



AN ECONOMIC BLUEPRINT
FOR THE EASTBOURNE/HAILSHAM TRIANGLE

Delivering Our Future

In 2005 **momentum** identified the need for an in-depth understanding of the major economic changes in the area. As the regeneration partnership for Eastbourne, with a membership comprising individuals from education, tourism, business, community and voluntary sectors as well as local council officers, our vision was ambitious.

Our thinking was encouraged by East Sussex Economic Partnership, Eastbourne Strategic Partnership and Tourism South East who agreed to support and fund research into the economic factors facing Eastbourne and Hailsham.

The outcome of the research and consultation process, undertaken by Rubicon Regeneration, is an evidence base which now forms The Economic Blueprint for the Eastbourne/Hailsham Triangle: Technical Annex (April 2006). This document shows in detail the factors affecting the future growth and prosperity of this region, which extends to Hellingly in the north, East Dean in the west and Pevensey Bay in the east.

The Economic Blueprint for the Eastbourne/Hailsham Triangle: Action Plan (July 2007) followed as a response to the evidence that the Triangle area has the potential to grow significantly in coming years and make a major contribution to the economy of the coastal strip, East Sussex as a county and the South East region as a whole.

The Action Plan proposes a range of recommended actions. Importantly, it forms a clear economic development framework, with the aim that delivery is collaborative, co-ordinated and coherent across a range of sectors and interests.

Eastbourne Borough Council and Wealden District Council view this work with the utmost importance, which was recognised in December 2006 when the first ever joint cabinet meeting was held to endorse the Action Plan.

Although initiated by **momentum**, the support given by the various funders and partners has enabled us to turn our thinking into an exciting and challenging reality. I would like to thank Mark Dowling (Tourism South East), Nigel Pargiter (East Sussex Economic Partnership), David Philips and Sarah Pascoe (Wealden District Council), Barbara Pratt (Eastbourne Strategic Partnership), Katy Thomas (East Sussex County Council) and the members of **momentum** for their commitment to this project. Special mention must be given to Penny Shearer (Eastbourne Borough Council) who has gently co-ordinated both **momentum** and The Blueprint over the past 2 years.

Delivering our future requires shared effort. We look forward to meeting and working with new partners to deliver the Action Plan and to our jointly delivering and ensuring a prosperous future for all.



Kim Sweet
Chair, **momentum**

The Economic Blueprint for the Eastbourne/Hailsham Triangle was funded by: East Sussex Economic Partnership who provided funds from South East England Development Agency (SEEDA), Eastbourne Strategic Partnership and Tourism South East. The project was supported by Eastbourne Borough Council, East Sussex County Council, Wealden District Council and **momentum**.










Commissioned by: **momentum**

Consultants: Rubicon Regeneration

Steering Group: Eastbourne Borough Council
 Eastbourne Strategic Partnership
 East Sussex County Council
 East Sussex Economic Partnership
momentum
 Tourism South East
 Wealden District Council

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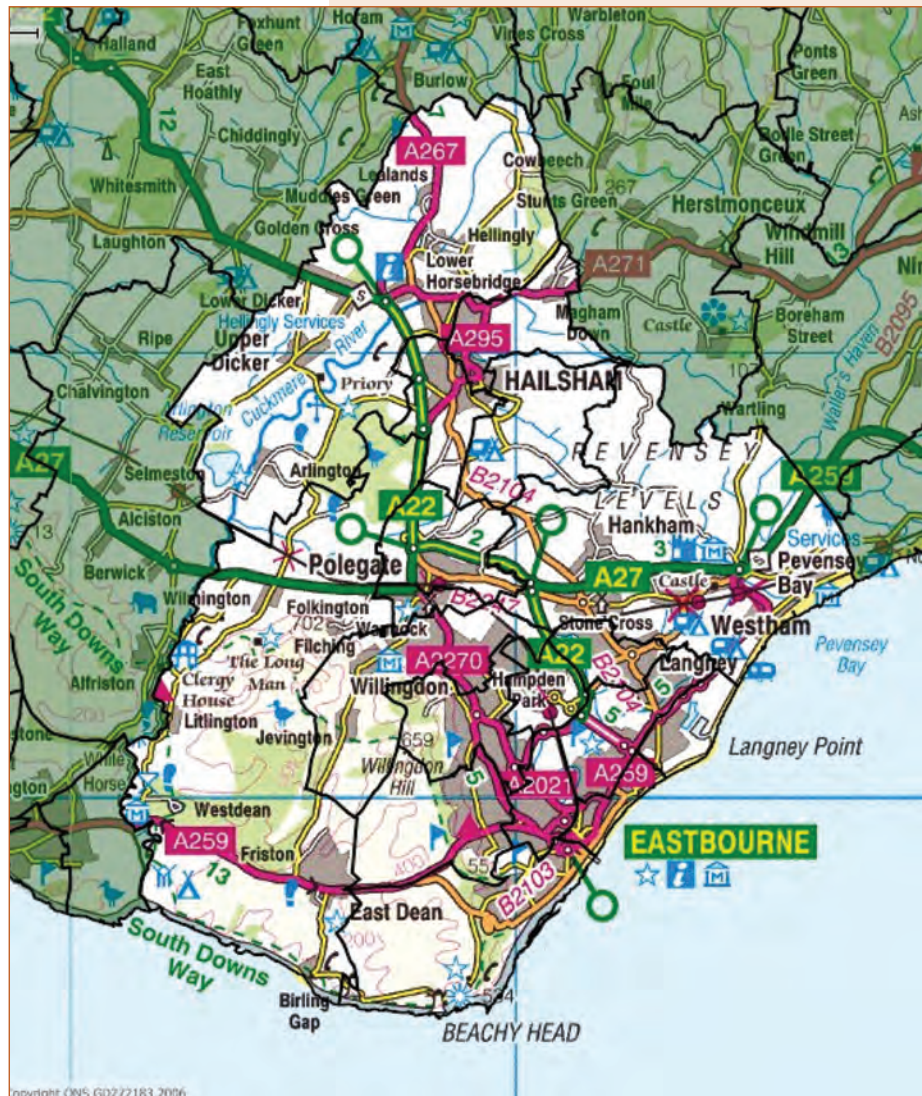


Background

In 2006, **momentum**, Eastbourne's regeneration partnership, in association with East Sussex Economic Partnership (ESEP), Eastbourne Strategic Partnership (ESP) and Tourism South East (TSE), commissioned Rubicon Regeneration to prepare an Economic Blueprint for the Eastbourne/Hailsham sub-region.

The Eastbourne/Hailsham Triangle

The Triangle is recognised as a key strategic location along the Sussex coast which offers considerable potential for additional economic and sustainable development, but at the same time is an area of economic need and opportunity. The area has been identified in the South East Plan as a growth area and the Sussex coast has been recognised by South East England Development Agency (SEEDA) as underperforming in its contribution to the regional economy. In commissioning the Blueprint, the objective was to set out a vision and economic strategy for the area, including recommendations as to how it can make a significant contribution to the sustainable economic growth of East Sussex, the coastal strip and the broader region.



The Challenge

A detailed socio-economic review, contained in the Technical Annex (April 2006), reveals an area facing a changing and challenging future. The evidence strongly suggests that the Triangle area:

- Has a weak economic base with an over-representation of small firms and declining sectors
- Under-performs relative to the South East in the majority of economic indicators
- Is over-dependent on 'traditional' sector employment
- Has limited opportunities for new inward investment
- Is under-represented in the new growth industries, particularly in the 'knowledge' economy

Over the next 20 years, the area will see a significant increase in house building (around 10,000 new homes) to meet future population growth projections. Partners need to respond to and direct the growth agenda to achieve a better balance between future housing provision, workforce growth and employment.

This Blueprint is wholly inter-related and consistent with the objectives of the regional strategic framework, including both the Regional Economic Strategy and the Regional Spatial Strategy. It also reflects the priorities contained within local sub-regional policies, including: Community Strategies, Local Development Frameworks, the East Sussex Economic Strategy and the East Sussex Area Investment Framework. The Eastbourne/Hailsham Triangle has the potential to make a significant contribution to the sustainable growth of East Sussex, the coastal strip and the South East region. SEEDA, the Regional Development Agency, has acknowledged the need for a co-ordinated approach to address the diverse potential and challenges facing the coastal south east. The themes and actions identified during the research and used to structure the report have been informed by the key priorities to address the poor economic performance set out in the draft Regional Economic Strategy and to realise the enormous potential of the area.

This Blueprint has been designed by partners - with key input from the business community - and represents their priorities and concerns with the intention that this should inform planning policy and objectives.

The evidence presents a strong case for planned and sustainable action to address economic needs and to enable the area to realise its full potential and make a positive contribution to the South East economy. The Action Plan which follows sets out the specific projects that will meet these needs.



Vision

This Vision has been developed in consultation with partners, stakeholders and the private sector. The aim is to create a stimulating environment for entrepreneurs and new investors in which the competitiveness and growth prospects of local businesses can be maximised. An over-riding principle is the need to build on the single most important feature of the area, namely its outstanding natural environment and its quality of life.

Future Vision

The Eastbourne/Hailsham Triangle will be a dynamic, successful and sustainable economy, providing an exceptional quality of life and opportunities for all.

By 2026, the area will make a significant contribution to the growing prosperity and sustainable development of the South East. It will achieve this by:

- Being a dynamic, attractive and connected sub-region, with the A27 / A22 as its development spine
- Having excellent road, rail and ICT infrastructure, making it accessible
- Being an attractive location for business, tourism and leisure
- Having a vibrant SME base and an entrepreneurial culture that values and supports learning and skills
- Having diverse, well paid jobs for local people, with a workforce skilled to match employment opportunities



Themes

Five themes have emerged to support and inspire delivery. These are comprehensive in their scope, appropriate to the needs and opportunities of the area, and promote an integrated approach to economic regeneration.

Theme A: Leadership and coordination

Objectives:

- To establish a mechanism to lead the Triangle and ensure that it is best placed to help meet the objectives of the Regional Economic Strategy and deliver the requirements of the South East Plan
- To ensure that the Triangle area is not simply a growth area for residential development but contributes to the economic growth of the region
- To develop the key national/regional/local strategies and policies into a single co-ordinated approach to maximise economic potential in this planned growth area

Theme B: High quality and sustainable economic infrastructure

Objectives:

- To create a land-use policy and a planning and development framework to ensure sustainable economic growth
- To ensure that development takes place with the necessary high quality and integrated, transport, education, business support, utilities, ICT services and support infrastructure
- To develop and assemble major strategic sites to support inward investment and business growth
- To provide appropriate space for growth/expansion of local businesses
- To create ICT services to be available for all businesses in the Triangle area
- To raise the profile of need for A27 improvements
- To create greater public transport connectivity within and beyond the Blueprint area

Theme C: Confident and creative people

Objectives:

- To ensure that the working age population has the necessary skills and qualifications for the needs of business today and in the future
- To work with business to develop a co-ordinated approach to tackle labour shortages and skills deficiencies
- To ensure that a sufficiently trained labour pool is available to take up opportunities arising from major development
- To develop a partnership with employers to recruit staff in all sectors
- To develop local interventions to encourage employment for all

Theme D: Culture of entrepreneurship

Objectives:

- To create a world class support infrastructure for businesses, including start-up and micro businesses
- To develop a world class support infrastructure for entrepreneurs, start-ups and micro businesses



Themes cont...

Theme E: Smart, sustainable enterprises

Objectives:

- To develop a world class support infrastructure for existing businesses tailored to meet the needs and aspirations in key sectors, including tourism, retail, construction, financial services, health and public services
- To develop a coherent, prioritised Tourism Development programme
- To encourage competitiveness, creativity and enterprise, particularly among small and medium sized enterprises
- To modernise the local economy and diversify into new growth areas



Genuine Partnership

This Blueprint sets out an ambitious framework and programme to transform the area. The key to the Blueprint's successful implementation will lie in a genuine partnership and multi-agency approach involving public agencies, the private sector and education and voluntary organisations.

It will need to be driven by a new form of collaboration between East Sussex, Wealden and Eastbourne Councils which will seek new levels of interaction between the local authorities and other key partners involved in economic development and enterprise interventions. Other multi-agency organisations, such as East Sussex Economic Partnership and Eastbourne and Wealden Strategic Partnerships, are also key partners in delivering the Action Plan.

The Action Plan has a clear economic development focus, however, to ensure successful implementation, consideration will need to be given to how it fits with existing strategy, policy and programme channels. The Action Plan needs to be delivered in relation to Local Development Frameworks, Local Area Agreements and Community Strategies to ensure that delivery of spatial elements of the Plan are in conformity with other key strategies and policies.

The 5 themes and proposed interventions must not be viewed in isolation, but should be delivered as an integrated programme of change.

The publication of this Blueprint, and the commitment of key partners to the overall vision and framework, completes the first phase. The next phase is to launch the Blueprint and secure commitment and funding from key stakeholders to translate it into action in order to secure the future economic growth and prosperity of the area.



Next Steps

The Blueprint has been endorsed by **momentum**. It was considered and endorsed by the three local authorities (Eastbourne Council, Wealden Council and East Sussex County Council), East Sussex Economic Partnership, Eastbourne and Wealden Strategic Partnerships, and Tourism South East in the Autumn of 2006.

It is now intended that the Blueprint will set the broad policy objectives and priorities for economic development in the area for the next five to ten years. It is expected that each of the partners will build the Action Plan into their own strategy for economic development and the various local development frameworks.

There will be a review of the membership of **momentum** during Spring 2007 to consider the wider geographic coverage and which groups and/or partnerships will take forward the various actions in the plan. It is also intended that a Leadership Group, consisting of key stakeholders, be established to manage and develop the implementation plan, to review and monitor actions and to set longer term objectives.



Action Plan 2007-2026

The Action Plan to address the evidence follows these five themes. Importantly, this provides a co-ordinated and multi-agency approach to economic development.

The actions are described together with the potential partners that are most likely to be involved with delivery. The timeframe for the delivery of specified actions has been described as short, medium or long term. Short term is likely to mean within three years, medium term means three to five years and long term means over five years.

ACTION PLAN

Theme A: Leadership and coordination

Evidence	Objective	Project	Action	Potential Partners	Timeframe
Little (or no) significant new public investment in the area Lack of co-ordination of public investment The policy infrastructure (RES, SE plan etc.) is there for the local area to ensure a high quality of life Perception that partners are working to different agendas	<ol style="list-style-type: none"> 1. Endorse this Blueprint and align resources to support the development of an action/delivery plan 2. To establish a mechanism to lead the Triangle and ensure that it is best placed to meet the objectives of the Regional Economic Strategy and deliver the requirements of the South East Plan 3. To ensure that the Triangle area is not simply a growth area for residential development but also contributes to the economic growth of the region 4. To develop the key national/regional/local strategies and policies into a single co-ordinated approach to maximise economic potential in this planned growth area 	<p>Political Buy-In</p> <p>Blueprint Leadership Group</p>	<p>High-profile launch of this Blueprint as the economic development framework for the Eastbourne/ Hailsham Triangle area</p> <p>Establish one single economic and regeneration partnership that will represent the broad geographic and economic interests of the Triangle area.</p>	<p>Eastbourne Borough Council Wealden District Council East Sussex County Council Local Strategic Partnerships momentum East Sussex Economic Partnership Tourism South East</p> <p>Local authorities Local Strategic Partnerships momentum East Sussex Economic Partnership Hailsham Trust Business organisations Private sector Town Councils Parish Councils</p> <p>Leadership Group</p>	<p>Short term</p> <p>Short term / on-going</p> <p>Short term</p>
Sense of 'initiative fatigue', with a degree of scepticism that anything new can be achieved Lack of engagement and ownership among regional and national players		Implementation Plan	Develop a costed and outcome-driven implementation plan to deliver this Blueprint, including securing resources and setting long-term objectives		

ACTION PLAN

Theme B: High quality and sustainable economic infrastructure

Evidence	Objective	Project	Action	Potential Partners	Timeframe
Eastbourne and Wealden have half the national average of business floorspace allocation at 6 sq m per person of working age compared with 12 sq m for England and Wales	5. Create a land-use policy, planning and development framework to ensure sustainable economic growth	To explore the potential for creating a single Local Development Framework that will provide the policy framework for the Triangle area	Explore the possibility for developing a joint core strategy to enable strategic economic development to take place	Local authorities Government Office South East	Medium / long term 2008-9
Assuming growth similar to that of England and Wales, by 2011 an extra 825,480 sq m of industrial space would be required in East Sussex. As the Triangle area is the largest identified growth area in the county, it will be expected to deliver the majority of this extra space	6. Ensure that development takes place with the necessary high quality and integrated, transport, education, business support, utilities, ICT services and support infrastructure	Triangle Area Masterplan drawing from the proposed joint LDF work	Development of spatial masterplan for Triangle area to influence core strategy work and Local Development Frameworks of the local authorities	Leadership Group Local authorities Town Councils Local Strategic Partnerships East Sussex Economic Partnership	Medium term
Development pressures and opportunities at Polegate as outlined in the South East Plan	7. Develop and assemble major strategic sites to support inward investment and business growth	New Polegate Business Park	Identify the site and work with owners to bring forward for development	Locate East Sussex Local authorities Land owner	Short / medium term
A lack of suitable premises to support and sustain growing enterprises		Review allocations of business sites including: Golden Cross, Hackhurst Lane, and sites in Eastbourne	Undertake review as part of Local Development Framework process	Local authorities Land owners Locate East Sussex / East Sussex Economic Partnership	Short term Eastbourne Borough Council 2007-8 Wealden District Council 2007-9
A deficiency in 'ready to go' strategic employment sites to support major inward investment		Market location for inward investment	Develop marketing plan and execute	Locate East Sussex / East Sussex Economic Partnership Local authorities Leadership Group	Short term
Lack of suitable premises for new enterprises and move-on space for growing firms		Industrial Estates renewal project Hackhurst Lane Industrial Estate	Review and take forward options for re-development of Hackhurst Lane Industrial Estate. Target development programme to revitalise key industrial estates (e.g. Hampden Park, Diplocks Way) through a range of sustainable management arrangements and programmes. Pilot on Diplocks Way, Hailsham	Local authorities East Sussex Economic Partnership Land owner (s) Locate East Sussex	Short term
Small (and poor quality) stock of office space					

ACTION PLAN

Theme B: High quality and sustainable economic infrastructure cont...

Evidence	Objective	Project	Action	Potential Partners	Timeframe
There is a marked growth in the number of businesses now using broadband. In the 2005 Sussex Annual Business Survey, 64% of businesses in Eastbourne and 54% of businesses surveyed in Wealden were now using broadband, but there are still areas within the Triangle that cannot access broadband	8. Provide appropriate space for growth / expansion of local businesses	Eastbourne Enterprise 'Hub'	Secure development of the Enterprise Hub	South East England Development Agency Local authorities Seaspace University of Brighton	Short / medium term
	9. ICT services to be available for all businesses in the Triangle area	Improve access to Broadband	BT to increase coverage of broadband, especially for business, and ensure that the latest ICT opportunities are available to all	BT Businesses	Short term
60% of Eastbourne and Wealden businesses consider transport to be a constraint to business growth and investment	10. Raise profile of need for A27 improvements	Maintain pressure on government to provide resources to build a better A27	Increased lobbying and demonstrate that transport is a key element for future growth which must be incorporated into development plans	Local authorities Businesses East Sussex Economic Partnership	Medium term
	11. Greater public transport connectivity within the Triangle area	Develop a Parkway Station within the area	This is to be developed as part of the Masterplan	Local authorities East Sussex Economic Partnership Network Rail	Long term

ACTION PLAN

Theme C: Confident and creative people

Evidence	Objective	Project	Action	Potential Partners	Timeframe
Plethora of learning and skills initiatives Poor levels of key skills in communications and initiative, problem solving or decision making skills Other skills missing include managerial, literacy, numeracy, sales and IT	12. Ensure that the working age population have the necessary skills and qualifications for the needs of business today and in the future	Business School for the Triangle area	Develop proposals for an employer facing business skills centre	Local authorities East Sussex Economic Partnership Learning and Skills Council Sussex Downs College	Short term
Over 25% of 16-75 year olds have no qualifications 28.26% of people age 16-19 have no qualifications Skills shortages and staff recruitment/retention issues Low levels of workforce training - 40-50% of companies do not have a training plan	13. Work with business to develop a co-ordinated approach to tackle labour shortages and skills deficiencies	Employment Forum to focus on recruitment and retention issues	Develop forum through peer-to-peer learning Develop knowledge and learning based networks which will also help embed a broader business culture	East Sussex Economic Partnership University of Brighton East Sussex Learning Partnership Sussex Downs College Education Business Partnership	Short term / on-going
Poor level of basic skills Skills shortages and staff recruitment/retention issues Significant growth forecast for retail sector (40 new stores in Eastbourne town centre regeneration scheme) Low levels of workforce training	14. Ensure sufficiently trained labour pool is available to take up opportunities arising from major development	Retail sector development	In partnership with local retailers, University of Brighton and Sussex Downs and their related skills development projects, raise the profile of the retail sector as a career path and develop a range of customised training programmes to meet the sector's current / future needs	Retailers Skillsmart (retail sector skills council) University of Brighton Sussex Downs College Learning and Skills Council Sussex Productivity Alliance	Short term / on-going

ACTION PLAN

Theme C: Confident and creative people cont...

Evidence	Objective	Project	Action	Potential Partners	Timeframe
Poor level of basic skills Skills shortages and staff recruitment/retention issues Significant growth in construction (£300 million of contract value currently) Low levels of workforce training	14. Ensure sufficiently trained labour pool is available to take up opportunities arising from major development	Construction sector development	Develop a Local Labour Strategy to ensure that local people have the opportunity to benefit from employment generated by current / planned construction projects - specifically to improve training co-ordination, promote employment opportunities and support future workforce development. This will also include activity to support the construction business sector, including tailor made business support; a procurement charter, and entrepreneurial encouragement.	Local authorities Learning Skills Council Training providers Construction Industry Training Board Sussex Downs College Private sector Registered Social Landlords Business support organisations	Short term / on-going
Evidence for recruitment and retention Economic inactivity rates are high (22% of working population are permanently sick or disabled and 32% are looking after home / family)	15. Develop partnership with employers to recruit staff in all sectors - workless people back to work 16. Develop local interventions to encourage employment for all	Supporting people back to work Develop pathways to employment and training for all sections of the community	Develop a mechanism for supported employment to enable long-term workless back into the workplace Work with local employers to promote employment for all	Job Centre Plus Local authorities East Sussex Economic Partnership Voluntary and Community Services Private sector Job Centre Plus Private sector	Short / medium term Short / medium term

ACTION PLAN

Theme D: Culture of entrepreneurship

Evidence	Objective	Project	Action	Potential Partners	Timeframe
Start-up rates in Eastbourne are 50% lower than SE average Difficulty in retaining graduates (Level 4 qualifications in workforce 24-29 age group are particularly low) 15.1% of businesses within the area are knowledge-based and national average is 20.6% Lack of proactive support for young entrepreneurs Two thirds of businesses in Eastbourne serve a market within 10 miles of the base of operation Only 42% of the local population possess level 1 ICT skills compared to 54% for Sussex and 47% for England & Wales Over half the population have poor levels of numeracy and only 20% have numeracy at level 2 standard	17. Develop an entrepreneurial culture by promoting the message that being in business is a realistic employment option	Young Entrepreneurs Academy	Ensure targeted funding to schools for enterprise education Develop an integrated and proactive programme to support entrepreneurship among young people aged 13-30 Work with specialist providers to develop a tailored and effective support, mentoring and counselling service to enhance, nurture and develop young talent (including entrepreneurial graduates)	Eastbourne Education and Business Partnership Connexions Local authorities Prince's Trust EDEAL Learning and Skills Council	Short term / on-going
		'Graduate Greenhouse'	Enterprise Hub to work closely with University of Brighton to encourage undergraduates to develop business ideas with the support of Enterprise Hub resources Develop long-term strategy to keep graduates in the area	Enterprise Hub East Sussex Economic Partnership Learning and Skills Council Local authorities Further Education/ Higher Education sector	Short term
		Mature business incubator	Provision of support to older and well experienced early retired or under-employed people to start up in business	EDEAL Enterprise Hub Sussex Enterprise	Short / medium term

ACTION PLAN

Theme D: Culture of entrepreneurship cont...

Evidence	Objective	Project	Action	Potential Partners	Timeframe
Low rates of business density and start-up rates Relatively few knowledge-based businesses Difficulty in retaining graduates	18. Develop a world class support infrastructure for entrepreneurs, start-ups and micro businesses	Growing Entrepreneurs: brokerage specialists	Proactive specialist support providing high quality information, advice, training and mentoring to local people within their own communities to support growth and development of start-up and micro businesses within priority clusters	EDEAL Eastbourne and District Chamber of Commerce Sussex Enterprise Enterprise Hub Private sector	Short / medium term

ACTION PLAN

Theme E: Smart, sustainable enterprises

Evidence	Objective	Project	Action	Potential Partners	Timeframe
Economy dominated by lower-value added jobs Low levels of employment within knowledge-based businesses	19. Develop a world class business support infrastructure for existing businesses tailored to meet their needs and aspirations in key sectors, including tourism, retail, construction, financial services, health and public services	Create a single, co-ordinated support service responsive to the needs of businesses in the Triangle area	Enhancing IDB (information, diagnostic and brokerage) Develop learning networks for businesses in a variety of sectors Co-ordinated marketing approach to promote opportunities to businesses Develop a proactive programme for employer engagement Provide encouragement and support for social enterprises	East Sussex Economic Partnership EDEAL Sussex Enterprise Business organisations Private sector / Further Education sector Enterprise Hub Local authorities	Short term / on-going
Tourism is a key growing sector (5,200 employees) Strong reliance on public sector funds (which now face budgetary pressures) Significant variations in quality of accommodation stock Investment needed to enhance business / conference product National Park designation to provide opportunity to develop niche 'green' products 7500 bed spaces in Eastbourne 4.25 million visitors Over-reliance on day visitors Over-reliance on coach market visitors	20. Develop a coherent prioritised Tourism Development programme	Eastbourne seafront Developing niche sustainable and environmental tourism product Maximise cultural tourism offer Business and Conference market	Re-focusing and extending the seafront as an all year round destination Building upon National Park designation, develop new products based upon outdoor activities, e.g. cycling, walking and extreme sports Sustainably promote significant cultural and historic environmental assets Explore options for the Triangle area to provide a modern conference, exhibition and events venue	Tourism South East Eastbourne Hospitality Association Eastbourne Conference Consortium Sussex Enterprise Local authorities Private sector Tourism East Sussex English Heritage Eastbourne Borough Council	Short term / on-going Medium term Short term Short term

ACTION PLAN

Theme E: Smart, sustainable enterprises cont...

Evidence	Objective	Project	Action	Potential Partners	Timeframe
Low levels of employment within knowledge-based businesses Higher than average proportion of small businesses Contraction of manufacturing sector	21. Encouraging competitiveness, creativity and enterprise, particularly among small and medium sized enterprises	Fast Track 50	Targeted accelerator programme to identify and support 50 enterprises that offer fast-growth potential. Expansion of 'hub' programme to cover Triangle area to provide a dedicated local resource.	Sussex Enterprise / Business Link Further Education sector Enterprise Hub Local authorities Private sector EDEAL South East England Development Agency	Short term / on-going
Low levels of employment within knowledge-based businesses	22. Modernising the local economy and diversifying into new growth areas	Innovation, creativity and productivity	Develop further opportunities for peer-to-peer business learning Innovation support and knowledge and technology transfer	University of Brighton and Sussex Innovation Centre/Enterprise Hub Private sector East Sussex Economic Partnership EDEAL South East England Development Agency	Short term / on-going

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