specialisms for example the new 100 mile walk ‘1066 Harold’s Way’ from Westminster to Battle, the ‘Chess Championships in Hastings’, skate boarding events, the Disabled British Golf Championship at the East Sussex National.</p>	<p>Increase the county’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. Visitor appropriate accommodation.</p> <p>Marketing the differences/the specialities in the East Sussex tourism offer will increase visitors and with some, extend the tourism season. Look at where catering more for those with disabilities can add value (and inclusiveness).</p>
<p>FOCUS:</p> <p>7.1a/b/c All of East Sussex heritage, culture and natural habitats; 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>7.1d Where these occur and potential attendees. What happens that is yet not being optimally marketed?</p> <p>Note: East Sussex County Council is developing a new Cultural Strategy which will further guide and support possible development in respect of cultural venues.</p>		
Aim	Action	Result
<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.</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>Increase focus on sustainable tourism (for example by the Green Business Tourism Scheme, 'the Sussex Breakfast') to help the county differentiate itself; this should include the promotion of local produce and crafts.</p>	
<p>FOCUS: 7.2a Visit Sussex Ltd, 1066 Country, Enjoy Sussex, 'Love Sussex Partnership' (& Tourism South East Regionally), local authorities; all of East Sussex including natural, cultural and heritage sites; local tourism promoters.</p>		
<p>Aim</p>	<p>Action</p>	<p>Result</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 skill quality standards within the industry, 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 Tourism groups and organisations, the Adult Learning and Skills Partnership Board, FE, hoteliers groups, careers advisers across all East Sussex; 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 as in Hastings.</p>		
<p>Note: Some East Sussex Boroughs and Districts have Tourism Strategies (e.g. Wealden Tourism Strategy 2010 – 2015) that provide detail on locally led tourism objectives.</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. Following this, once the EDS has been reviewed after the consultation, the Implementation Plan will be developed May 2012.

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 is in the process of being 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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