



This is NEWHAVEN

OUR TOWN INVESTMENT PLAN

JANUARY 2021



#thisisnewhaven

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Foreword



Newhaven is different from much of the South East. It is, and always has been, a working place, a place of industry and that should be celebrated. It is a town whose sense of being has always been intrinsically linked with marine and water, with our cross-Channel ferry service being such a critical link and gateway to the continent.

Our town is a fantastic but challenging juxtaposition of marine, coastline, countryside, and gritty industry, and it is their relationship in such a small geographic area that gives the town such a distinct character and huge potential.

Our residents and businesses are rightly proud of their town, its Enterprise Zone, the sense of community and the level of public and private investment over recent years. But we are not without our challenges and more work is needed to address these.

Many of our residents face considerable challenges in accessing employment, skills, and housing. Our greenspaces, whilst valuable, are under-used and in need of investment. The decline of our Town Centre has left Newhaven without a central focal point. There are higher incidences of health-related unemployment than surrounding areas and we recognise the effects that congestion and poor air quality have on our residents and businesses.

We are delighted to present our collective Town Investment Plan seeking £24.7million of investment from the Towns Fund. This will help us to deliver an exciting £42.5million programme of interventions that will enable Newhaven to address our identified challenges and build upon our successes to deliver a town that people want to live in, work in and invest in. This programme also builds upon the recent funding award from the Future High Streets Fund, as well as the private sector investment attracted through our Enterprise Zone over the last four years. The seven Strategic Programmes identified are:

- **Re-connecting our Town:** our town needs improved connections to thrive. We are seeking to better connect key areas through new infrastructure within our town to help reduce congestion and improve air quality.
- **Building our Economic Strength:** helping our town to build a stronger economic base, creating employment opportunities, affordable housing and support for entrepreneurship and new business starts.
- **Re-imagining our Town Centre:** our High Street will once again be the hub of our community, through a revitalised Town Centre with enhanced public realm and a greater range of community services.
- **An Active Community:** delivering improvements to our town's green and blue infrastructure to encourage healthy lifestyles and widen access to sports and leisure activities.
- **Destination Newhaven:** we're proud to welcome visitors to our town and there are opportunities to deliver an enhanced visitor economy that will strengthen our position as a gateway to Europe as well as the South Downs National Park.
- **Better Journeys for All:** supporting sustainable transport, as well as re-affirming Newhaven's position as a centre for green and sustainable technologies to create employment and skills opportunities for our community. The chance to develop the first all hydrogen-powered bus depot in the world is an exciting opportunity for our town.
- **Maintaining Maritime Vitality:** Newhaven was developed around the Port. Investment in enhancing Port facilities will re-establish Newhaven as a key Southern Gateway to the UK.

Foreword



Chris Ketley FCA

Chair – Newhaven Town Deal Board



Maria Caulfield MP

Member of Parliament for Lewes



Cllr James MacCleary

Leader, Lewes District Council

This is Newhaven: we're thriving by being the grit in the oyster.

The voice of our resident and business communities has driven our Plan, with the development of these seven Strategic Programmes a direct result of extensive engagement through the Neighbourhood Plan and the Enterprise Zone, with community support reflected in strong support for our proposed interventions as evidenced by the engagement we have undertaken during 2020. We have also secured substantial match funding to help deliver our Town Investment Plan, with almost £18million committed by private and public sector delivery partners so far. There is potential for more.

Our town is unique and now is the time to capitalise on our latent potential to deliver a place that showcases innovation, building community wealth and offering opportunities for our people to create a destination unlike any other. The grit can become the pearl.

Our Town Deal Board has brought extensive experience and represents the breadth of our community. This has enabled us to develop the Strategic Programmes that underpin our Vision for Newhaven, with a thematic approach developed to maximise opportunity and give our Town Investment Plan a specific focus to ensure that **by 2030 Newhaven will be a vital and thriving Southern gateway for the UK** that will have the following impacts:

New businesses, workspace, jobs and investment	✓
Greater access to skills development leading to more employment opportunities for local residents	✓
A revitalised Town Centre serving residents and visitors	✓
Enhanced public realm and wayfinding	✓
Improved health and well-being	✓
More and better sustainable travel options	✓
Better quality of life and access to greenspaces	✓
Supporting the development of our industrial and maritime environment	✓

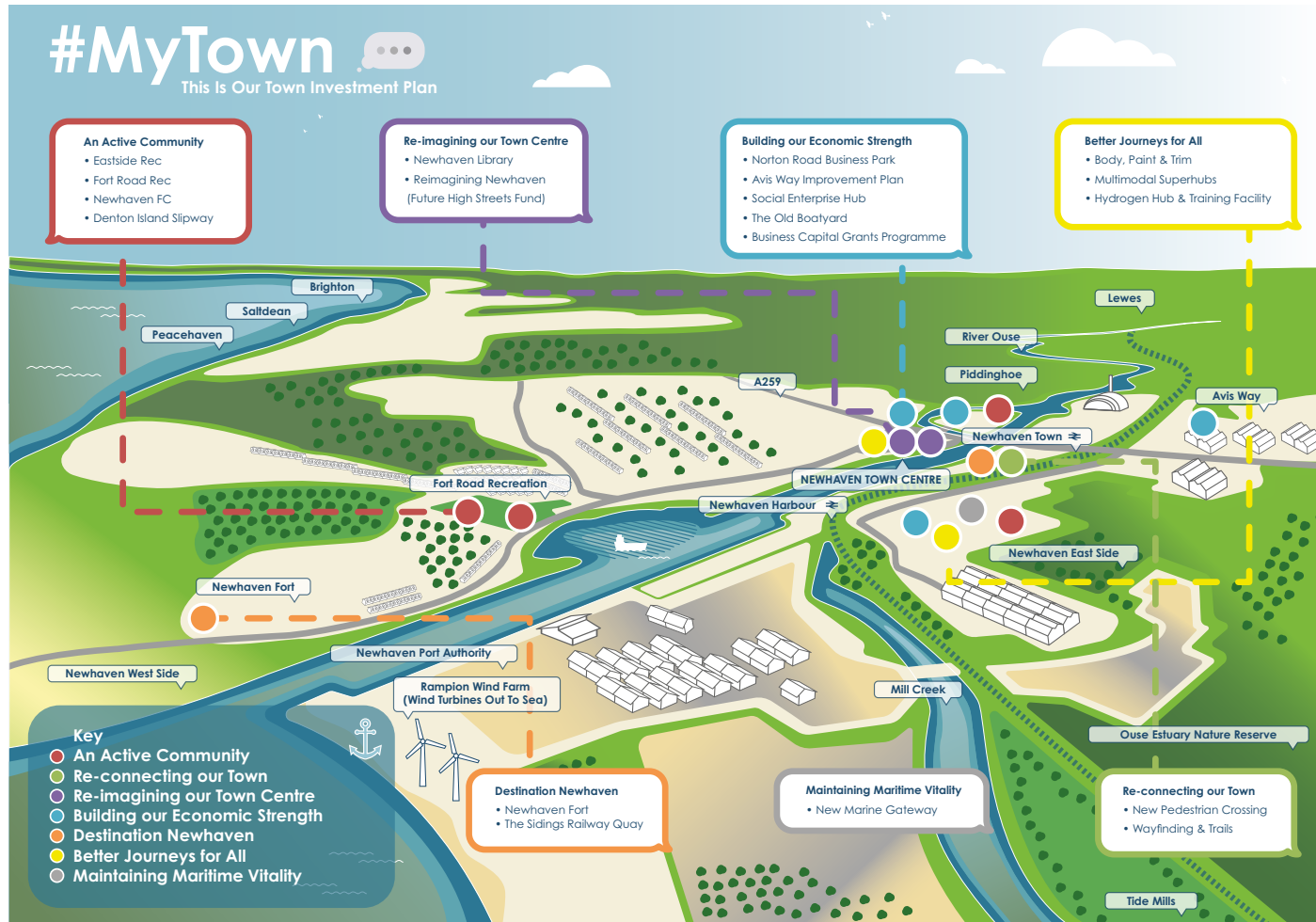
Executive Summary

Newhaven is a small town of around 13,000 people. It has **fantastic potential** and is a unique blend of marine, coastline, countryside and industry. It is a gateway to both Europe and the South Downs National Park.

Our Town Investment Plan seeks to build on our strengths and successes and addresses the challenges that our analysis and engagement has identified. It is on this platform that we have developed our Towns Fund ask.



Executive Summary



Source: Architecture of Calm / Scott J Currie & Elmo Studio / Scott Salvage

Newhaven is seeking £24.7m of Towns Fund investment that will transform our town landscape through the delivery of 17 individual interventions. Together these projects will unlock additional public and private sector investment and represent **total planned investment in Newhaven of almost £42.5m:**

Our seven Strategic Programmes have been designed to establish our town as a centre for green and sustainable technologies and create a destination that people want to live in, work in and visit.

This Town Investment Plan and our interventions will support our resident and business communities, including:

- More than 18 acres of community and greenspace conserved and enhanced to **create a place that people want to live and work in**
- Almost 5,000sqm of new and refurbished commercial space to support our growing economy
- Unlocking significant new jobs and learning opportunities to directly benefit our residents and help to build community wealth
- Increased visitor numbers to Newhaven, retaining more spending locally to support existing visitor attractions, shops and services
- Generating an estimated GVA uplift of almost £34.6m over a 10-year appraisal period
- **Estimated £3.56 returned in benefits for every £1 of Towns Fund investment.**

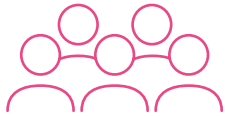
Not only will these investments deliver our Vision, but they have the potential to position Newhaven as a leader in green technologies including the first all hydrogen-powered bus depot in the world.

This Town Investment Plan highlights our ambition and is underpinned by a robust delivery plan and a team of partners dedicated to re-establishing Newhaven as a thriving and vital Southern gateway for the UK.

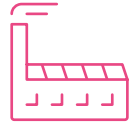
Context

Context

Newhaven is a cross-Channel port located around nine miles from Brighton. It sits within Lewes District, East Sussex County, and the Greater Brighton City Region. Newhaven is situated in an enviable position at the mouth of the River Ouse, surrounded by the South Downs National Park. Residents and visitors can enjoy the natural beauty of the cliffs, Downs, river, and sea.



Population of 13,104 (2019 estimate)



69% of all factory space in Lewes District is in Newhaven



Low skills (1 in 4 of our working age residents have no qualifications)



66.1% of all employment in 'at risk' sectors due to Covid-19



Almost 6,000 jobs in our town



Higher rates of crime and anti-social behaviour than surrounding towns (double that of Seaford)



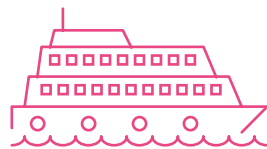
High unemployment – claimant count well above regional and national average (8.5% JSA/Universal Credit Claimant Count, November 2020)



Life expectancy of 82 and 83.4 years, representing a decline² since 2009



Young age profile: 36.6% aged under 29 (compared to 32% across East Sussex)



A ferry service with 378,000 passengers per year (2019 figures)



Average household income 19% lower than Lewes District¹



36% of 10-11 year olds classed as obese

Context

Life in Newhaven has revolved around the port since the town's re-conception in the 16th Century when changes to the course of the River Ouse led to a fixed-harbour entrance being constructed, christened New Haven. This area had been a settlement for thousands of years with Castle Hill Nature Reserve and Tide Mills in particular yielding evidence of varied human

activity since the Stone Age. Newhaven (formerly Meeching) stayed little more than a village until the mid-19th Century when the opening of the London, Brighton, and South Coast Railway line connected Newhaven to London. The railway company also built paddle steamers taking passengers to Dieppe. This had a long-lasting impact on the development of the port for trade and passengers.

Newhaven grew substantially in the late 19th Century and many of the buildings in the central area are from this period. Post war development on the fringes of the town and more recently waterfront development has added to the layers of Newhaven's history but still the town is dominated by its local geography and maritime, fishing and manufacturing past. However, some of this development has had the effect of restricting access to the waterfront, with much of our riverside land privately-owned with a particular economic focus (including some grittier and more industrial uses that can be viewed negatively by some of our community) and there is a desire to re-connect our community with its maritime history.

Local people are proud of their heritage and the town continues to have a real maritime feel. Today, Newhaven is best known for its ferry link with Dieppe but the port is also now home to the Operations & Maintenance Base for the Rampion Offshore Wind Farm, providing 65 jobs and underlining the town's emerging focus on green, sustainable and marine technologies. We are a small town, but we punch above our weight in economic importance to the Greater Brighton City Region.



Figure 1.1: Map of the Newhaven Towns Fund Area

"Newhaven is integral to delivering Greater Brighton's strategic ambitions. The town offers space for growth and opportunity as an emerging centre for green and sustainable technologies, building on the Rampion Offshore Wind Farm and plans for a Hydrogen Hub that strongly aligns with our GB10 Pledges."

Cllr Dan Humphreys,
Chair, Greater Brighton Economic Board

Analysis and Rationale for Investment

Analysis and Rationale

Residents of Newhaven are passionate about the town, its heritage and its opportunities. They have not felt listened to around regeneration and change taking place in their town, and negative perceptions³ are often expressed around key issues. This has contributed to a community that can feel dis-empowered.

The legacy of such change has created a community with a mistrust of local government, and an anti-growth lobby. This Town Investment Plan is our opportunity to bring the community on board with progressive, positive and inclusive change that will benefit everyone. This is why we have worked hard – and successfully - to undertake positive engagement with our resident and business communities over the past 12 months to develop our plans.

Newhaven's DNA centres on the maritime environment, but there is a need to re-connect our community with the positive aspects of the water and re-focus on the opportunities that exist.



2.1 Our SWOT Analysis

Strengths

- Enterprise Zone status, already helped to attract £40m of further private sector investment
- Port with cross-Channel ferry service providing a Gateway to Europe, with good public transport connections for freight and passengers, as well as residents
- Waterside location and National Park as natural amenity; designation as part of UNESCO Biosphere; accessibility of green and blue infrastructure
- Strong creative sector, driving demand for commercial space in our Town Centre
- Rampion OWF, with O&M Base at Newhaven Port
- Attracting new funding from public and private sources
- History and success as a maritime hub worth £10m per year to the local economy
- Strong entrepreneurial spirit and sense of community
- Strong and positive relationships between key stakeholders who can deliver change
- Regular programme of events incl. the Newhaven Festival and Artwave and Community Fish Festival which develop key skills locally
- Economic heart of Lewes District with 69% of all factory space & strong demand for commercial space.

Weaknesses

- Decline of Port and associated skills
- Poor gateway for passengers using ferry service
- Low skills, earnings, inactivity and health concerns amongst our community restricting ability of our residents to work
- Low scores for mental well-being and high perception of loneliness – exacerbated by Covid-19
- High Town Centre vacancy rate, low & declining footfall, dwell time and spend – a perfect storm
- Poor Town Centre air quality due to A259 Ring Road, as well as traffic congestion issues
- Closure of major employers – has added to perception of a town in decline
- Small average business size limits potential for rapid job creation and growth
- High proportion of employment in sectors deemed 'at risk' due to Covid-19
- Poor quality employment space unsuited for modern business needs
- High level of contamination from previous heavy industry – restricts regeneration of brownfield sites
- Low land values and return on investment also restrict viability of redevelopment
- External perception of affluence as part of wider District can hide level of deprivation.

Analysis and Rationale

Our SWOT Analysis

Opportunities

- EZ status (2017-2042) to be exploited as a catalyst for the wider physical and social regeneration of Newhaven
- Improving engagement with the community
- Celebrating our existing business base and supporting them to grow
- Starting to re-imagine our Town Centre through FHSF investment, augmented by this Town Investment Plan
- Increase 'value' of key employment areas (eg. Avis Way)
- Create a social return on investment, creating new measures that maximise the local benefit from development and that harness the positive sense of community
- Grow our visitor economy through investment in key assets (such as Newhaven Fort), visitor trails and better connectivity
- Impact of Brexit may increase demand for Port services
- Building on the role of Newhaven as a centre for green and sustainable technologies including the first all hydrogen-powered bus depot
- Land remediation costs mitigated by investment in Flood Alleviation Scheme.

Threats

- Uncertain impact of Brexit on Port operations (eg. reduced demand for ferry)
- Ongoing/further disruption from Covid-19 measures
- Continued inactivity amongst population will increase health-related issues
- Public attitude towards development can be negative, based on historic mistrust
- Visual perception of Newhaven can be challenging for a first-time visitor
- Severance impact of the road and river is considerable
- Air quality remains a real concern
- Availability of high-quality, modern industrial space
- Housing affordability and availability for local residents
- Competition from other Port towns for key post-Brexit investment.



Analysis and Rationale

A Thriving and Vital Southern Gateway

2.2 Challenges, Strengths and Opportunities

Building on an extensive range of consultations with residents and businesses as set out in Chapter 4.1, a clear vision and several themes emerged. The rationale for our Town Investment Plan and the level of investment sought is set out by thematic area below:

2.2.1 A Thriving and Vital Southern Gateway for the UK

A thriving Port reflects a thriving town. As a gateway to the continent in this post-Brexit world, **Newhaven has a fabulous opportunity to re-position itself as a key southern gateway to the UK.** We are also a key southern gateway to the South Downs National Park, ensuring that outdoor health and leisure opportunities are available for all our residents to maximise quality of life.



Analysis and Rationale

Building on our Strengths and Successes

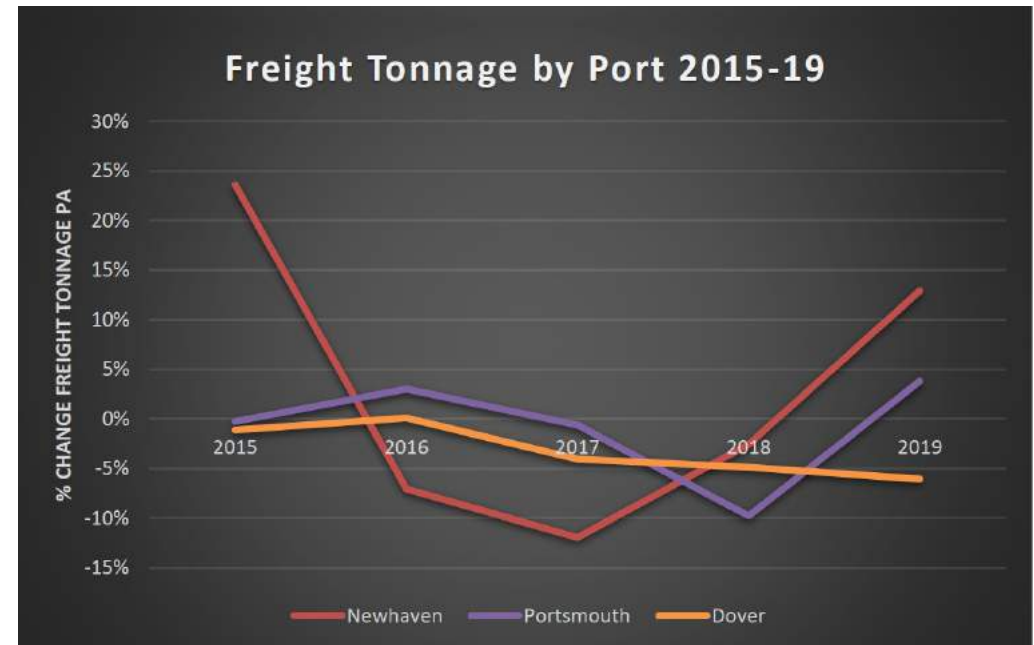
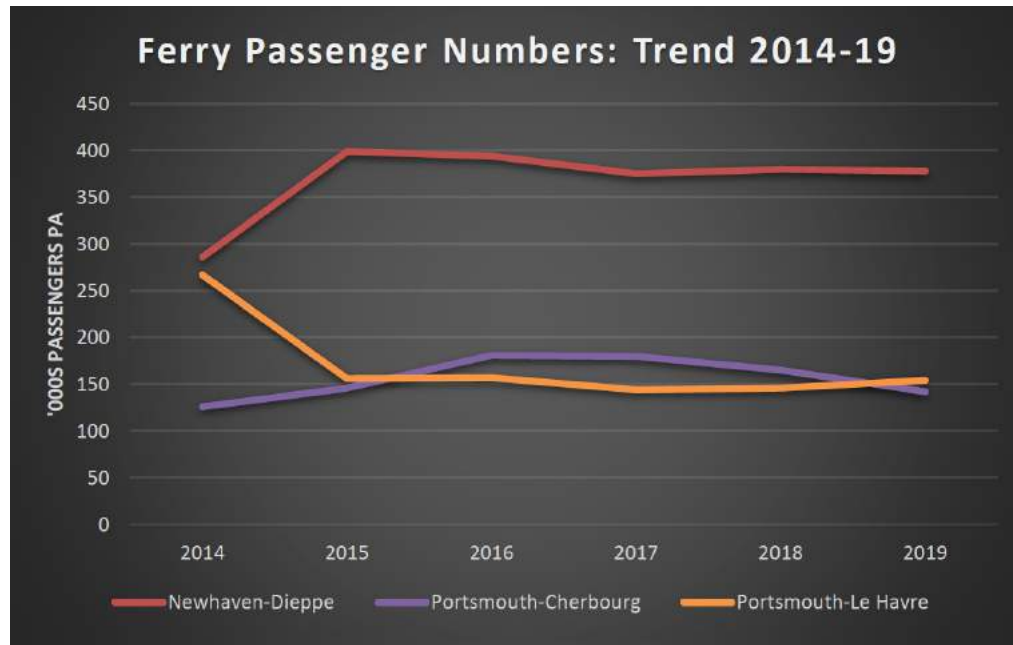
- Newhaven Port is a focal point for the town, providing a ferry service to Dieppe as well as a range of economic activity. Between 2009-19, ferry passenger movements increased by 55%, although passenger numbers have stagnated in recent years due to the quality of passenger facilities.
- Equally, although overall freight tonnage has fallen since its 2015 peak, the last few years have shown a strong recovery, with freight tonnage through Newhaven increasing by 13% in 2019 alone.
- **Transport to and from a port town like Newhaven is critical for its viability.** Alongside the Port, efforts have been made to improve access by public transport. Newhaven is served by the Coaster route⁴ which, prior to the Covid-19 pandemic, was the third highest performing route in the Brighton & Hove Buses portfolio.

- Newhaven is also part of a successful UNESCO Biosphere,⁵ one of just seven such sites in the UK and part of a global network of around 700 biosphere regions. Our biosphere is focused on a range of projects ranging from urban ecosystems to developing a network of green spaces. This designation is an important aspect in maintaining access to outdoor active pursuits.
- The recent completion of the £19m Newhaven Flood Alleviation Scheme will protect key sites to a 1 in 200-year flood occurrence, supporting new investment in sites and helping address viability constraints, although low land values locally mean that a greater level of intervention is needed.

"The ferry terminal is in a very run down state...grubby old building and grim toilets. Scaffolding here and there gives you the impression the place is being held together and is in need of significant investment."

Comment from TripAdvisor, 2019.

Figures 2.1 & 2.2: Newhaven Ferry Passenger & Freight Statistics
Source: Sea and Freight Passenger Statistics, Dept for Transport



4. Running between Eastbourne and Brighton, the Coaster route operates every 10 minutes at peak times and is operated by Brighton & Hove Buses. • 5. 'The Living Coast' is the Brighton and Lewes Downs Biosphere, which stretches from Shoreham-by-Sea in the west to Newhaven in the east.

Analysis and Rationale

A Thriving and Vital Southern Gateway

Key Challenges

- During the latter half of the twentieth century the port of Newhaven, in common with many other ports, experienced a decline. Nearly the whole population of the town once worked either in the port or on the railway, but this is no longer the case. Today, just 3.4% of employees work in Transportation & Storage⁶, which is considerably fewer than across the South East Region (4.4%) or nationally (5%).
- The Port has suffered due to the impact of Covid-19 – the ferry service drives revenue, but limited demand has reduced the number of sailings⁷ substantially during 2020. At the time of writing, the impact of Brexit on the Port remains uncertain but must be considered both an opportunity and a threat.
- Equally, visitors arriving by ferry are met by a rather tired gateway, with little reason to stay in the area. Despite nearly 400,000 passengers a year passing through Newhaven, the entire Lewes District area accounts for just 6% of day visitors to East Sussex.⁸
- Despite our many green and blue assets, the health of our population is a concern. We have a high prevalence of residents (23%) with a limiting long-term health problem or disability,⁹ compared to just 16% in Lewes (8 miles away). This restricts the ability of our residents to work, with a significantly higher claimant count in Newhaven than in surrounding areas or nationally.



Analysis and Rationale

A Thriving and Vital Southern Gateway

We need to secure Towns Fund investment in interventions that address the root causes of such issues. Re-establishing Newhaven as a key strategic gateway incorporates new facilities and visual enhancements that appeal to visitors. More important, however, is ensuring our community can enjoy healthier lifestyles.

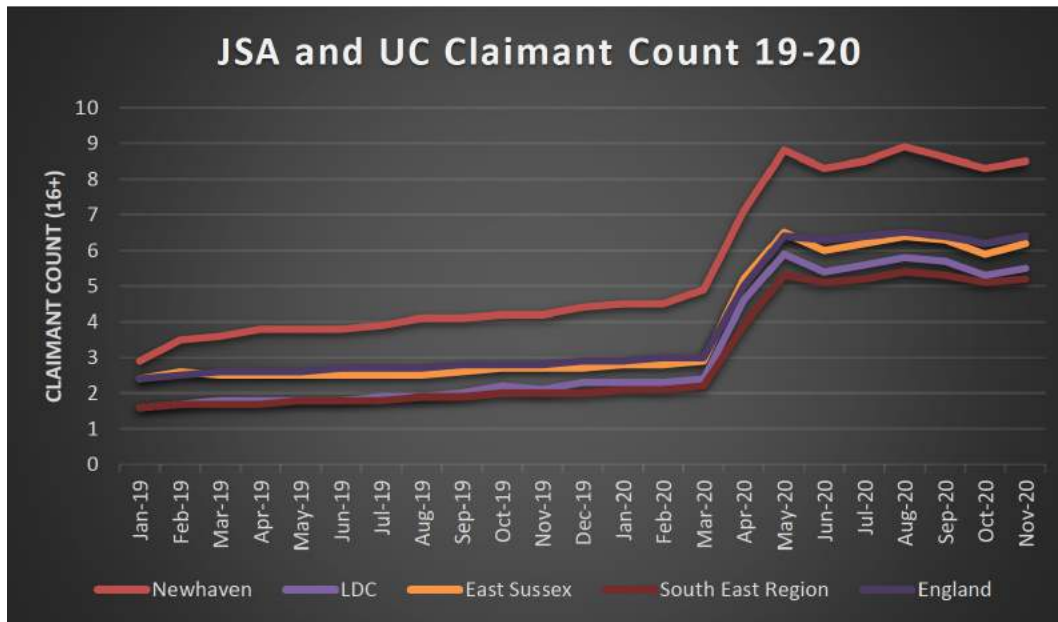


Figure 2.5: JSA and Universal Claimant Count by Area
Source: ONS / East Sussex in Figures

Key Challenges

- We also have a population that needs better access to active pursuits and healthy lifestyles, with connectivity restricting access to green spaces for example. Around 36% of 10-11 year olds are classed as obese.¹⁰ This is around one-third higher than the district average. One in four residents is classed as 'inactive'¹¹.
- Residents that don't feel they belong / are dissatisfied with their local area have a lower than average score for mental well-being.¹² The mean score for Newhaven wards is 48, compared to an average of 49.8 across East Sussex (and up to 52 in parts of nearby Seaford). Mental well-being directly impacts on the health of our community.
- These issues within our community have been exacerbated by Covid-19. More than 1/3 (34%) of our residents suffer from loneliness – well above the district average.¹³
- Alongside these issues, we have a higher level of crime with almost double the level of recorded crimes per 1,000 population than Seaford¹⁴. If residents feel unsafe, this will undoubtedly contribute to our low scores on mental well-being.
- Although our housing costs are lower than surrounding areas¹⁵, they are still out-of-reach for many residents on low earnings. Our housing register¹⁶ shows more than 13% of the district's housing need is in our small town alone.

Analysis and Rationale

Re-imagining our Town Centre

Figures 2.6 & 2.7: New Town Centre Businesses (the Practice Space and the Patchwork Cat)
Source: Sussex Express / LEAP (Local Enterprise and Apprenticeship Platform)



Key Challenges

- Our Town Centre vacancy rate is 19% - well above the national average and above every other location in the South East.¹⁹ This rate has doubled over the last decade.
- This is reflected in footfall, with a 20% decline recorded in the last four years alone. On average, visitors come to the Town Centre just 14 times a year – around half the benchmark expected from analysis of comparable towns.²⁰
- The Newhaven town road network includes a ring road which encircles the Town Centre, disconnecting this from the rest of the town. It is no longer the town focal

point, with focus drawn across the river to the retail park. Traffic congestion is a key issue and has led to an Air Quality Management Area (AQMA) designation which was declared in 2014 due to excessive levels of nitrogen oxide. The AQMA spans the length of the swing bridge, the entirety of the ring road and the west exit of the A259.

- The Town Centre suffers from low dwell time and low spend²¹ – simply put there are not enough reasons to spend a prolonged period in our Town Centre currently, and this is borne about by our engagement as shown below. We need to change this.

2.2.2 Re-imagining our Town Centre as a Focus for Community Life

Newhaven Town Centre should be the heart of our community, offering a range of shops and services that retain resident spending locally instead of being lost to nearby towns including Eastbourne and Brighton.

Building on our Strengths and Successes

- Lewes District Council (LDC) has supported a number of local entrepreneurs to open on short-term leases within the Town Centre in the last 18 months. This has breathed some life into Newhaven Square, but anecdotally the impact on footfall in the wider High Street has been more limited.
- The focus on the Town Centre is reflected in the successful recent bid to the Future High Streets Fund to start the re-imagining of the Town Centre. LDC has secured £5m of FHSF funding¹⁷ towards a £12m scheme that will deliver new creative workspace, an 'Urban Living Room' and community facilities. This scheme will be on site later in 2021 and complements further Towns Fund investments that are identified in Chapter 5.

- Working together, our Enterprise Zone and LDC have recently agreed to provide free car parking in our Town Centre to help drive footfall in the pre and post-Christmas period,¹⁸ supporting existing businesses and creating positive associations for our community.

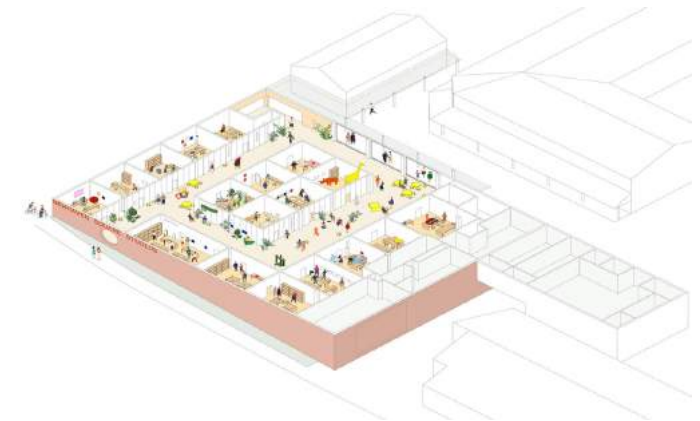


Figure 2.8: Image from the FHSF Submission
Source: Lewes District Council

Analysis and Rationale

Re-imagining our Town Centre

Our communities are ready for our Town Centre to become a destination again. This will involve experimenting and trying new things to create spaces and places people want to use. Our Town Centre must again become a hub of the community that local people are proud of and want to protect. **The Town Centre will be revitalised as a focus for community life**, with a well-maintained public realm and a greater range of community services, shops and amenities to also drive economic activity.

We also need to address the congestion and connectivity issues created by the road network, but this is challenging, with the most direct measure involving costly new road infrastructure which could exceed £250m. Although a long-term aim would be for traffic to bypass Newhaven Town Centre, it is recognised that the costs exceed the scope of the Towns Fund.

Accordingly, we have proposed a range of measures to improve connectivity and support modal shift to help address this challenge in the short to medium-term. These measures will play an important role in delivering change, but the Town Deal Board recognises that more is required.

By 2050, our vision is that this issue will have been addressed through the emerging Transport for South East strategic documents and our Board commits to working with East Sussex County Council, Transport for the South East and Government to tackle this issue over the longer-term.

LOW DWELL TIME & LOW SPEND



4 41%

OUT-OF-TOWN PREFERRED
41.4% THE PUBLIC USE THE SUPERMARKETS AND SHOPS IN NEWHAVEN RETAIL PARKS.

47%
SPEND UNDER £10

14%
SPEND ZERO



1 50%

HALF OF ALL VISITORS
STAY FOR LESS THAN AN HOUR

2 7%

MINIMAL USE FOR LEISURE
JUST 7% CHOOSE THE HIGH STREET FOR LEISURE AND SOCIAL ACTIVITIES

3 8%

CHOOSE THE HIGH STREET
LESS THAN 8% CHOOSE TO DO MOST OF THEIR SHOPPING IN THE TOWN CENTRE

LOW FOOTFALL
VISITS MID-WEEK **11.5%**

7.7%
LOW VISITS ON WEEKEND EVENINGS



Figure 2.9: Infographic from Town Centre User Survey (November 2019)
Source: LDC

Analysis and Rationale

Valuing Creative Freedom

2.2.3 Valuing Creative Freedom

Newhaven has historically attracted artists and makers²². There is an energy, dynamism and passion within Newhaven that comes to the fore at Makers Meetings²³. This will be harnessed to support existing activity and bring new life to our town. Newhaven occupies a prime coastal location, sitting neatly between creative clusters in both Eastbourne and Brighton²⁴ as well as the wider Creative Coast. Newhaven is not perceived as a creative destination, but we have a fast-growing cluster and this is an opportunity that we want to capitalise on.

Building on our Strengths and Successes

- Newhaven is part of the Greater Brighton City Region, with its rapidly growing creative sector. In 2018, creative industries within Greater Brighton generated a turnover of more than £1.5billion²⁵ – representing an increase in turnover of 22% since 2014.

- The number of creative businesses in the Lewes District has grown by almost one-third in the last ten years – well above the growth rate regionally and nationally. We have a growing specialism with 210 additional creative businesses either started or re-located to our district within the last decade.

Our Town Investment Plan offers an opportunity to build on the existing craft, creativity and artisanship seen across our community. Importantly our unique location is a creative practitioner’s dream, located between the sea and the South Downs National Park and offering a fascinating contrast between industrial activity, our marine heritage and our green spaces.

Key Challenges

- Despite growing demand for creative workspace, there is limited provision in Newhaven. The successful Hillcrest Centre offers studios, but most commercial space is focused on manufacturing and light industrial activity. The creative sector needs affordable and suitable workspace to flourish.²⁶
- The creative industries workforce is highly qualified, with 63% holding a degree level qualification or equivalent.²⁷ In Newhaven, just 18.6% of residents aged 16+ have a Level 4 qualification or higher, compared to 27% nationally²⁸ – we need to support innovation and workforce training to shift to such higher value sectors.

Growth in Creative Businesses

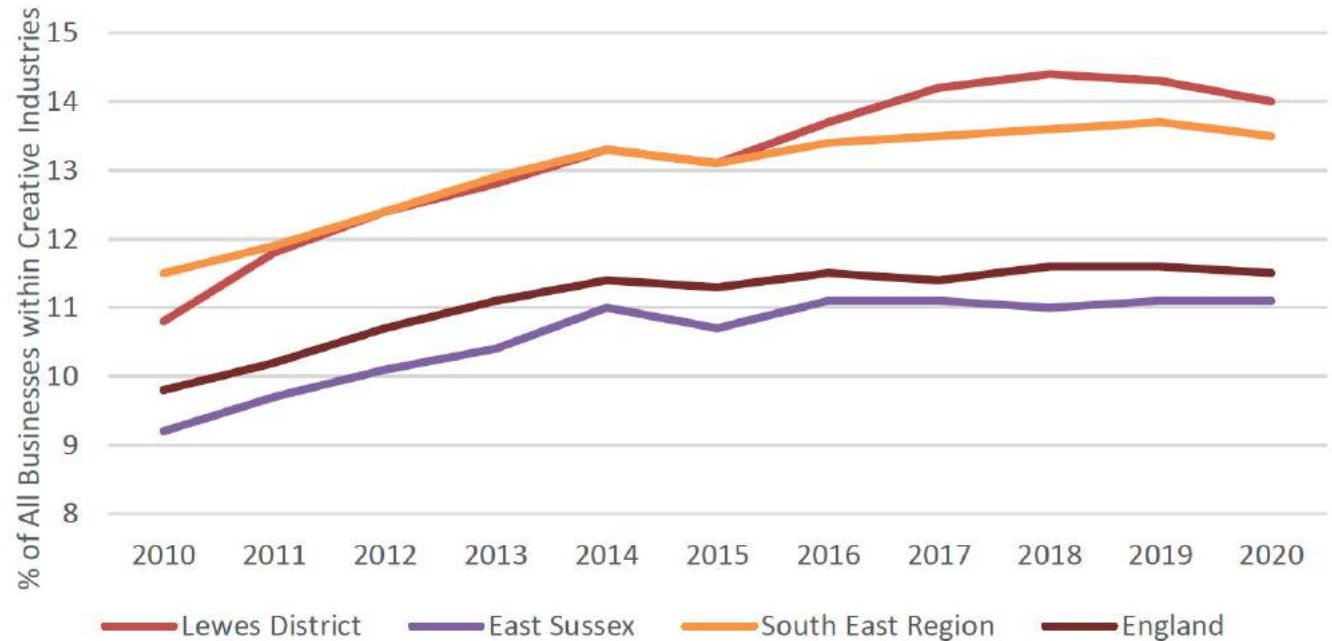


Figure 2.10: Number of Creative Businesses by Area
Source: ONS Inter-Departmental Business Register / East Sussex in Figures

22. Such as Eric Ravillous, who painted a series of watercolours showcasing Newhaven Harbour prior to the Second World War. • 23. Our Makers Meetings were instigated by our creative community and have provided insight into the growth potential of the sector in Newhaven in particular. • 24. *The Geography of Creativity in the UK*; Nesta; July 2016. • 25. Report by the University of Sussex presented to the Greater Brighton Economic Board, July 2019. • 26. Report to LDC Cabinet, September 2019. • 27. Skills, Talent & Diversity in the Creative Industries; Creative Policy & Evidence Centre; November 2019. • 28. Census data 2011 at Parish level • 29. The delivery of the Maritime and Sustainable Technologies Hub directly links to our Accelerated Project at Railway Quay, driving new footfall to the site and providing facilities for Hub Users. The Former UTC building is one of the central sites that will be linked by the wayfinding and visitor trails proposed in our Strategic Programmes.

Analysis and Rationale

Maritime Heritage



Figure 2.11: Newhaven's Marine Cluster at work
Source: Newhaven Enterprise Zone



Figure 2.12: The Newhaven Fish Festival Parade
Source: Newhaven Town Council

2.2.4 Making the Most of the Town's Maritime Heritage

Our waterside location offers fabulous opportunities and a unique setting that Newhaven should thrive on. We don't make enough of this. We need to embrace marine and water, ensuring that the river is recognised as the heart of our town's marine heritage and continues to be a thriving Southern gateway to the UK.

Key Challenges

- Alongside the level of Port-related employment having fallen in Newhaven (see 'A Thriving and Vital Southern Gateway for the UK'), the marine sector employs less than in its heyday. Just 0.54% of all employees in Newhaven are in the fishing sector.³² We need to support our marine industries to grow and prosper, creating new opportunities for our community.
- Our marine sector has been impacted by large-scale regeneration and redevelopment that has restricted access to the water. This includes some existing industrial activity as well as emerging new schemes – currently in the planning process - that could restrict access to the water for leisure boats.
- Although our Fort remains a key visitor attraction, visitor numbers have fallen in line with the need for restoration of the building and its features. Pre-pandemic, in 2019/20 visitor numbers reached 17,600, down around 27% on the previous year. We need to invest to support our visitor economy and maintain our maritime heritage.

Building on our Strengths and Successes

- We have secured £1.3m from the Getting Building Fund already to support the conversion of the former UTC building. This will deliver a new Maritime and Sustainable Technologies Hub²⁹ that will be open by March 2022.
- The development of the Operations & Maintenance Base for the Rampion Offshore Wind Farm – which opened in 2018 – has cemented Newhaven's position as a key maritime location on the South Coast, as well as providing enhanced economic value and employment opportunities locally.
- We have a number of regionally recognised events – including the annual Newhaven Fish Festival which has been running since the early 1990s and celebrates our fishing industry – these draw visitors in from the surrounding areas, although they are primarily a celebration for our community itself.
- Our Fort showcases the rich maritime history of Newhaven with construction commencing in 1862 and lasting for ten years. The Fort represented 'firsts' in a number of design features including a new drawbridge and the first mass use of concrete in a military fortification. Newhaven Fort is now a Scheduled Ancient Monument and one of the town's key visitor attractions.
- There are 40,000 maritime workers in the South East Region, and for every £1 in GVA directly contributed by the maritime sector supports a further £2.71 in GVA in the UK economy.³⁰
- Our marine industries are worth over £10m per year to the local economy and are well-established, with a strong history of success in Newhaven.³¹

The river and sea are at the heart of Newhaven **and there is an opportunity to re-establish the historical connection to our marine environment**, both through the Towns Fund and through partner investments. This builds upon investment in recent years and the emerging Maritime and Sustainable Technologies Hub, to ensure our marine industries are at the forefront of Newhaven's renaissance.

Analysis and Rationale

Celebrating the Energy of Industry



Figures 2.14 & 2.15: Examples of Newhaven at Work
Source: Newhaven Enterprise Zone / LDC

2.2.5 Celebrating the Energy of Industry

Newhaven is the economic heart of the Lewes District with a wide range of businesses, as well as an Enterprise Zone that is helping to drive new investment and growth. Our focus is on celebrating the energy of our industry, but also **building on our economic strength to deliver positive change and help build community wealth.**

Building on our Strengths and Successes

- Newhaven has almost 6,000 jobs for a population of around 13,000 people. We have a greater level of jobs density than the rest of the district.
- We also have more than two-thirds (69%) of all factory space and more than half (55%) of all warehousing space in the district.³³ This space generally has high levels of occupancy and there is strong demand for new business units as referenced by the success of Eastside South (left).
- This role has been augmented by the designation of an Enterprise Zone (EZ) covering eight key sites in the town and offering businesses re-locating to Newhaven the opportunity to receive business rates relief and targeted support to generate economic growth and community wealth. Our EZ commenced in 2017 and has already delivered more than 8,000m² of

new employment space, which in turn has unlocked more than £40m of private investment. The EZ is helping to change perceptions of our town as a place to work and do business.

- The strength of our economy and EZ has already delivered a new business park at Eastside South, fully occupied before construction activity had finished with companies relocating from across the region and beyond.
- Newhaven has a diverse manufacturing base with **world leading companies** including Surrey NanoSystems, makers of VantaBlack³⁴ and renowned designers including Marc Fish, Paul Cox, and others. Our EZ is helping us to attract new investment and talent from across the UK.
- EZ designation has been an important step in delivering our Vision. We have re-established strong links with our business community, including our Avis Way North Quay Forum³⁵ and the development of dedicated Covid-19 support for Newhaven businesses during the pandemic. We know that significantly more is needed.
- **We have strong partnerships seeking to address skills issues locally**, working together with East Sussex College Group, the Seahaven Academy, Sussex Community Development Association, DWP and Skills East Sussex amongst many others.

"Newhaven has given us the perfect place to expand our business and make the place our own. We moved into Eastside South in 2020... it's given us the opportunity to take on new work and realise our potential. With our proximity to London, the space here in Newhaven and the support from Lewes District Council, Locate East Sussex and Newhaven Enterprise Zone, we're sure we have a very bright future ahead of us."

Paula Bestford,
Owner, Hello Flamingo

Analysis and Rationale

Celebrating the Energy of Industry



Company	No. of Employees	Sector(s)
Feilo Sylvania UK	185	Manufacturing
Brightwell Dispensers	170	Manufacturing
APG Cash Drawer	152	Manufacturing
Tates of Pyecombe	132	Retail and Visitor Economy
Brighton & Hove Buses	127	Transportation

Figure 2.16: Largest Private Sector Employers in Newhaven (by number of employees)
Source: Analysis of IDBR data (as at September 2019)

Analysis and Rationale



Figure 2.16: The closure of the Parker Pen factory

Area	% of Working Age Residents	
	No Qualifications	L4 Qualifications +
NEWHAVEN	25.6	18.6
Lewes District Council	21.5	29.4
East Sussex County Council	22.6	26.2
South East Region	19.1	29.9
England	22.7	27.2

Figure 2.17: Qualification Levels
Source: NOMIS / East Sussex in Figures

"Over the past 6 years or so business activity within the town has consistently improved. This has resulted in greater demand to occupy commercial property, to the extent that the town now faces a shortage of modern good quality commercial property... the town is now losing prospective new investment as it is unable to offer sufficient available or appropriate accommodation to prospective new businesses considering moving to the town or to existing businesses within the town seeking to expand."

Andrew Halfacree,
Director, Flude Property Consultants

Key Challenges

- However, a range of major employers have closed over past decades – employers that were synonymous with Newhaven and our manufacturing expertise. Thousands of jobs have been lost and never adequately replaced, despite our successes.
- Even today, many of our existing employment premises do not meet modern business standards, although the EZ is starting to make real progress. This has a direct impact on the continued level of investment our businesses are willing to make in our town. Along with the impact of Covid-19, this poses an immediate and pressing challenge for our ambitions for Newhaven and its potential to create new employment opportunities for our residents – helping to raise community aspirations.

- Although our business base has strengthened since EZ designation and there has been an increased level of private sector investment, our economy is still at considerable risk from external impacts. **Around 2/3 (66.1%) of employment in Newhaven is categorised as 'at risk' due to Covid-19**, compared to less than half (48.9%) nationally³⁶.
- There are also skills gaps within our community that can prevent residents accessing the employment opportunities being created. **More than 1 in 4 working age residents have no qualifications** and less than 1 in 5 have a degree level qualification or higher.
- In addition, there is an ageing commercial vehicle maintenance workforce³⁷ both locally and nationally. New talent is required, as industry intakes of school

and college leavers have reduced significantly over the past fifteen years. In particular, emerging technologies (eg. hydrogen power) are beginning to cause a skills shortage of high-level diagnostic technicians, and there is a need to address this issue. The volume of large commercial vehicles in Newhaven³⁸ offers an opportunity to create new training opportunities for residents – both upskilling our population and supporting the viability of new technologies within the commercial vehicle industry.

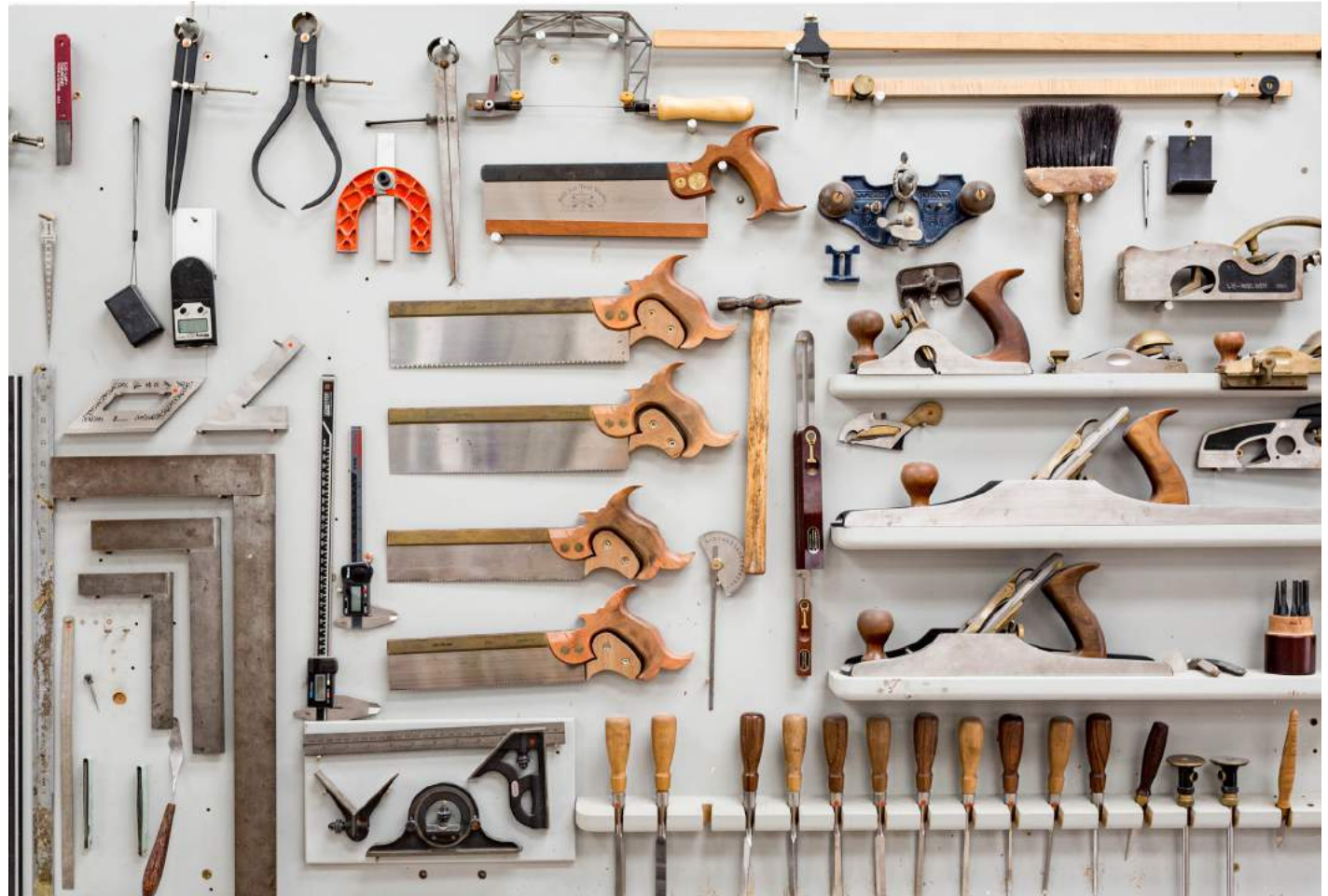
- 8.39% of 16-17 year olds are classed as Not in Education, Employment or Training (NEET), which is significantly above the surrounding area. Indeed it is more than double the proportion across East Sussex (3.95%) based on data provided by East Sussex County Council.

Analysis and Rationale

Celebrating the Energy of Industry

We also need to better celebrate the energy of our industry, championing the innovation and inventiveness that characterises our community, whilst making the most of our existing assets to firmly establish Newhaven as a centre for green and sustainable technologies. This will build on the great work of our EZ, as well as major investment including the Rampion Offshore Wind Farm.

Providing skills training opportunities for our residents is vital and will help to build local talent and community wealth. We also need to create a social return on investment, maximising the local benefit from development. This builds upon LDC's recent adoption³⁹ of a Local Employment and Training Technical Guidance Note for Newhaven in July 2020.



Analysis and Rationale

2.3 Impact of Covid-19

The impact of Covid-19 on Newhaven has been substantial, and our experience reflects the impact of the pandemic on the UK. Key impacts include:

- Newhaven-Dieppe ferry services were reduced to 1/3 of usual frequency. This has restricted our role as a key gateway but has also had a significant negative impact on Port viability due to loss of revenues. We need to ensure we maintain maritime vitality in Newhaven.
- Increase in claimant count for JSA and Universal Credit. Newhaven has seen claimant count rise to 8.5%, well above regional and national averages. We need to support our community to find new employment and support our businesses to grow.
- The Covid-19 pandemic is having the greatest impact on low-paid and low-skilled workers⁴⁰. This is a challenge for Newhaven and is reflected in the increased claimant count. We need to ensure that our community can access the skills development they need to fully benefit from the new opportunities being created.
- There is a high proportion of employment in Newhaven in sectors classified as 'at risk' due to Covid-19, particularly in manufacturing. We need to support our business base to survive the pandemic and thrive, creating good quality jobs for our residents.



- Negative impact on health and well-being of our community. We know that there are issues around mental health, childhood obesity and long-term limiting health problems. The pandemic has restricted recreational pursuits and exacerbated feelings of loneliness in our community. We need a more active community through a range of targeted interventions that increase the quality and accessibility of our town's green and blue infrastructure.
- Equally, our Town Centre has been further decimated by reduced footfall and lockdown restrictions. Our town's regular events and festivals have not taken place, and this has impacted further on our businesses. We need to re-imagine our Town Centre to ensure it can survive and thrive post-pandemic.
- Covid-19 also offers us an opportunity for growth. The global recreational boat market is forecast⁴¹ to grow at a rate of 11% annually between 2019 and 2025. This is supported by anecdotal evidence from local marine operators, who have seen increased enquiries during 2020 led by the staycationing trend. This offers an opportunity for maritime destinations like Newhaven to capitalise on these trends to grow our visitor economy base.

2.4 Impact of Exiting the EU

At the time of writing the impact of Brexit remains uncertain on our town. As such, we have considered it both an opportunity for Newhaven but also a threat:

- The role of Newhaven Port for the UK is likely to increase in importance and will help to establish Newhaven as a vital Southern gateway between the UK and mainland Europe.

This is potentially an opportunity for growth for our exporters, fishing and maritime industries, and this Town Investment Plan enables us to harness this opportunity.

- Equally, the additional border checks and regulations could lead to significant backlogs from queueing freight traffic at Newhaven Port – further impacting on known issues around traffic congestion and air quality. This would have the impact of deterring visitors and hindering business operations and would directly impact upon our resident and business communities.

As this Town Investment Plan moves into its future delivery phase, our Town Deal Board will monitor the impact of Brexit to ensure that our proposed interventions remain appropriate for Newhaven's needs.

2.5 Conclusion

Newhaven is a town full of opportunity for our residents and businesses. We have seen positive changes over recent years with the designation of an Enterprise Zone, and new investment in the Rampion Offshore Wind Farm as well as the emerging Maritime and Sustainable Technologies Hub.

It is clear, however, that substantially more is needed to address deep-rooted issues around skills and aspirations, but also the physical constraints of the Town Centre cut off from the rest of the town, as well as air quality, land contamination and dated employment space. All of these stymie further private investment. This Town Investment Plan seeks to secure Towns Funding to address these constraints, helping to re-establish Newhaven as a key southern gateway to the UK.

Strategy

Strategy

3.1 Developing Our Vision

Our starting point in agreeing a robust and deliverable Vision was to review the extensive engagement that had taken place in Newhaven over recent years. This includes the Neighbourhood Plan and, more recently, the Newhaven Story.

Following this analysis, a Visioning Workshop was held in early August 2020 for our Town Deal Board Members and facilitated by Arup. This workshop helped us to agree the thematic approach adopted in this Town Investment Plan. This approach was subsequently agreed at our Town Deal Board Meeting later in August 2020.

3.2 Our Vision

By 2030, Newhaven will be recognised as a key southern gateway to the UK with a thriving port.

- Our Town Centre will be revitalised, providing a vibrant and experiential focus for community life and personal well-being, with a well-maintained public realm and enhanced economic activity.
- Our town will provide sustainable travel options and a good quality of life for residents with access to leisure and recreational facilities, open space and countryside, linking closely with our status as a gateway to the South Downs National Park.

- Our town's industry will be a point of pride with established businesses and new enterprises having capitalised on advancements in technology to increase productivity as well as providing a range of employment opportunities. Marine, sustainable energy and manufacturing will be key sectors with direct links to educational research, skills, training and opportunities.

- Our town will value creative freedom, providing new opportunities in the fast-growing creative and digital sector, as well as maximising the importance of our maritime connections.

- Our town will also celebrate the energy of our industry, championing the innovation and inventiveness that characterises our community, whilst also capitalising on existing assets to establish Newhaven as a centre for green and sustainable energy.

However, this is not the end of the story. By 2050, significant progress will have been made on addressing longstanding issues, including traffic congestion and sustainable travel, as well as ensuring a range of attractions and activities that will benefit residents, visitors and businesses alike, retaining more spending within our local economy to the benefit of our hard-working community.

Themes

To help us achieve this ambitious Vision, five key Themes have been developed that will guide our interventions to deliver a truly thriving town. These are:



Strategy

Strategic Fit

Our Town Investment Plan fits strongly with and responds to key policy drivers and aspirations that contribute to inclusive economic development and the principles of building community wealth.

The implementation of our Town Investment Plan will bring significant benefits and positive outcomes to our community in line with the local policy aspirations of the Newhaven Neighbourhood Plan and the Enterprise Zone's Strategic

Framework. In particular a focus on quality, inclusive and sustainable growth that will help us to deliver our Vision for Newhaven.

Our Plan also focuses on the delivery of clean growth, building on the climate emergency declared by LDC in July 2019 and the Council's Corporate Plan target of achieving a net zero carbon and climate resilient Council and district by 2030.

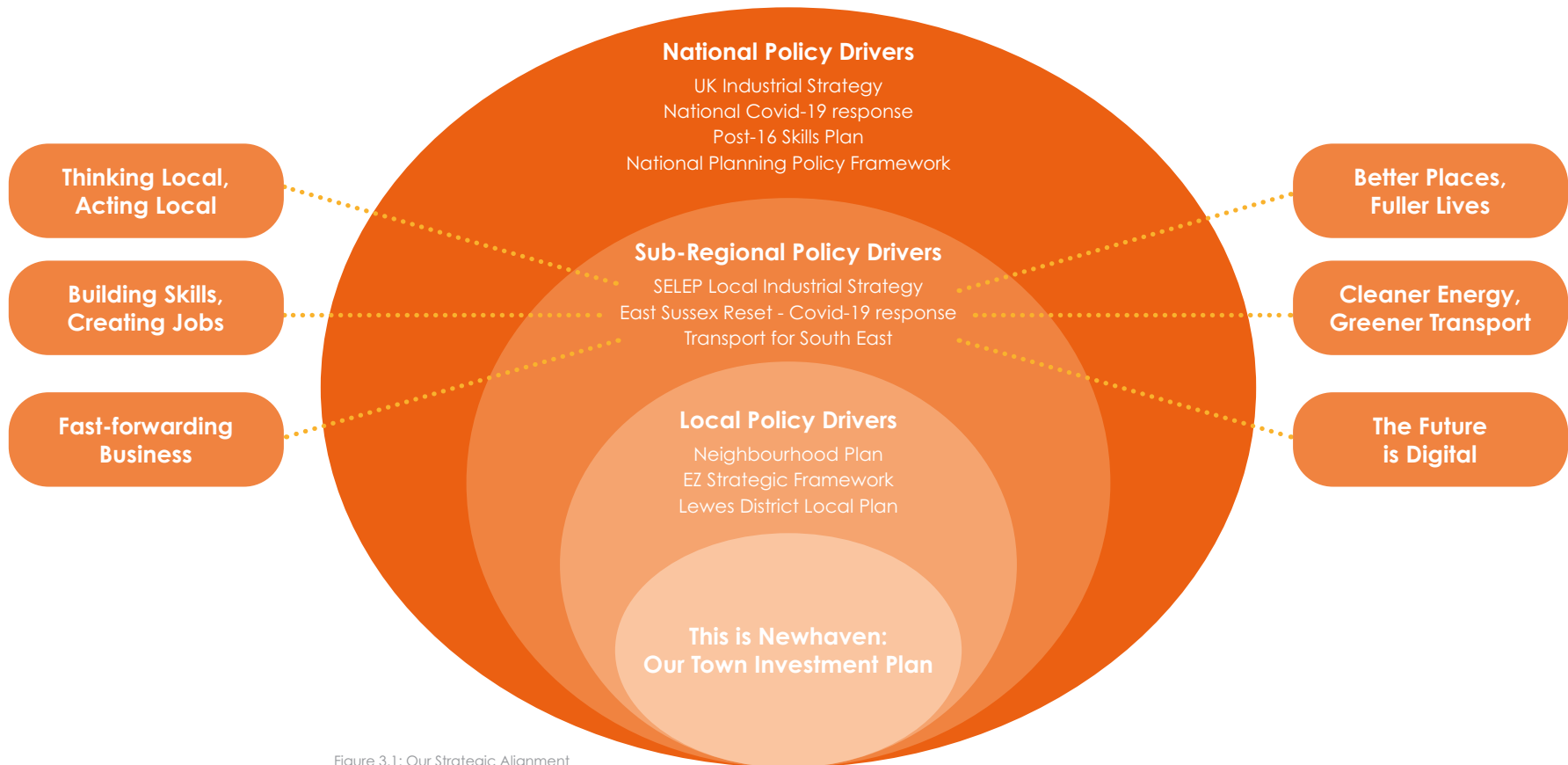


Figure 3.1: Our Strategic Alignment

Strategy



Policy / Strategy	Our Strategic Alignment
<p>UK Industrial Strategy and the Government's 10-Point Plan for a Green Industrial Revolution</p>	<ul style="list-style-type: none"> • The identified investment programme will boost job creation and support growth in Newhaven and the surrounding area. • Investing in our Town Centre and greenspaces will help to make Newhaven a more attractive place to live and work, facilitating further investment. • Establishing Newhaven as a centre for green technologies will support the shift to clean growth and create new skills development and employment. • Newhaven has an opportunity to deliver the first all hydrogen-powered bus depot, helping to drive use of low carbon hydrogen in the new Green Industrial Revolution.
<p>National Covid-19 Response</p>	<ul style="list-style-type: none"> • Our commitment to levelling up Newhaven and addressing skills, earnings and health disparities will support the response to the Covid-19 pandemic. • Our forecast job creation, as well as access to skills training, will support our community to recover.
<p>SELEP Local Industrial Strategy</p>	<ul style="list-style-type: none"> • The LIS is committed to addressing deprivation and disparity in the region's coastal communities, including improving the economic fabric of our coastal areas by targeting traditional sector evolution and growth, and supporting emerging sectors to improve the productive capacity of our coastal areas. The delivery of our Town Investment Plan will help diversify our economic base and attract investment in key growth sectors centred on green technologies. • Newhaven is a global gateway. Re-establishing our position as a thriving and vital Southern gateway will play a critical role in delivering growth for the region.
<p>SELEP Social Enterprise Prospectus</p>	<ul style="list-style-type: none"> • The prospectus commits to supporting the social enterprise sector in the South East, with a Call to Action that includes market building, financing and championing social enterprise. It is noted that 69% of social enterprises in the UK work with disadvantaged communities. • The delivery of a new Incubator will provide support and skills development for social enterprise start-ups, which is vital in a town with a higher level of deprivation than surrounding areas. Our Town Investment Plan will strengthen our local social enterprise sector and facilitate community wealth-building.

Strategy

Policy / Strategy	Our Strategic Alignment
Transport for the South East	<ul style="list-style-type: none"> Emerging objectives focus on enabling our economy to better compete in the global marketplace; improving social assets and quality of life; as well as protecting and enhancing our unique natural and historic environment. The delivery of our investment programme strongly accords with these objectives and will deliver economic and social benefits to improve quality of life for our residents.
'The Living Coast' – Brighton and Lewes Downs Biosphere	<ul style="list-style-type: none"> The Biosphere Vision is focused on creating a world-class and economically successful environment for all, including a specific focus on sustainable socio-economic development that promotes active travel and outdoor recreation amongst others. Our Town Investment Plan strongly aligns with this vision, delivering enhanced green and blue infrastructure that will facilitate outdoor activities, as well as supporting modal shift through enhanced cycling and walking infrastructure, reducing congestion and improving air quality.
Newhaven Neighbourhood Plan	<ul style="list-style-type: none"> Our Plan will improve the vibrancy and viability of the Town Centre, enhance visitor experience and improve pedestrian links through wayfinding and visitor trails to re-connect the Town Centre. The new Community and Creative Hub will deliver new uses to our High Street and drive footfall that supports other economic activity. The Neighbourhood Plan seeks to realise Newhaven's potential as a 'green technology hub', which is proposed as part of this Town Investment Plan. This will attract and accommodate businesses within green-tech sectors. There is also a recognition in the Neighbourhood Plan that investment is required in the town's greenspaces. The social benefits that this will realise are reflected in our proposals.
Newhaven CCT Economic Plan	<ul style="list-style-type: none"> Recent consultations for the Economic Plan highlight a focus on job creation, improving links across the town and creating better equipped public open spaces. The proposed investments in our green and blue infrastructure, economic strength and in re-connecting our town directly address this Plan and ensure that Newhaven is well placed to deliver on its community's ambitions.
LDC Corporate Plan	<ul style="list-style-type: none"> The Council's Corporate Plan seeks to create sustainable community wealth, develop business infrastructure and support and improve public spaces, as well as improving infrastructure and reduce barriers to cycling. All our Strategic Programmes align strongly with these ambitions: we will improve public spaces, support social enterprise start-ups and provide new wayfinding infrastructure to promote modal shift.

Strategy

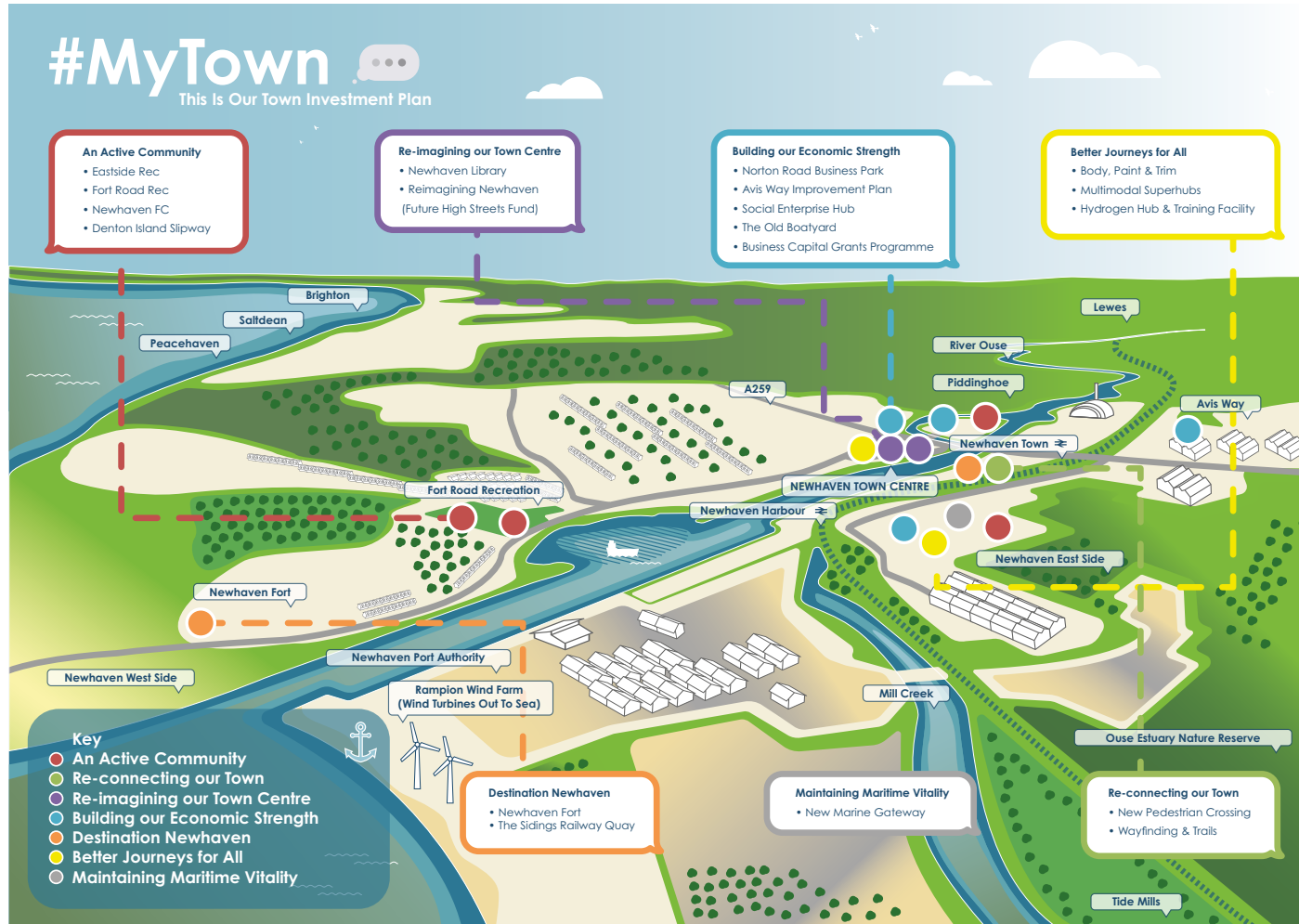


Figure 3.2: Our Strategy for Newhaven
Source: Architecture of Calm / Scott J Currie & Elmo Studio / Scott Salvage

3.4.1 Our Strategic Plan

Chapter 2.2 set out the rationale for intervention identifying the key challenges we need to address, as well as the positive strengths and opportunities that Newhaven is well-placed to capitalise upon. This is shown in the map below.

3.4.2 What Will Success Look Like for Newhaven?

Our success will be measured by our impact against our stated Vision and the delivery of the forecast outputs from the extensive programme of interventions identified. In particular:

New businesses, workspace, jobs and investment	✓
Greater access to skills development leading to more employment opportunities for local residents	✓
A revitalised Town Centre serving residents and visitors	✓
Enhanced public realm and wayfinding	✓
Improved health and well-being	✓
More and better sustainable travel options	✓
Better quality of life and access to greenspaces	✓
Supporting the development of our industrial and maritime environment – the grit becomes the pearl	✓

3.4.3 Aligning our Success

Our Town Investment Plan strongly aligns with a wide range of relevant national, sub-regional and local policy documents and drivers. By delivering a revitalised Town Centre, improving access to skills development and jobs, improving health & well-being, better business space, sustainable travel and access to greenspaces, we will deliver a better quality of life for our community whilst celebrating our industrial and maritime environment. Making the most of our geographic and economic attributes will ensure that Newhaven's gritty nature will be maintained and supported to become the pearl.

Engagement

Engagement

Neighbourhood Plan - Actions for the Town Centre



Figure 4.1: Selection of Key Findings from Town Centre Business Survey
Source: Newhaven Neighbourhood Plan / Newhaven Town Council

4.1 Engaging with our Community

One of the challenges in developing our Town Investment Plan has been how to build on the extensive engagement already undertaken, but in a Covid-19 secure manner. We know that isolated investment will not make the impact that Newhaven needs – rather it is about cohesive place making that will bring the changes that we want to see in our town and building stronger community engagement than previously.

4.1.1 Previous Engagement

An oft-shared maxim is “Newhaven has been masterplanned to death”! This reflects the level of engagement that commenced with a ‘Physical Development Vision for Newhaven’⁴² and has endured ever since. This includes the creation of a Coastal Community Team⁴³, as well as consultations for the Newhaven Port Masterplan amongst others. Some of this engagement is summarised below.

Newhaven Neighbourhood Plan

- The Neighbourhood Plan was launched in summer 2014. Detailed Regulation 14 Consultations took place from 3 May – 21 July 2017 and were designed to facilitate the involvement of as many local residents and businesses as possible. Three core approaches focused on (a) direct consultation with interested stakeholder groups and individuals; (b) direct consultation with residents – covering both general and related localised proposals; and (c) a questionnaire delivered to all households with the Town Council’s “Newhaven Matters” newsletter.
- Community consultations highlighted the following for the Town Centre:
 - ◊ *Addressing the Town Centre is a priority, described as ‘dirty’ and in need of a greater range of shops and food provision.*
 - ◊ *More than 75% wanted to see free car parking⁴⁴, with two-thirds wanting more trees and landscaping, and more than*

half desiring more seating, street cleaning and improved appearance of historic buildings and shop fronts / signage.

- ◊ *Almost half of respondents visited the Library – and recognised it is a centre of attraction that must be safeguarded for the community.*
- Town Centre businesses also identified similar issues. Above is a selection of the key actions that business owners wanted to see within the Town Centre.
- The Neighbourhood Plan also focused on a number of thematic areas, all of which are relevant to our Town Investment Plan. Strong backing was shown for the following themes:
- As shown overleaf, these thematic areas align strongly with the Strategic Programmes identified in our Town Investment Plan.

Engagement



Thematic Area	Example Areas of Focus	% Support for Theme
Sustainability and Climate Change	<ul style="list-style-type: none"> • Move towards a low-carbon economy • Future proofing development against impact of climate change 	97%
Environment and Open Space	<ul style="list-style-type: none"> • Protect and improve quality of existing greenspace • Create linkages between neighbourhoods and developed areas 	94%
Economy and Employment	<ul style="list-style-type: none"> • Retain key employment sites • Support development associated with a positive visitor experience incl. recreation / leisure uses 	92%
Good Quality Design	<ul style="list-style-type: none"> • Respect setting of historic and maritime townscape • Be energy efficient and flood resilient 	90%
Community Quality of Life, Health and Well-being	<ul style="list-style-type: none"> • Encourage safe and attractive cycle and walking routes that connect all parts of the town to each other • Support provision of community facilities and infrastructure to keep pace with population growth 	85%
Facilities and Services	<ul style="list-style-type: none"> • Retaining the Town Centre as a community hub • An improved pedestrian-focused Town Centre 	82%
Transport and Access	<ul style="list-style-type: none"> • Improve sustainable transport and pedestrian activity 	72%

Figure 4.2: Neighbourhood Plan Summary of Support by Thematic Area
 Source: Newhaven Neighbourhood Plan / Newhaven Town Council

Engagement



Newhaven CCT Economic Plan

- Engagement was undertaken with key stakeholders, including businesses, public sector, and key community groups on an informal level to understand issues. This took place in February and March 2019.
- This highlighted the following:
 - ◊ Addressing the Town Centre was a top priority, including maintaining a good range of shops and services.
 - ◊ Better arts & cultural activities and facilities are needed, as well as enhancing the cultural and tourism product in the town
 - ◊ The dominance of cars in the Town Centre has a harmful impact
 - ◊ Newhaven needs better entrance gateways
 - ◊ The provision of better-quality jobs and providing residents with the skills to access these jobs should be a priority
 - ◊ The EZ was identified as a significant opportunity to unlock new investment in Newhaven.

Newhaven Enterprise Zone

- Since the EZ commenced in 2017 significant engagement work has been undertaken, with both our business and resident communities. This has culminated in the production of the 'Newhaven Story', which underpins the vision, themes and strategic programmes contained within this Town Investment Plan.
- The Newhaven Story was produced by ThinkingPlace⁴⁵ talking to our community during 2019 and 2020 through dedicated focus groups, open community workshops, stakeholder 1-1's and an online survey. In all, over 250 stakeholders and individuals were engaged in the process and reinforce the compelling rationale for intervention identified in Chapter 2.2.

- The EZ has also undertaken a wider process of business engagement since 2017. This commenced with business roundtables focusing on key issues of people, place and premises, identifying issues with the perception of Newhaven as a place to work and do business. This was augmented by a dedicated survey of business users on the Avis Way Industrial Estate, with a 65% completion rate.

Future High Streets Fund

- As part of our FHSF submission, we engaged extensively with Town Centre users and businesses. This was highlighted in Chapter 2.2.2 and shown again below for ease of reference.

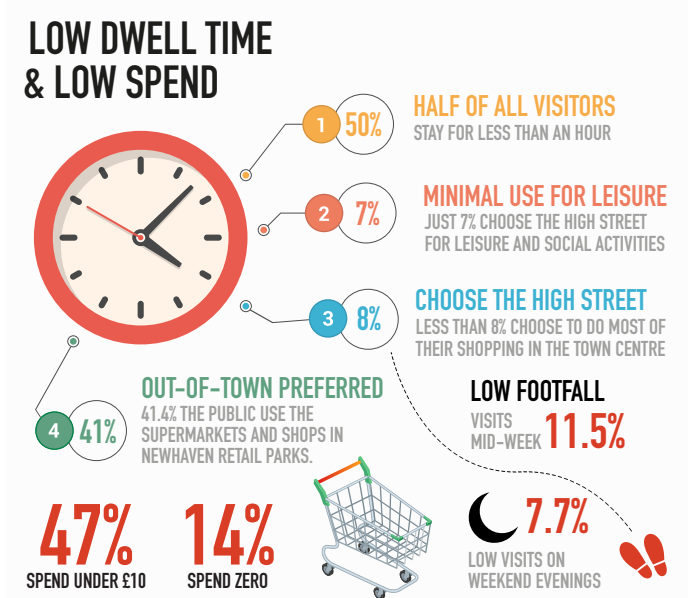


Figure 4.3: Infographic from Town Centre User Survey (November 2019)
Source: LDC

Engagement



Community Survey

To augment the #MyTown campaign, we undertook a resident survey between 12 November and 4 December 2020. This survey sought to ensure that the Strategic Programmes identified in this Town Investment Plan met the issues identified through previous consultations.

As shown, **there is strong community support for all the proposed interventions** within this Town Investment Plan, with the highest level of negativity (23%) around the Better Journeys for All programme. This appears to link to a desire for substantial investment to address the Ring Road, which is not within the scope of this Towns Fund application.

Resident Survey Responses – November 2020

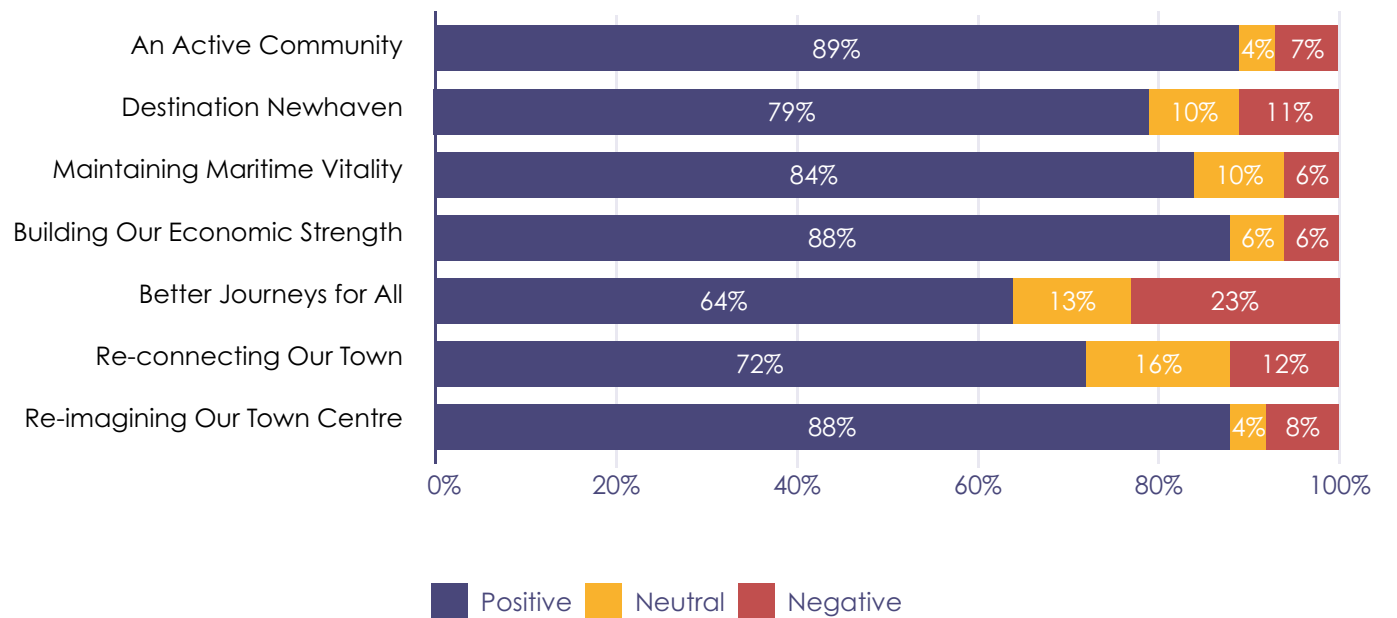


Figure 4.5: Summary of Resident Survey Responses
Source: LDC Analysis

Engagement

Virtual Exhibition

To augment the survey, our sub-group identified an opportunity to host a virtual exhibition⁴⁹ in lieu of a physical consultation event. This ran from 22 December 2020 to 18 January 2021 and was developed in conjunction with Arup. This exhibition was visited by 1,525 unique users⁵⁰.

The Exhibition showed strong support for our project proposals, with **81% of users agreeing with the 7 Strategic Programmes** that are the subject of this Town Investment Plan. Users were also asked to rank their top five preferred interventions, with the graph overleaf showing the most preferred projects.

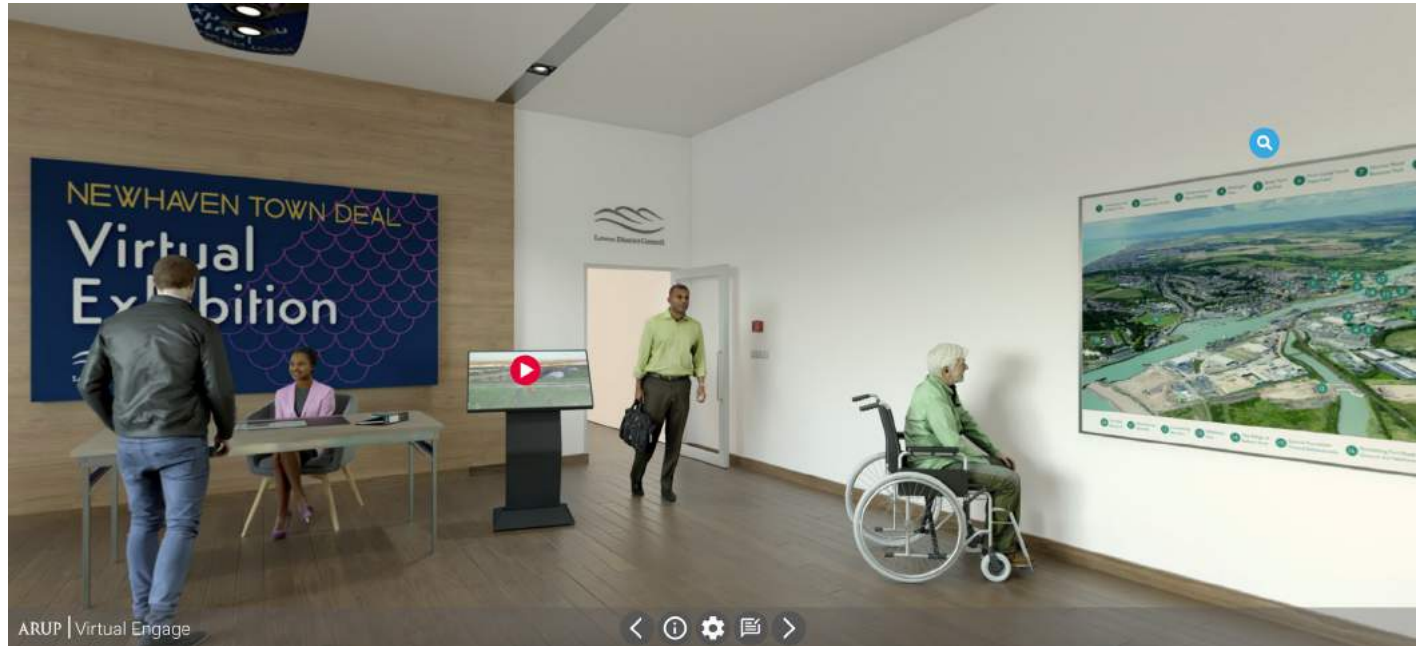


Figure 4.6: Screenshot from our Virtual Exhibition
Source: Arup / LDC

Engagement

The least supported project intervention was a proposal to build a new Link Road to Newhaven Port. This project has subsequently been removed from our ask following discussion with the Project Sponsor – directly highlighting how our Town Investment Plan has responded to our thorough engagement process.

Newhaven Matters

So as not to exclude those residents who might not access information via digital means, a double-page spread was secured in the Newhaven Matters magazine⁵¹ in their Winter 2020 edition. This sought to explain the Towns Fund process, our Strategic Programmes and how residents can continue to engage in the development and delivery of our Town Investment Plan.

4.1.3 Ongoing / Future Engagement

To support the extensive engagement already undertaken, a Stakeholder Engagement Plan has been prepared. This is attached as an Appendix. Our Stakeholder Engagement Sub-Group will lead on the implementation of this Plan, ensuring that Lewes District Council (as the Accountable Body) and partners deliver on our stated Vision for Newhaven.

The Stakeholder Engagement Sub-Group will also build upon the ongoing engagement (including the recent Virtual Exhibition) to identify means of continuing engagement with our resident and business communities, as well as visitors to Newhaven. Such future engagement will be agreed with the Newhaven Town Deal Board prior to implementation and will ensure that the delivery of our Town Investment Plan continues to meet the long-term needs of our community.

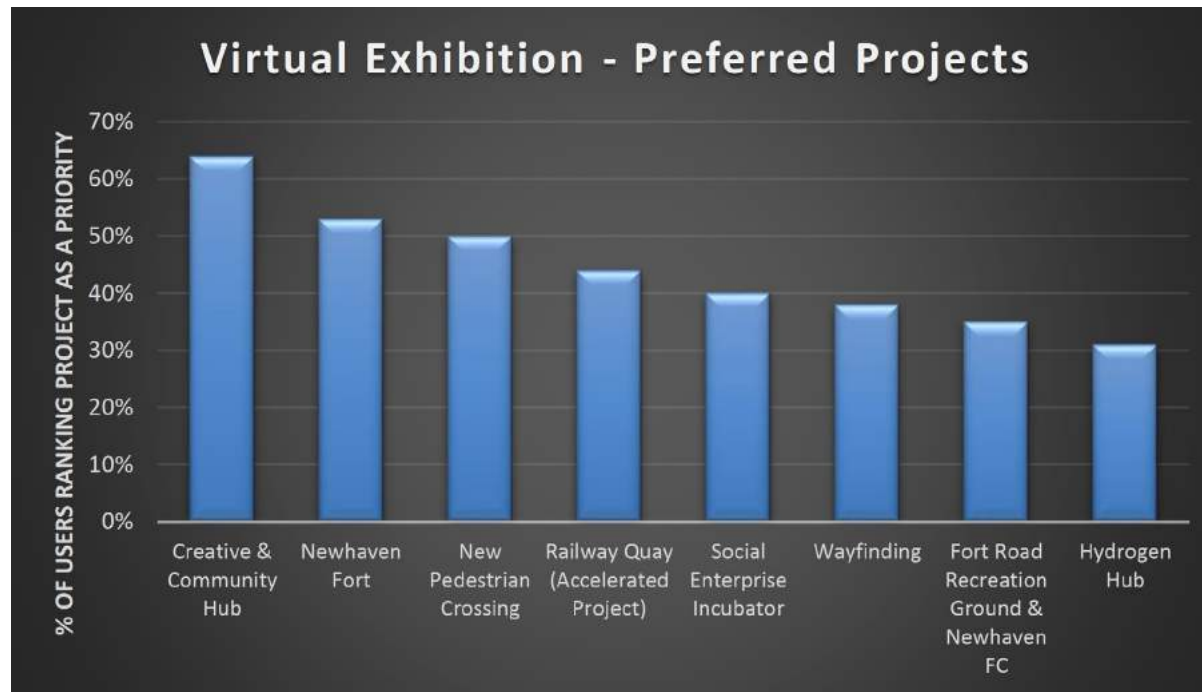


Figure 4.7: Most Preferred Projects – Virtual Exhibition January 2021
Source: LDC Analysis

"I'm so pleased that finally Newhaven is getting the focus & credit it deserves. It is a working port with a fascinating history, creative residents and incredible local nature - it just needs support, funding and encouragement to become an exceptional visitor attraction for the District. It's essential however that focus is sustained & well targeted. Focus on the Town Centre & restoration of the historically unique gem that is Newhaven Fort. We should easily be able to pick up Newhaven & make it a haven for the arts & a seaside resort that people are desperate to visit".

Visitor to our Virtual Exhibition

Our Proposals

Our Proposals

5. Our Proposals

We have designed a set of Strategic Programmes that address our challenges, build on our strengths and capitalise on our opportunities.

Our ambitious approach delivers against our Vision, is strongly supported by our community and will unlock substantial investment and benefits for Newhaven and its surroundings. We will re-establish Newhaven as a vital and thriving Southern gateway to the UK and **our Town Investment Plan will act as the catalyst for revitalising our town.**

4,889

New/refurbished commercial space (sqm)

73,066

(more than 18 acres)

New/refurbished community/greenspace (sqm)

262

Jobs created and/or safeguarded (FTE)

250

Learning opportunities created (pa)

90

New affordable homes unlocked

63%

Increase in visitor numbers (%)

£34.6m

GVA Uplift from Employment (£)

Figure 5.1: Benefits of our Town Investment Plan

Our Proposals

5.1 Prioritising our Ask

As part of our Plan development we invited proposals from our Town Deal Board that could be considered for investment within our Town Investment Plan. This produced an initial list of 29 projects totalling more than £75million, all of which provided an initial Pro-Forma outlining concept and rationale.

From this long list, we undertook a robust process assessing each project against several key objectives and success factors:

- Fit with the Towns Fund Intervention Themes and Strategic Objectives
- Fit with our identified Vision and Themes for Newhaven
- Deliverability – does the project have an identified and available site?

- Extent to which the project fits with previous engagement undertaken
- Level of outputs relative to funding ask – is the project likely to represent value-for-money?
- Rationale – does the project address one or more of the issues identified by our analysis and ongoing engagement?

This has culminated in an Investment Plan proposal spanning 7 Key Strategic Programmes that encompass 17 individual interventions.

Our proposals have been independently assessed by specialist consultants⁵² specialising in economic development and regeneration, as well as our extensive programme of engagement that has highlighted the strength of local support for our proposals in Newhaven.



Our Proposals

5.2 Our Strategic Programmes

Our Town Investment Plan is seeking an investment of £24.7million from the Towns Fund to support delivery of our ambitious plan.

Our total Town Investment Plan represents a Benefit-Cost Ratio of 3.56:1, meaning that **for every £1 invested by the Towns Fund in Newhaven we will generate £3.56 of benefits** for our town and community.

Over a 10-year appraisal period, we estimate that the Towns Fund investment will also generate around £34.6million in GVA uplift from employment⁵³ directly linked to this Town Investment Plan.

5.3 Co-Funding our Ask

To help deliver our ambitious Vision, our Town Deal Board has worked to secure match funding proposals and commitments from our delivery partners. The overall cost of our Town Deal programme is £42.5million, with the Towns Fund ask representing an intervention rate of 58.1%. This highlights the significant level of co-funding that our Town Investment Plan unlocks.

Committed and planned co-funding includes:

- £14m from both public and private sector to deliver key sites that are unlocked through Towns Fund remediating excess costs
- £1.2m towards the restoration and renaissance of Newhaven Fort from Wave Leisure and Lewes District Council
- £1m from private sector businesses to unlock funding from the Business Capital Grants Programme.
- £250k from Lewes District Council towards wayfinding, in tandem with our successful submission to the Future High Streets Fund
- A current application to the Institute of Technology towards the new maintenance and commercial vehicle facilities proposed by Brighton & Hove Buses and East Sussex College Group.

This is not the end of the story. As we seek to agree Heads of Terms for our Town Deal and develop detailed business cases, our Town Deal Board will continue to work with all delivery partners to maximise the return on investment for Government.

“This money should be used to benefit the residents and visitors to Newhaven. To improve on Town Centre infrastructure and tourist attractions such as Newhaven Fort”.

Visitor to our Virtual Exhibition, January 2021

Strategic Programme	Projects	Total Programme Cost (£)	Our Towns Fund Ask (£)
Re-connecting our Town	<ul style="list-style-type: none"> • Pedestrian Gateway • Wayfinding & Visitor Trails 	£1,307,273	£1,057,027
Building our Economic Strength	<ul style="list-style-type: none"> • Norton Road Business Park • Avis Way Improvement Plan • Social Enterprise Incubator • The Old Boatyard • Business Grants Programme 	£20,579,320	£5,430,190
Re-imagining our Town Centre	<ul style="list-style-type: none"> • Community & Creative Hub • Supporting our FHSF plans 	£1,357,700	£1,305,700
An Active Community	<ul style="list-style-type: none"> • Eastside Recreation Ground • Fort Road Recreation Ground • Newhaven Football Club • Denton Island Slipway 	£4,469,000	£3,421,000
Destination Newhaven	<ul style="list-style-type: none"> • Newhaven Fort • Railway Quay 	£7,041,000	£5,841,000
Better Journeys for All	<ul style="list-style-type: none"> • Hydrogen Hub & Training Facility • Multimodal Travel Superhubs • Body, Paint & Trim Facility 	£6,573,500	£6,473,500
Maintaining Maritime Vitality	<ul style="list-style-type: none"> • Marine Gateway 	£1,155,000	£1,155,000
TOTAL PROGRAMME (£)		£42,482,792	£24,683,416

Figure 5.2: Our Towns Fund Ask

53. Uplift in Gross Value Added (GVA) has been calculated based on FTE jobs created and / or safeguarded as a result of Towns Fund investment.

Our Proposals

5.4 Theory of Change

We have developed an overall Theory of Change through our extensive engagement process, visioning workshop and our Town Deal Board. This is shown below. Individual logic maps for each of our Strategic Programmes are provided as an Appendix.



Our Proposals



5.5 Re-connecting our Town

<p>Programme Description</p>	<p>A well-connected town is a thriving town. Re-connecting the Town Centre with key residential and business areas, along with the transport interchange will increase footfall and dwell time, whilst reducing traffic congestion and improving air quality.</p>
<p>Programme Rationale</p>	<ul style="list-style-type: none"> • In East Sussex, most local journeys to work are less than 5km. Enhancing pedestrian / cycle connectivity will encourage more users, improving health outcomes and reducing congestion created by short journeys of this nature. • 23% of residents with a limiting long-term health problem, improved pedestrian connectivity will support residents engaging in activity and link well with our 'An Active Community' strategic programme. • Newhaven experiences transport challenges, particularly around severance and congestion, both along the A259 which runs east to west through the town, and the Town Centre ring road. Apart from congestion, the level of traffic has had negative impacts on air quality at the pedestrian crossing points on the ring road resulting in an Air Quality Management Plan for the town.
<p>Strategic Fit</p>	<p>Aligns strongly with key Themes in our TIP:</p> <ul style="list-style-type: none"> • A Thriving and Vital Southern Gateway to the UK – the project will help enhance air quality through reducing congestion and unnecessary journeys, promoting sustainable travel options. • Re-imagining our Town Centre as a Focus for Community Life – the project will improve inter-town connectivity for pedestrians, helping to address the disconnect between the Town Centre and surrounding areas that has been created by the ring road. Improved gateways will drive new footfall to our Town Centre. • Valuing Creative Freedom – the project will utilise the best of Newhaven's creative community, designing gateways and trails that celebrate our town and its unique appeal as well as supporting employment within our fast-growing creative cluster. • Making the Most of our Maritime Heritage – the project celebrates our key marine gateway at the Port, linking with key transport hubs and our accelerated project at Railway Quay. Trails will link to our key heritage attractions and make the most of our town's rich maritime heritage. <p>Aligns with the Towns Fund Intervention Themes:</p> <ul style="list-style-type: none"> • Local Transport – the project will provide enhanced connectivity for cyclists and pedestrians across our town, encouraging modal shift and better linking key employment, leisure and residential areas to retain more community and visitor spending within Newhaven. • Urban Regeneration, Planning and Land Use – making better use of public sector assets to facilitate modal shift and improve the walking and cycling environment for residents and visitors to Newhaven. <p>Aligns with key sub-regional policy drivers including the East Sussex Covid-19 Recovery Plan (Mission 5: Cleaner Energy, Greener Transport) and is strongly supported by the Air Quality Management Plan and the Local Cycling & Walking Infrastructure Plan which seek to promote modal shift and enhanced cycling / walking infrastructure.</p>

Our Proposals



5.5 Re-connecting our Town

Key Actions	<ul style="list-style-type: none"> • Provision of a new pedestrian crossing to enhance connectivity between Railway, Ferry and Bus Gateways. The crossing will link to the former UTC building that is currently under redevelopment, as well as the new leisure facilities at Railway Quay (our accelerated project). • A package of wayfinding and visitor trails that will connect key sites / areas, improve cycling and walking access, enhance public realm and visitor breadcrumb trails to improve visitor orientation and retain visitors (incl. the 400k ferry passengers pa) for longer in Newhaven.
Spend Profile	<ul style="list-style-type: none"> • 2021/22: £70,764 • 2022/23: £584,573 • 2023/24: £401,690 <p>TOTAL TOWNS FUND ASK £1,057,027 TOTAL PROGRAMME COST £1,307,273</p>
Outputs	<ul style="list-style-type: none"> • New pedestrian crossing from railway station linking to ferry service, former UTC and Railway Quay • Enhanced wayfinding and public realm to better connect key areas of the town • New trails to attract and retain visitors to Newhaven.
Outcomes	<ul style="list-style-type: none"> • Improved connectivity within and beyond the town is improved • More attractive environment and public realm for residents, visitors and workers • Safer pedestrian access, facilitating increase walking activity and healthier lifestyles • Enhanced visitor experience, dwell time and spend • Enhanced sense of place.
Estimated BCR	<p>Initial Towns Fund BCR: 3.19 Overall Programme BCR: 2.50</p> <p>NB. Not all WebTAG benefits (eg, reduced congestion) have been calculated at this stage. These will be provided in our final business case.</p>

Our Proposals



5.6 Building our Economic Strength

<p>Programme Description</p>	<p>The town will have a strong and diverse economic base which meets the employment needs of the local community and beyond, with an established reputation as a hub for 'clean and green' technologies and businesses. The delivery of new employment space will create employment and skills development opportunities for our residents, bringing more people into work, reducing unemployment and related issues. The delivery of new affordable housing will also support local workers to live locally, increasing the local impact of jobs and supporting economic and productivity growth.</p>
<p>Programme Rationale</p>	<ul style="list-style-type: none"> • Building on the success of our EZ which has already attracted more than £40m of private sector investment. • Over 25% of working age residents have no qualifications, compared to 19% in the South East. • Less than 19% have Level 4 qualifications or higher, compared to 27% nationally. • JSA / Universal Credit claimant count of 8.5% (Nov 2020) compared to 6.4% nationally and 5.2% across South East. • 66.1% of employment in Newhaven is in sectors classified as 'at risk' due to Covid-19, well above the national average (48.9%). • Our EZ's Avis Way Business Forum has highlighted that the quality of Newhaven's commercial stock is a growing concern. • Significant waiting list for affordable housing, with 13% of district's Housing Register in Newhaven. • 8.39% of 16-17 years olds are classed as NEET, more than double the East Sussex average.
<p>Strategic Fit</p>	<p>Aligns strongly with key Themes in our TIP:</p> <ul style="list-style-type: none"> • A Thriving and Vital Southern Gateway to the UK – the project will lead to new employment creation and skills development opportunities for residents, alongside provision of new affordable housing to support community wealth building. • Celebrating the Energy of Industry – provision of new enterprise space and enhanced existing key employment sites will drive new investment in Newhaven and create employment, building on the innovation and inventiveness that characterises our community. <p>Aligns with the Towns Fund Intervention Themes:</p> <ul style="list-style-type: none"> • Urban Regeneration, Planning & Land Use – the project will provide enhanced employment space and housing, supporting wider growth ambitions and cementing the town's role as a key southern gateway to the UK. • Enterprise Infrastructure – providing new enterprise space to support the town's transition to a higher-value economy linked to green technologies. <p>Aligns with key sub-regional policy drivers including the East Sussex Covid-19 Recovery Plan (Mission 2: Building Skills, Creating Jobs) and is strongly supported by the Neighbourhood Plan, the SELEP Local Industrial Strategy and the SELEP Social Enterprise Prospectus. The delivery of new jobs and business growth strongly aligns with the UK Industrial Strategy, helping to address skills deficits locally to support more of our community into employment.</p>

Our Proposals



5.6 Building our Economic Strength

Key Actions	<ul style="list-style-type: none"> • Delivery of new commercial space on disused site on East side of Newhaven. • Avis Way Improvement Plan – package of measures to enhance existing employment area. • Social Enterprise Incubator – a dedicated incubator facility for social enterprise start-ups offering advice, training and workspace. • The Old Boatyard – redevelopment of contaminated waterside site for affordable homes for local people. • Business Capital Grants Programme – a programme of small capital grants to Newhaven businesses to support local job creation, economic growth and post-Covid 19 recovery.
Spend Profile	<ul style="list-style-type: none"> • 2021/22: £1,533,062 • 2022/23: £2,246,578 • 2023/24: £1,296,193 • 2024/25: £354,356 <p>TOTAL TOWNS FUND ASK £5,430,190 TOTAL PROGRAMME COST £20,579,320</p>
Outputs	<ul style="list-style-type: none"> • Up to 2,254sqm of new commercial and social enterprise space • 90 new affordable residential units • Improvements to existing industrial / employment areas
Outcomes	<ul style="list-style-type: none"> • Up to 71 FTE jobs created and / or safeguarded • 83 new learning opportunities per year • Up to 10 businesses supported per year • Increased business birth and survival rates • Increase in commercial rental values.
Estimated BCR	<p>Initial Towns Fund BCR: 8.46 Overall Programme BCR: 1.87</p>

Our Proposals



5.7 Re-imagining our Town Centre

<p>Programme Description</p>	<p>Our communities are ready for our Town Centre to become a destination again. This is grounded in our understanding of local and wider needs, to re-imagine and create spaces and places people want to use. Our Town Centre will become a hub of the community that local people are proud of and want to protect. The Town Centre will be revitalised as a focus for community life, with a well-maintained public realm and a greater range of community services, shops and amenities.</p>
<p>Programme Rationale</p>	<ul style="list-style-type: none"> • The Town Centre has been cut off by the ring road and poor access / connectivity for too long. As a result: • Town Centre vacancy rate of 19%, almost double the national average, with footfall having declined by 21% in last four years alone. • Town Centre suffers from low dwell time and low spend, with half of all visitors staying for less than one hour. • Less than 8% of residents choose to do most of their shopping in the Town Centre, instead preferring edge-of-town retail parks. • Limited evening and weekend use encourage anti-social behaviour, with double the level of crimes per 1,000 population to nearby Seaford.
<p>Strategic Fit</p>	<p>Aligns strongly with key Themes in our TIP:</p> <ul style="list-style-type: none"> • Re-imagining our Town Centre as a Focus for Community Life – the project will help revitalise our Town Centre and make it a hub for our community, offering enterprise and community / performance space to bring footfall back into our High Street. <p>Aligns with the Towns Fund Intervention Themes:</p> <ul style="list-style-type: none"> • Urban Regeneration, Planning & Land Use – the project will bring the redundant 1st Floor of our Library building back into use and provide an enhanced range of facilities in the Town Centre. It will support the Re-imagining of the Town Centre identified in our recent Future High Streets Fund bid. • Enterprise Infrastructure – the project will create new enterprise space in the form of small units that will offer opportunities for local entrepreneurs and SMEs to develop and grow. <p>Aligns with key sub-regional policy drivers including the East Sussex Covid-19 Recovery Plan (Mission 1: Thinking Local and Acting Local; and Mission 4: Better Places, Fuller Lives) and is strongly supported by the Neighbourhood Plan. The programme further links with the UK's Industrial Strategy, in particular the Creative Sector Deal. New enterprise space will be delivered for creative industries in Newhaven, supporting the fast-growing sector across the Greater Brighton City Region and linking well with LDC's Future High Streets-funded programme.</p>

Our Proposals



5.7 Re-imagining our Town Centre

Key Actions	<ul style="list-style-type: none"> • Delivery of a new Community and Enterprise Hub in the heart of our Town Centre, offering space for shared working, start-ups and community organisations.
Spend Profile	<ul style="list-style-type: none"> • 2021/22: £231,986 • 2022/23: £578,188 • 2023/24: £405,087 • 2024/25: £40,331 • 2025/26: £50,108 <p>TOTAL TOWNS FUND ASK £1,305,700</p> <p>TOTAL PROGRAMME COST £1,357,700</p>
Outputs	<ul style="list-style-type: none"> • 385sqm of new enterprise space • 270sqm of new community space • New studio / performance space
Outcomes	<ul style="list-style-type: none"> • Up to 16 FTE jobs created and / or safeguarded • Increased Town Centre footfall, dwell time and spending • Increased opportunities for business start-ups and local entrepreneurs • Enhanced public realm • Enhanced Town Centre connectivity and attractiveness • Strengthening community through inter-generational services.
Estimated BCR	<p>Initial Towns Fund BCR: 3.10</p> <p>Overall Programme BCR: 2.97</p>

Our Proposals



5.8 An Active Community

Programme Description	<p>An active community is a healthier, stronger and more prosperous community. Promoting and maintaining healthy lifestyles will support health and well-being. The delivery of a range of land and water-based recreation initiatives across Newhaven will provide residents with a variety of opportunities to participate in active pursuits.</p>
Programme Rationale	<ul style="list-style-type: none"> • 23% of residents have a limiting long-term health problem or disability, restricting ability to work. • According to Active Sussex, 25% of Newhaven South and 23.6% of Newhaven North residents are classed as 'inactive'. • Claimant count of 8.5% (Nov 2020) compared to 6.4% nationally and 5.2% across South East. • 36% of our 10-11 year olds are classed as obese, around 1/3 higher than the district average. • 34% of our residents suffer from loneliness – well above the average for the area – with this issue having worsened due to the Covid-19 pandemic. • Significantly higher incidences of crime and anti-social behaviour (119 crimes per 1,000 population, compared to 56 per 1,000 in nearby Seaford).
Strategic Fit	<p>Aligns strongly with key Themes in our TIP:</p> <ul style="list-style-type: none"> • A Thriving and Vital Southern Gateway to the UK – the project will help enhance quality of life for our residents through provision of enhanced greenspaces and access to leisure and recreational facilities. • Making the Most of our Maritime Heritage – the project supports the focus on the maritime sector as a key opportunity to foster growth alongside development of our visitor economy. <p>Aligns with the Towns Fund Intervention Themes:</p> <ul style="list-style-type: none"> • Urban Regeneration, Planning & Land Use – the project will provide enhanced community active leisure facilities, as well as improving leisure and commercial access to the river. <p>Aligns with key sub-regional policy drivers including the East Sussex Covid-19 Recovery Plan (Mission 4: Better Places, Fuller Lives) and is strongly supported by the Neighbourhood Plan and key local policies.</p>

Our Proposals



5.8 An Active Community

<p>Key Actions</p>	<ul style="list-style-type: none"> • Enhancements to Eastside Recreation Ground to revitalise an existing greenspace as new developments come forward. This will include a new children's playground, sports changing facilities and improved allotments. • Delivery of a masterplan to enhance Fort Road Recreation Ground with a range of new facilities including natural play and nature areas, a new Community Hub for Club users, enhanced play and outdoor gym as well as improved accessibility and connectivity within and with nearby residential areas. • A new 3G playing pitch for Newhaven Football Club to enable them to offer new training and community facilities and expand the 24 teams currently operated by the Club. • Constructing a new slipway on Denton Island for Peter Leonard Marine. This will offer improved riverside access, creating and sustaining boatyard jobs as well as potential for greater river access for leisure users – helping us to make the most of our maritime environment.
<p>Spend Profile</p>	<ul style="list-style-type: none"> • 2021/22: £1,656,320 • 2022/23: £1,178,150 • 2023/24: £586,530 <p>TOTAL TOWNS FUND ASK £3,421,000</p> <p>TOTAL PROGRAMME COST £4,469,000</p>
<p>Outputs</p>	<ul style="list-style-type: none"> • New community sports and social facilities • New and enhanced community / greenspace and sports facilities
<p>Outcomes</p>	<ul style="list-style-type: none"> • 26 FTE jobs created and / or safeguarded • 47 new learning opportunities per year • Reduced anti-social behaviour • Increased participation in sports and leisure activities / increase in activity rates • Increased positive health outcomes for resident population • Improved perceptions of Newhaven as a place to live and work through investment in green and blue infrastructure.
<p>Estimated BCR</p>	<p>Initial Towns Fund BCR: 5.01</p> <p>Overall Programme BCR: 3.78</p>

Our Proposals



5.9 Destination Newhaven

<p>Programme Description</p>	<p>The communities of Newhaven will be proud to welcome visitors to the town as a destination, and as the continental gateway to the South Downs National Park and beyond. Newhaven will see an increased number of visitors through enhancements to existing attractions and improved connectivity and trails, which will contribute to changing perceptions of Newhaven amongst residents, visitors and businesses.</p>
<p>Programme Rationale</p>	<ul style="list-style-type: none"> • Just 6% of day visitors to East Sussex come to our district, including Newhaven. • Around 400,000 ferry passengers per year pass through Newhaven, but do not stop in our town, deterred by congestion and a lack of attractions. This is reflected further in the challenges that our Town Centre faces. • The impact of Covid-19 has been substantial with reduced visitor numbers and less ferry services further impacting the viability of our visitor economy.
<p>Strategic Fit</p>	<p>Aligns strongly with key Themes in our TIP:</p> <ul style="list-style-type: none"> • A Thriving and Vital Southern Gateway to the UK – the project will help re-establish as a key southern gateway to the South Downs National Park. • Making the Most of our Maritime Heritage – the project celebrates our maritime connections and will bring a Scheduled Ancient Monument back into full economic use, for the benefit of both residents and visitors. <p>Aligns with the Towns Fund Intervention Themes:</p> <ul style="list-style-type: none"> • Urban Regeneration, Planning & Land Use – the project will provide enhanced community and visitor facilities within the much-loved Newhaven Fort. • Arts, Culture & Heritage – helping to sustain our existing maritime heritage through new investment and visitor facilities to bring additional visitors into Newhaven. <p>Aligns with key sub-regional policy drivers including the East Sussex Covid-19 Recovery Plan (Mission 4: Better Places, Fuller Lives) and is strongly supported by the Neighbourhood Plan and Lewes District Council's Asset Management Plan. The programme fits well with the UK Industrial Strategy and the Tourism Sector Deal – particularly focused on attracting more inbound visitors to the UK and enabling them to explore more destinations. As a key Southern gateway, Newhaven does not currently capitalise on the opportunities afforded by 400,000 visitors using the ferry service each year.</p>

Our Proposals



5.9 Destination Newhaven

Key Actions	<ul style="list-style-type: none"> • The renaissance of Newhaven Fort – providing new facilities that will support the development of our local visitor economy. • Railway Quay – our Accelerated Project that is already under way and will provide new community and visitor facilities on a prominent waterside site adjacent to the entrance to Newhaven Port.
Spend Profile	<ul style="list-style-type: none"> • 2021/22: £1,168,200 • 2022/23: £2,336,400 • 2023/24: £2,336,400 <p>TOTAL TOWNS FUND ASK £5,841,000 TOTAL PROGRAMME COST £7,041,000</p>
Outputs	<ul style="list-style-type: none"> • Restored Scheduled Ancient Monument and visitor attraction • New visitor and education facilities
Outcomes	<ul style="list-style-type: none"> • Increased visitors to Newhaven Fort • Increase in visitor expenditure in Newhaven • Increase in day visitors to Newhaven from within 90-minute drivetime • FTE jobs created and / or safeguarded, both directly and indirectly • Enhanced visitor experience.
Estimated BCR	<p>Initial Towns Fund BCR: 1.32 Overall Programme BCR: 1.07</p>

Our Proposals

5.10 Better Journeys for All

<p>Programme Description</p>	<p>Sustainable transport will be encouraged with a comprehensive and integrated network of public transport that will serve the town itself, providing good connections to the wider region and linking with 'Re-connecting our Town' to ensure improved accessibility by foot and bicycle. The potential for green technologies will be capitalised upon, creating innovative new hubs and training facilities that will provide our community with new skills and employment opportunities.</p>
<p>Programme Rationale</p>	<ul style="list-style-type: none"> • Supports the delivery of the UK's low carbon hydrogen energy ambitions. • Offers opportunity for Newhaven to be the first all hydrogen-powered bus depot in the world, with a fleet of up to 50 hydrogen-powered buses to be operated out of the Hub. No other location has more than 20 currently. • Newhaven experiences transport challenges, particularly around severance and congestion, both along the A259 which runs east to west through the town, and the Town Centre ring road. Apart from congestion, the level of traffic has had negative impacts on air quality at the pedestrian crossing points on the ring road resulting in an Air Quality Management Plan for the town. • Maximises potential of public transport offer – already the third highest performing route for Brighton & Hove Buses - which has been severely impacted by Covid-19. • Town Centre vacancy rate of 19%, almost double the national average, with footfall having declined by 21% in last four years alone. • Town Centre suffers from low dwell time and low spend, with half of all visitors staying for less than one hour. • Less than 8% of residents choose to do most of their shopping in the Town Centre, instead preferring edge-of-town retail parks. • Limited evening and weekend use encourage anti-social behaviour, with double the level of crimes per 1,000 population to nearby Seaford.
<p>Strategic Fit</p>	<p>Aligns strongly with key Themes in our TIP:</p> <ul style="list-style-type: none"> • A Thriving and Vital Southern Gateway to the UK – the project will improve key arrival gateways in Newhaven by bus, offering better quality visitor information and linking well with 'Re-connecting our Town'. • Re-imagining our Town Centre as a Focus for Community Life – providing better visitor gateways into the Town Centre will encourage greater footfall and dwell time, supporting our High Street and retaining more wealth within our local economy. • Celebrating the Energy of Industry – a new Hydrogen Hub and training facility will showcase Newhaven as a leader in green technologies, building on the success of the Rampion Offshore Wind Farm and attracting new green investment. <p>Aligns with the Towns Fund Intervention Themes:</p> <ul style="list-style-type: none"> • Local Transport – supports the delivery of enhanced bus services, alongside reducing emissions to enhance quality of life for residents. This switch to zero emission operations will also provide a unique refuelling facility for the wider Greater Brighton City Region. • Urban Regeneration, Planning & Land Use – the project will reinvigorate key sites around our Town Centre, driving new footfall to our High Street. It will also provide key enabling facilities that support the move to clean renewable energy and zero emissions for buses, but also other large vehicles including Port traffic and the local authority's refuse fleet. • Skills and Enterprise Infrastructure – delivering a new Hydrogen Hub and bodywork facilities offering training opportunities in emerging green technologies and large vehicle maintenance to directly address local and national skills deficits and help establish Newhaven as a centre of excellence for the commercial vehicle industry. <p>Aligns with key sub-regional policy drivers including the East Sussex Covid-19 Recovery Plan (Mission 5: Cleaner Energy, Greener Transport). The project closely aligns with the Government's Ten Point Plan for a Green Industrial Revolution – delivering against the ambition to drive low carbon hydrogen power, as well as fitting with the strategic ambitions of the Greater Brighton Economic Board and the Greater Brighton Hydrogen Working Group.</p>

Our Proposals



5.10 Better Journeys for All

Key Actions	<ul style="list-style-type: none"> Hydrogen Hub & Training Facility – development of a hydrogen hub and linked training offer that will service large vehicles, initially focused on buses, but with potential to include key Port traffic to help reduce emissions and improve air quality across our town. Multimodal Travel 'Superhubs' – new public transport gateways around Town Centre that will support the High Street and provide new facilities to support modal shift and provide visitor information services. Newhaven Body, Paint & Trim Facility – creating a new maintenance base for Brighton & Hove Buses that will safeguard jobs and offer training opportunities in partnership with East Sussex College Group.
Spend Profile	<ul style="list-style-type: none"> 2021/22: £343,675 2022/23: £519,880 2023/24: £2,716,870 2024/25: £2,893,075 <p>TOTAL TOWNS FUND ASK £6,473,500 TOTAL PROGRAMME ASK £6,573,500*</p> <p><i>*likely to unlock significant further match funding through investment in at least 50 new hydrogen-powered buses. Detailed costs are still to be confirmed.</i></p>
Outputs	<ul style="list-style-type: none"> New maintenance facility and Hydrogen Hub Up to 1,680sqm of new enterprise space New public transport gateways to Newhaven Town Centre
Outcomes	<ul style="list-style-type: none"> 17 FTE jobs created and / or safeguarded 120 new learning opportunities per year Enhanced gateways to Town Centre Increased usage of public transport Reduced traffic congestion Improved air quality within AQMA.
Estimated BCR	<p>Initial Towns Fund BCR: 1.28 Overall Programme BCR: 1.26</p> <p>NB. Many of the benefits associated with this programme are linked to WebTAG. Detailed analysis has yet to be undertaken, but this will generate strong positive uplift to this BCR.</p>

Our Proposals



5.11 Maintaining Maritime Vitality

Programme Description	<p>The port will be operationally successful, with Newhaven recognised as a key strategic gateway to the continent. We will have a viable ferry service with an improved welcome and enhanced passenger facilities. Our waterside location will be capitalised upon and maritime-related opportunities will be maximised.</p>
Programme Rationale	<ul style="list-style-type: none"> • 9% fall in freight tonnage using ferry service between 2009 and 2019, which can be linked to poor facilities at the Port (see Appendix) and is impacting longer-term service viability that has already been hard hit by the Covid-19 pandemic. • Today, just 3% of Newhaven jobs are in the transportation & storage sectors associated with the Port. • 400,000 ferry passengers a year are met by a tired gateway that deters many from staying longer in Newhaven, despite passenger numbers on the rise. • Our EZ is driving new demand for enterprise space and has already attracted more than £40m of private sector investment over the past three years.
Strategic Fit	<p>Aligns strongly with key Themes in our TIP:</p> <ul style="list-style-type: none"> • A Thriving and Vital Southern Gateway to the UK – Newhaven Port and our ferry service are a critical gateway to the continent and this project will support the viability and vitality of this offer, creating new jobs and unlocking space for employment. • Making the Most of our Maritime Heritage – the project supports the focus on the maritime sector through investment in maintaining the viability of our Port. • Celebrating the Energy of Industry – the project will unlock new enterprise space, creating jobs and building on the success of our EZ. <p>Aligns with the Towns Fund Intervention Themes:</p> <ul style="list-style-type: none"> • Urban Regeneration, Planning & Land Use – the project will unlock new enterprise space, creating jobs for our community and enhancing existing visitor facilities at the Port. • Enterprise Infrastructure – through a revamped Marine Gateway building, new space for SMEs will be provided. <p>Aligns with key sub-regional policy drivers including the East Sussex Covid-19 Recovery Plan (Mission 2: Building Skills, Creating Jobs; and Mission 4: Better Places, Fuller Lives) and investment in Port infrastructure strongly accords with Government policy.</p>

Our Proposals

5.11 Maintaining Maritime Vitality

Key Actions	<ul style="list-style-type: none"> Delivering a new Marine Gateway that will benefit the Ferry service, as well as creating new space for small and micro-businesses to develop and grow.
Spend Profile	<ul style="list-style-type: none"> 2021/22: £1,155,000 <p>TOTAL TOWNS FUND ASK £1,155,000 TOTAL PROGRAMME ASK £1,155,000</p>
Outputs	<ul style="list-style-type: none"> Refurbished ferry terminal 270sqm of new enterprise space 300sqm of refurbished commercial space
Outcomes	<ul style="list-style-type: none"> Up to 125 FTE jobs created and / or safeguarded Port activity safeguarded Increased annual freight tonnage and passenger numbers on ferry service.
Estimated BCR	<p>Initial Towns Fund BCR: 3.50 Overall Programme BCR: 3.50</p>

5.12 Beyond Towns Fund

This Town Investment Plan builds upon a range of activity that continues to make a difference in Newhaven today, including the designation of the EZ, the success of the Newhaven Growth Quarter, the Rampion Offshore Wind Farm, as well as the emerging developments in the Town Centre (supported by the Future High Streets Fund), Palmerston House (affordable housing) and the emerging Maritime and Sustainable Technologies Hub in the former UTC building (Getting Building Fund).

Our Vision identifies the parameters for our Towns Fund ambition to 2030, which is the subject of this Town Investment Plan.

By committing £24.7million to the Newhaven Town Deal, Government will unlock an investment programme worth almost £42.5million.

Alongside this request, our Town Deal Board would like a commitment from Government to support the delivery of the strategic aims of Transport for the South East, particularly focusing on the strategic interventions identified through their Outer Orbital Corridor Area Study and the A259 around the swing bridge and Ring Road. This will play an important role in delivering our longer-term aspirations and addressing our recognised issues by 2050.

Delivering our Town Investment Plan

Delivering our Town Investment Plan

Our Town Investment Plan will be overseen by the Newhaven Town Deal Board and managed by Lewes District Council. The Council will be the Accountable Body and have overall responsibility for programme delivery.

6.1 Our Delivery Partners

Lewes District Council is the lead partner and Accountable Body for this Town Investment Plan. However, this Plan cannot be delivered without the support of key public, private and voluntary sector partners, some of whom are shown below.



Figure 6.1: Working Together to Deliver Our Vision

Delivering our Town Investment Plan

6.2 Governance

6.2.1 Our Town Deal Board

Our Town Deal Board has agreed Terms of Reference that set out specific actions that the Board will undertake, including to:

- Develop and agree an evidence-based Town Investment Plan
- Develop a clear programme of interventions
- Coordinate resources and influence stakeholders
- Consult and engage with residents, businesses, and organisations to involve them in the development of the strategy; and champion Newhaven at every opportunity.

Following submission of our Town Investment Plan, our Board will seek to update our Terms of Reference ensuring that they remain fit-for-purpose as we move from developing a Plan into the business case and delivery phases of our Town Deal. This will ensure that the Board is well placed to effectively monitor and evaluate progress.

Our Board comprises the following Members, spanning our Newhaven community and all bring a range of different skills to augment delivery.

The Town Deal Board is in place and will continue to operate throughout programme delivery, meeting on a regular basis.



Figure 6.2: Newhaven Town Deal Board Members (as at January 2021)

Delivering our Town Investment Plan

6.2.2 Governance Structure

As the Accountable Body, Lewes District Council will be responsible for managing and administering funds on behalf of the Newhaven Town Deal Board, reporting on performance and monitoring and evaluating progress. Lewes District Council will also be responsible for the Board Secretariat.

Programme Sub-Groups will be established to oversee each of the Strategic Programmes identified in our Plan. Project management and delivery support will be provided by the

Council in conjunction with partners. Dedicated project managers will liaise with our Stakeholder Engagement Sub-Group to ensure that thorough engagement continues with our community, businesses, and organisations.

All delivery partners will be required to sign an Agreement⁵⁴ committing to monitoring and delivering the identified interventions, which will be monitored by the Programme Sub-Group reporting to our Town Deal Board.

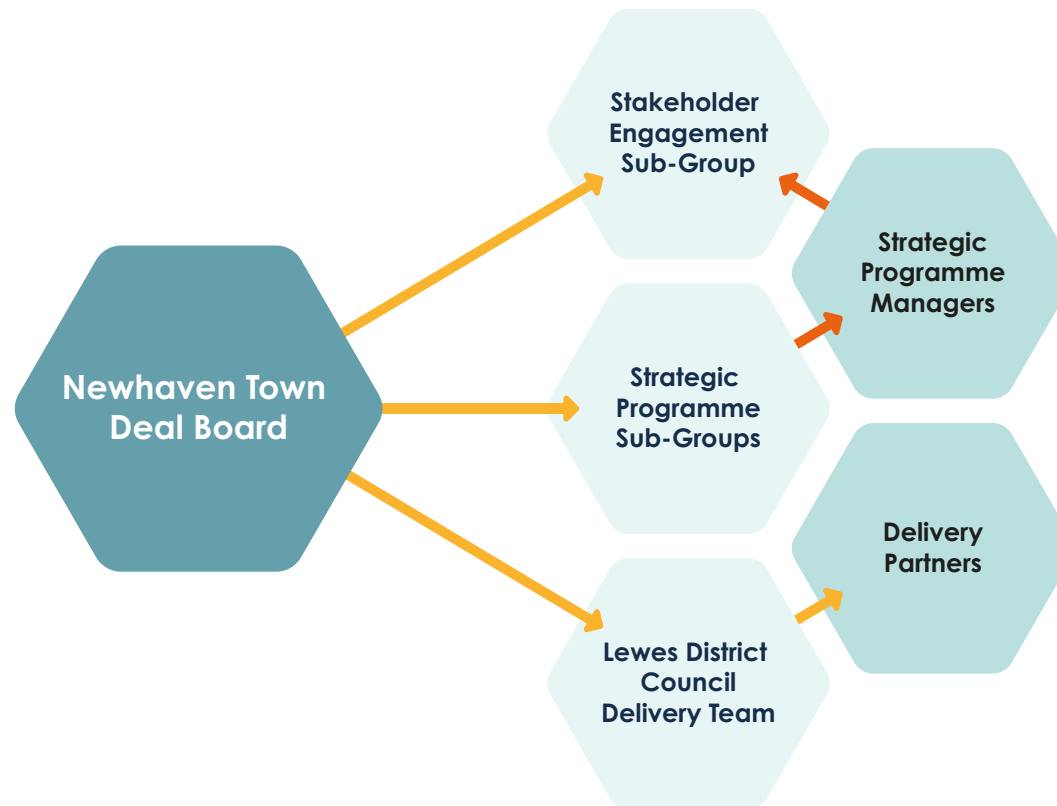
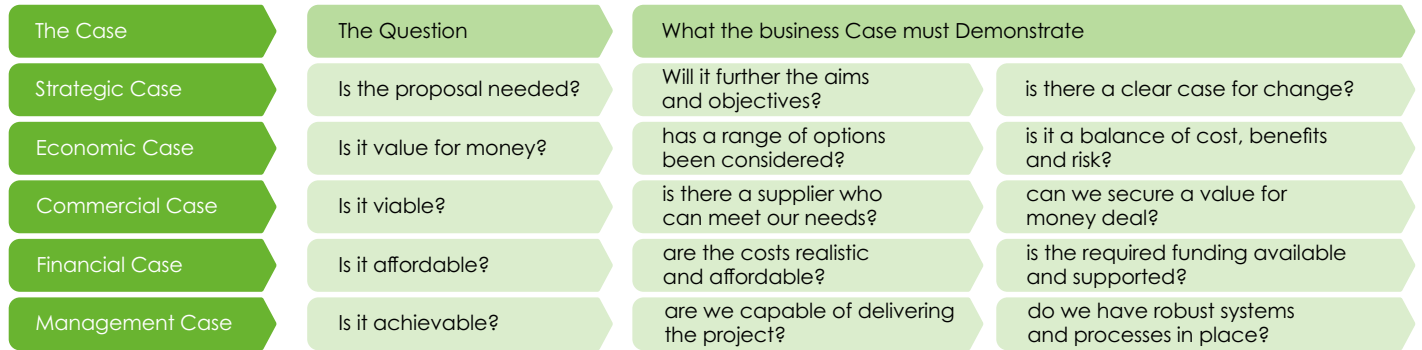


Figure 6.3: Our Governance Structure

54. Designed by the Council's Legal Services team, these agreements will reflect the funding agreement between Government and Lewes District Council.

Delivering our Town Investment Plan



6.2.3 Managing Risk

Risk, issue, and change management are fundamental to the success of any strategy. The Council has in place detailed processes for each, including:

- Each project will have a dedicated cost centre and our accountancy practices will be strictly based on CIPFA Best Practice guidelines.
- Use of Pentana risk management software in line with the Council's Corporate Plan and accountabilities. This will track Key Performance Indicators against targets and is reported to the Council's Policy and Performance Advisory Committee and the Cabinet on a quarterly basis.
- The Council's Legal Services team will prepare detailed 'back-to-back' funding agreements that all delivery partners will be required to sign up to. This will help ensure compliance with the requirements of the Towns Fund and ongoing monitoring and evaluation of our Plan's effectiveness.
- The Council has established Contract Procedure Rules that guide our procurement, with a new procurement policy currently being drafted. This will ensure that all procurement is compliant with the latest legislation and will seek to maximise the Social Value of the proposed investments. This will complement the Local Labour Technical Guidance Note adopted⁵⁵ by the Council in July 2020.

6.3 Team Experience

The team at Lewes District Council has extensive experience of delivering successful grant funding bids and capital projects. Working together with delivery partners, the team will be led by the Council's Deputy Chief Executive and Director of Regeneration & Planning who sits on our Town Deal Board.

Lewes District Council has extensive experience of delivering major capital projects. Most recently, the Council has secured £5m of in-principle funding from the Future High Streets Fund to re-imagine Newhaven Town Centre, as well as £1.3m towards the cost of converting the former UTC building into a Maritime and Sustainable Technologies Hub.

The Council's team has led the set-up and implementation of the Newhaven Enterprise Zone which has already unlocked more than £40m of private sector investment since 2017. Most recently, the Council has delivered Palmerston House, providing an innovative modular solution to some of our social housing needs in Newhaven.

6.4 Developing Business Cases

Following Heads of Terms agreement for our Town Deal, we will progress to the development of detailed business cases that follow the 5-case model and align with the Green Book.

These business cases will be developed in priority order to reflect the spending profile within this Town Investment Plan, with a project management structure designed to expedite completion following agreement on Heads of Terms. Reflecting Green Book requirements, these business cases will include:

- Detailed project descriptions and further rationale for investment
- Independently prepared and robust Benefit-Cost Ratio assessments together with supporting assumptions papers
- Detailed delivery plan
- Detailed monitoring and evaluation plan
- Detailed risk register, clearly identifying key risks and mitigation measures in place
- Specific stakeholder engagement planned during project delivery
- Confirmation of funding arrangements, including evidence of all match funding secured
- Confirmation of all statutory consents required (including planning where necessary).

To ensure robust business cases, we anticipate our Town Deal Board working closely with our Towns Fund Coordinator to assist us in this process.

Delivering our Town Investment Plan

Our Strategic Programmes	2021/22				2022/23				2023/24				2024/25				2025/26			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Re-connecting our Town: New Pedestrian Crossing and Access			■	■																
Re-connecting our Town: Wayfinding and Visitor Trails				■	■	■	■	■	■	■	■									
Buiding our Economic Strength: Norton Road Business Park					■	■	■	■	■	■	■	■								
Buiding our Economic Strength: Avis Way Improvement Plan			■	■	■	■	■	■	■	■										
Buiding our Economic Strength: Social Enterprise Incubator	■	■	■	■	■															
Buiding our Economic Strength: The Old Boatyard at Robinson Road						■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
Buiding our Economic Strength: Business Capital Grants Programme	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■				
Re-imagining our Town Centre: Community & Creative Enterprise Hub	■	■	■	■	■	■	■	■	■	■	■	■	■	■						
An Active Community: Eastside Recreation Ground				■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
An Active Community: Fort Road Recreation Ground			■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
An Active Community: Newhaven Football Club	■	■	■																	
An Active Community: Denton Island Slipway	■	■	■																	
Destination Newhaven: Renaissance of Newhaven Fort		■	■	■	■	■	■	■	■	■	■	■								
Better Journeys for All : Hydrogen Hub & Training Facility									■	■	■	■	■	■	■	■				
Better Journeys for All : Multimodal Travel Superhubs		■	■	■	■	■	■	■	■	■										
Better Journeys for All : Newhaven Body, Paint & Trim Facility									■	■	■	■								
Maintaining Maritime Vitality: A New Marine Gateway	■	■	■																	



elmo × AoC
studio Architecture of Calm

