

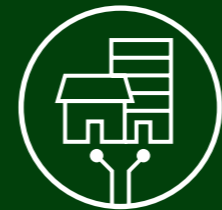


ADUR & WORTHING  
COUNCILS

# PROSPEROUS PLACES

1  
PLATFORM

LONG TERM ECONOMIC RESILIENCE OF OUR PLACES REQUIRES A HEALTHY BALANCE BETWEEN SECTORS, SKILLS, BUSINESS SIZES AND CAPACITY TO RESEARCH AND DEVELOP, INNOVATE AND SCALE... AS WELL AS A SIGNIFICANT AND ON-GOING FOCUS ON PRODUCTIVITY AS A COMPETITIVE ADVANTAGE.



57,000

PROPERTIES ACROSS WORTHING AND SHOREHAM TO BE CONNECTED TO ULTRAFAST BROADBAND



13.6%

INCREASE OF BUSINESSES IN ADUR SINCE 2014



11%

INCREASE IN WORTHING MEDIUM WAGES BETWEEN 2016 AND 2018

Over the last three decades our national awareness of the importance of a strong financial economy underpinning successful regions, places and communities has grown.

Our financial economies create jobs, circulate money and value, create business opportunities, provide capital investment and create new opportunities for people to learn, innovate and develop. There is also a growing understanding that there is a desirable balance between the opportunities of global economies and international markets and those of businesses focussed on more local markets. This picture will of course change with the UK's exit from the European Union. Long term economic resilience of our places requires a healthy balance between sectors, skills, business

sizes and capacity to research and develop, innovate and scale... as well as a significant and on-going focus on productivity as a competitive advantage.

There is no 'one' financial economy. We need to think about financial economies on a sectoral basis if we are to build valuable platforms. And in order to help our local financial economies thrive it is vital we understand how they work. Over the last three years we have gained much better data and valuable knowledge of our sectors and businesses, their dynamics and dependencies. We better understand the place of our local economy in the dynamic regional economy.

At times, as Councils, we have taken a financial stake in our

local economies to catalyse investment in our places. We have invested in land and put up buildings, we have formed new and productive partnerships and gained a real advantage from being able to tell the story of our places well, particularly to potential investors. We've led the way in bringing gigabit capable fibre infrastructure to our areas, the first in the South East, and attracted significant commercial investment (approx. £25 million) that will see 40,000-50,000 home and business premises provided with gigabit speeds over the next two to three years.

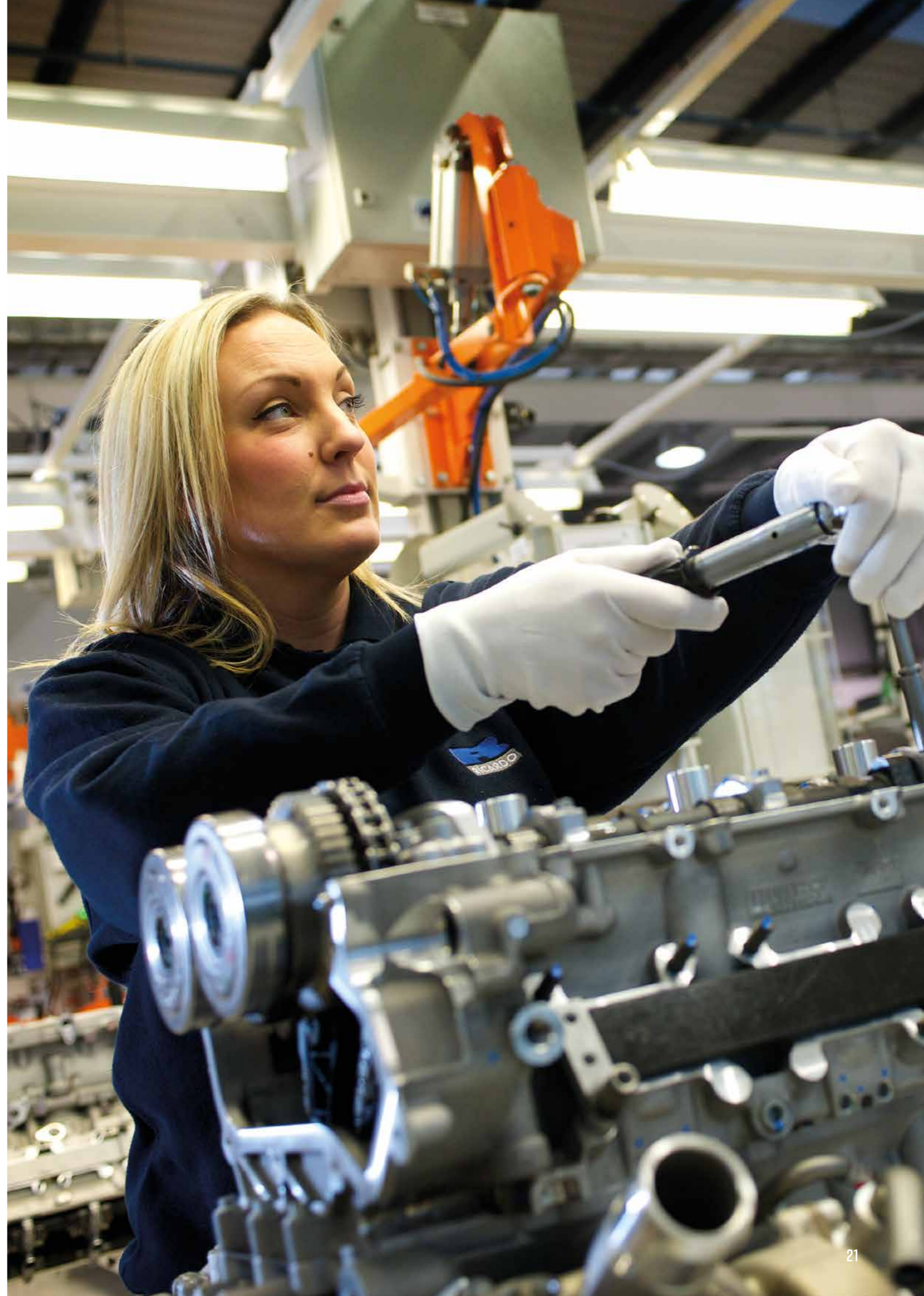


Our relationships with businesses are very strong (they tell us that) and we have become more skilled at championing their cause when opportunities arise. Now the fundamental challenge for business (and everybody else in our communities) is to respond skilfully to a rapidly changing global economy and understand what this means for national, regional and local firms, communities and employees. We know many of the ingredients needed to create valuable long term platforms for healthy local economies; and that the fundamental challenges faced by all sectors mean that 'business as usual' is not an option. We will support our businesses; our budding entrepreneurs; and those prepared to invest their energy and resources in responding to the new economy in Adur and Worthing.

To that end in creating prosperous places we intend to focus on the following themes and cluster our commitment activity around them:

- Influencing and Partnerships
- Infrastructure Investment
- Promoting Inward Investment and Place Making
- Town Centres and Public Realm
- The fourth industrial revolution
- Clean Growth
- Developing our Creative Economy
- Productivity, Innovation and Skills
- Major Projects and Developments

“ WE WILL SUPPORT OUR BUSINESSES; OUR BUDDING ENTREPRENEURS; AND THOSE PREPARED TO INVEST THEIR ENERGY AND RESOURCES IN RESPONDING TO THE NEW ECONOMY IN ADUR AND WORTHING. ”



1.1 Strategic influencing, key relationships and business partnerships

COMMITMENT	ACTIVITIES & PROJECTS	LEAD RESPONSIBILITY	PARTNERS INVOLVEMENT	TIMESCALES/MILESTONES
1.1 Strategic influencing, key relationships and business partnerships	I.1.1 Play a leading role in <b>Greater Brighton Economic Board</b> , championing our economic objectives and key sector interests, including our growing creative industries sector.	Head of Place & Economy Head of Major Projects & Investment Head of Planning & Development	Greater Brighton Economic Board and its Partners	Ongoing, based on Greater Brighton Five Year Strategic Projects
	I.1.2 Work in partnership with <b>West Sussex County Council (WSCC)</b> to deliver the agreed Growth Deals and One Public Estate projects.	Head of Place & Economy, Head of Major Projects & Investment, Head of Planning & Development	West Sussex County Council, developers, investors	Draft review - Early 2021  Complete Growth Deal actions - Autumn 2022
	I.1.3 Work in partnership with <b>Coastal West Sussex Business Partnership</b> to develop a number of strategic programmes that will benefit the wider coastal area. The focus is:  a) Develop business infrastructure (commercial space and innovation hubs) and support programmes that focus on innovation b) Digital capability and utilisation of gigabit connectivity by taking advantage of the countywide and regional digital fibre programmes c) Create skills for the future – with a focus on STEaM, creativity and the entrepreneurial mind set	Head of Major Projects & Investment, Head of Planning & Development	Coastal West Sussex, Coast to Capital Local Enterprise Partnership, partner Local Authorities	Review - Winter 2021
	I.1.4 Support preparation and delivery of the Local Industrial Strategy (LIS) in partnership with <b>Coast to Capital Local Enterprise Partnership</b> and ensure Adur and Worthing provide a distinct offer that:  a) Attracts investment b) Drives innovation c) Delivers high quality office space d) Supports the delivery of digital infrastructure, creative industries and visitor economy	Head of Place & Economy, Head of Major Projects & Investment	Coast to Capital Local Enterprise Partnership	Prepare an Adur & Worthing response to the LIS to be published Spring 2020
	I.1.5 Consolidate our 'trusted partner' status and work with <b>Adur &amp; Worthing Business Partnership</b> and <b>Worthing &amp; Adur Chamber of Commerce</b> to develop strategy and promote learning opportunities.	Head of Place & Economy, Head of Planning & Development	Adur & Worthing Business Partnership, Adur & Worthing Chamber of Commerce, Town Centre Initiative, local businesses	Ongoing
	I.1.6 Work with partners to develop <b>sustainable transport plans</b> that support future local plan opportunities and demands. To include:  a) Sustainable Transport Improvement Plan (STiP) b) Local Cycling and Walking Improvement Plan (LCWiP)	Head of Planning & Development, Head of Place & Economy, Strategic Sustainability Manager	West Sussex County Council, developers, investors and stakeholders	Spring 2020
	I.1.7 Work with partners to ensure our <b>major transport assets</b> are included in regional and national strategies through lobbying and influencing e.g. Shoreham Port, Shoreham Airport, major highways.	Head of Planning & Development, Head of Major Projects & Investment, Head of Place & Economy, Strategic Sustainability Manager	West Sussex County Council, TfSE, Greater Brighton Economic Board, Coast to Capital Local Enterprise Partnership	Ongoing
	I.1.8 Work with partners to lobby and influence investment into <b>key road and rail infrastructure</b> , with a primary focus on the A27, A259, the Brighton Mainline and the Western Coastway.	Head of Planning & Development, Head of Major Projects & Investment, Head of Place & Economy	West Sussex County Council, Highways England, TfSE, Greater Brighton Economic Board, Coast to Capital	Ongoing

COMMITMENT

ACTIVITIES & PROJECTS

LEAD RESPONSIBILITY

PARTNERS INVOLVEMENT

TIMESCALES/MILESTONES

1.2 Inward Investment and Place branding

1.2.1	Launch a <b>place brand</b> , promoting our place, identity to invest; attract inward investment; and to promote activities and interventions in relation to the visitor economy.	Head of Communications, Head of Place & Economy	Worthing & Adur Chamber of Commerce, Town Centre Initiative Worthing Hospitality Association, local business partners	Spring 2020
1.2.2	Prepare a new <b>Worthing Investment Prospectus</b> setting out clearly areas of investment focus, new industries and opportunities for innovation. A prospectus that shows we are committed to placemaking and invites investors to participate.	Head of Place & Economy, Head of Major Projects & Investment	West Sussex County Council, Coast to Capital Local Enterprise Partnership, business and investors	Spring 2021
1.2.3	Build relationships with <b>national and international investors</b> ready to invest in the 'new economy', supported by Greater Brighton Economic Board's Pitch for Place proposition.	Head of Major Projects & Investment, Head of Place & Economy, Head of Planning & Development	Greater Brighton Economic Board, Coast to Capital Local Enterprise Partnership, Investors and market analysts	Ongoing Pitch for Place - Autumn 2020
1.2.4	Identify, target and monitor <b>high quality funding bids</b> to secure funds to support each of the Platform commitments.	Head of Place & Economy, Head of Major Projects & Investment	All relevant national and international funders and key local partners	Ongoing

1.3 Attractors for prosperity through place making (town centres, public space, public realm, public arts, cultural offer, seafront, etc.)

1.3.1	Develop a <b>'town centre framework'</b> that identifies the key interventions that can be made to promote the vitality and distinctiveness of our various town centres.	Head of Place & Economy, Head of Planning & Development	Worthing & Adur Chamber of Commerce, Town Centre Initiative, Worthing Theatre & Museum, Chichester College Group, local business partners	Summer 2020
1.3.2	Work with our partners to establish learning opportunities within the town centres (e.g. the <b>'learning town centre'</b> ), which contribute to the distinctiveness of our places.	Head of Place & Economy, Director of Digital & Resources, Strategic Sustainability Manager	Universities, Greater Brighton Metropolitan College, digital and creative enterprises, community and voluntary sectors	Spring 2020
1.3.3	To deliver a new <b>flexible business/learning space</b> in Lancing and explore the potential to partner with HE/FE deliver employment and skills training (see 1.3.2).	Head of Major Projects & Investment, Head of Place & Economy	Worthing & Adur Chamber of Commerce, Lancing Traders' Association, Lancing Parish Council, local businesses, Universities, Greater Brighton Metropolitan College	Spring 2021
1.3.4	Establish a new delivery model that enables <b>quick activation of redundant or neglected retail outlets in town centres</b> , promoting new uses, activities and services.	Head of Place & Economy, Head of Major Projects & Investment	Worthing & Adur Chamber of Commerce, Town Centre Initiative, local businesses, landlords	Spring 2020 and ongoing
1.3.5	Deliver a programme of <b>public realm improvements</b> in Worthing to enhance the town centre; promote its distinct offer; and to increase activity and promote sustainable travel.	Head of Place & Economy, Head of Planning & Development	West Sussex County Council, local businesses partners	Portland Road - Spring 2020 Railway Approach - Summer 2021 South Street - Autumn 2022
1.3.6	Deliver the Worthing <b>Seafront Investment Plan</b> :  a) Development of seafront shelters to create new cafés/restaurants b) Redevelopment of the Beach Office into a key visitor destination c) Secure and maintain the presence of a major seafront attraction d) Develop a plan to upgrade East Beach to create added vibrancy and activation e) Explore opportunities to deliver marine conservation activities	Head of Place & Economy, Head of Environmental Services, Head of Planning & Development, Head of Major Projects & Investment	Investors, business partners and West Sussex County Council	a) Ongoing to Summer 2021 b) Summer 2021 c) Ongoing d) Summer 2021 e) Summer 2021
1.3.7	Identify key properties that will improve the appearance of the seafront and retail areas in <b>Lancing</b> . Build and work with our partners to secure the necessary improvement.	Head of Place & Economy	West Sussex County Council, Lancing Parish Council	Ongoing Planning - Summer 2020

COMMITMENT	ACTIVITIES & PROJECTS	LEAD RESPONSIBILITY	PARTNERS INVOLVEMENT	TIMESCALES/MILESTONES
	<b>1.3.8</b> Prepare a new <b>Public Art Programme</b> that supports new media and tech installations, having the ability to enliven public spaces. To include working with partners in the cultural and creative sector to deliver art installations and trails in key locations on the seafront.	Head of Place & Economy, Head of Planning & Development, Head of Environmental Services	West Sussex County Council, Town Centre Initiative, Lancing Traders' Association, Local businesses and Adur & Worthing Trust, Worthing Theatres & Museum	Spring 2021
	<b>1.3.9</b> Deliver a programme of new opportunities for <b>year-round events</b> , which bring interest and new experiences to our spaces, including street markets in Adur.	Head of Place & Economy, Head of Environmental services	West Sussex County Council, Town Centre Initiative Traders' Associations, Worthing Theatres & Museum, Local businesses	Reviewed annually
	<b>1.3.10</b> Continue <b>Bathing Water Quality</b> enhancement work with partners.	Head of Wellbeing, Head of Environmental Services	Southern Water, Environment Agency, WSCC Highways	Ongoing
<b>1.4</b> The fourth industrial revolution... supporting digital inclusivity for business and delivering the technical infrastructure for the next 30 years	<b>1.4.1</b> <b>Full fibre to 90 council sites</b> , including CCTV and community centres.	Director of Digital & Resources, Head of Place & Economy, Head of Planning & Development	Cityfibre, West Sussex County Council	Summer 2022
	<b>1.4.2</b> Support the emerging <b>full fibre broadband provider ecosystem</b> to engage with businesses and communities.	Head of Place & Economy, Director of Digital & Resources	Cityfibre, Worthing & Adur Chamber of Commerce, Town Centre Initiative, Greater Brighton Metropolitan College, University of Sussex	2020-2022
	<b>1.4.3</b> Ultrafast broadband at <b>Colonnade House creative hub</b> .	Director of Digital & Resources, Head of Place & Economy	All relevant partners	Spring 2020
	<b>1.4.4</b> <b>Engagement with mobile network operators</b> on 5G investment and 4G coverage issues, including 4G 'not-spot' analysis to identify coverage gaps.	Director of Digital & Resources, Head of Place & Economy	West Sussex County Council, Greater Brighton Economic Board	Summer 2020
	<b>1.4.5</b> Work with our partners to establish <b>digital opportunities within the Town Centres</b> (e.g. the 'smart town centre').	Director of Digital & Resources, Head of Place & Economy	Worthing & Adur Chamber of Commerce, Town Centre Initiative	Summer 2021
	<b>1.4.6</b> Implementing an <b>Internet of Things test bed</b> .	Director Digital & Resources, Head of Place & Economy	Greater Brighton Economic Board, West Sussex County Council, University of Sussex, Brighton University, Brighton Digital Catapult	Winter 2021
	<b>1.4.7</b> Development of a proposition for <b>SME digital support</b> , helping businesses make the shift to digital operating models.	Head of Place & Economy, Director Digital & Resources	Greater Brighton Economic Board, West Sussex County Council, Coastal West Sussex, Brighton Digital Catapult	Winter 2021
	<b>1.4.8</b> Market our extensive fibre estate (90 points across the area) as a <b>test bed for innovation in relation to 5G</b> , intelligent transport, smart energy grid and other applications.	Director of Digital & Resources, Head of Place & Economy	Greater Brighton Economic Board, West Sussex County Council	2020-2022
	<b>1.4.9</b> Develop " <b>Digital &amp; Creative AW</b> " community news, helping showcase local digital & creative businesses and share digital place-making plans and opportunities.	Director of Digital & Resources, Head of Place & Economy Head of Communications	All relevant partners	Commence - Spring 2020
<b>1.5</b> Clean Growth	<b>1.5.1</b> Work with our partners to deliver <b>sustainability initiatives for businesses</b> in Adur and Worthing, showcasing new measures to reduce the carbon footprint.	Strategic Sustainability Manager, Head of Place & Economy	West Sussex County Council, Town Centre Initiative, Traders' Associations, Local business partners, The Sustainable Business Partnership	Commence - Autumn 2020
	<b>1.5.2</b> Prepare a <b>Green Infrastructure Delivery Strategy</b> for Adur & Worthing and as part of this, work toward a District Heating Network for Shoreham Harbour. Ensure that new developments are planned and designed to incorporate strong energy efficiency measures and maximise the use of renewable energy.	Head of Planning & Development, Strategic Sustainability Manager	Shoreham Port Authority, local residents and businesses, statutory agencies and local authority partners	Heating Network feasibility study - Spring 2020  Green Infrastructure Strategy - Autumn 2020

COMMITMENT	ACTIVITIES & PROJECTS	LEAD RESPONSIBILITY	PARTNERS INVOLVEMENT	TIMESCALES/MILESTONES
	<p><b>1.5.3</b> With partners, examine interventions and solutions to deliver an inter-relationship with the <b>economy and social policy</b>. Establish a delivery plan that highlights community and business solutions to 'wicked and complex challenges facing our places'.</p>	<p>Head of Wellbeing Head of Place &amp; Economy Head of Planning &amp; Development</p>	<p>Community Works, community and voluntary sector organisations, West Sussex County Council</p>	<p>Summer 2020</p>
<p><b>1.6 Creative and Cultural Industries</b></p>	<p><b>1.6.1</b> Maintain a strong support for <b>cultural development</b> of our places and create opportunities for cultural and creative activity and enterprise to thrive.</p>	<p>Head of Place &amp; Economy</p>	<p>Worthing Theatres &amp; Museum, local businesses, higher education partners, community and voluntary sector organisations</p>	<p>Ongoing</p>
	<p><b>1.6.2</b> As part of managing and monitoring the relationship with Worthing Theatres and Museum, take a proactive approach to promoting a programme of cultural activities which continue to <b>improve the cultural offer for Worthing</b>.</p>	<p>Head of Place &amp; Economy</p>	<p>Worthing Theatres &amp; Museum</p>	<p>Ongoing</p>
	<p><b>1.6.3</b> Work proactively with <b>local cultural organisations</b> across Adur &amp; Worthing to promote inclusive opportunities for participation in cultural activities.</p>	<p>Head of Place &amp; Economy</p>	<p>Worthing Theatres and Museum, Ropetackle Arts Centre, Wordfest, etc.</p>	<p>Ongoing</p>
	<p><b>1.6.4</b> To work in partnership with Worthing Theatres &amp; Museum to develop <b>'Let the Light In'</b> redevelopment project at Worthing Museum.</p>	<p>Head of Place &amp; Economy</p>	<p>Worthing Theatres &amp; Museum</p>	<p>Stage One commence - Summer 2020 Stage Two commence - Summer 2021</p>
	<p><b>1.6.5</b> Establish a recognised and well-known <b>music economy</b> that provides a platform for artists to showcase their work, provides a talent identification model and promotes social inclusion opportunities for young people, all supporting the evening and night-time economy (ENTE).</p>	<p>Head of Place &amp; Economy, Head of Wellbeing</p>	<p>Town Centre Initiatives, Worthing &amp; Adur Chamber of Commerce, Worthing Theatres and Museum, local business partners</p>	<p>Review of progress - Summer 2020</p>
	<p><b>1.6.6</b> Deliver the expansion of <b>Colonnade House</b> into a Creative &amp; Digital Hub.</p>	<p>Head of Place &amp; Economy, Head of Major Projects &amp; Investment</p>	<p>West Sussex County Council, community and voluntary sector infrastructure support organisations, higher and further education partners, local business partners</p>	<p>Autumn 2021</p>
	<p><b>1.6.7</b> Build upon <b>Purple Flag</b> status for Worthing and explore further opportunities to create a diverse ENTE.</p>	<p>Head of Place &amp; Economy, Head of Wellbeing</p>	<p>Town Centre Initiative, Worthing &amp; Adur Chamber of Commerce, Colonnade House, local business partners</p>	<p>Ongoing</p>
	<p><b>1.6.8</b> Support a <b>creative community</b> that drives the creative industries sector across our places (e.g. filmmakers). To include exploring new opportunities for identifying new spaces and enhancing talent and skills.</p>	<p>Head of Place &amp; Economy, Head of Wellbeing</p>	<p>Town Centre Initiative, Worthing &amp; Adur Chamber of Commerce, local business partners, West Sussex County Council, Greater Brighton Metropolitan College, Coastal West Sussex, Association for Creative Industries</p>	<p>Ongoing</p>
<p><b>1.7 Productivity, Innovation, Employment and Skills</b></p>	<p><b>1.7.1</b> Work with partners to explore and deliver a <b>Business Innovation Centre</b>, specialising in Advanced Engineering and Manufacturing, at Shoreham Airport.</p>	<p>Head of Place &amp; Economy, Head of Major Projects &amp; Investment, Head of Planning &amp; Development, Director of Digital &amp; Resources</p>	<p>Higher and further education partners, developers, Brighton &amp; Hove City Council</p>	<p>Autumn 2023</p>
	<p><b>1.7.2</b> Work with partners to deliver a series of <b>business-led initiatives focused on how digital technologies (including AI)</b> can contribute to productivity and innovation gains.</p>	<p>Head of Place &amp; Economy</p>	<p>Higher and further education partners, Worthing &amp; Adur Chamber of Commerce, local business partners, West Sussex County Council, Coastal West Sussex Partnership</p>	<p>Early 2021</p>

COMMITMENT	ACTIVITIES & PROJECTS	LEAD RESPONSIBILITY	PARTNERS INVOLVEMENT	TIMESCALES/MILESTONES
	<p><b>1.7.3</b> With partners, establish a skills programme that ensures our population has the <b>'skills for the future'</b>, with specific regard to new digital technologies (e.g. Digital Hubs or Schools).</p> <p>(See 2.4.5) to help support the retention of skilled workers critical for our future competitiveness.</p>	<p>Head of Place &amp; Economy, Head of Wellbeing</p>	<p>Higher &amp; further education partners, Worthing &amp; Adur Chamber of Commerce, Coastal West Sussex, West Sussex County Council, Coast to Capital Local Enterprise Partnership, local business partners</p>	<p>Spring 2021</p>
	<p><b>1.7.4</b> Establish how we can support new and emerging sectors by collecting <b>new data and developing critical propositions</b> and through partnerships with new business sectors.</p>	<p>Head of Place &amp; Economy, Head of Major Projects &amp; Investment</p>	<p>Research institutes, Universities, Government &amp; business Partners</p>	<p>GBEB Creative industries: cluster profile report Autumn 2020</p>
	<p><b>1.7.5</b> Use systems leadership and service design approaches to develop an <b>Employment &amp; Skills Plan</b>, focusing on work ready and key employability skills and supporting:</p> <ul style="list-style-type: none"> <li>a) People back into work</li> <li>b) People making career transitions and or choosing second careers</li> <li>c) Apprenticeships</li> <li>d) Meaningful work experience opportunities for young people</li> <li>e) The retention of skilled workers</li> </ul>	<p>Head of Wellbeing, Head of Place &amp; Economy, Director of Digital &amp; Resources</p>	<p>Local businesses, education partners, Coastal West Sussex, DWP, Coast to Capital Local Enterprise Partnership</p>	<p>Autumn 2020</p>
	<p><b>1.7.6</b> Work with partners across the county to deliver a <b>Science, Technology, Engineering, creative and digital technologies and Maths (STeAM) skills programme</b> in Adur and Worthing that will inspire both young people and adults to pursue studies and careers based on STeAM.</p>	<p>Head of Place &amp; Economy, Head of Wellbeing</p>	<p>Coastal West Sussex Partnership, West Sussex County Council, Coast to Capital Local Enterprise Partnership, local authorities, education partners and local businesses</p>	<p>Winter 2021</p>
<p><b>1.8 Major Projects &amp; Developments</b></p>	<p><b>Worthing Major Projects Programme</b></p> <p><b>1.8.1 Worthing Integrated Care Centre</b> - to deliver a 6,000m<sup>2</sup> Integrated Health facility and 350 space multi-storey car park on the existing surface car park at Worthing Town Hall.</p> <p><b>1.8.2 Grafton Car Park</b> - lead the development of a residential led mixed use development on Worthing's seafront to create high quality homes and new retail/leisure facilities.</p> <p><b>1.8.3 Decoy Farm</b> - procure a development partner to bring forward 13,536m<sup>2</sup> of commercial and industrial space on a 7 hectares contaminated site in East Worthing.</p>	<p>Head of Major Projects &amp; Investment</p> <p>Head of Major Projects &amp; Investment</p> <p>Head of Major Projects &amp; Investment</p>	<p>Worthing Medical Group, Sussex Community Foundation Trust, Sussex Partnership Foundation Trust, Coastal West Sussex CCG, Planning &amp; Development, West Sussex County Council</p> <p>Place &amp; Economy, Planning &amp; Development, Private Developers, West Sussex County Council</p> <p>Planning &amp; Development, Private Developers, West Sussex County Council</p>	<p>Planning Application determined - Summer 2020</p> <p>Commence Construction - Winter 2020/21</p> <p>Construction Complete - Autumn 2022</p> <p>Development Partner Secured - Summer 2020</p> <p>Planning Permission Determined - Winter 2022</p> <p>Commence Construction - Summer 2023</p> <p>Development Partner Secured - Spring 2020</p> <p>Site Remediation - Autumn 2020</p> <p>Commence Site Development - Spring 2021</p>



COMMITMENT	ACTIVITIES & PROJECTS	LEAD RESPONSIBILITY	PARTNERS INVOLVEMENT	TIMESCALES/MILESTONES
	<p><b>1.8.4 Worthing Leisure Centre</b> - develop a new modern leisure centre to replace the existing centre at Shaftesbury Avenue.</p>	Head of Major Projects & Investment	Southdowns Leisure, Planning & Development, Wellbeing, West Sussex County Council	<p>Planning Permission Determined - Winter 2020/21</p> <p>Commence Construction - Summer 2021</p> <p>Construction Completion - Spring 2023</p>
	<p><b>1.8.5 Steyne Shelter</b> - working with development partner Boxpark to redevelop the dilapidated shelter for a new café/restaurant at the eastern end of Worthing historic seafront.</p>	Head of Major Projects & Investment	Planning & Development, Boxpark, West Sussex County Council	<p>Planning - Summer 2020</p> <p>Construction Commence - Winter 2020</p> <p>Construction Complete - Autumn 2021</p>
	<p><b>1.8.6 West Buildings Shelter</b> - working with development partner Next Colour to bring forward a high quality restaurant with sea views and outside seating at the western end of Worthing historic seafront.</p>	Head of Major Projects & Investment	Planning & Development, Next Colour, Bistro Pierre, West Sussex County Council	<p>Commence Construction - Summer 2020</p> <p>Construction Complete - Summer 2021</p>
	<p><b>1.8.7 High Street Car Park</b> - a full refurbishment of this important car park servicing the eastern end of Worthing's retail core to improve the experience for residents and visitors.</p>	Head of Major Projects & Investment	Planning & Development, Parking Services, West Sussex County Council	<p>Commence - Early 2021</p> <p>Complete - Early 2022</p>
	<p><b>1.8.8 Buckingham Road Car Park</b> - a full refurbishment of the car park which serves the western end of Worthing's retail core to provide an attractive alternative for shoppers.</p>	Head of Major Projects & Investment	Planning & Development, Parking Services, West Sussex County Council	<p>Commence - Spring 2020</p> <p>Complete - Winter 2020</p>
	<p><b>1.8.9 Colonnade House Extension</b> - the redevelopment of 2 - 7 High Street, Worthing to provide business, creative and maker space complementing the existing artistic hub at Colonnade House to reinforce Worthing's creative and cultural economy.</p>	Head of Major Projects & Investment	All relevant partners	<p>Planning Permission Determined - Spring 2020</p> <p>Commence Construction - Autumn 2020</p> <p>Completion - Autumn 2021</p>
	<p><b>1.8.10 Stagecoach Site</b> - to work with the landowners of the stagecoach site to facilitate the relocation of the site as a bus depot, and to realise the ambitions for the site in the emerging Worthing Local Plan.</p>	Head of Major Projects & Investment	Planning & Development	Clear plan - Autumn 2020
	<p><b>Adur Major Projects Programme</b>  <b>1.8.11 Adur Civic Centre Phase II</b> - work with preferred developer Hyde Housing group to develop 171 new social and affordable homes, business space using this vacant former civic office site.</p>	Head of Major Projects & Investment	Planning & Development, West Sussex County Council, Shoreham Harbour Regeneration Partnership, Hyde Housing Group	<p>Planning Permission Determined - Summer 2020</p> <p>Commence Construction - Spring 2021</p> <p>Completion - Spring 2023</p>
	<p><b>1.8.12 Sussex Yacht Club Flood Defences</b> - following the purchase of land from Sussex Yacht Club the Council will deliver a new section of flood defence to protect the town centre from flooding.</p>	Head of Major Projects & Investment	West Sussex County Council, Sussex Yacht Club	<p>Commence Construction - Summer 2020</p> <p>Completion - Spring 2021</p>
	<p><b>1.8.13 Shoreham Beach Green Café and Community Facility</b> - working with preferred developer Boxpark, the Council will work to deliver a new beachfront café, restaurant and community destination at the centre of Shoreham Beach.</p>	Head of Major Projects & Investment	West Sussex County Council, Planning & Development, Boxpark	<p>Commence Construction - Spring 2020</p> <p>Completion - Summer 2021</p>

**1.9 Using our land, assets and property to support clean growth**

COMMITMENT	ACTIVITIES & PROJECTS	LEAD RESPONSIBILITY	PARTNERS INVOLVEMENT	TIMESCALES/MILESTONES
	<p><b>1.9.1</b> Develop an <b>Asset Management Plan</b>, taking stock of the current estate, working to classify the current council ownership according to use and service demand, with a view to ensuring we have a fit and proper estate for the future. This focussing on:</p> <ul style="list-style-type: none"> <li>a) Right properties</li> <li>b) In the right place</li> <li>c) To meet current and future service need</li> <li>d) Disposal/development where value can be generated</li> </ul>	Head of Major Projects & Investment	All relevant stakeholders	Approved - Autumn 2020
	<p><b>1.9.2</b> Develop as part of an asset management plan a corporate approach to improve the <b>energy performance of our properties</b>, providing a future-proof estate and improved carbon footprint.</p>	Head of Major Projects & Investment	Council Services, Strategic Sustainability Manager	Autumn 2020
	<p><b>1.9.3</b> Ensure that the Councils are well placed to react to opportunities within the market, being actively engaged to respond to opportunities to support <b>growth through acquisitions, disposals and other property transactions</b>.</p>	Head of Major Projects & Investment		Required actions - Autumn 2020
	<p><b>1.9.4</b> Ensure that a programme of regeneration is developed for <b>new homes within Adur &amp; Worthing</b> by developing evidence, undertaking public consultation and gathering information on existing conditions of housing and commercial estates with a view to identifying long-term opportunities for estate regeneration.</p>	Head of Major Projects & Investment, Head of Housing	Housing Services	New Homes Development Strategy agreed - Spring 2021
	<p><b>1.9.5</b> Work with partners to investigate opportunities to <b>deliver housing solutions</b> for vulnerable groups such as homeless, prison leavers, and supported living, as well as other groups such as military veteran housing.</p>	Head of Major Projects & Investment	Housing, Wellbeing, Private Sector Partners	Ongoing
	<p><b>1.10.1</b> Contribute to the development of a <b>Local Strategic Statement 3 (LSS3)</b> in partnership with West Sussex County Council and Greater Brighton planning authorities and identify the key strategic infrastructure requirements and opportunities for housing and employment (see also commitment 1.5).</p>	Head of Planning & Development	Local residents and businesses, statutory agencies and local authority partners	LSS3 adopted - Summer 2021
	<p><b>1.10.2</b> Prepare <b>up to date local plans</b> for our places that reflect a changing global economy and seek to promote sustainable inclusive growth. As part of this, prepare and implement planning policies that respond imaginatively and creatively to new agendas for climate change; town centres; the need for new homes; sustainable transport and inclusive growth.</p>	Head of Planning & Development	All local authorities across the West Sussex and Greater Brighton 'sub-region'	Ongoing