

A DIFFERENT KIND OF CITY ... A UNIQUE DESTINATION

A Strategic Framework for tourism development for Brighton and Hove

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INTRODUCTION

Brighton and Hove is an extraordinary place – a destination with a 250-year reputation for fun and freedom that answers the key demand of tourists: to find “someplace different from home”.

Unlike most traditional British seaside resorts, the city is a tourism survivor because it has constantly reinvented itself, responding to changing markets, tastes and styles. But it retains its powerful personality – creative, bohemian, innovative, eccentric.

The city has had a decade of investment and growth – and development continues into the 21st century. But competition is growing too, and laying bare some of our key tourism challenges.

It is time for a clear Tourism Vision for the next 10 years, and a strategic direction and action plan to take us there. Many of these actions will require further work to determine exactly who will progress them and how, however they set out where we want to be by 2014. While we will achieve much in the next few years, some of our plans will be much harder to implement and take longer to achieve.

That’s why Brighton & Hove Economic Partnership has joined forces with Brighton & Hove City Council to agree a way forward for tourism. In putting together this document, we have been guided by a 39-strong Steering Group representing most of the many different organisations and sectors that make up the visitor economy, and by the responses to our Consultation Programme.

This wide-ranging Programme, in summer 2003, saw 500 Consultation Documents mailed to organisations and individuals, live debates with business organisations, information published online and in the local media - all designed to stimulate input to this work.

We are not starting with a blank sheet. Brighton and Hove is an established visitor destination, and it has had a clear strategic direction for tourism for many years. This Strategic Framework aims to make sure that the visitor economy benefits from all the strategic work and development that has happened, is already under way or is being planned. It agrees a long-term Vision for the city as a visitor destination, and details actions to achieve it. And it establishes the different roles of the public sector and private sector in making the Vision happen.

We hope this Strategic Framework will be used by all the people - both within and outside the tourism industry - whose decisions and actions impact on the city's visitor economy. Our aim has been to produce a bold and clear document, deliberately concise, distilling the background research and debates of the past few months into a Framework that focuses on the fundamentals.

This document marks the start of a 10-year process. It only sets the direction: now people involved in tourism across the city and our partners beyond will take it forward, shape it, refine it, flesh out the details and deliver the actions. We are committed to helping to make this happen.

Simon Fanshawe
Brighton & Hove Economic
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Councillor Sue John
Brighton & Hove City Council

EXECUTIVE SUMMARY

Tourism is one of Brighton and Hove's biggest industries, and it is integral to the city's unique personality and nature. Tourism is vital to the city's visitor economy, not just contributing directly to employment and the city's GDP, but indirectly to its appeal, atmosphere and appeal as a place to live and work. Business tourism brings profitable off-peak visitors to complement the city's key shortbreak and cultural leisure markets. The city is one of Britain's top destinations for overseas visitors

While it is a big industry, it is also by definition highly disgregated with numerous stakeholders. For this reason, partnership is key to delivering a successful visitor experience and mutual ownership of this strategy is fundamental to its success.

There has been consistent investment in the city's visitor "product" over the last 10 years, and it is continuing from both public and private sources. But competition is growing from other destinations – in the UK and overseas. The city's tourism cannot stand still: it needs to continue to develop to meet consumer demands and to compete.

This Strategic Framework is based on five principles to ensure tourism development is sustainable:

- that the tourism industry should be profitable
- that visitors should have a positive experience
- that local people should benefit from tourism
- that the city's environment should be protected
- that the city's tourism must develop.

This document sets out a 10-year Vision for the city as a tourism destination, and details the steps needed to achieve that Vision. The Vision is for:

*a 12% growth in tourism jobs,

*visitor income to increase to £600 million p.a.,

*for tourism business to be year-round and profitable - by 2014.

Ten years from now, the city should be known as:

- “Europe’s best meetings destination”
- “Britain’s first world-class seaside destination”
- “England’s favourite creative city”.

To achieve the Vision, the city needs to succeed in five key areas: Quality, Safety, Cultural Investment, Transport and Marketing. The “Keys” section of this document details the steps needed under each of these headings. The acid test for these detailed actions/priorities is ‘are they good for visitors?’, while all the time acknowledging other council priorities and ensuring that they complement the needs of residents. They are summarised here:

“Keys” summary

Quality

- Improved street cleaning and maintenance
- Graffiti removed and tackled
- High-profile prosecutions to deter fly-posting, graffiti, vandalism and fly-tipping
- Improved street furniture
- A higher standard of public toilet provision
- Blue flag beaches
- A professional, proud and committed workforce
- Year-round business
- Training for the industry which meets visitors’ and employers’ needs
- Tourism to be seen as an attractive career locally
- A new international-standard conference centre supporting our aim to be Europe’s best meetings destination
- A balanced night-time economy
- New tourism developments and inward investment to address product gaps
- Higher quality visitor accommodation
- A safe and clean seafront – the shopwindow for the city
- A solution for the West Pier
- New iconic and imaginative developments at Black Rock, King Alfred, the Marina and elsewhere
- A seafront mass-transport solution

- A well-protected built heritage
- A well-protected environment supported by a visitor management programme
- Improved visitor signage
- A better welcome for visitors from the city and its residents
- Establishing the city as the gateway to the Downs
- Clear guidelines on gaming and gambling developments
- A tourism industry that is respected and supported by residents

Safety

- High-profile community safety
- Reduced crime against visitors and in key visitor areas
- Closer dialogue between police and the tourism industry
- Enforcement of the street drinking ban and other safer streets initiatives
- Greater co-ordination between businesses, sharing intelligence and averting disorder/crime
- A strong and dynamic licensees association
- Later-night businesses to take greater responsibility for the issues associated with the late-night economy
- Flexible hours for licensed premises and a diverse evening economy
- Greater partnership between licensees and transport operators improving crowd dispersal late at night
- Effective and well-maintained street lighting in core tourist areas
- Improved lighting of our built heritage, monuments and public art
- A winter lights festival
- Improved security and safety designed into new developments via planning, access control, CCTV, lighting etc

Cultural investment

- A proactive events strategy
- Event management plans, to include handling of waste, transport and visitor management
- Identified and maintained sites for large open-air events
- Bidding for new events which can contribute to year-round business for the city – aim for 5 new high profile events worth £2m+ in the next 10 years
- Programming which distinguishes Brighton and Hove as a culturally unusual city and attracts visitors from far afield
- Increased film and television production in the city to raise our profile through these mass media
- Benefit from national/international events which may come to the UK e.g. Le Tour, Olympics etc

- The city positioned as a centre for artistic innovation in both the visual and performing arts
- Improved cultural tourism infrastructure, with the development of studios, galleries and venues
- Strengthened public art (art in public places)
- A cultural quarter
- Partnerships with cultural providers outside the city, to position Brighton and Hove as the staying base for events such as Glyndebourne, Chichester Festival etc
- Stronger partnership between the tourism industry and cultural providers

Transport

- Dedicated and improved parking provision/spaces for staying visitors
- A better understanding of visitors' transport and travel needs
- Improved comfort, reliability and journey time on rail services
- Better rail services to the east and west of the city to support visitors arriving by rail into Ashford International
- Improved weekend rail services
- Rail service to support Brighton and Hove's aspirations for a balanced night-time economy with service to match
- A flexible transport service which can accommodate peaks of demand (eg for major events)
- Transport which closely meets the needs of tourism industry employers
- Improved connections between the main arrival points and main attractions, hotels and venues
- Improved links between the city and key international ports of entry especially Gatwick
- Taxis which provide value for money for visitors and meet visitors' expectations
- Improved visitor facilities at main points of arrival (stations, car parks etc) to include toilets, left luggage, visitor information, shelters, seating, taxis, lighting
- Improved promotion by all tourism businesses of the public transport available within the city
- Improved promotion of walking and cycling as a means for visitors to get around the city
- A city that is accessible to disabled visitors
- Improved competitiveness of Gatwick to attract international business
- Solutions to congestion
- Improved communication and planning re roadworks, to avoid major visitor periods
- Improved electronic signage to facilitate visitor traffic management
- Transport plans for major venues and events

Marketing

- Improved market intelligence and customer research shared throughout the industry
- Stronger customer databases and increasingly targeted marketing
- New business for the city and more repeat business
- A better understanding of our competitors and how we can learn from and compete with them
- Stronger evidence of the benefits of tourism to the city
- Better partnerships with neighbouring destinations, consortia, national organisations, transport providers, tourism businesses and agencies to strengthen our marketing performance
- A brand architecture for Brighton and Hove and a brand toolkit for all city businesses
- A world-class marketing communications strategy.

The “Keys” section indicates the organisations responsible for delivering these developments.

THE VISION

By 2014 we want ...

- 12% more jobs in tourism, with more security, better career development, higher levels of skill and consequent reward
- visitors bringing £600 million p.a. into local economy
- year-round profitable tourism business

By 2014 we want to be ...

An international seaside city on a human scale

Proud of and defined by its difference

Original, independent, alternative

Creative, vibrant, exciting

Relaxing, refreshing, invigorating, inspiring

Young at heart – and for the young at heart

Trendsetting, innovative, and in tune with the zeitgeist

By 2014 we want to be known as ...

“Europe’s best meetings destination”

Because we are ... customer-focused – easy to get to – easy to get around, compact and walkable – safe and welcoming – innovative – well-known

Because we have ... up-to-date meetings facilities – top quality accommodation – sparkling clean, maintained and well-designed public realm - excellent restaurants – a service ethos – a looked-after and proud workforce – an active Convention Bureau – world-class meetings industry events - a warm civic and city welcome – Quality Awards for our suppliers – strong partnerships within the city and beyond, between suppliers, with our hinterland, with our region and with other like destinations across the world

“Britain’s first world-class seaside destination”

Because we are ... customer-focused – never out of season, always “en fete” – one of the UK’s cleanest and safest cities – easy to get to – easy to find out about – always in the public eye – the gateway to the Downs and beyond

Because we have ... a protected natural setting – a conserved and accessible heritage - landmark new buildings – excellent transport to and around the city – the latest styles of accommodation – the sea and Downs for activities – an amazingly high-quality seafront, zoned for activities and relaxation - blue flag beaches – top-quality customer-focused leisure facilities – upmarket controlled casino development funding investment in tourism – a unique historic heart full of thriving, independent, unique businesses - an upgraded shopping experience - quality year-round events – renowned restaurants – an evening economy that appeals to every age group - a service ethos – a looked-after and proud workforce – an effective visitor management strategy

“England’s favourite creative city”

Because we are ... on a human scale – one of England’s top 10 cultural destinations – proud of our architecture – a place that values creative people, nurtures innovation, and fosters ambitious and innovative businesses - a city of Festivals – one of the UK’s safest cities

Because we have ... more international-quality arts - year-round, all-week live arts – more places to show and sell visual art – a truly international arts festival – tangible, visible culture and creativity on the streets for visitors to see and feel – protected and nurtured independent businesses – partnerships between local businesses and the arts, with the cultural providers across the region, with other cultural destinations in the UK and overseas

OVERVIEW

Tourism profile

Brighton and Hove attracts 8 million visitors a year, bringing £380m a year into the local economy. The vast majority (6.8 million) are day visitors, but the majority (57%) of the £382 million visitor spend comes from the 1.2 million staying visitors. Most visitors are from the UK, but the city is 11th on the list of top UK destinations visited by valuable staying overseas visitors - equal with York, behind Cambridge, Cardiff and Newcastle, but ahead of Bath, Nottingham and Liverpool. It is estimated that visitor spend supports over 13,000 local jobs or up to 10% of the workforce.

Business tourism is vital for the city's success. Business events such as conferences, meetings and exhibitions bring Brighton and Hove year-round "high-yield" visitors, ensuring the city's tourism industry invests in quality improvements and staff.

As well as enjoying the seafront, leisure visitors come to the city to shop, eat out, enjoy culture, heritage, entertainment and nightlife, and the city has tapped into the growing shortbreak and cultural tourism markets – still mainly at weekends but stretching beyond the summer into the spring and autumn.

Its visitor profile is closer to that of a cultural city than a seaside resort: the majority of our visitors are in the socio-economic groups ABC1 – the spenders.

The city has high name recognition among our target audience in Britain (88%) and the key short-haul European markets of France, Belgium and Germany (over 50%).

Tourism history

Apart from fishing, tourism is Brighton and Hove's oldest industry, so it has had a profound influence on the towns' development and style.

Brighton established itself in the mid 18th century as a health resort, was made famous and fashionable by the arrival of the Prince Regent and developed by the era's most brilliant architects. It is a city built on the principle of pleasure.

Thanks to the railways it became a mass day-trip destination during the 19th and 20th century, but it went into decline when British summer-holidaymakers shifted to the Mediterranean in the 1960s and 70s.

It was saved from the fate of many other seaside resorts by valuable off-peak business tourism, thanks to the building of the Brighton Centre in the mid 1970s, then suffered from lack of public investment in the 1980s before reinventing itself in the 90s with an impressive period of proactive regeneration – pump-primed by the public sector but mainly funded by the private sector.

During the 90s the two towns of Brighton and neighbouring Hove started to reposition themselves as “the city by the sea”, to differentiate them from traditional seaside resorts in terminal decline. Winning city status in the year 2000 gave Brighton and Hove a credible boost and ensured investment continued.

Over the centuries, Brighton's reputation as an alternative to conformity made it a very gay city - an attractive place to live for lesbians, gay men, bi-sexuals and transgender people (LGBT). Today, the city has a large LGBT population, with significant numbers of associated businesses, business people and workers in the tourism industry itself. These businesses, and the annual highly successful Pride festival, help build the city's profile nationally and internationally as one of Britain's premier LGBT destinations.

Tourism product

Today the city is a cultural hotbed with an impressively redeveloped Museum of regional significance, England's largest Arts Festival, a great arts scene including several excellent live performance venues and an impressive record of safe, successful outdoor events. The beautifully refurbished Brighton Dome now programmes international artists and hosts England's largest comedy festival, the Gardner Arts Centre is the region's leading venue for contemporary performance, Komedia has won widespread recognition for its groundbreaking work in Edinburgh and the Theatre Royal Brighton benefits from being linked to the West End as part of the Ambassador Theatre Group.

Soon to have a National Park on its boundary, the city's tourism product includes the magnificent natural environment of the Downs and the sea, heritage, culture, food, entertainment, nightlife, and shopping. The city has a number of high-profile unique assets: its extraordinary royal palace the Royal Pavilion, some of the UK's best Regency architecture, Britain's most successful pier, a vibrant historic city-centre quarter with hundreds of independent, unusual shops, restaurants and cafes, and a uniquely dynamic and varied seafront.

Its hotel stock – and its meetings facilities, apart from the Brighton Centre - have largely kept pace with changing customer expectations, thanks to year-round business from conference delegates as well as “off-peak” custom from shortbreak takers. While its major international convention centre The Brighton Centre is becoming outdated, it is still one of only a handful of venues in Britain able to offer the size and flexibility needed for some of the largest conferences.

The city's compactness is a joy for visitors: there is so much packed into such a small, walkable area.

It has a beautiful and quintessentially English hinterland: the coastline and countryside of Sussex, with its attractive villages and historic towns, its gardens, castles and historic houses, and its impressive cultural offer.

The city is blessed with an amazing location, south facing, between the sea and the Downs, yet only 50 miles from central London and close to Gatwick International Airport.

But the city's key asset is its intangible atmosphere: its creative, bohemian, free-spirited, alternative and hedonistic air and its determination to be different – an atmosphere created by the people who live here and reinforced by the spirit and diversity of its visitors.

Tourism investment

The city has seen nearly a decade of steady investment in its tourism product. Recent large-scale developments include:

- the seafront development at beach level: refurbished Victorian arches now house restaurants, cafes, bars and clubs, a free Fishing Museum and artists' studios – there are free sports facilities and children's playgrounds
- Churchill Square: a modern city-centre shopping mall with 500,000 square feet of retail space
- the redevelopment of the historic Brighton Dome, on the Royal Pavilion estate, to create an international arts and conference centre and an impressively refurbished Museum and Art Gallery
- Brighton Marina Waterfront development
- the regeneration of Brighton Racecourse
- the refurbishment of Brighton Station
- the Aquarium Terraces development

- massive investment by the hotels sector including the transformation of several traditional guest houses into small designer hotels and the arrival of two exclusive boutique hotels.

In development, in planning and on the horizon are more major developments:

- the Cultural Quarter, with the new Library at its heart
- the Station Site development: a 25-acre city-centre development including hotels and a language school
- a 7,500-seat arena and an ice rink that will become a national centre for excellence at Black Rock
- the 22,000-seater Community Stadium
- King Alfred's: a high-profile landmark building enabling new leisure facilities for Hove – to be designed by world-renowned architect Frank Gehry with input from Piers Gough and Anthony Gormley
- Brighton Centre redevelopment
- the restoration of the West Pier
- Shoreham Maritime – the largest brownfield site in the South East
- Proposed South Downs National Park status
- A Masterplan for significant redesigning, reconfiguring and further development of Brighton Marina
- A seafront vision incorporating many of the above developments into one coherent and integrated plan
- Possible development of Shoreham Airport into a City Airport for Brighton and Hove.

Trends

Key market trends relevant to Brighton and Hove include:

- Growing affluence in the UK – disposable income increased by 40% in the 90s, contributing to growing leisure spend including more people taking leisure breaks.
- ABC1s now represent the mass market. Consumers are ever more widely-travelled – leading to increased sophistication and discrimination. There has been a “democratization of luxury”, with design-driven concepts becoming the norm. There is a wider expectation of quality, an increase in style-consciousness and brand awareness and a new demand for exclusivity and privilege (eg private clubs, limited editions).
- Short breaks (1-3 nights) are increasing and longer leisure breaks continue to decline (the number of 4+ nights trips overseas by UK residents outnumbered trips in the UK for the first time during the 90s). Spend per day on short breaks is higher than on longer trips. People on short breaks are more likely to use hotels and guest houses. Most leisure short breaks are at the weekend. People book short breaks with shorter and shorter lead times.
- Business tourism is faster-growing and more lucrative than other sectors. Meetings organisers are constantly searching for new and unusual ideas. National tourism organisation VisitBritain predicts that Business Tourism will account for 45% of the total of inbound tourism (i.e. visitors to Britain from overseas) by 2010 – up from 23% in 1997.
- Baby boomers (born 1946-60) are becoming empty-nesters and the early retired, with more leisure time and disposable income.
- Middle age is extending: people are staying active longer and expect their leisure consumption, including travel, to increase after retirement. Nearly half of domestic tourism leisure spend comes from people who are over 55.

- Increasing population shift and mobility is leading to a growth in the VFR (visiting friends and relatives) market, especially by young people.
- Increasing average paid-leave entitlement – the average is now 5 weeks p.a. – gives people more time for short breaks and VFR trips.
- Household structures are changing. There are fewer households with children (down from 40% in 1961 to 28% in 2001), and more small and single adult-only households. This leads to increasing numbers of solo trippers and friends groups.
- The 90s saw the idea of “me time” take off – and the consequent growth of activity and pampering breaks, spas etc.
- At the same time there has also been an increase in the number of eco-aware consumers and people looking for “authentic” travel experiences.

Competitive issues

Key competitive issues for Brighton and Hove are:

- During the late 90s, partly due to the strength of sterling, Britain developed a reputation overseas for being an expensive destination.
- In recent years British people discovered a taste for taking short breaks outside the UK, mainly due to the strong pound and the growth in budget air travel.
- Some British corporate clients are taking their sales meetings, customer conferences and incentive travel overseas too – especially

into Europe – although growth in this area has slowed compared with growth in UK based meetings.

- Tourism is almost universally recognised as the key to regenerating economies, so new destinations continue to emerge – both in the UK and overseas.
- There is growing competition in business tourism, with more destinations recognising it as the key to sustainable tourism and new public-funded investment in conference facilities and convention bureaux. The mid to late 90s saw an increase in purpose-built residential conference centres and increased professionalism in university venues. There is growing support for a new International Conference Centre for London.
- Brighton and Hove has slipped from 10th to 11th in the table of UK top towns for overseas visits: ahead of it are London, Edinburgh, Birmingham, Manchester, Glasgow, Oxford, Bristol, Cambridge, Cardiff and Newcastle.
- In the important EFL (English as a foreign language) market (both important in bringing money into the local economy and in establishing future overseas markets), there is growing competition from Australia, North America, Malta and Ireland, and continuing difficulties with visa applications from some crucial growth markets.
- To meet consumer demand for luxury and exclusivity, increasingly luxurious “health resorts”, spas and “grand boutique” hotels are appearing – from Scotland to Dubai - to attract consumers on “pampering” breaks.
- The last few years have seen the opening of a number of high-profile lottery-funded and iconic attractions which are boosting competitor UK

destinations (eg The Eden Centre, the National Maritime Museum Cornwall, The Imperial War Museum North, the Tate Modern, the London Eye, the Baltic Centre Gateshead, the Angel of the North).

- The metropolitan cities of England go from strength to strength, as their cultural assets and public realm receive significant public investment and regeneration funding, and private sector investors follow with new hotels, restaurants, bars and shops, recognising the growing consumer appetite for shopping, culture and city breaks.
- Smaller destinations across England are getting more professional and smarter at both winning regeneration funding and at repositioning themselves – eg Barnsley’s “Tuscan Hill Village” vision and Bournemouth’s “BoMo” reinvention. Sophisticated marketing techniques are becoming more widespread, and the internet gives smaller destinations a lower entry price into marketing activities.
- Growth in regional airports increases competition for domestic and overseas visitors.
- The large hotel chains are using increasingly sophisticated Customer Relationship Management and have developed strong short-break and business tourism products sold by large specialist sales teams whose focus is keeping the customer for the brand, regardless of destination.

Strategic context

- At Central Government level, tourism comes under the Department for Culture, Media and Sport (DCMS). The Government’s Tourism Strategy “Tomorrow’s Tourism” was published in 1998, and the DCMS is now in the process of producing an update to that Strategy – “The Tourism Prospectus”.

- The new national tourism organisation VisitBritain, formed in April 2003 from the merger of the British Tourist Authority and the English Tourism Council, has responsibility for marketing Britain overseas and a specific new responsibility to market England domestically.
- England's Regional Development Agencies took over strategic responsibility for tourism in April 2003, and now handle and distribute the DCMS tourism funding which previously went from the English Tourism Council to the Regional Tourist Boards.
- Most Regional Tourist Boards are now re-examining their roles. The North West Tourist Board and Cumbria Tourist Board are being replaced by five sub-regional Destination Management Organisations (DMOs). In the East Midlands, DMOs at county level will take over the role of Visit Heart of England. The regional development agency One NorthEast has announced it sees no future role for the Northumbria Tourist Board.
- In the South East England Development Agency (SEEDA) region, the two former regional tourist boards merged to become Tourism South East in April 2003. SEEDA has designated Tourism South East as its tourism delivery arm for the region.
- Tourism South East is committed to delivering its service sub-regionally. They have set up sub-regional areas or DMOs, with their own steering committees or boards. Brighton and Hove comes into the new Brighton, Hove and East Sussex sub region. The scope, functions and structures of these new sub-regional bodies is still to be agreed.
- Tourism South East has commissioned a new Tourism Strategy for the region and for the sub regions. Its current Mission is "Helping tourism businesses to become more successful - to sustain and improve tourism industry performance by working in partnership to maximise

the economic and social benefits from tourism in the region, whilst safeguarding valuable assets.”

- This Strategic Framework takes into account a number of local strategies. Rather than a comprehensive list of the contents of these strategies, the priorities and objectives listed below are those which are particularly relevant to tourism:.

the Brighton & Hove Economic Strategy

key strategic priorities:

- establishing and improving new sector/skills-specific training frameworks for tourism and hospitality
- improving access to capital finance for small and medium-sized enterprises; coordinating and focusing business support services
- redeveloping the Brighton Centre
- unlocking development sites around Shoreham Maritime, Ropetackle and Cement Works for employment, housing and leisure use
- establishing a sustainable boundary for the National Park
- facilitating the development of other key brownfield sites in the city
- initiating a pilot scheme to explore the Business Improvement District concept to tackle issues of increasing prosperity, dealing with public order problems and improving the street environment
- promoting the development of affordable housing for the workforce
- encouraging ways to make the current transport infrastructure work more effectively
- re-developing and expanding Shoreham Airport as a regional airport

the Brighton & Hove Community Strategy

key strategic priorities:

- an enterprising city – supporting businesses to grow and providing a wide range of job opportunities
- a safer city – reducing crime, anti-social behaviour, racially motivated and homophobic crime, tackling drug and alcohol-related crime
- a healthy city – improved health, care and well-being for residents and workers
- an inclusive city – with strong communities and individual opportunities
- an affordable city – with affordable housing for key workers
- an attractive city – clean, attractive, energy efficient, reduces pollution, best use of land, well-designed developments, accessible open space and countryside

- a mobile city – with a coordinated transport system
- a customer-focused city – with easy to use, high-quality services

the Brighton & Hove Regeneration Strategy

key strategic priorities:

- a diverse economy
- supporting business
- developing the workforce
- reducing inequalities – ensure all areas and communities benefit from economic growth
- developing neighbourhoods – as the foundation of a strong economy
- safer streets
- better transport – safe, efficient, affordable, sustainable
- homes for the workforce
- a more attractive city – smartest, cleanest, most attractive seaside city in Europe
- land and property – available sites and premises for development

the Brighton & Hove Community Safety and Crime Reduction Strategy

key strategic priorities:

- improving the physical environment, quality of life and reducing fear of crime
- reducing violent crime in a public place and alcohol related crime
- reducing substance misuse
- reducing anti-social behaviour
- increasing the safety of children and young people, and reducing re-offending by young people
- reducing domestic violence
- reducing homophobic crime
- reducing racially-motivated crime
- reducing re-offending
- reducing burglary, vehicle crime and shoplifting.

the Brighton & Hove Licensing Policy

key objectives:

- prevention of crime and disorder
- public safety
- prevention of public nuisance
- protection of children from harm.

the Brighton & Hove Local Transport Plan

key strategic priorities:

- reduce danger for all road users
- improve accessibility for people and environmentally friendly forms of transport
- promote and develop choice in the provision of sustainable transport
- seek compatibility between transport and planning policies and decisions
- maintain and improve the existing highway network
- reduce road traffic, pollution and congestion within and around the city
- increase community awareness of the impact of travel decisions
- promote and improve the economic, environmental and social viability of the city

the Brighton & Hove Local Plan

key objectives include:

- minimise environmental impact, conserve and enhance environmental assets and resources
- place a new emphasis on the importance of design and, as part of this, contribute to improving public safety
- provide enough affordable housing
- provide sites and employment land and premises to support and retain existing businesses, attract new businesses, and complement economic regeneration initiatives
- maintain and enhance the vitality and viability of our town centres and local centres
- promote new opportunities for sport, recreation, tourism, leisure and cultural facilities, and maximise opportunities for new public art
- maintain and enhance our outstanding natural environment, the Sussex Downs AONB and built heritage

the Area Investment Framework

key priorities include:

- Deliver key infrastructure projects within the AIF area to include the Brighton Centre and the Community Stadium
- Develop and promote arts, sports and culture initiatives to generate year-round visitors, raise the area's and region's profile and capitalise on new developments such as the proposed new National Park and legislative changes in licensing and gaming
- Protect and enhance the built and natural environment, including the seafront and open spaces
- Ensure that arts and cultural services are accessible to all sections of the community and proactively employ arts and cultural initiatives for regeneration projects

- Develop an international “creation centre” for the South East as part of cluster development in the creative industries.

the City Languages Strategy

key priorities include:

- Overseas students should be welcomed into local community activities. Their involvement with community and youth projects could be a powerful way of lowering racial intolerance, raising awareness of cultural differences and perhaps motivating adults and children to learn a new language for future friendships and travel.
- Fostering links/partnerships between language schools and colleges, universities and businesses, through integrated study and work experience programmes and “after-school” language clubs.

This Strategic Framework is written against a backdrop of regional planning and economic development strategies and policies, in particular:

- South East of England Regional Assembly (SEERA)’s proposed alterations to the tourism planning guidance, which – among other things – aim to “promote opportunities for high quality tourism and related development in ways which will assist regeneration, especially in coastal resorts”.
- South East of England Regional Development Agency (SEEDA)’s Regional Economic Strategy, which has the five objectives of: competitive businesses; successful people; vibrant communities; effective infrastructure and sustainable use of natural resources.

Other emerging national initiatives that could impact on tourism for Brighton and Hove (so should be closely followed) are:

- DCMS Fit for Purpose initiative – a pilot of new ways of measuring standards in hospitality and catering businesses
- VisitBritain Customer Contact initiative – a partnership looking at the future of visitor information services as the frontline in customer contact
- EnglandNet – an initiative led by the regional tourist boards and VisitBritain to create an electronic network to gather and disseminate tourist information about England

- Business Tourism Strategy for England – to be developed by VisitBritain in spring 2004
- Tourism Statistics – a DCMS initiative aiming to improve the collection of tourism data.
- Britain Quality Review to develop common quality standards for accommodation in Scotland, Wales and England.

THE STRATEGIC FRAMEWORK

(1) Our Strategic Framework for tourism development is based on these **five principles**:

- That the city's tourism **industry should be profitable** so that it can invest, improve and grow.
- That **visitors** to the city **should have a positive experience** and want to return.
- That **local people should benefit** from tourism.
- That the city's unique **environment should be protected** and enhanced.
- That the city's **tourism must develop** if it is to succeed in this volatile and increasingly competitive global industry.

Together, these five basic principles will mean that the city's tourism development is high quality and sustainable, ensuring the success of the tourism industry for the benefit of local people into the future.

(2) Our Strategic Framework for tourism development has these **nine aims:**

- To support **increased quality** in the tourism industry
- To support **independent local businesses**, and encourage all tourism businesses to use local suppliers
- To bring **more off-peak visitors** here, spreading “the season” through the year, and bringing visitors mid week as well as at the weekends
- To continue to improve **the city’s profile** as a good place to live, work and do business, as well as to visit
- To take care to protect **the city’s essential nature**
- To promote the city’s tourism offer as distinctively Brighton and Hove, reflecting **the particular personality** of the city
- To focus on the **value** of tourism, **not the volume**
- To **minimise the negative impacts** of tourism
- To **explain the value of tourism** to residents.

Each of these aims supports the five basic principles.

(3) Our Strategic Framework for tourism development identifies these **five keys to success:**

- **Quality**
- **Safety**

- **Cultural investment**
- **Transport**
- **Marketing**

(4) Our Strategic Framework for tourism development identifies these **twenty-five essentials**:

Essentials for quality:

- A clean, smart environment
- Excellent customer service
- High-grade product development
- A tourism industry that cares for the destination's unique nature and environment, and is respected locally
- A warm welcome to visitors, from the city and its people
- A "quality ethos" that becomes an integral part of the city's tourism

Essentials for safety:

- Visible authority
- Crowd control
- Better lighting
- Diversity for the evening economy
- Planning safe environments

Essentials for cultural tourism success:

- A proactive Outdoor Events Policy
- A differentiated Cultural Tourism offer
- An improved Cultural Tourism infrastructure

Essentials for better transport for visitors:

- Improving parking for staying visitors
- Improving rail services
- Improving other public transport
- Promoting public transport options
- Avoiding congestion
- Strategic tourism transport planning

Essentials for marketing:

- Market intelligence
- Marketing partnerships
- Branding and positioning
- Marketing communications programme

The Five Keys to Success section details the steps needed to achieve these “essentials”.

THE FIVE KEYS TO SUCCESS

Failure to act in these five areas will threaten our tourism future. We must focus on getting these “keys to success” right if we are to fulfil our aims and achieve our Vision.

Key One: Quality

Brighton and Hove’s tourism has come a long way in the last 10 years – but it still has a long way to go. If the city wants to compete with other destinations for cultural, citybreak and business visitors, it needs to smarten up its act.

“High quality” doesn’t necessarily mean “exclusive” or “upmarket”. Many of the city’s businesses rely on the mass market, but the mass market is becoming more discerning. Consumers’ expectations of style, design and luxury have risen dramatically in recent years. Excellence is not elitist.

The city is relatively expensive compared with competitors, yet quality is inconsistent. While there are some truly quality products, there are too many examples of poor value for money - across the board. What we do must be done well and be good value for money.

Successful destinations exceed customers’ expectations. Too often, we even fail to meet them – and what’s missing is quality.

1. Essential steps to Quality

1.1 A clean, smart environment

a. Round-the-clock streetscape maintenance for core tourist areas, including overnight pavement-scrubbing and refuse collection:

- Raise the quality of public areas in key tourist districts with a 24-hour cleaning and refuse disposal regime, plus new stricter standards - aiming for “excellent” rather than “satisfactory” - by 2005. (Council, Businesses, CCBF)
- Improve core tourist areas by continuing to remove and overpaint graffiti rapidly and to treat surfaces to make them graffiti-resistant. (CCBF, Businesses, Council)

b. Regular maintenance of public areas and joint “ownership” of streetscape problems with business:

- Continuous improvements to the Council’s Cityclean service with businesses agreeing to regularly wash their frontages and surrounding pavements, and to sweep and litterpick around their premises. Evaluate how a scheme like this could be accepted, introduced and adopted. (CCBF, Council)
- Raise local traders awareness of the commercial benefits of improving the public areas around their businesses, using widespread publicity. (Council, Local Media, Business and Traders associations)
- Share – between traders – the cost of cleaning equipment and personnel in co-ordinated whole-street schemes. (CCBF)

c. Firm line from Police and courts on flyposters, graffiti, vandals, fly tippers and people who dispose of their refuse irresponsibly:

- Use high-profile prosecutions to increase deterrents. (Council, Courts)
- Raise local awareness of the damage caused to our economy by these offenders. (Council, Courts, Local Media)

d. Effective planning and investment by event organisers, to clean up quickly after events and dispose of rubbish including recycling:

- Set minimum standards for events re cleansing, recycling and rubbish disposal by Summer 2004 (Council, Event Organisers, Venues)

e. Smart street furniture (signs, benches, bollards, lampposts etc) - properly cleaned and maintained:

- Develop a public realm and street furniture strategy. (Council)
- Regular audit, cleaning, refurbishment or removal of street furniture. (Council)
- Make street furniture part of the city's tangible, visible cultural identity by introducing locally commissioned, artist-designed items wherever possible. (Businesses, Business and Traders Associations, Community Groups, Council)
- Regular inspection and reporting of street furniture in need of attention. (Traders Associations, Community Groups, Council)

f. Bring more public toilets up to top-notch standard – clean, safe, well-equipped, staffed, well-signed:

- Provide a well-publicised “core of excellence”: 4-5 public toilet sites in key locations to be attended and maintained to the highest standards. (Council)
- Review visitor and resident demand for extra toilets. (Council)
- Encourage other providers to join the “core of excellence” category and benefit from publicity and additional footfall. (eg Churchill Square, rail station, coach station, Car Parks, Public Service Organisations, Churches etc)

g. European Standard bathing water and Blue Flag beaches:

- Improve water quality at bathing beaches, and find a solution to the current unsatisfactory standard of sewage discharge into the sea. (Southern Water, Council)

- Apply highest standards of beach cleaning in core central seafront area, and continuous improvements in beach facilities at key bathing points along the length of the city's beaches. (Council)
- Aim for Blue Flag beaches by summer 2006. (Southern Water, Council)

1.2 Excellent customer service

a. A professional, proud and committed workforce – achieved through good pay, proper recruitment processes, contracts, training and career development opportunities:

- Target appropriate markets to achieve year-round sustainable business, so that the tourism industry can afford to invest in and develop its staff, and improve terms and conditions. (Council, Businesses, TES, TSE)
- Provide proactive support for existing tourism businesses wanting to upgrade, and new quality tourism businesses wanting to invest, with guidance and help through the “red tape”. Commitment to reducing red tape where possible. (Sector Skills Council, LSC, Sussex Enterprise, TSE, TES, Council, Business & Traders Associations)
- Improve the employment practices of tourism employers by providing further guidance, support and training. (Tourism businesses, SSC, LSC)
- Aim to stabilise the workforce by developing the necessary skills in the local labour market, and by providing support to the many valuable hospitality and catering workers from overseas, who need access to accommodation, bank accounts, language training etc. (LSC, SSC, Businesses)
- Develop training which addresses the tourism industry's skills gaps, especially: customer handling; planning and organising; team working; problem solving; communication; literary and reading skills. (LSC, SSC, TSE, Businesses)

- Help tourism businesses to understand the services on offer from the various tourism training bodies, and work with this plethora of agencies and organisations to provide a more straightforward route to training. (SSC, LSC, Universities, Colleges)

b. Training providers to work with tourism businesses to develop specialist tailored customer-focused training – because style of service depends on customer and business profile:

- Local tourism employers to engage with the tourism training providers to make their training requirements clear. (LSC, SSC, TSE, Tourism Businesses)
- Carry out independent research to evaluate employee performance in the tourism industry (eg “mystery shopper” exercises). Use these to identify future training needs and share best practice. (SSC, LSC, TSE, Businesses)

c. Tourism to be seen as an attractive career locally:

- Improve the image of tourism as a career among school and college students, with employers arranging for tourism professionals (eg chefs, venue staff, housekeepers) to get involved with local schools and colleges. In-school/college demonstrations and on-site schools/college visits to start academic year 05-06. (Businesses, FE providers, LEA, LSC)
- Identify best practice of businesses working with schools, colleges and universities and disseminate this to other businesses. (Business & Traders Associations, LSC, City College, LEA, Universities)
- Employment support agencies to work closely with the industry to develop attractive jobs and careers for the labour market, and to meet employers’ demands for skilled staff. (Careers Service, Working Links and Employment Service, Businesses)

- Regional Housing Board to assess housing needs of employees in the tourism and hospitality sector for consideration as “key workers”. (Regional Housing Board)
- Transport operators and the tourism industry to work together to assess staff public transport needs and develop solutions. (Council, Bus Company, rail operators, BHHA, MHG, Licensees Association, Businesses)
- Encourage provision of staff accommodation on-site in hospitality and hotel operations when being developed/re-developed. (Council, Businesses)

1.3 High-grade product development

a. A redeveloped state-of-the-art conference centre, in a landmark new building operated to the highest professional standards:

- Build a new international conference centre in the city by 2009, to benefit the city and region and to sustain the tourism economy for the next 30+ years, positioning Brighton and Hove as one of Europe’s leading conference and meeting destinations, and attracting business from the large and valuable International Association market. (Council, SEEDA, DTI, DCMS)

b. A strong independent retail and catering sector, supported by sensitive planning policies, licensing reform and professional help from business agencies:

- Provide support, help and advice for independent businesses aspiring to invest here and to grow or upgrade. (CCBF, Council, Sussex Enterprise)
- Continue to protect the unique character of areas with a high proportion of independent businesses (eg the Lanes and North Laine), through

current and future reviews of the Local Plan. (Council, Business & Traders Associations)

- Ensure that commercial landlords' policies – including those of the Council - strongly support independent business tenants, to protect and enhance the unique character of Brighton and Hove's retail areas. (Council, Commercial Landlords)
- Improve dramatically the help and support the various business support agencies provide to the tourism industry. (LSC, Business Link, Sussex Enterprise, Chamber of Commerce, Council)
- Seek to achieve a balanced night-time economy, supported by new licensing legislation, and support the investment and re-investment by businesses which can help achieve this. (Council, SEEDA, Sussex Enterprise, Businesses)

c. Targeted tourism-specific inward investment marketing to attract missing quality brands, especially restaurants and shops:

- Undertake a strategic Market Review to identify tourism product gaps, reasons for gaps and market potential. (EP, Council)
- Develop an Inward Investment Strategy to target businesses, developers and investors including those in the tourism, hospitality, catering, retail and leisure sectors. (Council, EP, SEEDA, Commercial Property Agents)
- Evaluate existing provision and expected demand for hotel development within the city, and identify sites for suitable development in future reviews of the Local Plan. (Council, EP)
- Resist conversion of hotel stock to residential accommodation, in line with existing Local Plan. (Council)

d. A safe and clean seafront - zoned for different activities such as cafes/bars, sports, recreation/picnics, large events - with successful high-quality developments at The King Alfred, the Brighton Centre, Black Rock and the Marina, and new seafront public-transport links:

- Deliver the seafront vision and major development projects on time and on budget. (Council)
- Find a solution for the West Pier to achieve successful redevelopment, high-quality tenants and product on the land side, and an offer which complements the rest of the city, especially the Brighton Pier. (West Pier Trust, Council, English Heritage)
- Continue to develop the Marina and Black Rock as a magnet for visitors to the east of the city.(Marina, Council)
- Evaluate seafront mass-transit options and provide a transport solution which ties in with major seafront developments and is capable of handling the demands of residents and visitors during major events. (Council, transport operators, EP)
- Undertake a feasibility study to identify specific areas of the seafront which can accommodate large open-air events by end of 2004. (Council)
- Maintain support for the areas of the seafront which have already been redeveloped, ensuring continued investment in lighting, drainage, building maintenance, boardwalk maintenance and security, for the city's "shopwindow". (Council, Seafront Traders)

e. Imaginative, world-class contemporary new buildings, embracing technical, ecological and design innovation:

- Develop a culture that proactively encourages brilliant, innovative and contemporary architecture. (Council, CABE)
- Undertake a review of the Local Plan and other spatial plans to ensure that they reflect the anticipated future demand for hotels and other tourism developments, and to ensure that the zones identified are suitable. (Council, SEERA)
- Protect the unique and diverse built heritage of our city and encourage appropriate investment to ensure that we can achieve our vision for the future. (Council, SEERA)

- Make sure residents are aware of the challenges and opportunities presented by new developments and modern architecture. (CABE, Architects Panel, Council, Local Galleries)

f. Better city “interpretation”:

- Establish a strategy to help visitors to “read”, understand and get the best out of the city. (Council)
- Conduct a review of visitor information provision and implement recommendations – aim to reduce signage clutter and to improve visitor signage. (Council)
- Commission a “Legible City” scheme – a contemporary and comprehensive system of information points, maps and signs, specially designed to reflect the city’s creative and cultural essence. Planning in 2004. Implementation 2005-2008. (Council)
- Consider re-introducing an “Ambassador Driver” programme for taxi drivers and bus drivers, to ensure that drivers are well-informed and able to help and advise visitors. (Council, Taxi Forum, Bus Company, TSE, LSC)
- Improve front-of-house staff’s visitor information skills and knowledge. (LSC, Council, BHHA, MHG, SSC, Licensees Association)
- Evaluate how the city could become a key gateway and interpretative centre for the anticipated new National Park for the South Downs (Council, TSE, NPA, TES)

g. Carefully controlled, top-quality casino development:

- Assess demand for and suitability of further gaming development within the city, taking into account the proposed changes to gaming legislation, to establish policies which clarify the situation for potential developers. (Council, EP)

1.4 A tourism industry that cares for the destination's unique nature, heritage and built environment, and is respected locally:

- Introduce a Visitor Management Programme to maximise the positive impacts and minimise the negative impacts on the city and surrounding countryside and build on the Council's Conservation Strategy. (Council, TSE, TES, Community Associations, EP)
- Further develop cost-effective programmes that help tourism businesses reduce environmental impacts - particularly addressing energy efficiency, waste reduction and water-consumption reduction. (Council, LSC, TSE, Tourism Businesses)
- Build respect for the tourism industry among residents by acting responsibly, communicating the value and benefits of the sector and celebrating the city's tourism successes. (Council, Local Media, Business & Traders Associations, Businesses)
- Improve residents' understanding of how tourism businesses operate by running regular off-peak "Tourism Open Days" for locals so that they can visit tourist attractions and facilities free or at a reduced rate, and even get "behind the scenes". (Business & Traders Associations, Council, Venues)

1.5 A warm welcome to visitors, from the city and its people:

- Ensure that large conferences and visitors for other major events receive a high-profile welcome - to include improved "dressing" of the city, literature in hotel rooms and civic hospitality where appropriate. (Business & Traders Associations, Businesses, Council)
- Consult with residents about tourism in the city, to agree how the city and businesses can maximise the positive contribution of tourism while minimising negative impacts. (Community Associations, Business & Traders Associations, Council)

1.6 A “quality ethos” that becomes an integral part of the city’s tourism:

- Find ways to continuously improve the quality of the visitor experience. This could include sharing best practice with other destinations, learning from Brighton and Hove businesses which have won independent quality marques, and expert evaluation of our quality standards. (Business & Traders Associations, CCBF, EP, Council)

Key Two: Safety

A key part of the city’s appeal is its party atmosphere. But the streets can seem threatening when exuberance tips over into disorder.

One of the things the city can give its visitors is a great night out – with its huge range of restaurants, bars, entertainment and arts venues. And it has the edge over many of its competitor city destinations when it comes to safety. But it doesn’t always feel like that.

There are times when drink and drugs-fuelled disorder starts to turn the lively atmosphere into menace.

And it’s not just in the evening and at night when some visitors feel intimidated. Graffiti, flyposting, dirty pavements with discarded chewing gum and rubbish make parts of the city feel shabby and down-at-heel, which in turn makes some people feel unwelcome and even unsafe.

Beggars and street drinkers appear threatening to those visitors who come from places where such activities are rare or non-existent.

West Street and (to a lesser extent) Queens Road – despite environmental improvements over the last 5 years – let the city down, as visitors can get a negative impression of Brighton from this central area, which is also the main

gateway and first impression of the city for visitors arriving by rail. This area suffers more than most from rubbish, dirty pavements, graffiti, begging, flyposting, unlicensed street vendors, and rowdy, unpleasant and sometimes violent behaviour.

Brighton and Hove's Crime and Disorder Partnership produced a crime reduction strategy for 2002-05 with a key aim to reduce violent crime in public places. The strategy includes an alcohol action plan.

New licensing regulation aims to achieve a proper balance between the rights and responsibilities of individuals, businesses and the community. The council's Statement of Licensing Policies recognises the benefits to tourism of creating a safer and more attractive city centre and of improving our competitiveness with other European cities.

2. Essential steps to Safety

2.1 Visible authority

a. Higher-profile policing and/or wardens/community safety officers:

- Focus energies on reducing crime across the city, especially violent crime in line with Local Public Service Agreement (LPSA) targets. (Police, Council)
- Work to reduce crime in key tourist areas. Focus on criminals who target visitors. Concentrate on the seafront, key points of entry (Station, Pool Valley, car parks), areas around key tourist attractions, main retail areas and hotels/guest houses. Persistent problems must be tackled relentlessly. (Police, Council)
- Most visitors welcome an obvious police/authority presence and expect an immediate response if an incident occurs. The authorities should establish a continuous dialogue with key industry stakeholders to understand needs and issues, communicate action taken and gather

intelligence from businesses/operators. (Police, Council, Business & Traders Associations)

- English Language students and other visitors have welcomed previous efforts to establish a permanent police presence at the Clock Tower. The English Language industry would welcome further evaluation by the authorities to introduce a permanent/semi-permanent presence at a single site in the city centre. (Police, Council, English Language Schools)
- The tourism industry recognises that the majority of incidents are caused by a handful of individuals and welcomes the efforts being taken to use the powers resulting from the street drinking ban and other safer streets initiatives to improve the situation. The authorities should use these powers proactively and enforce the drinking ban to greatest effect. (Police, Council)

b. Improved security networks across tourism businesses, and customer-focused guardians or concierges responsible for key areas eg the Cultural Quarter or the Lanes:

- Continue to improve communication and support among businesses for dealing with and averting possible disorder or crime, by sharing information and facilitating the exclusion of troublemakers. Continue to support and expand the “Night Safe” radio network, “Beach Safe” and the work of the Brighton & Hove Business Crime Reduction Partnership. (Police, Council, CCBF, Business & Traders Associations, BCRP)
- Visitors will often seek advice, support, help and information from those easy to identify as in authority e.g. uniformed police, community safety officers, wardens etc. Business and Traders Associations may wish to contribute to a feasibility study into the provision of local area “concierges”, who may operate from within an existing business, which could provide these visitor services and benefit from the improved

visitor satisfaction and resulting expenditure. (Business & Traders Associations, CCBF, Council)

c. Visitors to benefit from a well-managed licensed sector:

- Nascent licensees association to be supported, developed and to become a force for “managing out” crime and disorder in the evening and night-time economy. (Licensees Association, CCBF, Police, Council)
- The benefits of co-operating more closely as an association should result in improvements for the city and stronger economic rewards for the licensees. Licensees could expect that a reduction in problems/issues resulting from closer co-operation should reduce the level of regulation and controls on their business, giving them greater freedom to operate. (Licensees Association, Council, CCBF, Police)

d. Late-night businesses and their clients to take greater responsibility for funding safety measures and overnight cleaning:

- Many of the negative consequences of the late-night economy become very obvious to tourism businesses serving the needs of day visitors, conference delegates and others in the cold light of day. Rubbish, human waste and property damage are all too prevalent. Explore options for businesses in the late-night economy to support more directly safety and cleaning measures which improve the environment for other users of the city. Setting up a Business Improvement District (BID) may be one option. (Licensees Associations, Tourism Businesses, Council, CCBF, EP)

2.2 Crowd control

a. Flexible opening hours for pubs and clubs:

- Aim to reduce some of the public disorder and issues associated with the concentrated closing times of the late-night economy by introducing and using licensing powers to encourage flexible operating hours.
(Council)

b. Partnership between licensees and transport operators:

- Effectively dispersing users of the late-night economy can reduce disorder and overcrowding. Encourage rail, coach, bus and taxi operators to get involved in the “Safer Streets” initiative. Look for new and creative ways to help with dispersal, particularly from rail operators. (Transport Operators, Council, Police, CCBF, Licensees Association)

2.3 Better lighting

a. Effective and well-maintained street and seafront lighting:

- Key areas and routes for visitors should be well lit. Identify sites on the seafront where lighting could be improved to reduce anti-social behaviour and crime. (Council, Seafront Traders)
- Identify other sites where better lighting could improve visitors’ and residents’ experience. (Council, Business & Traders Associations)
- Regularly inspect and replace faulty lighting in core tourist areas. Businesses to take a greater responsibility for reporting faulty lighting. (Council, Business & Traders Associations)

b. Policies that encourage eco-friendly architecturally floodlit buildings:

- Develop a strategy which audits existing lighting of monuments and architecturally significant buildings, identifies other possible structures, including those in public ownership, and develops plans, including guidelines for building owners. (Council, Developers, Community Groups, Conservation Groups, Business & Traders Associations, EP)
- All new architecturally significant developments should consider how their buildings may be appreciated by visitors and how lighting can improve this. (Council, Developers)

c. Light sculptures and lighting for fountains and public art:

- Visitors and residents value art in public spaces, and it adds significantly to the tangible cultural feel of the city. Encourage the “Percent for Art” scheme, especially where it includes sensitive lighting to allow the art to be appreciated after dark. (Council)
- As part of a city lighting strategy, audit public art and consider, if not currently lit, how it might be lit. (Council)

d. Winter Lights: a new approach to Christmas lights – a permanent winter feature for the city centre to create a positive impact and lift for the new-style evening economy:

- Encourage plans for the possibility of a “Winter Lights Festival”, bookmarked by Bonfire Night and the Winter Solstice, with major digital projections, artistic displays, “son et lumiere”, open houses and possibly tying in with the Cinecity film festival. Explore potential for funding via sponsorship and/or advertising. (Winter Lights Festival, Council, Business & Traders Associations, Cinecity)

2.4 Diversity for the evening economy

a. To aim for the evening economy to be shared by all ages:

- Expand the mixture of people experiencing the night-time economy beyond clubbers and hen and stag parties to a wider audience from all ages and with wide tastes. Encourage venues and promoters to programme cultural experiences which support this. (Venues, Promoters, Business & Traders Associations, Businesses, Council)
- Continue the joint Visitor & Convention Bureau and tourism business marketing to target cultural visitors, empty nesters and business visitors, to support a more balanced night-time economy. (VCB, Businesses)

2.5 Planning safe environments

a. The city should encourage new businesses targeting cultural visitors, “empty nesters” and business visitors:

- The city’s inward investment strategy should clearly define which sort of tourism businesses it would pro-actively encourage to support the balancing of the economy – particularly the night-time economy. (Council)
- Be clear about the potential and future role of a wide range of licensed premises, in the light of new and emerging legislation. Give developers a clearer steer about the council’s view on businesses such as Casinos and other gaming developments, lap and pole-dancing clubs and other adult leisure developments, and whether or not they fit into the Council’s vision of the future economy of the city. (Council)

b. All new developments should “design in” and contribute to safety, with well-lit, easily maintained public spaces:

- Seek to “design out” crime in new and existing developments and in public areas, using access control, better design and planning, lighting, CCTV etc. (Council, Developers, Licensing Committee, Landlords, Business & Traders Associations, Police)

Key Three: Cultural investment

The city's cultural energy defines it. But investment in culture is not as large as some of our competitor cities.

Developing and promoting culture is a key way of attracting valuable off-peak visitors. So serious investment in culture makes sense – not only for the people of Brighton and Hove, but for its visitor economy.

While the city has had excellent private sector investment in its tourism infrastructure, thanks to strategic use of public funds during the 90s to pump-prime, it is competing with other cities that have benefited from huge levels of European and government assistance, for example Newcastle, Manchester, Edinburgh and Glasgow. This makes a marked difference to the quality of the public realm: museums, galleries, theatres, conference venues, attractions and sporting facilities, as well as open spaces, civic squares and public art.

There have been some strides forward over the last five years, thanks especially to the Arts Council, SEEDA and Lottery funding for venues such as the Brighton Dome, Brighton Museum and Art Gallery, and Hove Museum. We must ensure that there is sufficient investment to fund the programming, commissioning and wealth of work that will continue to bring the city to life.

The critical mass of cultural development around the Royal Pavilion and Dome - with investment in the Theatre Royal and New Road, in Komedia and the Jubilee Street site – is starting to create a tangible cultural heart for visitors to the city, a true “Cultural Quarter”.

But as well as high-quality public realm and excellent venues for performance art, cultural destinations need a critical mass of *high-visibility* free-to-enjoy arts provision, so that “culture” becomes a tangible experience for visitors. This includes public art, open studios, retail galleries and exhibitions, street

theatre, high-quality buskers, free arts events, and artist-designed banners, flags, shopfronts and street furniture.

Brighton and Hove is a hotbed of creative activity, with hundreds of professional visual and performing artists living and working here. Although it needs more gallery space for visual artists' work, and more venues willing to showcase performance, the city has a reputation for cutting-edge performance and innovation, and 20% of all businesses in the city are in the creative industries sector.

The arts community contributes to the city's "boho" profile, now recognised as a critical factor in the world's most successful city economies. This contribution is most evident in the fascinating, diverse and funky range of retail businesses, the street culture, the happening nightlife, the cultural events and – last but not least - the city's image and identity.

Plans are progressing for a new community stadium, which would bring more visitors, and boost city pride and profile. The new development at Black Rock will house an international Ice Rink and a national centre of excellence for ice skating. And sport and leisure play a vital part in the seafront development in the west of the city at the King Alfred Centre.

In recent years the city has developed an expertise in outdoor events – staging some of the largest, safest and most successful in the UK. But the city needs to develop the infrastructure further to support the biggest events, and it needs more space for street art and other outdoor performances.

The city's cultural profile is boosted annually by England's largest arts festival, The Brighton Festival, a month-long feast for the senses, and was increased in 2002 by the Capital of Culture bid. The city also hosts the regional offices for both Sport England and Arts Council England.

The city's profile is also enhanced when it is chosen as the venue for film and television production, providing us with access to audiences via media which we could not otherwise afford and which can promote the city very positively.

All of this cultural activity is an essential part of the tourism product. Now serious investment is needed to strengthen the city's cultural sector and take the city forward into the premier league of cultural destinations.

3. Essential steps to Cultural Tourism success

3.1 A proactive Events Policy

a. To develop the city's outdoor events infrastructure, finding new ways of using the seafront – our most valuable and unusual event venue - but also developing other areas for outdoor events, including the proposed Community Stadium, Preston Park and Stanmer Park:

- Recognising the value of events, including sports events, to the local economy, develop a clear and well-communicated Events Strategy. (Council, EP, Venues, Promoters, Event Organisers, Business & Traders Associations)
- To enable the city to create its own events (eg Big Beach Boutique), and bid to host events (eg Beach Soccer, Le Tour, Powerboat Grand Prix PB1), develop visitor management guidelines which event organisers must commit to, covering transport, waste, safety, insurance etc. (Council, Police, Transport Operators, Event Organisers, Businesses)
- Audit all possible venues for events throughout the city, be clear about their limitations and understand their attributes - using the latter to secure new events and plug gaps in our year-round events schedules. (Council, Venues)
- Explore the feasibility of creating equipped areas designated for outdoor events on the seafront and in other public spaces, with

permanent and semi-permanent facilities to support our ability to bid for and host significant events (eg toilets, power points, office space, communications cabling etc). And consider the permanent licensing of all the city's open spaces. (Council).

- Target new events which will make a positive contribution to the city's economy, do not clash with peak occupancy (eg summer Saturdays), and will attract the city's key target markets. (Council, Venues, Event Organisers)
- Promote the benefits of holding events in Brighton and Hove to event organisers and event creators. (Council)
- Aim to target and win five new high-profile international events worth £2m+ each to the economy in next 10 years. (Council, Businesses)
- Promote the city to potential visitors as "always en fete", including national media PR campaigns with regular coverage in the cultural and "What's On" news and listings of all major newspapers and magazines read by our key target markets. (Council, Venues, Event Organisers, Businesses)

3.2 A differentiated Cultural Tourism Offer

a. To invest in the cultural product to make it unique and inspire audiences to travel – eg international performances or exhibitions that cannot be seen elsewhere in Britain, unusual sporting events, new work created here by world-class artists, site-specific pieces and events using the city's key tourism assets:

- The city's leading arts venues and spectator-sports venues must programme in a way that distinguishes this as a culturally unusual city. Public agencies must also invest in the venues' ability to commission new work and premier it in the city. (ACE-SE, Council, Brighton Festival, Venues)
- Sports and arts venues programmers to work together to create a city programme of a small number of high-profile and spectacular events, spread across the year, that will gain attention beyond the region.

Events which attract audiences from around the country and from overseas can bring substantial economic benefits to the city, and media exposure. (Brighton Festival, Venues, Council)

- Quantify the economic impact of specific cultural attractions and events, including the Brighton Festival, and use this information to help refine our Events Strategy and to improve our targeting of the types of events which bring the most benefits. (Council)
- Make sure Brighton and Hove gets the most benefit possible from events which may come to England, even when we are not the main destination, eg The Olympics in 2012, Le Tour in 2006, Capital of Culture 2008. (Sport England, TSE, TES, Council, Venues)
- Build on the existing support available to the producers of film and television and encourage further high-profile filming in the city. (Council, Film South East)

b. To position the city as a centre of artistic innovation, offering the best of the contemporary, exciting, innovative and cutting-edge:

- Build on the wealth of arts in the city and position and promote Brighton and Hove as one of Britain's leading cultural destinations and the cultural capital of the South East. (Brighton Festival, Galleries, Artist Community, Theatres, Council, ACE-SE, Tourism South East, Sussex Arts Marketing)
- Local businesses and the local authority should aim to use local artists' work in their marketing. (Council, Brighton Festival and Dome, Business & Traders Associations)

3.3 An improved Cultural Tourism Infrastructure

a. To encourage the development of more studios and live-work spaces for artists, galleries including white-wall space, and mid-scale live music venues:

- Commit to finding more studio and performance space, including a potential "Creation Centre". Look for ways to support this sector through the Local Plan, possible European funding and new development. (Council, ACE-SE, Developers, Galleries, Art Groups, Theatre Groups)

b. More art in public places:

- Maintain and strengthen the "Percent for Art" scheme, to improve the visitor experience and increase the amount of public art. (Council)
- To encourage future investment in art by increasing local appreciation of its contribution to the city, support and strengthen the work of Fabrica and other galleries who programme work helping people to understand and appreciate contemporary art. (Galleries, ACE-SE)

c. Development of a tangible Cultural Quarter to encompass the concentration of venues around New Road and beyond:

- Carry out a study to identify the boundaries, brand and marketing strategy for a "Cultural Quarter" and clarify the roles of the public and private sector in delivering this. (Council, Cultural Businesses)

d. Arts marketing of a wider area to encompass the cultural offer in the region, positioning the city as a base for the highest profile cultural attractions within 1 hour's travel time (eg Glyndebourne, Charleston, Chichester Festival Theatre, De La Warr Pavilion, and events such as Arundel Festival and Leeds Castle Open Air Concerts):

- Create partnerships with other destinations in the region to develop and market a programme of cultural events, with Brighton and Hove as the staying base. (ACE-SE, Sussex Arts Marketing, TSE, Council)

e. Partnership between the tourism industry and cultural providers – joint working on promotions, planning, sponsorship, local purchasing policies and international partnerships:

- Consider setting up a cultural tourism planning group (CTPG), to input to the city's emerging Events Strategy, looking at how we grow Festivals and events. (EP, Council, Sport England SE, ACE-SE, Sussex Arts Marketing)

Key Four: Transport

Good and sustainable transport links are vital to a successful tourist destination. We must make it as easy as possible for our visitors to get into the city and move around it once they are here. This will improve the quality of life in the city for all of us who live here too.

That means making sure that the city centre is not choked with cars, but enabling staying visitors to come by car if they need to. Staying visitors are a vital element of sustainable tourism, as they contribute most to the city's visitor economy but have relatively less negative impact on the city's environment than day visitors. They are more likely to need to come by car than other types of visitors, due to luggage and more complex, longer journeys.

Many staying visitors need long-term parking, so they are affected by policies in the city centre that prioritise parking for residents and shoppers by restricting parking for commuters. The city needs to resolve this dilemma so that hotel and guest-house customers – including valuable off-peak conference delegates - feel welcome. Current park and ride provision has been successful but is too small to serve the needs of a growing city and compares unfavourably with competitor destinations.

We need to tackle congestion and further increase mobility around the city. We need an efficient seafront transport link from the west to the east, taking in the King Alfred and the Marina, and linking with other key locations such as Brighton Station.

And we need public transport links into the city that serve the visitor industry as well as commuters – with express trains throughout the weekend, late evening services for theatre-goers and performers, better high-speed cross-country rail services, and good quality facilities for people arriving by coach. We must also ensure that disabled visitors and those with sensory or mobility difficulties are able to access the city and, once here, can get around it easily.

4. Essential steps to better Transport for visitors

4.1 Improved parking for staying visitors

a. Dedicated parking spaces for staying visitors, most in/near city centre:

- Analyse visitor travel patterns to find out how they access the city, what their requirements are and what their transport needs are during their stay. (Businesses, Council, Transport Operators)
- Visitors arriving by car need to be able to park near their hotel/guest house at a price which takes into account their value to the local economy. Explore the potential for new contracts for off-street car parks to include provision for dedicated hotel guest space and payment schemes so that hotels (not car parks) charge guests. This will allow hotels to make a competitive decision re whether to include parking in all room rates, part-charge or full charge. (Council, Tourism Stakeholders, NCP, Business & Traders Associations)
- To manage times when demand by visitors far outstrips supply of parking spaces, explore the idea of running a joint valet parking system to get best use out of new and existing spaces. (BHHA, Hotels and Guest Houses, Council)
- Consider extending parking permits for hotel guests (currently Hove only), with joint resident/hotel guest parking spaces in currently resident-only restricted zones. (BHHA, Hotels & Guest Houses, Council).

4.2 Improving rail services

a. Focus on improving reliability, comfort, space and journey time on London and Gatwick Services:

- To persuade visitors to switch from private car to rail, services should be reliable, clean, efficient, comfortable and on time. Develop the London to Brighton network so that it becomes one of the most efficient in the country, and the quality of rolling stock among the highest in the country. (Council, Rail Operators, SRA, Business & Traders Associations, CCBF)
- Consider opportunities to improve rail access to the Midlands, East Anglia and the other London airports. (Council, Rail Operators, SRA)

b. Develop East-West services to open up new markets in Solent and Kent/Eurostar link:

- Ensure progress on the East-West improvements planned for the coast rail network for completion by 2009, so that visitors arriving from Europe by fast rail into Ashford are able to transfer quickly and easily along the coast to Brighton and Hove. (Rail Operators, SRA, Council, SEERA, SEEDA)

c. Improve weekend service – we are a weekend destination:

- Urge the SRA and rail operators to shift essential track maintenance works from tourist travel times to night-time. Current weekend work disadvantages leisure visitors and can leave a poor last impression of a visit to the city. (SRA, Council, Rail Operators)

d. Late-night services leaving Brighton need urgent review for the sake of our cultural industries:

- To help the city achieve a balanced night-time economy and disperse visitors effectively late at night, rail operators to consider adjusting their late-night services. (Rail Operators, Council)
- Develop a transport infrastructure that is flexible enough to adapt to changing patterns of demand – eg increase supply for major one-off events. This may require special services, extended hours of operation and better visitor management at stations. (Event Organisers, Transport Providers, Council)
- Find ways to extend public transport services for the thousands of tourism workers who need to be able to get to work early or leave late. (Transport Operators, Council, Businesses, CCBF, Business & Traders Associations)

e. Tourists need space for luggage. Current rolling stock is designed for commuters only:

- Continuously review whether our rail and bus services are meeting visitors' needs. (Transport Operators, Council, Businesses, CCBF)

4.3 Improving other public transport

a. Improve transport from/to station and coach station arrival points – to achieve proper integration and ensure that these link with planned major developments:

- Plan the needs of our 8m visitors into the increasingly complex transport network. Consider how visitors get from key points of entry and between main attractions, hotels and venues, taking into account planned major developments. Improve seafront public transport. (Council, Tourism Businesses, CCBF, Business & Traders Associations)

b. Partnership with Jetlink, rail operators and BAA to improve travel between Gatwick, Heathrow and Brighton:

- To maintain and strengthen the city's international profile, ensure Gatwick is positioned as an airport for Brighton, as well as London. (Council, BAA)
- Provide and publicise better public transport links to the city from other ports of entry – eg Stansted, Luton, Heathrow, Southampton, Newhaven etc. (Council, BAA, Port of Newhaven, Transport Operators, Jetlink)

d. Making sure that taxis meet visitors' needs:

- Taxis and taxi drivers - often the first and last point of contact a visitor has with our city - are ambassadors for Brighton and Hove. Make sure they can make a positive contribution to the visitor experience, by providing a warm welcome and by having the information visitors need. The city should consider re-introducing its Taxi Ambassador Programme. (Taxi Forum, Taxi Operators, Council, Sussex Enterprise)

- Evaluate visitors' perceptions of our taxi services – for example through regular “mystery shopper” studies - to assess performance and provide ideas for future development and training. (Taxi Forum, Council, Taxi Operators)
- The cost of taxis within the city are among some of the highest in the country. Benchmark with competitor destinations and ensure that our fares are competitive and provide visitors with value for money. (Council, Taxi Forum, TSE)

e. Customer-focused facilities at visitor entry points:

- Pool Valley coach station, car parks, rail stations and other visitor entry points must make better provision for visitors, including waiting room, seats, toilets, refreshments, left luggage, visitor information, shelters, seating, lighting, CCTV, taxi rank etc. (Transport Operators, Taxi Forum, Council, Network Rail, South Central etc)
- Provide new real-time bus information display boards at Brighton Station in 2004. (Council)

4.4 Promoting public transport options

a. Partnership marketing by tourism industry with rail and coach operators:

- Increase reciprocal marketing agreements between organisations marketing the city and transport operators, to achieve economies of scale and to help campaigns reach further. (Council, TSE, Transport Operators)
- National Express to promote their “24-hour airport link” and “nearly 24-hour London link” via tourism businesses and Council tourism marketing campaigns. (National Express, Businesses, Council)

b. Tourism industry to publicise enjoyment of walking and cycling around the city once here, and the ease of bus travel:

- Council and transport operators to produce standard text and images promoting the idea of getting around the city on foot or by bike, for free use by tourism businesses across the city, as well as widespread use in Council and TSE tourism marketing materials. (Council, Businesses, TSE)
- Bus company to publicise services and improvements to tourism businesses. (Bus Company)

c. Improve welcome for visitors arriving by public transport:

- Improve visitor welcome, including visitor information, signage, left luggage facilities, toilets and bus/taxi links at rail and coach stations, including real-time bus timetables. (Network Rail, Rail Operators, Coach Operators, Heritage Travel, Council, Bus Company, Taxi Forum)

d. Need proper transport for tourism staff outside core hours:

Evaluate tourism businesses' need for public transport beyond service hours and use this to build a stronger public transport infrastructure for the city. (EP, Council, Transport Operators)

e. Many National Park visitors will start and end their visits in Brighton and Hove. The public transport links between the city and park must be good enough to be a viable alternative to the private car. A park & ride on the outskirts of the park could help:

- Determine what extra parking and improved transport will be needed between the city and the Downs if designated a National Park. (Council, Bus Company, South Downs Conservation Board, National Park Authority)

- Promote the role of the city as a Gateway to the National Park.
(Council, Tourism Businesses, TSE, NPA)

f. Expansion of Gatwick Airport would improve the city's competitive position:

- To protect the city's future as an international destination, Gatwick must maintain and build its position as a key gateway to the UK and the South East – for long-haul and short-haul services - and will require additional capacity to achieve this. City to lobby Government to support Gatwick. (EP, Council, BAA)

4.5 Avoiding congestion

a. The city and the proposed National Park needs Park & Ride urgently:

- Deliver a Park & Ride solution for the city and the proposed National Park which is in line with the city's transport policy. (Council, Bus Company, NPA)
- City tourism businesses, event organisers, venues and retailers to work together to ensure visitors use any additional Park & Ride solution that is introduced. (Business & Traders Associations, Council, Transport Operators, Businesses)

b. The city is a year-round destination, so it is difficult to find a quiet time to do major roadworks when the weather is not too bad. Roadworks should be avoided if possible at peak times such as during the school summer holidays, when car-borne day visitors are at their peak, and when major conferences are visiting. But, more importantly, evening and night-time work should be encouraged to keep disruption times to a minimum:

- A large proportion of roadworks are as a result of emergency works conducted by statutory contractors, ie communications/utility companies. Impose tighter controls on statutory contractors. (Council)
- Highways authority to consult widely with tourism representatives about roadworks, to identify those which could effect business and to improve communication with the tourism industry. (Council, Business & Traders Associations, CCBF)
- Encourage evening and night-time work where appropriate to keep disruption times to a minimum. (Council)

c. Electronic realtime traffic signs to direct visitors via appropriate alternative routes at peak times. Could be used to direct conference and exhibition visitors, concert goers and event attendees to take alternative routes when main arteries are congested:

- More realtime signs to be piloted and introduced on the city's arterial roads to reduce congestion and the negative impact that this has on visitors. (Council, East and West Sussex Highways Authorities, the Highways Agency and SEERA)

d. Largest attractions and events to implement transport plans to tackle problems occurring before, during and after major events:

- Improve planning, and devise specific Visitor Management Plans for major venues and events. (Venues, Event Organisers, Transport Operators, Council)

4.6 Strategic tourism transport planning

a. Take into account the needs of tourists and the tourism industry when drawing up local and regional transport plans:

- Tourism businesses and associations to capture more information about visitors' transport needs and meet with transport planners and

operators to explain them. (Council, Businesses, Business & Traders Associations, Transport Operators)

- Council and businesses to include questions about transport in visitor surveys, and to share the information with each other and the transport planners and operators. Transport operators to include questions for and about visitors in their user surveys. (Council, Businesses, Transport Operators)
- Developers to draw up travel plans for major new tourism developments, using the improved intelligence about visitor travel patterns. (Developers)

Key Five: Marketing

We all need to understand the city's markets better – who are our customers, who do we want to target, and how?

The city's destination marketing targets staying visitors such as conference delegates, short break takers and valuable overseas visitors. This is a deliberate policy to bring in visitors who will spend most money per head and cause the least environmental damage.

Focused marketing targeting specific visitor types can make a huge contribution to ensuring tourism sustainability. Attracting huge numbers of visitors can have a negative impact on the quality of the destination, and damage or destroy the experience and attractive aspects of the city that the visitors come here for. So we should not aim for short-term all-out growth at the expense of the city's long-term future as a visitor destination.

To make sure that development is sustainable, it must be acceptable to visitors, the tourism industry, the local community and the environment. One way of ensuring this is to aim for the highest *value* of tourism rather than the greatest *volume* – that is to target the smaller, overnight staying markets. It means targeting people who will spend money – not only in hotels, but in

bars, restaurants shops and attractions, on entertainment and taxis – in order to protect and create jobs across the city. And we need to target growth markets, not shrinking markets.

During the 90s the city was “repositioned” to these markets as a citybreak destination, rather than a traditional seaside resort.

But a historic reputation like Brighton and Hove’s takes huge investment to turn around. Many people still associate Brighton with other British seaside resorts – so assume it is seasonal, shabby and rundown. They believe Hove is old-fashioned and dull.

The city is often portrayed in the media as the south coast capital for drugs and homelessness. And the city’s profile as a young clubbing, hen and stag destination can be off-putting to some potentially valuable market segments.

We must make sure the city attracts “middle youth” and middle-aged people too, without losing its “happening”, cutting-edge appeal – which is attractive to the young-at-heart of all ages. This is a difficult balancing act and will depend on product improvement plus positive repositioning to counteract the youth/clubbing images which dominate media coverage.

Empty nesters and active seniors are more likely to be attracted by the idea of the South Downs National Park and attractions across Sussex. The new National Park is not expected to bring huge amounts of new business into the city, but positioning the city as the “Gateway to the new National Park” could have a very positive impact on the image of the city to key target markets.

Partnerships with neighbouring destinations to market “Brighton and beyond” will also be crucial in attracting older and cultural visitors. And some unexpected partners may be able to help us to target these segments cost-effectively: for example, the Universities bring in visiting parents.

The city also has a strong history as a film and TV location, and the exposure this brings can have benefits which last for many years. We must market the city as a welcoming place for film and TV producers.

5. Essential steps for Marketing

5.1 Market intelligence

a. Ongoing research into visitors and potential visitors:

- Improve the quality of our customer research, to help us to understand how to improve our destination, our marketing to key audiences and the triggers which will generate a response to visit Brighton and Hove. Further segmentation of our customer data, using a new model pioneered by VisitBritain, will help us to do this. (Council, TSE, VisitBritain)
- Share the market intelligence which we gather and communicate results widely to the city's tourism industry, explaining the characteristics of each market segment chosen, what product they expect from a destination and its individual businesses, and how the city and businesses can reach them most effectively. (Council, TSE, Businesses, Business & Traders Associations)
- Gather this intelligence from: bespoke surveys; by purchasing intelligence from other organisations; and by working more closely with the Universities or the attractions and businesses within the city. (Venues, Businesses, Council, Universities)
- Taking into account the increasing use of email and the internet to plan trips, prioritise electronic marketing, including database development. (Council, TSE, Businesses)
- Given the high spend and small universe of Business Tourism clients, it is critical that the VCB maintains conference and meeting client data to the highest possible standard and invests in regular updating. We should aim to "clone" this data to grow our database and "mine" it to

extract the most valuable business. (Council, Conference Venues, MHG)

- Learn as much as we can from our current visitors about what they like and dislike about our city and introduce a proactive and coordinated approach to visitor satisfaction questionnaires. (Council, Businesses, Venues, Business & Traders Associations)

b. Competitor analysis and “aspirational benchmarking”:

- We need to continually evaluate our city’s performance against other destinations, so the VCB will continue to buy into the “Best Value baseline statement” scheme, which allows us to benchmark ourselves with other historic city tourism destinations. (Council)
- Work to identify and learn from destinations who are experts in specific aspects of the visitor experience (eg Information, Signage, Partnership, Marketing, Sales, Operations). For example, we could invite speakers from other destinations and client/user groups to address the industry on what they think we do well and where we could improve (Council, Economic Partnership, TSE)

c. Regular research into the economic impact of tourism and performance of tourism businesses:

- Carry out annual assessments of the tourism industry’s contribution to the local economy. (Council, Businesses)
- Occupancy data helps the city to market itself to plug gaps in demand, so it is essential that city businesses complete the monthly evaluation. (Hotels & guest houses)
- Retailers to complete “Brighton 100” performance tracking study. (Retailers, CCBF)
- Tourism sectors to identify useful performance information that can be gathered and fed through to the Council, to improve overall data collection and sharing of market intelligence. (Businesses, Council)

5.2 Marketing partnerships

a. Partnership with neighbouring destinations and agencies:

- To ensure that the city benefits from the emerging new regional and sub-regional tourism structures, Brighton and Hove to play an active role in the new sub-regional Destination Management Organisation (DMO). (Council, TSE, TES)
- If a National Park is established, undertake joint marketing to improve the positioning of the destination and the Park. (Council, NPA)
- Council to continue its marketing partnership work with Lewes and Sussex Country, promoting the city as a base from which cultural visitors can explore the rich literary, music and visual arts heritage of the hinterland. (Council, other Local Authorities in Sussex)

b. Partnership with consortia of other destinations targeting the same market segments:

- To maximise the economies of scale and improve our marketing reach, Brighton and Hove to continue its marketing partnership work with Southern English Cities and Britain's Heritage Cities. (Council)
- Having refined its market segments, Council to seek out new partnerships with destinations targeting same markets, in both leisure tourism and business tourism. (Council, VisitBritain, TSE)

c. Partnerships with VisitBritain, Tourism South East and the new sub region:

- Council to build relationships with all these organisations, in order to gain maximum input to and output from their marketing activities for the city. (Council, TSE, TES, VisitBritain)

- Tourism businesses to engage with the new sub-regional DMO by sitting on the board and participating in marketing activities. (Council, TES, Businesses, Business & Traders Associations)

d. Partnerships with transport operators

- Build visitors' needs into city transport operators' plans. Tourism businesses and transport operators to meet regularly to develop product and marketing activities and work together on joint marketing activities where aims and objectives fit. (Transport Operators, Council, EP, Businesses, Business & Traders Associations)

5.3 Branding and positioning

a. Establish the city's tourism branding:

- Establish a clear, robust brand architecture for the city, based on substantial research. (Council, Economic Partnership, Business & Traders Associations)
- Produce a brand toolkit (images, copy, colour, text, logos etc) which can be shared throughout the city and used by businesses and groups to underpin their marketing work and improve visitors' awareness of what Brighton and Hove has to offer (Business & Trade Associations, Businesses, EP, CCBF, Council)

5.4 Marketing communications programme

a. A programme that communicates the new branding and targeted offers to the city's key segments, using appropriate marketing channels:

- The city has to be at the forefront of destination marketing, devising annual marketing programmes which are flexible to market trends and

which draw on extensive customer research. (Council, Businesses, Marketing Forum, Business & Traders Associations etc)

- City tourism businesses to support the city's marketing efforts with funding and in-kind support (Businesses)
- Track and evaluate marketing work to ensure tangible results for business and best possible return on investment. (Businesses, Council, Transport Operators)

DELIVERING THE VISION

Over 80% of tourism businesses are small or micro businesses. It is estimated that over 1,000 businesses in Brighton and Hove are involved in the visitor economy.

The “product” visitors consume is usually provided by a range of different businesses plus the local authority.

Compared to other sectors, the public sector plays a unique role in this industry because:

- It delivers a significant proportion of the visitor experience – eg historic houses, museums, visitor information services, conference venues, the seafront, outdoor events, parks, highways, signs and public toilets.
- It has a major impact on the visitor experience through the decisions it makes, eg planning, development, conservation, transport issues, and through its policing, environmental health, trading standards and licensing roles.
- The council supports the city’s tourism businesses through its Visitor and Convention Bureau (VCB) work, positioning and promoting the destination, providing destination marketing, visitor information and convention bureau services for the city.
- There is a national and regional network of public-funded tourism services – from VisitBritain, through the Regional Development Agencies (with a new brief for tourism) and Regional Tourist Boards to the emerging sub-regional Destination Management Organisations.
- National and regional transport and planning infrastructure policies and decisions have a critical impact on tourism.

So there is a unique need for partnership when delivering and developing tourism. And effective partnerships, coordinated working and excellent communications will be needed to deliver the Vision.

The Visitor & Convention Bureau

The city council's Visitor & Convention Bureau (VCB) works with tourism businesses across the city to bring visitor money into the local economy, through sales, marketing and information activities and services.

Once this Strategic Framework is agreed, the VCB will undertake a separate Strategic Review of its activities and produce a new Strategy for the VCB service.

This will look at the role and function of the VCB and will take account of the changing regional and sub-regional structures in the delivery of tourism.

It will look at the following issues:

- How should the VCB capitalise on the new regional tourism structures?
- What role should the VCB play in the development of a new International Conference Centre?
- How can the VCB build business tourism for the city to ensure that we have a sustainable tourism economy?
- How should the VCB use technology to strengthen its marketing work and improve its efficiency and effectiveness?
- How can the VCB improve visitors' experience of Brighton and Hove?
- How can the VCB build the image of the destination and its brand awareness through collective and collaborative work with tourism businesses?
- How can the VCB build a stronger partnership with tourism stakeholders in Brighton and Hove?

KEY TO ACRONYMS

ABC1s	Marketing classification for higher socio-economic groups
ACE-SE	Arts Council England South East
AIF	Area Investment Framework
BAA	British Airports Authority
BCRP	Business Crime Reduction Partnership
BHHA	Brighton & Hove Hotels Association
BID	Business Improvement District
CABE	Commission for Architecture and the Built Environment
CCBF	City Centre Business Forum
CCTV	Close Circuit TV
CTPG	Cultural Tourism Planning Group (proposed in the document)
DCMS	Department of Culture, Media and Sport (Government dept)
DMO	Destination Management Organisation
DTI	Department of Trade & Industry (Government dept)
EFL	English as a Foreign Language
EP	Economic Partnership
FE	Further Education
LEA	Local Education Authority
LGBT	Lesbian, Gay, Bi-sexual, Transgender
LPSA	Local Public Service Agreement
LSC	Learning & Skills Council
MHG	Major Hotels Group (specialist group of BHHA)
NCP	National Car Parks
NPA	National Park Authority
RDA	Regional Development Agency
RTB	Regional Tourist Board
SEEDA	South East England Development Agency
SEERA	South East England Regional Assembly
SRA	Strategic Rail Authority
SSC	Sector Skills Council
TES	Tourism East Sussex
TSE	Tourism South East
VCB	Visitor & Convention Bureau
VFR	Visiting Friends and Relations