

Aldrington Basin, Shoreham Harbour

A Delivery Plan Final Version 1.0

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Final Report

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Aldrington Basin: A Delivery Plan

1. Introduction

1.1. Project Background

The Aldrington Basin is identified as a strategic development area within the emerging Joint Area Action Plan for Shoreham Harbour. Aldrington Basin is situated at the very eastern end of the harbour, immediately adjacent to Hove Lagoon. Aldrington Basin is characterised by a mix of employment uses and is situated at a lower level than the Kingsway (A259). The area is currently the subject of a consultation phase to determine public opinion on how the area could be developed to improve the aesthetics, business and leisure opportunities, and increase sustainability of both the current activities and future developments.

Any such plans in the region need to address the objectives of the development vision, namely: increase sustainability of housing, transport access, promote healthy life style and be attractive in design whilst protecting the environment. It is important that a shared understanding of the current activities of businesses in the Basin, their needs and individual growth plans are accounted for. This understanding should facilitate more informed decision making in terms of planning and promoting the area.

The University of Chichester has undertaken a comprehensive research study into port centric activities in port areas through the INTERREG IVa CAMIS project. The Aldrington Basin project is being developed as part of a case study to evaluate the impact of port centric cluster activity on the regeneration of small ports in the Channel Region. This piece of work is being undertaken with the partial support of the CAMIS project. The University was requested to limit the consultation to business stakeholders only as the intended purpose was to identify and develop a base level of understanding to support regeneration. The views of other stakeholders was taken from the supplementary evidence provided by Jaine Huntley and included many transcripts and questionnaires and statements. In all, nine businesses were involved in the process, with 4 attending the event.

1.1.1 Key Stakeholders

- Shoreham Harbour Regeneration Partnership (comprising Brighton & Hove City Council, Adur District Council, West Sussex County Council and the Shoreham Port Authority (SPA))
- Kingsway and West Hove Residents Associations (KAWHRA)
- Western Esplanade Management Group
- Brighton Society
- Businesses/landowners within the immediate project area, including Carats Café – project contributor
- Brighton and Hove City Council

Although all stakeholders will be accounted for they may not be included as part of the research methodology due to time and focus of the research.

1.2. Project Objectives

The principal objective of the project is to produce a viable development plan for the Aldrington Basin area of Shoreham Harbour. The work presented in this report takes account of the recent findings of the INTERREG IVa CAMIS Strand 4 Transport project on the importance of port centric activities and the Strand 3 Cluster research findings. Specific aims include:

- Establishing an understanding of the socio-economic value of similar developments in the UK and Northern France. This included Bristol, Falmouth, Littlehampton and Dieppe.
- Developing an in depth understanding of the current provision in terms of business and leisure including transport infrastructure, target market, cohesion with other organisations and general building/land condition of the Aldrington Basin.
- Actively engaging harbour stakeholders in the collaborative development of a preferred and practical proposal for the Aldrington Basin development that takes into account the operational requirements of the port.
- Determining the best use of available space to increase the opportunities for the current provision whilst providing sustainable complementary additional provision using an economic and social impact model. This will also encompass an assessment of cluster potential within the maritime sector.
- Aligning the findings with the recommendations from the port centricity research to strengthen the chosen development plan
- Recommending a sustainable action plan for the preferred development
- Suggesting suitable options for implementing the preferred development that takes account of both available funds and funding opportunities from local, national and European sources.

1.3 Background to the Project Development

This section will take aspects from the Aldrington Basin supporting literature including the JAAP, Shoreham Port Cluster Project, and the current consultation documents.

1.4.1 Current Environment

Aldrington Basin has, essentially, been left to develop into the mixed use area that it currently is¹. This is in part due to the multi-ownership of the different parcels of land and the surrounding demographics in the Adrington/Hove/Portslade area. Although the region has lacked a vision for development the haphazard nature of the evolution has not been without benefits. In many respects the industries are performing well and although the area itself is very 'tired' looking there is a reasonable level of activity during the day.

The area currently contains a mixture of mainly employment uses ranging from offices, retail outlets, a restaurant and pub at the Kingsway level through to light industrial, storage and marine-related uses down in the basin itself. Some of the sites are owned and leased by the Port Authority including Maritime House, Hove Enterprise Centre, Brighton & Newhaven Fish Sales, Brighton Van Sales and Quayside offices. The remaining sites are in private ownership.

¹ Shoreham Harbour Regeneration, (2013) Joint Area Action Plan Draft 2014

The Aldrington Basin borders a wider multipurpose area. The neighbouring Hove Lagoon is a well-used leisure facility and the coastline provides good fishing opportunities. The wide promenade encourages walkers and cyclists and the port industry ensures a constant business and commercial activity is maintained. As Shoreham Harbour overlaps Arun, Portslade and Brighton and Hove local authority areas there is also a variety of strategic development plans to account for.

1.4.2 Development Status

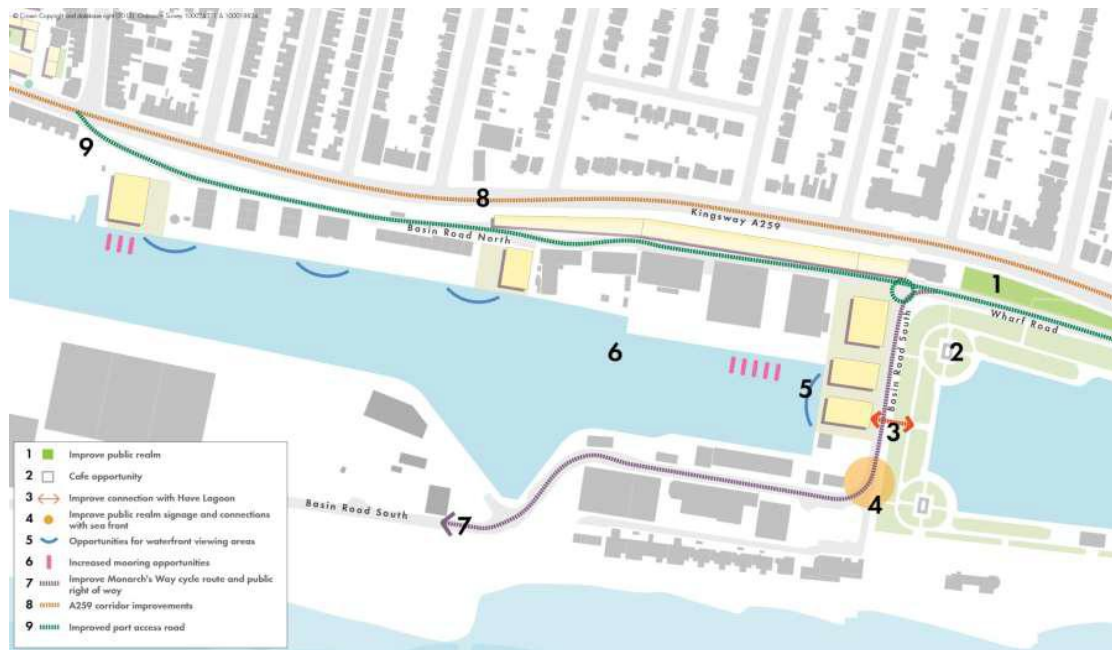
There are various documents that are currently applicable to the Aldrington Basin area of the Port of Shoreham. These include the Port Master Plan and the Joint Area Action Plan. The Port Master Plan is a strategic document setting out the overall objectives for the businesses. Its production involved consultations with key stakeholders but remains a plan of growth for the port itself. The Joint Area Action Plan (JAAP) is being produced to identify a set of realistic, deliverable, locally supported and sustainable proposals for Shoreham Harbour and to manage the impacts of developments over time. The plan is 'joint' because it will be jointly adopted by ADC and BHCC, and endorsed by WSCC and the Port Authority.

The main priorities have been identified in the JAAP as:

- To designate Aldrington Basin as a Strategic Employment/Mixed-use Area (Strategic Site Allocation 1) to accommodate a vibrant mix of new and improved port operational facilities as well as compatible non-port employment uses, including A and B use classes.
- To accommodate appropriately located mixed-use residential development.
- To secure improvements to legibility, permeability and connectivity through high quality building design, townscape and public realm, ensuring to respect and complement the character of surrounding areas.
- To maximise intensification and redevelopment opportunities of existing lower grade, vacant and under-used spaces.
- To ensure that all development takes into account the findings and recommendations of current Strategic Flood Risk Assessments.
- To ensure that new development proposals take account of noise and air quality impacts and that improvements are sought wherever possible.

There are no plans to deviate from these priorities but rather to add to and underpin them to ensure the development is empirically grounded within the area from which it will evolve. The following figure identifies the Public Realm and Connections Plan for the area.

Figure 1 Aldrington Basin JAAP Map



This highlights the desire to blend the Aldrington Basin boundaries with the surrounding infrastructure. The current boundaries are quite clearly defined and leave the visitor under no illusion that they are leaving a relaxing yet active Lagoon for a no less active but considerably more hostile industrial environment.

2. Developing the Opportunity

A significant amount of desk research has taken place over the last few months. This research has looked at both port regeneration case studies and theoretical viewpoints of regeneration in port environments. This section will look at the findings of this research in relation to the Port of Shoreham and more specifically the Aldrington Basin region.

2.1. Port Centricity and its relationship to Shoreham Port

During 2012 and early 2013 the University of Chichester led the CAMIS Strand 4 Port Centricity research. During the research phase the Port of Shoreham agreed to become a case study for understanding best practice in port collaboration and diversification. The following is a summary of the port centricity concept in relation to the Port of Shoreham.

Ports have a vital role in ensuring economic stability on a local, regional and national level. Ports are both transport networks and strategic points at which value can be added to goods. Port centricity is the concept by which ports can facilitate this sustainable growth and become a significant stakeholder in local community growth.

The Port of Shoreham has had to adapt to the changing political, economic, social and environmental climate and as such, has undergone something of an evolution. Attempts have been made to move from a traditionally closed customs based interchange to a locally focused business developer, whereby it has the potential to play an increasing role in economic growth of the local community.

This move towards an integrated, holistic style of managing ports is supported in 'The Port Policy Review' (2012-2013) which aims to introduce a port policy that engenders growth and integration within the sector. The report states that "by bringing together groups of related businesses, ports also create a cluster effect that supports economic growth by encouraging innovation as well as creating and developing new business opportunities and jobs". Additionally, the development of port centric clusters relates directly to the recommendations set out by the 2012 EU Blue Growth Strategy, which seeks to identify both the challenges and their solutions impacting the maritime sector while supporting sustainability and growth.

The Port of Shoreham was found to be embracing port centric activities in many areas of its port operations and best practice was evident in many areas. These included:

1. Adding value to imports in the local area through the supply chain. This is being achieved through the timber processing businesses and marks a valuable diversification of port activity by providing wholesale facilities on the port site. By facilitating storage on the port site, the port provides a necessary service for local customers, reducing the cost of transport for customers, allowing for a 'just in time' approach to business operations, encouraging growth and development of the port itself and decreasing the pressure on the local transport infrastructure. Further to this, the port supports an additional business using returning empty ships to transport wood chip produced from waste wood from the local Sussex area.
2. Green technology activity through collaboration and commitment to making the port a centre for low carbon energy production. The agreement between the Port and a leading energy supplier is expected to attract more renewable energy and green initiative focused companies, thereby allowing the port to meet local energy requirements, whilst supporting economic growth and job creation in the Shoreham area.
3. The incubator and a training centre encourage new business and can serve other port centric clusters through training sessions and skills development. Cluster activity of this type allows the port resources to have multiple uses, supports the development of alternative business activities, while encouraging overall economic growth of the sector and of other port centric cluster activity.
4. In the Aldrington Basin area of the Port there is evidence of a fishing cluster emerging. Of particular interest is the link between local fishermen and the local restaurants, which ensures that the local fishing community is sustainable. This is supplemented by larger fishing trawlers which supply the export market and have customers in Belgium, France and Spain. There is the potential to encourage a cooperative approach to fishing activity in the port through the processing plant.

There are challenges though and these will need to be addressed proactively by both the Port and the other stakeholders in order to maximise the potential benefits and growth opportunities in the port. There is a lack of space and capacity for large scale development within the port site and the transport access by road will be a fundamental issue when considering development. Conversely, this can also be seen as a driver towards adopting a port centric attitude: collaboration and cluster activities can reduce the need for transportation and help to concentrate it on achieving a sustainable level.

Historically, there has been a perceived lack of coherence between port and local development plans, which is currently being addressed by the JAAP and the Harbour Board consultations. That said, the Port does not yet appear to have a clear socio-economic link with the community. The Port is naturally cautious about removing the physical and figurative fences around its perimeter and in

some areas this is not without reason. If the potential benefits of increasing growth and sustainability for all stakeholders are to be achieved though, some of the 'fences' will need to be moved it is important that policy is not used as a tool to prevent growth and that where conflicts are found there is an effort by all parties to find common ground.

There have always been historical conflicts between surrounding residential areas and the development of port sites. This does not have to be the case though as demonstrated in the case studies developed later in this report. Many of the conflicts arise through a lack of awareness and appreciation of planning implications and it is important that the current consultation addresses this in a way that is accessible to the other stakeholders.

The Port of Shoreham has demonstrated a forward thinking approach to maximising the commercial potential of port areas and has laid the foundations for a greater depth of collaboration. It must now follow through on some of the actions and ensure there are some early developments that provide distinct benefits. Some quick wins are essential to prevent apathy.

The diversity of businesses and the supply chain links within the individual port sectors has allowed an increase in sector specific businesses to locate within the port vicinity. These local start-ups/relocations/diversified businesses are evidence of facilitated growth opportunities within the region that will lead to a strengthened supplier and customer base for all related businesses thereby increasing the sustainability of future growth. It is the aim of this report to look in greater depth at the port centric opportunities that have arisen in the Aldrington Basin area and to recommend additional steps that could be considered by the three major stakeholders – the port, the local authority and the business owners.

2.2. Port Regeneration

According to Robert (2000, p.24) , urban regeneration is driven by (i) economic transition; (ii) concerns of social and community environment; (iii) physical obsolescence and new land and property requirements; and (iv) environmental quality and sustainable development (Robert 2000). In terms of waterfront regeneration, it is often forced by port closure, deindustrialisation, land abandon and desire of open space. Regeneration can also be due to a positive change in fortunes, a desire to improve and a need to replace the old with new.

Regeneration itself can be carried out by the land owner; land owner in collaboration with local authorities, a business partnership, or in some cases through full cooperation/consultation with all stakeholders. In the case of Shoreham port and specifically the Aldrington Basin area it is the latter that has occurred.

There have been many studies into port clusters and regeneration projects. These have looked for lessons that can be learned to enhance the robustness and sustainability of future projects. One important lesson to learn is the variety and diversity of needs that each stakeholder brings with them to a regeneration or development plan. In the case of Shoreham there are a multitude of different stakeholders who have important, if not always large, parcels of land, business interests, and residential holdings. As the Aldrington Basin lies within different local government jurisdictions, there are also political and policy implications to consider when devising development plans. Understanding these needs can be difficult and can make the planning process fraught with

problems. De Langen (2006)² took these issues and put them into context with port clusters and found that the importance and influence of stakeholders was also fluid and changed according to the stage of the planning process and the direction of the regeneration plan. There has been a sense of hierarchy apparent within the Basin area during the research – leaseholders and tenants are not always as active in the process as they should be due to the perception that their views are not relevant as their ‘stake’ is purely business operations and not long term ownership. Ownership is only part of the issue though; authority and responsibility may impact much more. There can be a tendency to veer towards owner consensus rather than user and this can impact on any regeneration plans success. It is important in the case of the Aldrington Basin that these findings are considered as the complexity of interest is considerable when the size of the area is accounted for.

Chang (2011) found that each port in the SW of England supported at least one business cluster. The role of the port within these clusters was deemed to be one of support to bridge the gaps between different sectors – providing a platform/infrastructure for continuing dialogue and cooperation between the public, education and training, research and knowledge exchange³. By providing the infrastructure for business start-up and incubation, the Port of Shoreham is already promoting itself as a supporter of local business growth. This evidence of good practice is partial and there needs to be an openness of process and more inclusivity rather than the defensive stance that is apparent. Providing the opportunity is only half the solution – there needs to be the process in place to support and include the businesses in the longer term plans. This is not yet established.

Taking the next step to a clear ‘port-city’, as described by Ducruet (2006), would require a gradual process and not something defined or prescribed⁴. Ducruet found that there was no commonality between how ports evolved and the conditions that were necessary for growth. The conditions were the same in as much as being economic, policy and demand led, but they were specific to each individual port and the stakeholders involved. What was found, that is important to Aldrington in terms of traffic capacity, is that growth and ‘success’ is not necessarily related to an increase in traffic, but rather a honing of operations and an equilibrium between different temporalities, functions and collaborative activities.

2.2.1 Social Impact Assessments

According to Sairinen (2006 p120) the social dimensions of urban waterfront regeneration plans have become increasingly important in urban politics. In coastal urban areas such as Shoreham, the competition for waterfront space, the need for public access to the shore and the conservation of waterfront biodiversity as a natural resource have become an increasingly topical issue in urban policy⁵. In the case of the Port of Shoreham the stakeholders are varied and in the Aldrington Basin area the access issues and diversity of use appears to further complicate the situation.

² De Langen, P. (2006). "Stakeholders, Conflicting Interests and Governance in Port Clusters." *Research in Transportation Economics* 17: 457-477.

³ Chang, Y.-C. (2011). "Maritime clusters: What can be learnt from the South West of England." *Ocean & Coastal Management* 54(6): 488-494

⁴ Ducruet, C. & Lee, S. (2006) Port-City Evolution and Regional Competition. *GeoJournal*, Vol 67, Issue 2, pp107-122

⁵ Sairinen, R. and S. Kumpulainen (2006). "Assessing social impacts in urban waterfront regeneration." *Environmental Impact Assessment Review* 26(1): 120-135.

The social dimensions of urban waterfront planning have four main characteristics:

1. Resources and identity
 - a. Main characteristics and strengths of the area
 - b. Opinions of the environmental, cultural or historic values
 - c. Significance to the visual, social, and cultural identity (city image, community identity)
2. Social status
 - a. For whom (social, age or ethnic groups) are the housing and service areas planned and built?
 - b. Role of social/private housing
 - c. Segregation and/or gentrification processes
3. Access and activities
 - a. Are the waterfront areas accessible to the public?
 - b. What kinds of activities are possible? "Water dependency"
 - c. Easy or difficult approach to waterfront?
 - d. Traffic and parking questions; waterfront routes
4. Waterfront experience
 - a. Presence of water (sea, lake, river, etc.)
 - b. Restorative experiences, importance of visual messages, physical touch, tastes, voices, moving in the space, sense of transition as identification (Sairinen 2006)

The Harbour Board have taken account of the public involvement in planning and regeneration of the waterfront by opening the JAAP to a public consultation. The workshop and associated research have identified that the Aldrington Basin area are particularly sensitive to the social aspects of planning and there is a strong case to identify through a social impact assessment the possibilities to improve strategic management through an understanding of the values and meanings of the waterfront area to the different stakeholders. The danger of following through with this though is that it further delays any action and this is already proving detrimental to stakeholder relationships.

Social Impact Assessment SIA

There is evidence of the social aspects of planning within the JAAP but this is limited to the provision of social infrastructure through charges and levy's rather than social value to stakeholders. It is recommended that the complex nature of social ownership within the Aldrington Basin may warrant an additional SIA to be carried out.

2.3. Case Studies

This section will look at the specific case studies in both the UK and France. Each case study has been chosen for a specific benefit or opportunity that could be used in the Aldrington Basin area.

2.3.1 Falmouth: Discovery Quay

Falmouth is not dissimilar to Shoreham in terms of port ownership and operations. Falmouth is also constrained by space being situated on a peninsular. The geography of the land is rocky with many cliffs and bays in the area. A&P Falmouth run the port and is one of the largest employers in the

Cornwall marine sector. It is estimated that the supply chain contains approximately 2000 employees both directly and indirectly. A&P Falmouth is the largest ship repair, conversion and marine service company in Falmouth and also controls the docks.

Figure 2 Falmouth Docks



Just to the south western edge of the port is an area called Port Pendennis. Within this area, nudging the coastline is a space now called Discovery Quay. Within this area is 'Events Square'. The area used to be derelict land with limited use to the port. In terms of the sequence of arrival, the Docks came first and later the marina was added. The housing area was built around the edge, followed by a museum. The museum attracted a great degree of footfall, which then was of benefit commercially and the shops and restaurants were added to provide the amenities that were considered lacking and preventing a longer stay in the area. The square is very important for hosting festivals and at times, this absolutely transforms Falmouth. A discussion with Paul Wickes, the CEO of Cornwall Marine Network, highlighted the importance of the area to the community and also economically.

"The area you refer to is called Events Square, a significant benefit of the area is that everything has some sort of link and offers many different reasons for people to be in this area of the town."

Figure 3 Maritime House, Discovery Quay, Falmouth, Cornwall



The development required major investment, including European ERDF to build the National Maritime Museum Cornwall. The area in front of the museum was developed to create an open paved square which is the focal point for most of Falmouth's major festivals (i.e. Oyster Festival). Usually a large marquis is erected and it is large enough to have a stage and music performances.

Around the square are three rows of shops / restaurants. They include a Rick Stein fish and chip shop and delicatessen and a Tesco Metro. The museum backs onto the sea adjacent to the docks. There is a private marina called Port Pendennis Marina. Between the museum and the Docks is a housing estate built about 15 years ago – also called Port Pendennis.

Figure 4 Events Square, Discovery Quay, Falmouth Cornwall



The investment in this area has been significant. The museum was funded, mainly through ERDF, and cost in the region of £28 million. The rest of the development has been through private investment.

A private company runs events on the square. Sometimes the Town Council makes contributions, but not much and not often. Each of the businesses benefits from the investment through increased footfall, increased customer base, increased growth and development opportunities and a much more pleasant place to work. In many respects the area has joined the town (in the northwest) to the docks (in the southeast) and further into the peninsula and the leisure opportunities offered here. It has increased the opportunities for both residents and visitors to enjoy the town at different times of the day. When Falmouth hosts events (i.e. next year there will be another Tall Ships race) then Events Square becomes the focal point for the entertainment.

Discovery Quay is slightly larger than Aldrington Basin and has better through road access and parking provision.

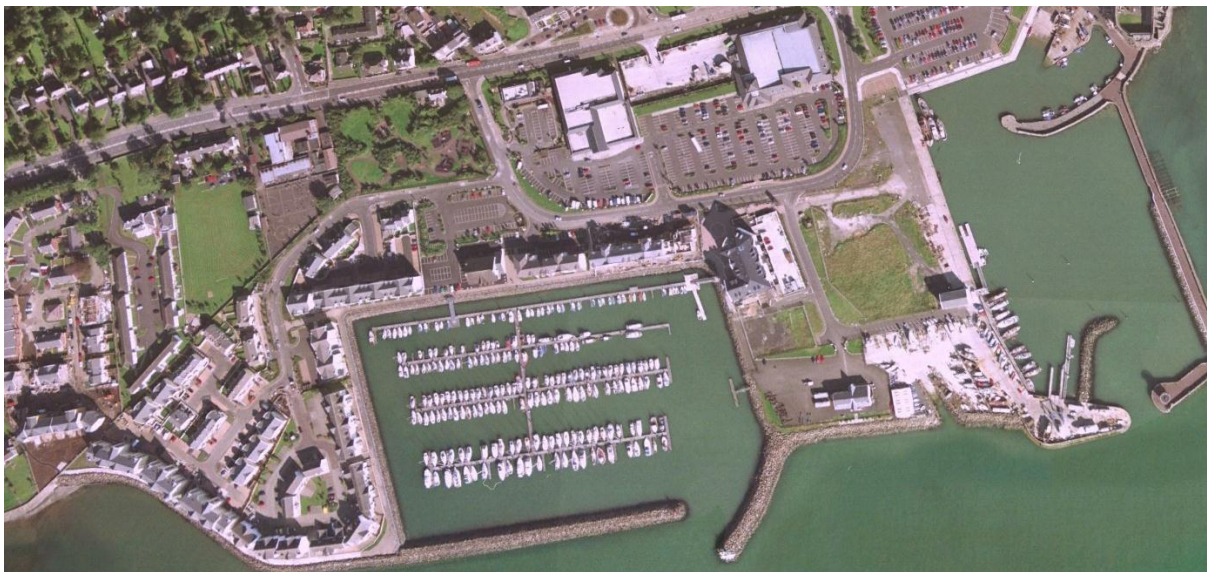
Blurring Boundaries

The main lesson Aldrington can learn from this development is the blending of environments and linking of different areas and the increased footfall to peripheral businesses. This has been identified as a significant issue with the current infrastructure and an opportunity for consideration.

2.3.2 Case Study: Carrickfergus⁶

The waterfront development in Carrickfergus is an example of how a local authority initiated a spatial plan for the rejuvenation of the harbour area, which resulted in the development of mixed-use infrastructure and a range of leisure and amenity facilities. The local population have ultimately benefited from an estimated £25m staged investment from the private sector and the creation of 335 jobs for the area.

Figure 5 Carrickfergus Port



⁶ Martin, A. & Shipman Martin, B. (2011) Marine Recreation and the process of rejuvenation of small ports and harbours. NDP Marine RTDI Desk Based Study Series Ref: DK/01/011

Carrickfergus is situated in the north–east, on the shores of Belfast Lough. The town has a population of just under 23,000 (1991 Census) and serves largely as a dormitory town for Belfast. It is easily accessible from Scotland and the Isle of Man, providing a useful stopover for boats cruising to and from Britain. There is now virtually no industrial activity in the harbour other than the provision of services for the leisure market which includes a 300–berth marina run by Carrickfergus Borough Council (CBC) as part of the town’s harbour area. The Council, in partnership with the private sector and central government, is in the process of providing a major commercial/retail and amenity area for the benefit of the local population, as part of the overall regeneration of the town. The harbour area was previously a run–down commercial area, used by coal and oil importers and for general port storage. Alternative sites were considered for regeneration and the value of linking the harbour and marina areas to take advantage of the attractions of the waterside setting was amongst the factors recognised in making the final selection. The visual appeal and general attractions of the marina have been capitalised on in the selection of a site adjacent to the town’s harbour for significant redevelopment.

The regeneration represents a strategic effort by the Council, in partnership with central government, to attract consumer spending into the town and to tackle general environmental decay. The Maritime Area Partnership, set up by the CBC with the Department of the Environment for Northern Ireland, is responsible for implementing the strategy.

The development comprises mixed uses including a large shopping centre with the Northern Ireland Co–operative as anchor store; a McDonalds fast–food outlet; a pub/restaurant; 96–bed hotel, cinema and leisure facilities; apartments and offices. Net public funding of £4 million sterling stimulated private sector investment of £25 million sterling (£21 million at 1993 prices), and over 335 jobs were created. (Total public investment = £6m against which the Department received £2m from the private sector for the sale of the land.) To date, most of the planned development has taken place, with the exception of the provision of a hotel. Marina administration offices are now housed in the newly built office space and the waterfront also has its own tourism sub–office.

This regeneration of the waterfront and harbour of Carrickfergus provides an example of how a local authority can capitalise on the positive qualities associated with a marina, harbour and waterfront area to the advantage of the local population. The provision of public services in Northern Ireland is vested in central government to a much greater extent than in the Republic of Ireland. Leisure management and the provision of public amenity are amongst the areas within the remit of local government, which may help account for the concerted approach by CBC to maximise the “public good” to be gained from the regeneration of a harbour area.

Job Creation in Leisure

Aldrington Basin is not, as was the case of Carrickfergus, an area in commercial decline so the lessons that can be taken from this case study are the importance of recognising the economic growth and job creation opportunities of leisure amenities. The linking up of previously separate areas has ensured a more cohesive development that appeal to the majority of stakeholders.

2.3.3 Saint Cast Port d'Armor

Saint Cast-Le Guildo is situated to the east of the bay of Saint Brieuc, on the north-western Brittany coast. It is in the Département (County) of the Côtes d'Armor, some 35 miles by road from Saint Brieuc to the west, and 20 miles from Saint Malo to the east. In 2001 the decision was made to increase the marina provision in the town to try and address the regional shortage of berths but also to improve the waterfront area of the town. Although the regeneration here was mainly around leisure, the significance to the Port of Shoreham, and specifically the Aldrington Basin, lies in the linkages between the different aspects of the waterfront and the transport and pedestrian access.

French maritime activities are developed quite differently from activities in the UK. Marinas are also home to many of the countries fishing boats and commercial boating sits well alongside leisure. Included in the regeneration plans were a 20 berth fishing dock and a hoist and maintenance and repair facility.

Figure 6 New Fishing Dock



To encourage commercial and leisure activity to the waterfront it was recognised that access needed to be safe and sustainable. A walkway was provided linking the town and the port area to encourage pedestrians. Car parking was kept to a minimum due to the need to keep in line with the environmental and ecological nature of the development but also due to the landscape limiting the amount of land available for cars. By providing amenities such as food and maritime retail in the development, visitors were encouraged to see the port area as a destination rather than a pass through.

A significant aspect of the developments aims was to ensure the sustainability of the area and to limit the human impact onto the coastline. Saint Cast is one of the very few, if not the only, marina

on the Channel coast to have been granted both the following certifications for the period 2011 – 2013: ISO 14001 (environment), and OHSAS 18001 (health and safety). These certifications require attention to conserving water resources and reducing energy consumption and improving waste management. The safeguarding of the health and safety of personnel during maintenance operations and the surveillance of all port areas, both ashore and afloat, was also a consideration. These objectives were achieved by integrating as far as possible the port infrastructure into the natural environment. The water and energy resources were controlled by installing a water supply system that meters consumption in real time, and constructing an HQE (High Quality Environment) energy efficient building to house the port office and its facilities. A ferry service is now provided to supplement the walkways and road access and an increase in the retail provision is being considered that will include cycle hire and regular delivery services to the waterfront to limit the amount of physical development but maintain the service provision.

The development has increased the use for both leisure and commercial users in an otherwise underutilised area but the main achievement has been to connect the town with the harbour, thereby improving the commercial opportunity for harbourside businesses and the wellbeing of the community.

Connectivity

The main comparisons with Aldrington are around access and transport constraints. Developing the paths and ensuring safety and security are paramount enables a sustainable transport approach to be upheld. Ensuring a thoroughfare rather than a series of dead ends maximises the potential for all types of stakeholder. There are also the environmental possibilities to consider.

2.3.4 Dieppe

The Port of Dieppe has undergone significant regeneration over the last few years. Dieppe has four core industries:

1. Cross-channel transport
2. Commercial shipping
3. Fishing
4. And leisure boating.

By the end of this year (2013) over 50 million euros will have been spent on, or committed to, making the port the regions foremost economic and tourist development. There has been significant upgrading of current facilities including the docks and quays, hard standing areas and warehousing facilities. The lock gate has been replaced and the addition of a floating dock has increased the movements possible for fishing.

The interesting feature for Shoreham to note is the increase in collaboration between businesses and the facilitation by the port in developing and maintaining a viable cluster.

Figure 7 Regeneration plans for the Port of Dieppe

BIENVENUE AU PORT DE DIEPPE

TRANSMANICHE

- 1 Mise aux normes de sûreté du site
- 2 Amélioration des conditions d'accostage des ferris
- 3 Sécurisation de la passerelle
- 4 Agrandissement de la gare maritime pour améliorer les conditions d'accueil des passagers et d'intervention des services de la douane. Extension et réorganisation de la zone pré-embarquement et au stationnement.

COMMERCCE

- 5 Rétablissement des profonditeurs
- 6 Restructuration des bâtiments
- 8 Rénovation des voiries et aménagement des terre-pleins
- 9 Acquisition d'une grue mobile de 37 tonnes à 30m
- 10 Remise en état du réseau ferré portuaire
- 31 Aménagement d'un poste à quai mixte et des terre-pleins dans le cadre des grands chantiers EPR et Éoliens offshore. Réorganisation du bassin Ango, sans contrainte de marée, pour les bateaux de servitude des parcs éoliens marins

PÊCHE

- 13 Remplacement de la porte de l'écluse du Bassin Duquesne
- 14 Installation d'un ponton et d'une passerelle dans l'avant port
- 15 Création d'une zone technique avec un élévateur à bateaux de 400 tonnes pour la débarque du poisson
- 16 Acquisition de moyens de levage pour le débarque du poisson
- 17 Aménagements pour la collecte des déchets
- 18 Réfection de la tour à glace
- 30 Création d'un espace de vente directe pour les pêcheurs qual Trudaine
- 32 Mise aux normes des installations de la pêche

PLAISANCE

- 26 Réhabilitation du bâtiment Ango pour les services de la plaisance. L'Office de tourisme d'Agglomération Dieppe-Maritime et le Club de Voile de Dieppe
- 20 Création d'un anneau pour la plaisance
- 22 Aménagement d'un système de mise à l'eau pour les petites unités
- 21 Réalisation d'un port à sec dans la forme de radoub pour 300 bateaux à moteur jusqu'à 7m. Viaomex: la vidéo de présentation du port à sec sur www.portdedieppe.fr rubrique Plaisance

OUVRAGES

- 23 Restauration des quais Lalite, de la Marine et de la Somme
- 24 Modernisation du pont Ango
- 25 Remplacement du pont Colbart
- 27 Mise en sécurité des Falaises
- 28 Réhabilitation d'un bâtiment quel du Carenage pour les services du Syndicat Mixte du Port de Dieppe et l'accueil du public

Le Syndicat Mixte gère et modernise le Port de Dieppe

Le Syndicat Mixte, avec le soutien des collectivités, des partenaires économiques et de l'Union Européenne, valorise le port de Dieppe dans ses quatre dimensions : le Transmanche, le commerce, la pêche et la plaisance.

110 agents se mobilisent au quotidien pour faire de notre littoral un espace maritime reconnu et apprécié. 51 millions d'euros d'investissements sont réalisés ou programmés jusqu'en 2013 pour faire du port de Dieppe et de la Haute-Normandie une référence en matière de tourisme et de pêche artisanale, un pôle d'excellence pour le commerce maritime et les énergies du futur.

Un vent nouveau souffle sur le port de Dieppe. Prenez la mer. Le port de Dieppe vous ouvre de nouveaux horizons !

Alain Lamy

PORT DE DIEPPE SYNDICAT MIXTE

HAUTE-NORMANDIE

DIEPPE

www.portdedieppe.fr

Vialog is a consortium of Normandy companies, which brings together their expertise in logistics and industrial subcontracting through the Port of Dieppe. The aim is to provide its customers (importers, exporters, regional and national operators) the multitude and complementary skills in the context of subcontracting, outsourcing of production, distribution and logistics upgrading. The manufacturing and logistics services provide a guaranteed personalised service with high added value to any request for the production, industrial process outsourcing, and logistics distribution. There is a major distribution centre dedicated to the logistics side of production that ensures a high performance and timely approach is achieved. The Port of Dieppe fully supports the cluster thereby guaranteeing the logistics side of the business.

The benefit to the port of this cluster facilitation is the increased sustainability of the companies in the port and the guarantee of joint working practices and cost reduction collaboration in the form of joint purchasing and logistics. This reduces the need for transport in the port region and increases the capacity for further uses.

The businesses benefit from a guaranteed work flow and a known timescale and production line. Production issues are reduced and the reputation of the companies enhanced. The local authority has the knowledge of the specific skills and training needs and the sustainable growth of specific industry sectors therefore an understanding of the needs of the local area for planning purposes.

There has also been the added benefit of a joint working scheme with the Chambers of Commerce and the Port within the Port through various INTERREG programmes that look at developing SMEs. Facilitation of knowledge transfer of policy, funding, training and supply chain opportunities has been achieved through events within the port and local area. 'Meet the buyer' events for the renewable energy sector have been held and SMEs from other regions and the UK have been invited to attend. This has increased the opportunities for the businesses within the town of Dieppe and has facilitated collaboration with other companies in order to develop the port activities further.

It is important to remember that the Port of Dieppe has received significant funding in order to achieve the growth that it has seen but has also carried out considerable stakeholder events and ensured that local businesses have been party to the improvements and have felt the success first hand.

Collaboration

The cluster development of Vialog within the Port of Dieppe has ensured a steady flow of work to a number of local businesses. Although difficult to replicate in the UK due to the different funding regimes there is the evidence that informal collaboration can have similar benefits to stakeholders in the longer term

3. Findings from events

3.1. General summary of events

Engaging with stakeholders during the project facilitated knowledge transfer and increased the depth of understanding between industry and support services. Industry communication should not just be informative, it should also be engaging and provide a two-way communication channel that will underpin and develop future collaborative activities.

An event was held in Carats Café on the southern area of the Docks. This allowed the exchange of ideas between businesses as well as providing the research team with valuable data for understanding the challenges faced by the different business stakeholders.

The main objectives from a research perspective were to understand the vision that each individual company had for their business and the area as a whole over the next 5 years. In order to achieve this, a visioning workshop was created to enable participants to both develop and share their ideas for the future of the Basin. The documentation for this event is in the appendix.

3.2. Research Findings

There was a very limited response to the workshop – only 4 attendees. In order to achieve the desired outcomes of the event the agenda was adapted to ensure the workshop activities could be carried out. The current planning and development progress from the consultations on the Basin were presented by Jaine Jolly of Brighton and Hove City Council. Each attendee was then given the opportunity to highlight their interest in the development of the basin and to point out the boundaries of what they owned, leased, or had management responsibility for.

Each attendee was asked to develop a vision for where they hoped their business would be in 2018 in terms of growth, markets, and custom (see appendix 2). Participants were asked to identify specific conditions that would need to be in place in order for the vision to be realised – infrastructure, collaboration, space, policies etc. They were then asked to feed back to the main group. The results are summarised as follows:

3.2.1 Appearance

The appearance of the Basin from the road, the lagoon and the beach were all seen as problematic. The area opposite the lagoon within the port is currently fenced off and used for the storage of skips, building materials and scaffolding – not a particularly attractive view from the Lagoon. As one respondent stated *“you could take a leap of faith and take the fences down to begin with”*.

Figure 8 looking north from the basin road.



Source: Google Street View

Ports are industrial areas and come with everything an industrial region creates – dirt, pollution, noise etc. Ports used to be the hub of a town; in fact the town would have developed around the port with the port providing the main economic and social activities for the area. Export, immigration, trade barriers, health and safety etc. have prevented this openness from remaining and ports have become a closed, fenced off area free from the public intrusion. There has been a degree of mistrust developing between the stakeholders as the segregated nature of the port seems to grow and change the relationship between the communities. The respondents felt that it was unnecessary for the port to be seen as such a separate area and there was a need to blend the landscapes with the surrounding area to blur the lines between community and industry.

From the aerial photograph it is apparent how distinct the two areas of the port and lagoon are and there is a definite cut off from leisure to industry. One event attendee said *“the Lagoon is the last sanctuary before industry”*.

Figure 9 The split between leisure and industry



Source: Google Street View

The high hedge along the perimeter of the lagoon and the high fence surrounding the port provide a channel in between for vehicular and pedestrian use but the channel is uninviting, badly lit and, due to the amount of HGV traffic, difficult for pedestrians to navigate.

The port area itself is also confusing as there are many access points that lead to nothing in particular and signage is poor and reliant on the individual companies to provide. It was felt that this was off putting to visitors and did not provide a welcome to new trade, suppliers or customers.

3.2.2 Access

Linked into the appearance of the Basin is the access. Access to the basin can be obtained from a variety of points by pedestrians but only from one point for vehicles. There are two exits for vehicles but one of these is narrow and only allows vehicles to exit left onto the A259. The road into the Basin is also the only access to the southern side of the port therefore the number and frequency of HGVs is significant. There are two 90 degree alternating bends for vehicles to manoeuvre round and a traffic calming measure of a northerly halt to allow clear exit from the main road. The access road leads to a number of destinations – port businesses, residential beach properties, the fishing/angling club, and the lagoon car park. The road passes between the lagoon and the port as seen in the previous picture.

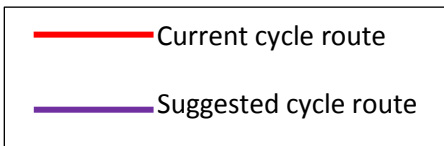
Access was seen as a significant problem for businesses in terms of growth. It was felt that growth would necessitate an increase in traffic that could not be sustained. Suggestions were presented on

how this could be tackled – softening the turning angles at each corner, traffic lights at each turning angle, widening the alternate exit to allow the entrance of vehicles and widening the northern access road to keep the port traffic at the northern end out of the basin.

Access to the business premises was considered important but each business had differing needs. The Maritime House and office based businesses had a majority of employee access needs whereas the fish sales had a continual flow of commercial and customer traffic during the day. It was seen to be accepted that there were limits to what could be achieved in terms of increasing access therefore safety and sustainable travel behaviours were considered important.

Access for cycles is currently through the same points as vehicles. Changing the cycle path to cross the promenade by entering at the eastern end of the lagoon was suggested. This would reduce the amount of cycles competing for road space at the entrance to the Basin and would improve the safety and enjoyment of cyclists. This suggested cycle route, although potentially attractive, will need to be discussed further with the BHCC transport team, Sustrans and other user groups in the area as the proposed route runs very close to the western esplanade private road, the angling club house and Hove Lagoon.

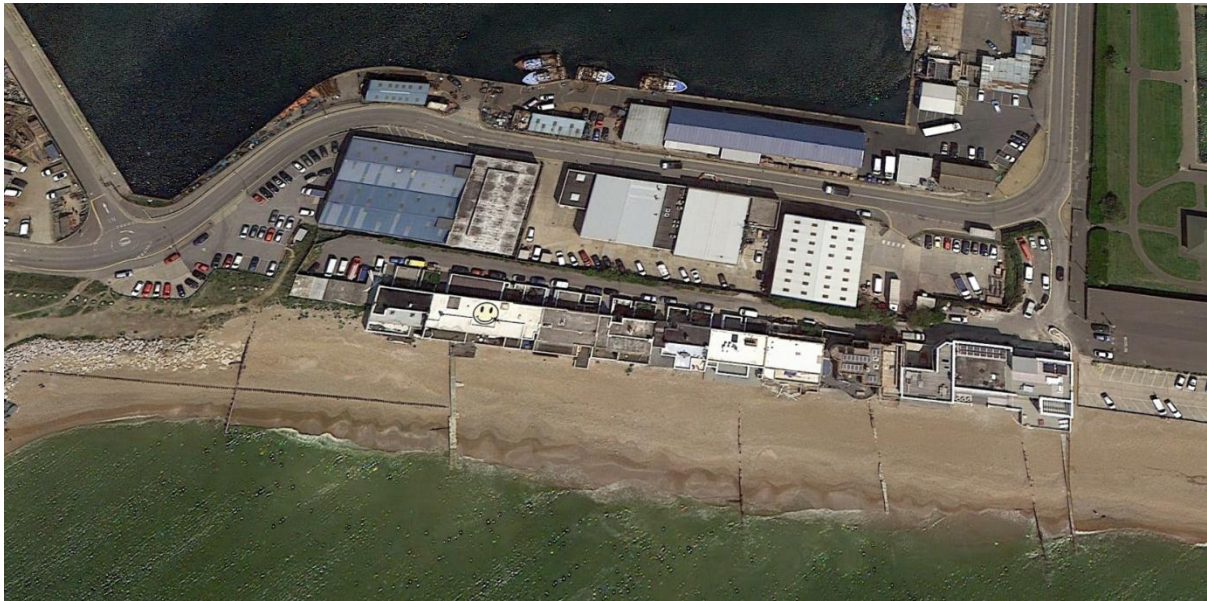
Figure 10 Alternate Cycle Route



Access across the beach from the lagoon is not possible at high tide which necessitates a longer and less pleasant route via the port road. This separates the port side of the beach from the lagoon side and deters visitors. There are signs stating that the beach is private but this is not necessarily the case. There needs to be a blending between the different areas from the end of the promenade to the western side of the beach front properties. The current access is unclear and off-putting to visitors and trade. The lack of clarity could also contribute to confusion for drivers at the south

westerly corner of the lagoon who may want to access the beach or find parking to access the various businesses and amenities. This is a particularly dangerous area on a tight 90 degree bend.

Figure 11 Confusing access around the edge of the Basin



Pedestrian access was also a cause for concern. Pedestrians accessed the Basin for a variety of reasons – leisure, workplace, customers and residential. The Aldrington Basin is part of the Monarchs Way and attracts a significant number of walkers who travel back into the town via the lock gates. Access around the Basin itself was seen as a problem and the lack of access across the beach at high tide and confusion over rights of way was seen as a deterrent. Once past the Basin access was not a problem therefore the Basin can be seen as a bottle neck that needs addressing to ensure a smooth flow of pedestrians.

The access was seen as an issue in terms of current and future activity and was seen as something to consider for the social side of the basin.

3.2.3 Social Impact

There are significant social relationships that have evolved within the Basin. This is in part due to the ad hoc nature of the development and the continued need to coexist with frequently incompatible neighbours. This eclectic and haphazard mix of commercial, residential and leisure facilitation has enabled a greater understanding of each other's needs to develop. Although ultimately each stakeholder in the Basin is concerned mainly about their own growth plan there was a surprising clarity of understanding shown for the needs of others. This was apparent during the discussions around the individual growth plans and their ability to fit into the overall development of the Basin. An awareness of the differences between customer and supplier needs was shown for different companies and some of the suggestions put forward were given in such a way as to underline the need for the individual company whilst identifying clashes with neighbours not in attendance. A camaraderie rarely seen in industrial areas underpinned the sense of community among the stakeholders.

Communication was seen as an essential element of strengthening the growth opportunities within the Basin. Communication between companies and major stakeholders was seen as only occurring when there was something to say from either the port side or the local authority. The fractured business development may have provided a quirky sense of attachment to the area but it had not made it easy to look at a joint vision for the region. It was therefore suggested that the port companies could consider getting together and forming an Aldrington Basin Business Network that would meet with the purpose of communicating generic issues of concern but also providing an opportunity to network and seek possible collaborative activities.

It is important that the Harbour Authority are aware of this social interaction and that any development that takes place is carried out with the intention of fostering this phenomenon rather than looking for logical and commercially sensible solutions as to deter these relationships would be to undermine the success of any future growth.

It is also imperative that some 'quick wins' are developed for the Basin as the businesses feel "*too consulted and no action*". Engagement with the process and any solutions will lose its impact if something concrete and beneficial is not seen soon.

3.2.4 Security

This was considered an area that needed addressing regardless of any development. The Aldrington Basin area, specifically on the northern edge under the A259, was badly lit with narrow access points. The parking for employees was at full capacity and delivery vehicles were constantly struggling to park legally and safely. There had also been a spate of burglaries over the last couple of years and with the darker evenings drawing in, there was concern over safety of both premises and people. The solution to this was seen as being fairly intertwined with a mixed use development and increased public access. At the moment the northern side of the Basin around Penneys Wharf was all but uninhabited during the evenings and night time. By developing the area directly under the A259 into a mixed residential and retail/leisure area the Basin would automatically become better lit and have a 24 hour habitation thereby deterring illegal behaviour. It was also suggested that the area currently north of 'Fish' and used as a construction and skip storage area should be made to blend into the Hove Lagoon area and provide facilities for a multitude of uses.

4. Discussion

With reference to the original aims of the project, the following sections present a summary of the current consultation findings taking account of the JAAP and the Port Master Plan.

Recommendations are made for the infrastructure, use of space and connectivity and the operations of the Basin. Some conceptual ideas are presented together with consequent stakeholder benefits. Concluding next steps are also discussed.

There is widespread support for regeneration

The Port of Shoreham Master Plan states that Aldrington Basin is an area with potential for change into either port related or non-port related commercial activity – thus providing the flexibility to adapt to the needs identified in the area. The JAAP aims to improve the visual, operational and connectivity of the area. Both plans look towards the improvement of the Basin from a commercial

perspective but do not seem to appreciate the current operational situation and do not view the area as the organic community that it is. This research has further identified the real stakeholder demand for regeneration and highlighted the social connectivity that appears to be working within the Basin; connectivity that has probably developed from the ad hoc nature of its historical development. Change is seen as necessary from all of the work that has been carried out and from the stakeholder's perspective could be quite far reaching in terms of how the Basin will operate into the future. It appears that businesses currently operating within the Basin welcome and expect the area's regeneration. However, it is important that the plans evolve to account for the social interaction as well as the commercial needs and that a holistic approach is found.

There is clear evidence of a commercial port centric approach to the development of Aldrington Basin. What is lacking is the connection to the community within the area. Although consultations have occurred there is a sense that this is a prescribed process rather than a desire to achieve something worthwhile and the lack of any concrete progress is seen as evidence that the Port and local authority is not serious in its intentions. There is a danger that community goodwill will be lost without evident progress.

Stakeholders want an attractive physical space that offers mixed commercial, retail and leisure space

It has been found from the majority of those questioned during the research, coupled with the current consultation documents, that there is demand for significant infrastructure investment in the Aldrington Basin. It is equally clear from our evaluation of similar areas both in the UK and in France that the most viable and sustainable plans promote mixed use environments supporting commercial, retail and residential activity.

It is recognised that implementing such plans proximate to a significant industrial area do raise issues of safety, security and accessibility but these are not insurmountable. Effective plans will ensure continuing support for current businesses whilst increasing the use of currently underutilised spaces and blending the landscape to increase the safety, security, attractiveness and usefulness of the area.

The other key component is the need to connect the harbour space with the Lagoon supporting the concept of the Aldrington Basin as a destination, promoting commercial and leisure activity. This will attract high value development activity and increase the attractiveness of both commercial and retail space. This will require creating a clear and accessible linkage with the Lagoon and the Promenade.

In addition and based on our evaluation of the various plans and stakeholder requests it is clear that any development of the Basin will need to:

- recognise the importance and habitation of existing occupants
- be sufficiently attractive to support a destination economy
- provide a gateway to the Port and promote its operations
- address the issues of safe HGV access
- provide sufficient and sustainable commercial opportunities
- maintain safe and secure port operations
- deliver improved communal facilities

- facilitate enhanced and safe access to the harbour waterfront for the general public
- provide better cycle and pedestrian paths

Safe and Secure Access to the Area will be a key determinant of its sustainability and success

There needs to be improvements to the infrastructure in order to improve access, but also maintain safety and security. A designated cycle path and pedestrian access that remains apart from the roadway would improve the access and encourage sustainable transport. Joining the Basin and the Lagoon via a bridge or safety crossing would increase the opportunities for mixed use and increased public realm connectivity to the harbour. This would also allow customers of the businesses to access them safely and support retail activity.

Softening the roadway turnings would allow for a better access for HGVs but must be tempered with calming measures so as not to increase the speed and therefore jeopardise the safety of the area. Removal of the hedges along the Lagoon boundary and removal of the fencing around the perimeter of the port along the roadway would also increase visibility, allow for better access and eliminate fly tipping locations.

The creation of an effective cluster of stakeholders will be invaluable to the effective development, operation and promotion of the Basin

The Basin has, as mentioned in the beginning of this report, evolved almost entirely without design. This has resulted in some interesting and quite diverse commercial and residential companions. It has been seen from the discussions at the visioning workshop that there are some strong working relationships in the Basin area and although they may not collaborate in the sense of shared activities, there is certainly understanding and support for each other's needs. This is a rare and important feature of the Basin that needs nurturing rather than decimating. To do anything to damage these relationships may take the 'heart' out of the area, leaving it a smart but desolate place.

The Harbour Board working with the local authorities should encourage and possibly facilitate the creation of a Business Network. There is a willingness to communicate with the Port on operational needs and yet a sense that there is a lack of process by which this can occur. Handled in the right way, the network would become an advocate for the regeneration activity and the on-going support of the wider harbour area, protecting its commercial status. It might specifically be a focus for:

- Active promotion of port centricity to attract new members to clusters through workshops and networking sessions.
- The formation of partnerships between ports and their businesses, or between two or more ports to increase knowledge exchange and opportunities for collaboration.
- Ports should encourage flexible usage of space to foster diversification of business activities within the port environment.
- Identify niche business opportunities and capitalise on these to encourage economic growth of the port, reduce pressure on and ensure efficiency of the wider transport network.
- Encourage vertical integration of activities within the port to strengthen the role of ports within the supply chain.

5. Concept Plan

The University has produced some concept ideas based on the research undertaken for this report. The JAAP was the main starting point for identifying what could be possible and this was supplemented by the identified needs of the businesses and the lessons learnt from the case studies and supporting literature. It is envisaged that a mixed use development – in keeping with both the current and planned layout – will be developed. There are significant recommendations that have been taken into account:

1. The need to provide amenities for the businesses and visitors
2. The need to blend and blur the boundaries between the Lagoon and the Basin
3. The increasing access for public realm and offering diverse opportunities for activities
4. The need to tackle the access issues for all modes of transport including pedestrians
5. The security and safety issues around a 24 hour habitation, lighting and access

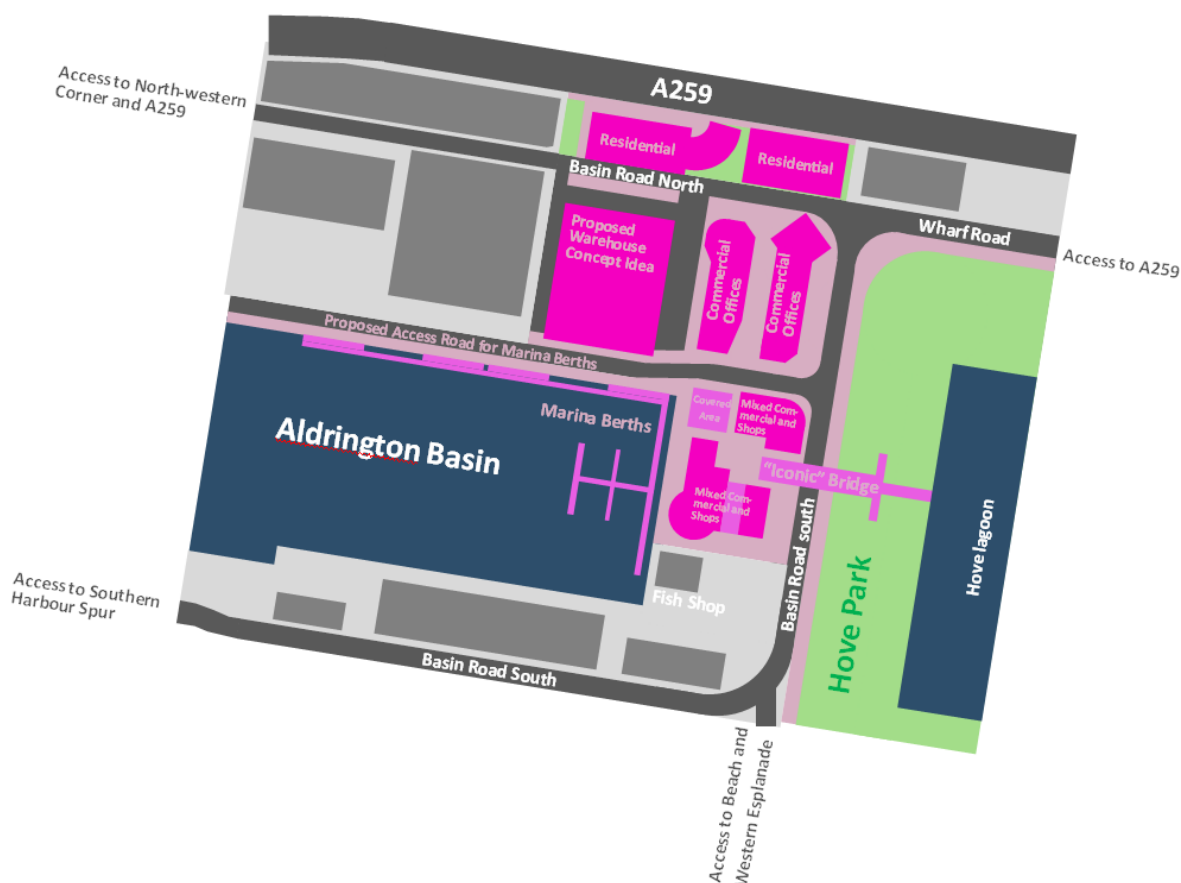


Figure 12 Schematic map showing potential occupancy

The area directly in front of the Lagoon (currently being used as construction and skip storage) would become a covered public area where activities and events could be held on an either ad hoc or more formal pre booked basis. An example of the types of public activities that could be held is:

- Fish market

- Farmers market
- Temporary ice rink
- Summer al fresco dining
- Christmas market

The access to the marina berths along the harbour edge would also link the Maritime House and subsequent office accommodation to the public area and the lagoon. IT is recognised that the positioning of this may have to be changed to accommodate vessel turning space. By providing a bridge across the main road between the lagoon and Basin the two distinct areas are joined.



Figure 13 Aerial view from South East highlighting bridge with water feature and retail space in the arch. Water feature makes the connection with the lagoon and provides aeration.

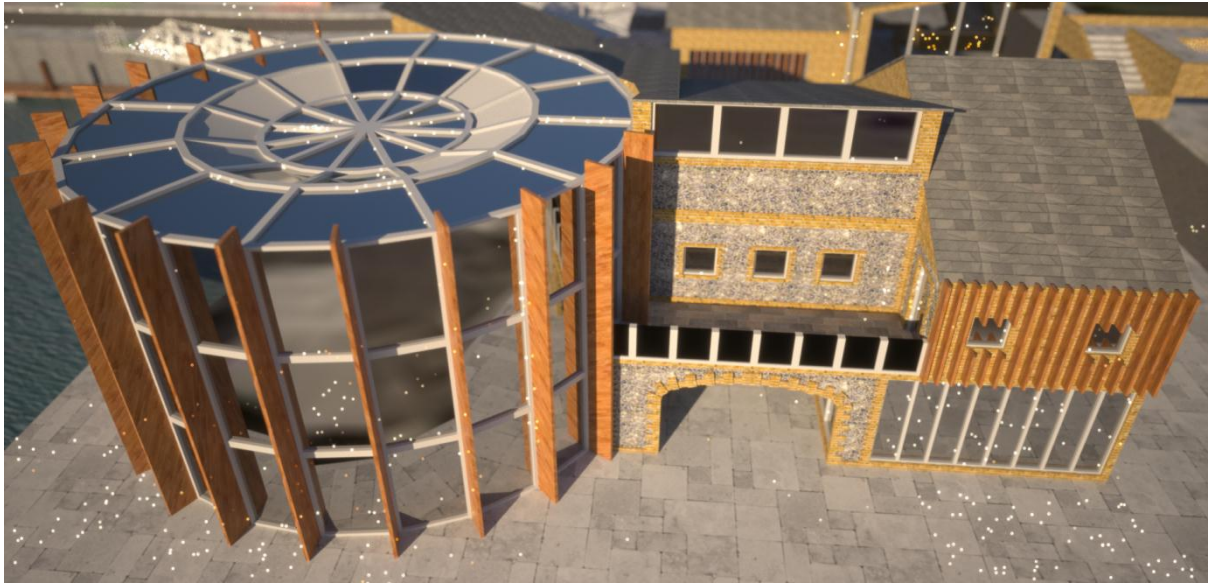


Figure 14 Combination of materials; Flint, Brick, Wood, Glass, Slate to reflect Sussex construction

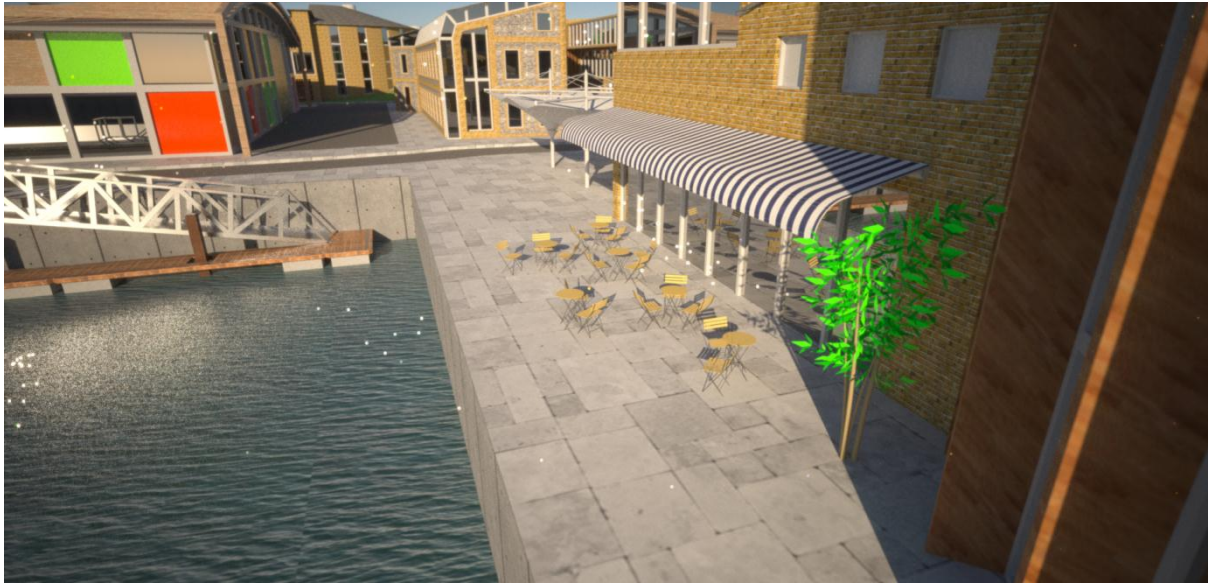


Figure 15 Open Spaces



Figure 16 View from North East across A259. Indicates a combination of work/live space and significant small business office space.

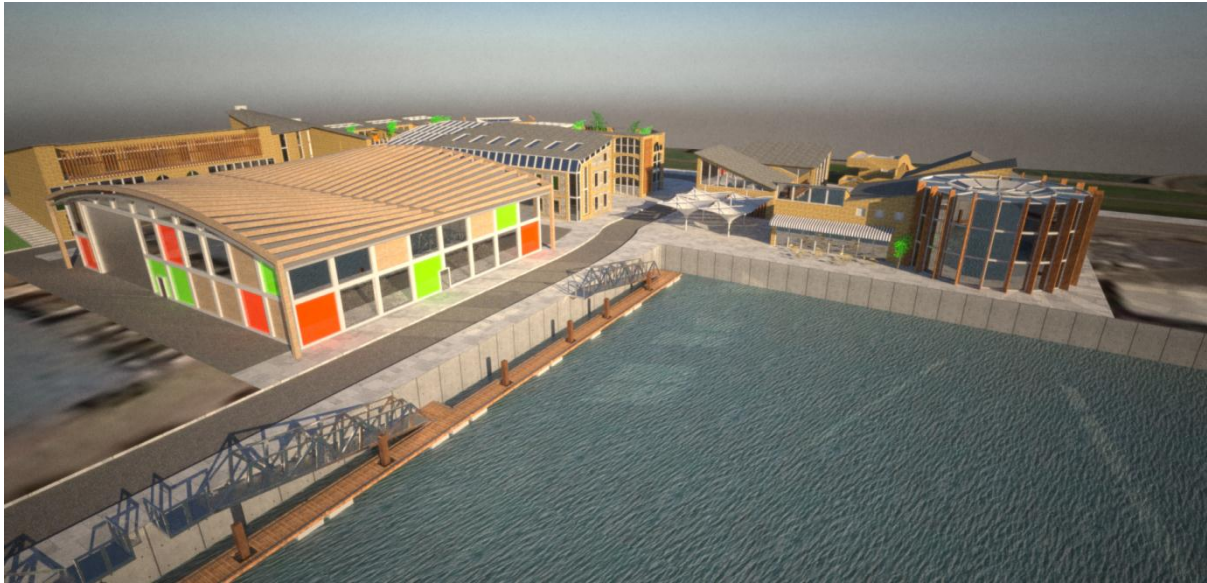


Figure 17 View from the South West highlighting warehouse concept, access steps from A 259 and marina access

6. Benefits to Stakeholders

Implementing the physical infrastructure development plan underpinned by an effective and active Business Network would deliver significant benefits to all stakeholders.

6.1 The Port

The development has the potential to be a visible and more attractive gateway to the Port. The Aldrington Basin will be a more attractive commercial proposition providing the potential for increased and stable revenue/income. Having a regenerated gateway with associated retail activity is also likely to improve the commercial/development prospects for the rest of the harbour facilitating a variety of business types and underwriting commercial port operations.

Effective communications with businesses and the local community in terms of providing new jobs and opening up one end of the harbour also has the potential to create an environment where further growth and development is seen as a benefit to the whole area and more readily acceptable.

A coherent plan based on sustainable growth and jobs creation of a waterside area resonates well with the EU's Blue Growth agenda. This DG Mare strategy is targeted in part at promoting maritime economies and the regeneration of coastal communities. This means that the plan has the potential to attract EU structural funds in addition to other funds/loans potentially available from Coast to Capital e.g. Growing Places Fund.

6.2 Local Authority

Improving the public realm of the basin and ensuring an increase in the amount of activity that occurs in the area will provide enhanced and increased job opportunities for local people. An attractive waterside location has the potential to bring small businesses from Brighton, which is

desperately short of commercial space. This has the consequent potential of supporting micro-clusters of businesses and prove to be a catalyst for wider regeneration of the area.

An associated skills strategy linked to apprenticeship schemes will further enhance the prospects for local community engagement through the provision of training opportunities linked to jobs.

Increased retail and leisure footfall can again attract other businesses into the area multiplying the benefits. Good connection for cycling and walking will enhance the environmental qualities of the area although there will be a need to ensure adequate public transport connections. There are also potential consequences for the beach car park, which will need to be considered.

6.3 Business Community

Both existing and new businesses will benefit from investment in the infrastructure and the establishment of an associated business network. The creation of a vibrant accessible area will bring in new business and support clustering activity. One of the stated reasons for the success of the Brighton Creative Digital Media Sector, reported in the Brighton Fuse Project is the presence of a café culture that allows for small businesses to meet and discuss new projects easily and in informal surroundings.

Selective retail and dining facilities will be of benefit to existing businesses and present a good image to prospective customers. Increased visitor footfall also presents opportunities for further commercial activity. This can be further enhanced through improved signage.

Providing residential and/or live/work developments at the northern end of the Basin will increase the 24 hour use of the Basin which will improve security and enhance the overall attractiveness of the area.

A meeting, conference or social area will allow both businesses and the local community/general public to access the Basin with a view to increasing growth opportunities through communication. This will also support collaboration in training and skill development and provide the platform for social connectivity.

The establishment of a business network possibly based on the principles of a Business Improvement District will enhance levels of communication and cluster activity. Such approaches can give the businesses a voice and facilitate economy of scale procurement activity, employee training and collaborative working.

6.4 Local Community

The local community will benefit significantly from any investment. There will be the direct benefit from having access to a new and exciting space providing the potential to host events and support community initiatives. The development will provide new jobs and local growth.

Adopting the principles of port-centricity and linking closely with local schools and colleges offers the potential to support skills development.

The investment is significant enough to act as a catalyst for wider development of the port area increasing commercial activity, connecting the community with the port, providing jobs and acting as a genuine focus for regeneration.

7. Next Steps

It is recognised that any infrastructure development will need to progress through formal development, planning and consulting processes. However, it has been clearly stated by local businesses that they feel over consulted and would be keen to see some significant moves forward and quickly. It should be stressed that the views of all stakeholders, notably the owners of Penneys Warf, have been harder to establish and to some extent are still unclear. A telephone interview did take place towards the end of the project with a representative from the development company engaged by the owners of Penneys Warfe . They were happy to work with the local authority on a holistic approach to development. The danger with all planning processes is that momentum, motivation and enthusiasm is lost through the process. It is recognised that consultation on the JAAP still needs to take place but this could perhaps also present a more visual development plan at the same time.

A clearly stated vision and intent would be a good starting point. There are significant potential benefits in the proposed redevelopment and regeneration of Aldrington Basin but equally, it will require some compromise on behalf of the Port and its operations. It would not be unreasonable to expect a decision on whether to progress into the more detailed development process to be made at this time.

It was not the purpose of this project to undertake any viability testing of schemes but this would need to occur in order to establish the level of public funding potentially required. This again highlights the need for resources to be committed to the project to ensure that it progresses at an acceptable pace.

It is possible that such a development could attract a range of grants and funds from the EU and other sources. The programmes for many of these structural funds are currently being developed in time for the next round of funding due to begin towards the end of 2014 and last until 2020. It is suggested that the Harbour Authorities move quickly to identify potential opportunities, perhaps working in collaboration with Coast to Capital. Many of these funds are likely to be committed in the next 12 months. Other authorities such as Ramsgate and Dieppe have had work partially funded through the EU. It is worth noting that the owners of the wood yard are prepared to develop as part of a larger plan but they want to ensure the infrastructure costs and surveys are jointly shared as well.

Through the research, it was evident that the concept of port centric clusters was new to a number of stakeholders, suggesting businesses may not be aware of the opportunities associated with this type of activity. It is suggested that the current goodwill of businesses towards the developments is maintained through the facilitation of a harbour business network. By encouraging businesses to work together, the profile of the area as a whole can be raised, innovation encouraged, jobs created and skills and resource gaps identified and addressed.

Appendix 1

Developing a Vision for the Aldrington Basin Area of the Port of Shoreham

Wednesday 23rd October 2013 16:00 Carats Cafe

Agenda

16:00 Meeting Introduction to Evening – Jaine Jolly

16:15 Introduction to CAMIS and the purpose of the event – Dawn Robins

Main points for the vision meeting / presentation:

- The Aldrington Basin vision.
- What are the key factors to successful growth?
 - Collaboration
 - Knowledge
 - Leadership

16:30 Introduction to first exercise

16:40 Creating the Vision 'Take a panel'

17:00 Share a panel

17:30 Construct a shared vision based on thematic structure

18:00 Group feedback on thematic discussions with opportunity for comment

18:30 Capture requirements and agree on what should go forward as actions and who has the responsibility and further actions

19:00 Finish

Appendix 2

Developing a Vision; Task 1

It is October 2018

You have been asked to prepare for an interview with a journalist from the leading trade journal for your sector.

Aldrington Basin has become a successful commercial hub and there are waiting lists for companies wanting to set up or relocate here. The area is vibrant with a good mix of commercial and leisure users and the two groups compliment and add value to the other. Each company located in the Basin has consistently achieved significant economic growth for the last five years.

Although there has been an increase in residents and visitors to the area there has not been a significant increase in traffic and the area is felt to be both safe and secure for residents and visitors.

As a key stakeholder in this achievement, you have been asked to meet with the journalist and give your views. You should be prepared to discuss what has been achieved, the characteristics of the area and its relationships and the reasons for the success. Your thinking should consider but not be limited to;

- What is it about the Aldrington Basin that is attractive to its companies and how does it attract them?
- What facilities have been built or provided to help ensure attractiveness?
- What is it that gives the area a feeling of security?
- How has traffic been kept to a minimum?
- What are the essential infrastructure facilities – such as parking, relaxation and convenience items (food, stationary)?
- How is the relationship with leisure visitors maintained?
- What collaboration between companies occurs, if any?
- How does the company engage with the community, leisure facilities, retail, etc.?
- What is the nature of the relationship with the Port?
- What business support is available to help companies engage with:
 - Each other?
 - The Port?
 - The local authority?

In addition you should be prepared to identify how the Aldrington Basin stakeholders arrived at this point; what were the critical success factors, what key challenges you overcame on the way and what the benefits have been.

Take a piece of 'flip chart' paper and using pictures and/or words illustrate your views in preparation for the interview. You have 20 minutes to complete this exercise.

Appendix 3

Task 2

You have been assigned to a group (Max 4 or 5 per group). Each individual within the group should present their ideas to the other members taking no longer than 5 minutes per presentation. It is good to ask questions and make comments.

Task 3

Group Present Back

In the groups that you have been assigned to and using the ideas generated in the previous exercise, develop a summary of the group's view of what has been achieved but concentrating specifically in the areas of:

- Group A Infrastructure and services – including transport, leisure, residential, and retail
- Group B Organisation, structure, governance, financial performance
- Group C Communications, engaging with the community, each other, the Port and the local authority

You should be prepared to present your summary to the whole group answering the following points:

- What characteristics define success?
- How has it been achieved?
- What difficulties were overcome on the way?
- What are the benefits?

NB Will need to pre-assign individuals to groups. This will need to take account of individual expertise but also spread some of this expertise across the groups.