

## 8. Delivery

### IMPLEMENTATION STRATEGY

The challenge of delivering the Vision and Masterplan will require concerted and co-ordinated action and commitment from the public, private and voluntary sectors. This section sets out guidance on the implementation and delivery of the Masterplan.

The draft Masterplan for the town provides a clear vision for the town and a set of clearly defined principles for achieving development and regeneration objectives. The objectives will provide the basis for partnership working in bringing forward opportunities and for the co-ordination of public and private sector investment.

The following section sets out the implementation mechanisms that will be required to move from concepts to delivery of the Masterplan objectives and projects. The Masterplan will provide a tool to promote and facilitate the development and regeneration of Worthing town centre. It comprises a comprehensive package of projects, which have the potential to come forward over varying timescales throughout the Masterplan time frame. The implementation strategy acts provides guidance on the delivery of these projects.

This section provides Worthing Borough Council and it's partners with recommendations regarding the delivery of key projects, including advice on the following areas:-

- Delivery principles
- Roles and responsibilities
- Planning strategy
- Delivery mechanisms
- Delivery risks
- Phasing and timetable
- Guidelines for development of key sites
- Action Plan

### DELIVERY PRINCIPLES

A number of principles underpin the implementation of the Masterplan proposals:-

- The implementation of the Masterplan must be approached in a comprehensive manner
- The integration of the town centre and sea front is crucial
- Development proposals must accord with the Masterplan Vision, Objectives and Principles and must not compromise the delivery of subsequent elements of the Masterplan
- Delivery of built development, infrastructure proposals and public realm improvements are closely linked. The provision of new infrastructure, in particular the alteration of existing highway, the provision of new linkages, enhancement of the public realm and the enhancement of open spaces are fundamental to achieving the regeneration objectives and must be addressed comprehensively
- Concerted actions will be required by key stakeholders to stimulate investor interest
- Development and public realm proposals must be of the highest design quality and accord with the design principles set out in the Masterplan
- An enhanced and coordinated branding and promotional strategy highlighting Worthing's competitive advantages will be required to transform existing perceptions and image.

### ROLES AND RESPONSIBILITIES

The key to the successful implementation of the Masterplan lies in strong partnership working between the public, private and voluntary sectors. Worthing Borough Council, through Worthing Evolution, has a vital role to play in ensuring successful regeneration of Worthing. The Council will need to provide strategic direction and to assist in the coordination of the wide range of agencies and partnerships actively seeking to secure the economic and social prosperity of Worthing.

Worthing Borough and West Sussex County Councils have pivotal roles in relation to the future of the town centre as service providers, economic regeneration agencies, landowners and through planning and highways powers. Effective and coordinated use of these responsibilities and powers is central to the successful implementation of the Masterplan and the delivery of key development projects.

Strong local, sustained leadership and partnership are key. The local authorities must be prepared to mobilise their own resources but also to encourage others to do the same. By taking the lead and showing their commitment to the future of the town centre and key projects by progressing the Masterplan and the related public consultation leading to its approval and in relation to progressing individual projects on a prioritised basis the Councils will clearly show their commitment to the regeneration of Worthing.

Worthing Borough Council will work with other members of the 5 Towns Network to ensure a coordinated approach to long term regeneration of each of the 5 towns within the Coastal West Sussex Area.

To fully grasp the opportunities which the Masterplan offers, the key public and private sector agencies must build on the joint working approach being championed by Worthing Evolution. This approach will need to work across public and private sector boundaries. Key inputs will be required from a variety of organisations, in addition to the Borough and County Councils:-

- SEEDA through its economic development and inward investment activities with funding support through the Coastal West Sussex Area Investment Framework;
- Worthing Together- the Local Strategic Partnership;
- Business organisations such as Worthing First, Worthing Town Centre Initiative and the Chamber of Commerce;
- Worthing Town Centre Initiative;
- Community and voluntary sector organisations;

- Transport operators;
- Emergency service organisations;
- Local media;
- Developers and investors.

In particular the Council and its partners will need to:-

- Ensure that the Masterplan proposals are brought forward in a progressive and comprehensive manner;
- Develop Planning Guidance and Policies that positively promote and facilitate high quality design and development in the town centre, including the production of Planning and Development Briefs for key sites;
- Direct investment into the town centre by funding public realm improvements or taking development projects forwards;
- Coordinate the relationships and linkages between individual projects;
- Address civic issues and local needs in terms of the future provision and location of facilities i.e. public leisure facilities;
- Proactively encourage developers to embrace the quality agenda required by the Masterplan;
- Promote the need for co-ordinated public sector funding support to deliver key public realm and infrastructure projects required early on in the Masterplan proposals;
- Champion the complex projects which will initiate wider change within Worthing;
- Prepare projects which can then be taken forward by private and public sector partners;
- Ensure that development and public realm proposals are of the highest design quality;
- Promote sustainable and innovative building technologies and energy efficiency;

- Consider the use of their own land assets in facilitating development and the potential use of compulsory purchase powers where necessary to unlock development opportunities.

#### LAND OWNERSHIP

In addition to the Council's strategic role as local authority, it will also have a key role as landowner. In particular this relates to the Council's ownership / part ownership of the following sites-

- Aquarena
- Grafton Centre
- Guildbourne Centre
- The Town Hall and Civic Centre
- The Pier and seafront

As landowner, the Council has the ability to have a direct influence over the development process (including timing issues), mix of uses, scheme design and delivery over and above its planning authority role and function.

It also provides the potential to deliver different types of benefits from sites than could otherwise be achieved e.g. release of capital, provision of new community facilities and town centre regeneration projects that will make a significant contribution to wider strategic objectives.

#### MARKETING AND BRANDING

With the development of the Masterplan there is a significant opportunity for the town to re-position its self as a quality retail, leisure and cultural destination, however to be fully realised, this will require investment and change in the way marketing and branding of the seafront and town centre is currently approached.

The development of a more dynamic marketing strategy and re-branding campaign should be given a priority as this has the potential to create a transformational shift in the way Worthing is currently perceived and tackle existing stereotypes of the town.

The pace of delivery will be lead by the Council and other agencies acting together to promote the town as a whole as a place where development and investment activity should happen. The range of promotional activities should include:-

- Direct investment into the study area to promote the regeneration objectives
- An active marketing campaign to stimulate the development community to the full range of opportunities that are available within the town centre
- A parallel campaign to promote Worthing as a major retail centre to a full range of occupiers
- Continued consultation with existing landowners and key occupiers to package and promote more comprehensive forms of development

#### PLANNING STRATEGY

Establishing the planning policy context for the Masterplan will be a key step in ensuring delivery. The use of planning as a positive tool to promote sustainable development is an important element of current government thinking. Current planning policy is set out in the Worthing Local Plan 2003. The adoption of a Local Development Framework (LDF) is programmed within the next three years and the Masterplan will inform the development of the LDF. Key considerations relate to :-

- Translating the Masterplan into statutory policies and allocations within the LDF;
- The securing of community benefits through the use of Section 106 / Section 278 agreements including improvements to public realm and open space: education and community facilities; highway improvements and traffic management and contributions to public transport facilities;
- Creating the rationale for the use of compulsory purchase powers in appropriate circumstances to achieve regeneration and planning objectives

## SITE ASSEMBLY

There are a number of individual land ownerships and interests within the study area, whilst private treaty negotiation with individual landowners is preferred, it may be necessary to use a compulsory purchase order to assemble development sites / create larger development parcels in order to deliver major regeneration projects.

## RETAIL STRATEGY

### Retail Core

It is generally accepted that the Guildbourne Centre does not meet the aspirations of the community or provide the shopping experience usually expected of a main shopping centre for a town of Worthing's size. As a result, over the years, there have been a number of proposals / suggestions for redevelopment of the centre however all of which have been unsuccessful primarily due to viability of redevelopment. Tenants are now predominantly discount / secondary retailers and all of the space on the upper floors is now vacant. The rental values being achieved within the centre are relatively low in relation to what would usually be expected.

It is considered that without a comprehensive approach to redevelopment, the centre will continue to attract only discount/secondary retailers, which is not appropriate of the main shopping centre in a town of Worthing's size.

The West Sussex Coastal Districts Retail Study September 2005 identifies Worthing as the largest retail centre in the Coastal District with capacity for over 23,000 sq.m. net of new comparison goods retailing in the town centre up to 2013, rising to about 38,000 sq.m. net by 2017. This is a significant increase in retail floorspace and the study identifies the challenge for the Council as being the identification and delivery of sites capable of accommodating this forecast growth.

The study further states that Worthing is facing increasing competition from competing towns and that 'to do nothing is not an option'. The town centre currently lacks the critical mass and quality of retailing to

anchor the town's comparison retail offer. The Union Place car park and the former police station in conjunction with a potentially redeveloped Guildbourne Centre provides 'the best opportunity for comprehensive new high street, retail, leisure and residential development to help meet the identified market demand and forecast capacity for non-food retailing.'

The study concludes by stating the following:-

*'For Worthing the key challenge is to create a new retail heart for the town centre. New development is needed to provide the necessary critical mass and quality of retail and leisure uses to help maintain and raise its status as a major sub-regional shopping destination over the longer term, particularly as it will face increased competition from neighbouring centres and out-of-centre developments. Neither the Montague nor the Guildbourne shopping centres currently provide strong or attractive anchor's to the town's retail offer. We therefore consider that there is a unique opportunity to redevelop the Union Place/Police Station site and to link it with the potential redevelopment of the unattractive Guildbourne Centre to create a significant mixed use development in the heart of the town centre, with frontages onto Chapel Road, South Place and the High Street. If development on this site fails to create these linkages, then it will effectively turn its back on the prime shopping area and an opportunity to create a significant retail development will be missed.'*

In looking at retail-led development, there are two key elements that are generally behind a successful scheme. The first is an anchor store. Depending on the size and quality of scheme, there are various types of retailers than can act as an anchor. However, for a scheme of any scale and quality, it is likely that a major department store will be required. For example, the two major retail developments proposed in Crawley and Portsmouth will each be anchored by 23,200 sq.m. (250,000 sq.ft.) John Lewis stores. The second element is critical mass. This is partly because retailers trade off one another and will wish to be re-assured that there is sufficient range of offer to attract shoppers.

Given the identified retail capacity for Worthing, occupier demand and growing competition that Worthing is faced with, it is considered that this sort of department store-anchored scheme will be required. In addition to the above this type and scale of development will assist in readdressing the negative perception of the town centre, provide a significant draw to the centre, create improved linkages from the train station to the town centre, create a much improved retail circuit and complimented the development at the Grafton Centre Site. It is consider that a scheme of the nature envisaged will need to comprise a department store of 9300 – 14,000 sq.m. (100,000 – 150,000 sq.ft.) and unit shop retailing of 14,000 – 19,000 sq.m. (150,000 – 200,000 sq.ft.) In order to accommodate the size of scheme proposed, it is considered that the Guildbourne Centre, Chatsworth Road, Union Place Car Park, and Former Police Station site should be looked at in a comprehensive manner.

Whilst the Council is a major landowner in the site, there are additionally a number of third party interests and therefore development will only be realised if the Council takes the lead in site assembly and is prepared to promote the use of a Compulsory Purchase Order to enable the site to be assembled. It is considered that if sites were to be developed in isolation, it is unlikely that there would be the capacity to accommodate a department led retail scheme.

The requirements of existing retailers must be considered in the development of scheme proposals within the retail core or elsewhere in the town centre to retain the range of retail offer.

### Secondary Retail Areas

Complimenting the proposed modern retailing on the Grafton Centre and on the expanded Guildbourne Centre sites will be the specialist independent shopping offer located south and east of Warwick Street and at the western end of Montague Street, which build on the town's heritage and character. These areas will offer an alternative retail environment to that of the more modern developments, with the small scale independent and specialist retail offering a more human scale and diverse retailing experience.

Respecting the existing street patterns and enhancing the characteristics of the surrounding area, these areas will become one of Worthing's distinct retail and visitor destinations. The preservation and enhancement of these environments combined with the varied and diverse mix of uses will help to rebalance the 'shift' in retailing focused on the new developments.

Through the implementation of an area management and promotion strategy, shop owners and occupiers should be encouraged to preserve the character and enhance the streetscape by careful management of shop front facades and ensuring that the future uses strengthen the existing and proposed small scale 'intimate' mixed use nature of the area. A promotional strategy will ensure that these areas are marketed as a single retailing centre, building on a distinctive brand. Undertaking these small scale intervention will help to create a consistency in the overall townscape and feel of the area. These small scale development proposals are proposed to open up and improve linkages between the seafront and the town centre. This will provide an opportunity to introduce distinctive retail and leisure 'destinations' and further broaden the range of uses and attractions in these areas. Balancing retail uses with cafes, restaurants, bars and cafes will ensure that these areas become a focus of activity within the evenings, offering an alternative to the drinking offer.

In order to achieve these changes, there are three main areas of action required around management, marketing and environment. Specific actions required to achieve the vision for these areas are set out below:-

### Management

- Bring traders together into a management partnership with agreed objectives and policies
- Investigate the potential for public sector funding
- Secure agreement between existing landlords on letting strategy – tenant mix, letting terms, shop fronts
- Progress initiatives in relation to promotion / advertisement of existing retail offer, focussing on emphasising the specialist /

independent retailing e.g. through collective promotion / information leaflets / town plans and emphasis on quality

- Development of initiatives in relation to increasing security in the town centre, especially in the evenings, targeting reducing anti social behaviour and fear of crime

### Marketing

- Create an overall 'shopping centre' identity for these areas of the town for variety and promotional purposes i.e. (warwickstreet.co.uk)
- Consider the opportunity for specialist markets
- Adopt a strong co-ordinated signage policy within these areas – maps, promotion boards

### Environment

- Support landowners in securing funding for improvements to buildings to try to encourage an increased take up rate
- Undertake 'quick win' environment improvements
- High quality surfaces, lighting and landscaping
- Improve linkages and signage between the Seafront and town centre

### DELIVERY MECHANISMS AND FUNDING

In taking forward the delivery of the various components of the Masterplan, there are a variety of mechanisms the Council needs to consider, ultimately on a project by project basis in order to establish the most appropriate route (in terms of timing, risk transfer and project viability).

Options for delivery mechanisms for individual projects include:-

- Private Sector Development
- Joint Venture – Public and Private Sectors
- Public Sector Development – Full Public Sector Implementation

A key objective will be to maximise funding opportunities and investment through a co-ordinated strategy. The strategic themes and ideas set out in the Masterplan inevitably represent a series of opportunities and challenges, which will require resourcing. Although the investment required by the Masterplan will be largely privately financed, there will be a need for the public sector to provide funding support for certain projects and to encourage other developments to come forward and to establish a planning contributions matrix to lever in private funding into a range of civic, public realm and infrastructure projects.

A major source of "intervention" funding will be through the Coastal West Sussex Area Investment Framework. Addressing the needs of coastal towns through targeted improvements to help transform their position as business locations, retail and leisure destinations and places to live as well as unlocking development opportunities have been identified as priority areas for action. It will be important for the Council and its partners to access intervention funding to take forward future technical work and "early win" projects.

The overall funding principles underlying the Masterplan are set out below:-

- Residential schemes – private sector led with public sector financial support in only very exceptional circumstances
- Office development – early intervention by the public sector in undertaking land assembly and investment in upfront infrastructure / public realm to stimulate private sector investment
- Retail Schemes – public/private sector partnership, major public role in land assembly, relocations and working with retailers / occupiers to establish a proactive management regime
- Cultural and civic projects – Public sector led

There are a number of potential sources of funding available to assist in the delivery of the Masterplan, which include:-

- Private sector investment
- Financial support from SEEDA
- Financial support from Worthing Borough Council
- Financial support from West Sussex County Council

Specifically, private sector funding could be secured through partnership arrangements or Section 106 / 278 planning obligations to assist in the development of related infrastructure projects including:-

- Improvements to public realm, streetscape and historic environment
- Improvements to creation and maintenance of public open spaces
- Provision and enhancement of pedestrian and cycle routes
- Financial contributions to public transport improvements
- Affordable and key worker housing
- Safety and security measures including CCTV
- Community facilities including healthcare, education contributions, accommodation for voluntary sector organisations and play facilities
- Commuted payments for car parking
- Public art

#### **DELIVERY RISKS**

There are a number of key influences and risks to the delivery of the development proposals as detailed within the Masterplan. These are set out in Table 8.1 as general and site specific risks:-

Table 8.1 Summary of Key Risks to implementation of Masterplan

<b>General Risks</b>	
Co-ordination	Many of the opportunities which the Masterplan offers will be lost if the Council and its partners do not continue to build on the joint working approach being championed through the Worthing Evolution. Partners will need to make a variety of policy, organisational and implementation decisions and without clear decision making, delivery structure and co-ordinated implementation activity complex projects will not be delivered.
Planning Policy	Current planning policies, national and local, are strongly supportive of town centre enhancement, regeneration and sustainable development. Preparation of the LDF must provide an appropriate policy context for delivery of the Masterplan.
State of the economy and property market	Due to the long term nature of some of the projects, it is not possible to guarantee scheme viability over the life of the Masterplan. Clearly an improvement in the local and national property markets might enable currently unviable projects to be brought forward in the future.  Proposals need to be sufficiently flexible, both in terms of use and programme, to be able to respond to changes in the property market.
Market Confidence	A key objective of the Masterplan is to create the conditions whereby developers and investors are confident that Worthing is a place where they want to develop and invest. Such conditions are created by strong decision making, clear planning policies, good image and branding, investment by public and private sectors, occupier demand and rising property prices
<b>Site Specific Risks</b>	
Land Assembly	In the case of sites in multiple ownership, the Council and its partners must be willing to use Compulsory Purchase Powers where necessary to ensure development and to signal that it is committed to supporting the proposals
Unknown High Development Costs	Unknown and high development costs associated with ground conditions, flooding issues, contamination etc. In such circumstances development viability will be adversely affected and a developer may require public sector funding support to develop. This highlights the need for feasibility studies at an early stage in the development process
Design Quality	Development proposals which do not meet the design quality aims of the Masterplan.
Planning Contributions	Opportunities lost to optimise planning contributions to bring forward key public realm and infrastructure projects- a structured approach to planning contributions is required
Public Sector Funding Support	Constraints on public sector (particularly financial) to assist in bringing forward civic, cultural and other projects with public benefits.

## PHASING / TIMETABLE

The key projects set out in the Masterplan will be brought forward over differing timescales depending on the nature of the project, delivery mechanism and linkages with related projects. An indicative phasing programme for the key projects is set out in the Action Plan (Table 8.2). The Implementation Strategy set out below provides the principal steps in the delivery of each project and the anticipated completion date.

Projects may come forward for development subject to provision of necessary infrastructure and mitigation of potential cumulative impacts and the Masterplan will be subject to monitoring and review.

## KEY SITES/PROJECTS

The Masterplan identifies a number of key development sites and projects throughout the town centre. This section provides an assessment of each of the key sites under the following headings:-

- Delivery principles
- Viability / Funding
- Delivery process / mechanism
- Links with other projects
- Programme

The development of all key sites should be promoted in accordance with the principles set out in the Masterplan.

### Teville Gate

#### Delivery principles

- The landowner has been in pre-application discussions with Worthing Borough Council
- The Council has a leasehold interest i.e. the existing multi-storey car park
- The potential mix of uses includes a swimming pool, multi-plex cinema, bowling centre, bingo club, skating rink, art gallery, shops, restaurants, cafes, bars, car park and residential accommodation

- The development will be required to be promoted as a comprehensive scheme
- Any development must improve linkage and encourage movement from the train station into the town centre
- Any development must be of a high quality in terms of design to reflect the site's important gateway location.
- The site has the potential to come forward in the short term – 1 -5 years

#### Viability/Funding

- The development will be mainly private sector funded, but will require public sector funding of the proposed public leisure facilities. This will be subject to agreement regarding acceptable financial terms
- Whilst the development should be commercially viable, viability will be very sensitive to property market movements, changes in development costs or planning obligations
- The overall scheme may require public sector assistance to acquire third party interests in the site

#### Delivery mechanisms

- Pre-application planning negotiations with developers in respect of scheme design, mix of uses, delivery of public leisure facilities and planning obligations in relation to the Masterplan objectives
- Council and its partners, in particular SEEDA, should agree with developers/ landowners a joint approach to future development and site assembly
- Negotiations between Council and developer regarding car park lease and future legal and financial arrangements in respect of new swimming pool and associated facilities.
- Involvement of West Sussex County Council and station/train/bus operators in relation to improvements to the

highway, Station Approach and pedestrian linkages from the station

- Monitoring of ongoing development viability and agreement of developer to work on an 'open book' basis with the Council to provide confidence over deliverability of proposals and to assist Section 106 negotiations.
- Entering into appropriate contractual arrangements with developer
- Development implementation, including provision of new swimming pool and associated facilities in accordance with agreed programme

#### Links with other projects

- The scheme should be linked with enhancement of the Worthing station transport interchange. and provide contribution towards environmental improvements in the area
- The redevelopment of the Aquarena site will require the relocation of the swimming pool to a suitable alternative site. The Teville Gate site is the preferred location for a new swimming pool. If proposals for a new swimming pool are not progressed as part of the Teville Gate development, it will be necessary to consider the suitability of alternative sites and to identify a suitable site to meet the objectives of the overall Masterplan strategy for the town centre and seafront.
- The possible future redevelopment of the Co-op site relates to Teville Gate, with the potential for improved linkages to the east of Broadwater Road and further enhancement of this gateway location.
- The redevelopment of Teville Gate to provide a leisure destination will significantly increase the attraction of Worthing town centre to residents and visitors. It will be necessary to ensure that the development is complimentary to other facilities in the town centre and on the seafront.
- The redevelopment of Teville Gate will potentially act as a catalyst to the wider regeneration of the Station Gateway area

- The development may require improvements to the local highway network including the junction of A24, Broadwater Road and Teville Road subject to a detailed Transport Assessment
- The development should be considered in parallel with improvements to connections between the Train Station and Town centre along Chapel Road

#### Indicative programme

- Submission of planning application – 2006
- Grant of planning permission – 2007
- Development – 2007 – 2010
- Scheme completion – 2010

#### Co-op Site

##### Delivery Principles

- The future development of the Co-op site will be dependant upon decisions in respect of future business operations on the site
- The site provides the potential opportunity for a mixed retail/commercial development with an element of residential use which will complement the development at Teville Gate, providing a new high quality gateway to Worthing
- Development will need to provide active frontages and improve links with the Station and transport interchange.
- Development will be private sector lead, but should be encouraged by the public sector through the preparation of site specific planning guidance and engagement with the current landowners.

##### Viability/Funding

- The future development of this site will be private sector funded but may require some initial public sector funding in order to identify the site's future development potential.

- Whilst the current use does not appear to be particularly viable, redevelopment for the uses proposed in this key gateway location should, in principle, be viable.

##### Delivery Mechanisms

- Engagement with the current landowners on the current use of the site and the potential for redevelopment
- Preparation of site specific planning guidance /planning brief to provide further guidance on the site's development potential, based upon the Masterplan proposals
- Planning application in accordance with the planning brief
- Potential for phased development within comprehensive framework
- Development implementation

##### Linked projects

- The redevelopment of the Co-op site relates to Teville Gate, potentially providing a balance on the east of Broadwater Road and adding to the gateway nature of this location.

##### Indicative programme

- Site specific planning guidance – 2008
- Planning application – 2009
- Planning approval – 2009
- Development implementation - 2010- 2012
- Scheme completion - 2012

#### Cultural & Civic Quarter

##### Delivery principles

- The site is within public sector ownership (with exception of The Wheatsheaf Public House which is in private ownership)

- Agreement will be needed between the public sector landowners – Worthing Borough Council, West Sussex County Council, the Court Service and the Primary Care Trust and owners of The Wheatsheaf Public House- on the principles and mechanism for redevelopment
- Development will need to be public sector lead, although there will need to be private sector involvement in the implementation of certain elements – i.e. town centre living
- There is currently no specific planning policy relating to the site therefore site specific planning policy will need to be prepared
- The development of a new cultural facility for Worthing will require further investigation of content, design and financial feasibility.
- The site should be looked at comprehensively as a cluster of buildings to create an improved Cultural/Civic Hub for Worthing (including a potential new library/ resource centre), although development could potentially be phased
- Development should be sensitivity to its surroundings given the mix of residential and sensitive public buildings i.e. the listed Assembly Hall and Town Hall building

##### Viability/funding

- The development will be mainly public sector funded with some private sector enabling funding
- It will be important to optimise funding streams through enabling residential development, capital receipts through sales of surplus properties, grant funding and planning gain contributions
- The Council may also wish to consider other public funding routes such as prudential borrowing, public private partnership or a combination of the two

##### Delivery mechanisms

- Public sector led implementation
- Negotiation with other public sector landowners– Worthing Borough Council, West Sussex County Council and the Magistrates Service- on

the principles of redevelopment in accordance with the Masterplan proposals

- Feasibility study by public sector partners into design, content, financial feasibility and procurement/implementation options
- Preparation of site specific planning guidance – a planning and development brief - for the site based upon further design, capacity and viability analysis
- Agreement of a partnership delivery mechanism between the public sector landowners which addresses current property interests, future interests, development roles, funding, procurement and timing.
- Procurement of a private sector development partner following a competitive marketing process
- Planning application in accordance with the planning and development brief
- Development implementation

#### Indicative programme

- Further feasibility study – 2006/7
- Site specific planning guidance – 2007
- Marketing and developer selection – 2007/8
- Design development and Planning application – 2008/9
- Planning approval – 2010
- Development implementation - 2010- 2013
- Scheme completion - 2013

#### Guildbourne Centre/ Union Place

##### Delivery Principles

- Delivery of development proposals on the Guildbourne shopping centre, Union Place car park and Former Police Station site will be complex and long term
- In order to create a viable critical mass of retail development, development should come forward in a comprehensive manner

although there may be the potential for phasing within a comprehensive development structure

- The site is within a number of ownerships (both public and private sector) and it is likely that the use of CPO powers will be required to enable comprehensive redevelopment
- A relocation strategy will be required for existing occupiers of the site who will be displaced by the redevelopment.
- The development proposed is broadly compliant with current planning policy, however given the scale of development proposed, the site will require site specific development guidance
- Development should create a street structure that links the development with the adjoining sites and the wider street network
- Development will need to be public sector lead initially
- Potential for phased development within a comprehensive framework;
- Redevelopment of this area will be a long term opportunity (5 – 10 years)

#### Viability/Funding

- The development will be mainly private sector funded, however will require initial public sector funding in order to assist in identifying the site's full development potential
- The scheme will require significant land assembly, which will be a substantial cost to the scheme. A Compulsory Purchase Order will need to be promoted by the public sector but will require appropriate cost indemnity from the private sector.
- In overall terms the site will provide a significant quantum of commercial and residential development and therefore given current property market conditions in Worthing, should be commercially viable and further be able to make some contributions to related infrastructure and public realm works.

#### Delivery Mechanisms

- Public sector led implementation
- Engagement and negotiation with existing key stakeholders should be progressed as soon as possible in order to secure agreement to the principles of development of this site as outlined in the Masterplan
- Preparation of site specific planning guidance (planning and development brief) for the site based upon further design, capacity and viability analysis
- Worthing Borough Council and its partners, in particular SEEDA to agree a joint approach to site assembly and future development, working with existing landowners / developers, including use of potential CPO powers
- The Council should work closely with West Sussex County Council in relation to improvements to the highway network in relation to the new development
- Marketing of the development opportunity to the commercial development market
- Appointment of a preferred development partner to work with the Council and its partners in taking the development forward
- Planning application in accordance with the planning and development brief
- Upon grant of planning permission, potential use of CPO powers to assist developer in completing site assembly
- Development implementation.

#### Linked projects

- Development of this site will be important in transforming Worthing's role as a retail centre, significantly strengthening the town's attraction, creating an improved retail circuit, strengthening town centre links and encouraging movement between the retail core and the train station.

- The development of the site is closely linked to the development of the Grafton Centre site in comprehensively improving the retail offer in Worthing and meeting the identified retail needs of the town.
- The development should be considered in parallel with public realm improvements along Chapel Road, Union Place and Ann Street
- The development will result in the relocation of a number of existing occupiers from the site and a relocation strategy will be required to provide new locations in the town centre for these occupiers
- The development will also result in retailers moving from existing locations in the town centre into the scheme and will require a retail strategy to promote and mitigate the likely short term impact on other parts of the town centre, particularly the western end of Montague Street

#### Indicative programme

- Site specific planning guidance – 2007
- Marketing and developer selection – 2008
- Design development and Planning application – 2009
- Planning approval – 2010
- Site assembly and CPO process – 2010/11
- Development implementation - 2011- 2014
- Scheme completion - 2014

#### Grafton Site

##### Delivery Principles

- The core site is owned by Worthing Borough Council. A more comprehensive development as promoted by the Masterplan will require additional ownerships to be included.
- Development proposals should come forward in a comprehensive manner although development does have the potential to be phased, provided this takes place within a comprehensive development

framework and in accordance with the principles set out in the Masterplan.

- There will be a requirement for the preparation of more development guidance and clear direction through planning policy
- The initial phase of this site has the potential to come forward in the short term 1 – 5 years

#### Viability/Funding

- The development will be private sector funded but Worthing Borough Council will work with developers/ landowners in identifying the site's full development potential
- There may be a requirement for land assembly to secure the objectives of the Masterplan
- Given current property market conditions in Worthing, any future development should be commercially viable with provision for contributions towards related infrastructure and public realm works.

#### Delivery Mechanisms

- Council to work with preferred developer in scheme development
- Preparation of further detailed development and design guidance
- Continued pre-application planning negotiations with the developer in respect of scheme design, mix of uses and planning obligations in relation to the Masterplan objectives
- The Council and the preferred developer should work closely with West Sussex County Council in relation to improvements to the highway, pedestrian and cycle network at Marine Parade
- Working with the developer, the Council and its partners, including SEEDA to agree a joint approach to site assembly and future development, including potential use of CPO powers to acquire any required interests

- Agreement in respect of transfer of Council's land interests including timing of planning application and transfer .
- Monitoring of ongoing development viability and agreement of developer to work closely with the Council to provide confidence over deliverability of proposals and in relation to land transfer/Section 106 negotiations.
- Subject to successful resolution of planning issues, submission of planning application by developer.
- Upon grant of planning permission, potential use of CPO powers to complete required site assembly.
- Development implementation

#### Linked projects

- Development of this site will be important in terms of being the first phase of new retail development in the town centre which will reinforce Montague Street as a retail destination to act as a counter-balance to the proposed retail development at the Guildbourne Centre/Union Place
- The scheme will also strengthen links and encourage movement between Montague Street and the sea front and will relate closely to the future refurbishment and use of the Lido site.
- The development should be considered in parallel with public realm improvements along the seafront, Marine Parade and Montague Street

#### Indicative programme

- Design development and planning application - 2006
- Planning approval - 2007
- Development – 2007 – 2010
- Scheme completion – 2010

## Seafront Central- Pier and Lido

### Delivery Principles

- The site is within public sector ownership, although is subject to leases
- Development will need to be public sector lead, although there will need to be private sector involvement in implementation
- Site specific planning policy will be required
- The seafront should be looked at comprehensively although development can be progressed as a series of phased projects

### Viability/Funding

- Development will be by a mix of public and private funding, the balance of which will change on a project by project basis
- Initial funding will be mainly public sector
- It will be importance to optimise public sector funding streams through grant funding and planning gain contributions
- The Council may also wish to consider other public funding routes such as prudential borrowing, public private partnership or a combination of the two

### Delivery Mechanisms

- Public sector led implementation
- Further feasibility work by public sector partners into design, content, financial feasibility and procurement/implementation options
- Preparation of site specific planning guidance – planning and development briefs - for key sites – specifically the Lido and Pier - based upon further design and viability analysis
- Agreement of appropriate delivery mechanisms for projects which address current property interests, future interests, development roles, funding, procurement and timing.

- Procurement of private sector development partners following a competitive marketing process
- Planning applications in accordance with the planning and development briefs
- Development implementation

### Linked projects

- The regeneration of the seafront will be at the heart of the transformation of Worthing, offering a wide range of tourist and leisure attractions
- Funding of the Seafront projects may be dependant on capital funding provided by the disposal of other Council assets.
- Development of the Lido site will be closely related to and complementary with the development of the Grafton site

### Indicative programme

- Further feasibility study – 2006/7
- Site specific planning guidance – 2007
- Marketing and developer selection – 2007/8
- Design development and Planning application – 2008/9
- Planning approval – 2010
- Development implementation - 2010- 2012
- Scheme completion - 2012

## Marine Parade Bus Garage

### Delivery Principles

- The development proposed is compliant with planning policy but will require further detailed development guidance
- The development of this site is dependent on the suitable relocation of the Stage Coach operations
- Development of the site should provide a new pedestrian route linking Warwick Street and Marine Parade

- Development of this site will be private sector led however may require initial public sector support to negotiate with the existing landowner to assist in the development coming forward
- The site is in a single private ownership (Stage Coach)
- Redevelopment of this area will be medium term 3 - 6 years

### Viability/Funding

- The development will be private sector funded
- The quantum and mix of uses and the locational qualities of the site indicate that development of the nature proposed should be viable

### Delivery Mechanisms

- Public sector lead with private sector implementation
- The first step in the delivery process will be to negotiate with Stage Coach, the current landowners on the Masterplan proposals and their relocation needs. The Council should assist Stage Coach with the identification of a suitable alternative location from which to operate
- In parallel further detailed design and feasibility work should be produced for the site resulting in the production of detailed site specific development guidance – a planning and development brief
- The developer of the site should be encouraged to submit a planning application in accordance with the planning and development guidance

### Linked projects

- Development of this site will be important in terms of creating a sensitive mixed use redevelopment adding to the critical mass of activity around Warwick Street and further strengthening and diversifying the town centre's retail offer
- Strengthening town centre links and encouraging movement between the Seafront and Warwick Street through to the proposed retail development on the existing Guildbourne Centre site and beyond.

- The development should be considered in parallel with public realm improvements along Marine Parade and Warwick Street

#### **Indicative programme**

- Relocation of existing operations from site – 2006 - 2008
- Site specific planning guidance – 2007
- Design development and Planning application – 2008
- Planning approval – 2009
- Development implementation - 2009 – 2011
- Scheme completion - 2011

#### **Aquarena**

##### **Delivery Principles**

- The development potential of the Aquarena will be dependent on the future location of the swimming pool. Teville Gate has been identified as the preferred location for a new facility. If proposals for a new swimming pool are not progressed as part of the Teville Gate development, it will be necessary to consider the suitability of alternative sites and to identify a suitable site to meet the objectives of the overall Masterplan strategy for the town centre and seafront.
- The future development of the Aquarena site will be dependent upon review of planning policy
- Redevelopment of the site will need to respect neighbouring residential, public open space and sensitive buildings
- The site is in public ownership and its future development should be public sector led and the Council should work with a preferred developer in developing a high quality scheme
- Early consultation will be required with the Environment Agency to assess the flood risks and the coastal protection measures required
- Development proposals should be prepared within a comprehensive framework which takes fully into account other proposals in the Eastern Gateway, in particular the potential land extension

- Assuming the relocation of the swimming pool to an alternative site, redevelopment of this area will be a medium term project 4 – 8 years

#### **Viability/Funding**

- Development of the site to incorporate the uses as proposed in the Masterplan would be mainly private sector funded
- Development will involve costs such as remediation (of the existing pool facility) and flood protection works which must be taken into account in development viability

#### **Delivery Mechanisms**

- Public sector led implementation through the selection of a preferred development partner
- Further detailed feasibility work and preparation of development/ design guidance
- Production of a development and marketing brief for the site – to be used as the basis for selecting a private sector development partner for the site
- Delivery of the development will be by a private commercial partner following a competitive marketing process

#### **Linked projects**

- Development of the Aquarena site comprising the mix of uses identified in the Masterplan is dependent on the development of a new swimming pool on a suitable alternative site. It is important to consider this both in terms of timescale and continuity of operation. Development of a new pool on the Aquarena site would not allow for continuity of operation during the construction period.
- The potential land extension will relate closely to the Aquarena site and the proposals should be considered within a comprehensive development framework to ensure development is complementary

#### **Indicative programme**

- Site specific planning guidance – 2007/8
- Marketing and developer selection – 2008
- Design development and Planning application – 2009
- Planning approval – 2010
- Relocation of existing operations from site – 2009 – 2010
- Development implementation - 2010 – 2012
- Scheme completion - 2012

#### **Esplanade Gateway site**

##### **Delivery Principles**

- The development proposed is compliant with planning policy however will require further detailed development guidance
- Development of this site will be private sector led however may require initial public sector support to negotiate with the existing landowner to assist in the development coming forward
- The site is in a single private ownership
- Redevelopment of this area will be medium term 3 - 6 years

##### **Viability/Funding**

- The development will be private sector funded
- The quantum and mix of uses and the locational qualities of the site indicate that development of the nature proposed should be viable

##### **Delivery Mechanisms**

- Public sector lead with private sector implementation
- Production of detailed site specific development guidance – a planning and development brief
- The developer of the site should be encouraged to submit a planning application in accordance with the planning and development guidance

- Development implementation

### Linked projects

- Development of this site will be important in terms of creating a new gateway to the town centre and seafront from the east

### Indicative programme

- Relocation of existing operations from site – 2006 - 2008
- Site specific planning guidance – 2007
- Design development and Planning application – 2008
- Planning approval – 2009
- Development implementation - 2009 – 2011
- Scheme completion - 2011

### Eastern Gateway- Land Extension

#### Delivery Principles

- Delivery of the land extension development proposals will be long term but must be promoted within a comprehensive framework for the Eastern gateway area
- In order to create a viable critical mass of development, development should come forward in a comprehensive manner although there may be the potential for phasing within a comprehensive development structure
- The site is within public sector ownership (Worthing Borough Council) although it is likely that the use of CPO powers may be required to enable comprehensive redevelopment
- Development should integrate with development proposed on the Aquarena site and elsewhere on the seafront
- Development will need to be public sector led initially with the selection of a preferred developer partner
- Redevelopment of this area is likely to be a long term opportunity 5 – 15 years but action will be required in the short term to undertake

feasibility work/ prepare the framework for development with developer partner.

### Viability/Funding

- The development will be mainly private sector funded, however working with selected developer partner, some initial public sector funding will be required in order to promote development/ undertake feasibility studies which will assist in identifying the site's full development potential
- The scheme will require significant engineering works and enhanced coastal protection. This will have cost implications which must be fully considered in scheme viability
- Given the current uncertainty in respect of development costs and the long term nature of the project, further work will be required on development viability.

### Delivery Mechanisms

- Public sector led implementation with appointment of preferred developer partner to work with Council and its partners
- Preparation of new site specific planning guidance for the site based upon further design, capacity and viability analysis
- Further feasibility work
- Planning application in accordance with the planning and development brief
- Development implementation

### Linked projects

- The proposed development should be integrated with and complementary to other major development schemes in the town, in particular the Aquarena site and other proposals in the Eastern Gateway
- The proposals should relate to the overall seafront strategy and will form an important element in the provision of new sea defences and public realm

### Indicative programme

- Further feasibility study – 2006/7
- Initial marketing exercise- 2006
- Marketing and developer selection – 2007
- Preparation of site specific planning guidance – 2007/2008
- Design development and Planning application – 2008/9
- Planning approval – 2010
- Development implementation - 2011 – 2016
- Scheme completion - 2016

### Community Living and Retail (British Gas site)

#### Delivery Principles

- Requirement for further detailed development guidance/ planning policy review
- Development of this site will be private sector led however may require initial public sector support to negotiate with the existing landowner to assist in the development coming forward
- The site is within private ownership (Waitrose/National Grid/Southern Gas Networks)
- The site should be looked at comprehensively with the adjoining Waitrose supermarket.

- Redevelopment of this area is likely to come forward in the medium to term 5-8 years

### Viability/Funding

- The development will be private sector funded
- Detailed site investigations will be required to identify any contamination / remediation issues, which could have impact on development costs

### Delivery Mechanisms

- Private sector led implementation
- Engagement with the current landowners on the viability of the current use of the site and the potential for redevelopment
- Preparation of site specific planning guidance – a planning brief – to provide further guidance on the site’s development potential, based upon the Masterplan proposals
- Planning application in accordance with the planning brief
- Development implementation

### Linked projects

- Environmental improvements within the site and along High Street
- The site closely relates to the extended new retail centre providing a balancing development on the east side of the High Street

### Delivery risks

- Landowners unwilling to adopt Masterplan proposals and not prepared to redevelop, leaving current unattractive buildings in place, providing a poor gateway impression of Worthing
- Landowner interested in promoting redevelopment, but not in accordance with Masterplan
- Redevelopment proves unviable

### Indicative programme

- Site specific planning guidance – 2006/7
- Planning application – 2007
- Planning approval – 2008
- Development implementation - 2009- 2011
- Scheme completion - 2011

### SEAFRONT STRATEGY

Short term actions will involve continued support and development of the visitor offer and a coordination of development projects / programmes to enhance the seafront. Pre-development feasibility studies will be required to take forward the larger scale development opportunities. Projects will include:

- public realm works to improve linkages between the seafront and town centre
- refurbishment of shelter to provide catering opposite Marine Parade
- up-grading of the Lido as a niche catering / retail attraction
- feasibility study to assess future development of the Pier to become a central hub of visitor activities, e.g.
- potential re-configuration of Pavilion Theatre to include art gallery space and relocated Tourist Information Centre
- up-grading of arcade / amusements on the Pier
- develop restaurant at seaward end of the Pier in place of nightclub
- provide new active outdoor events space at entrance to Pier
- re-develop existing shelter into new Fisherman’s quarter with retail and interpretation facility
- Planning brief to determine active recreation provision on Beach Promenade

Short/medium term interventions will seek to enhance and develop Worthing seafront as a major visitor destination through the provision of new facilities and major investment in the public realm. Specific initiatives include:

- landmark development of seafront shelters to create new destination points and revenue generating opportunities along the seafront
- new public art provision along whole length of seafront, e.g. themed sculpture park (“art on the seafront”)
- lighting strategy to illuminate seafront and define “destination” points
- major new visitor attraction on the Pier including commercial activities (dependent on outcome of feasibility study/ business plan)
- Further commercial development to attract new visitor facilities along the Pier (up-grade of arcade etc.)
- Seaward development of Pier to create new landmark restaurant and retail outlets in place of nightclub
- Provide new events space (including performance space)
- develop new visitor centre and beach office around existing site of TIC
- major investment to soften landscape through improved planting and external seating
- provide new leisure facilities in Beach House Gardens and eastern seafront including new children’s’ play centre, Adventure Golf, water-splash feature and up-grade of refreshment kiosks
- improve access between seafront and green space (Denton House) through demolition of walkway above beach huts
- create a new sensory garden environment
- develop new active beach zone to include range of sports facilities
- develop new hotel (3/4 star) within new Aquarena development
- up-grade boat pound on the seafront (past the Esplanade) to provide welcoming gateway

In the longer term, interventions will seek to transform/re-brand Worthing as a high quality resort providing a range of visitor attraction and facilities. This will be dependent on the feasibility of a land extension in association with construction of new sea defences. The aim is to provide a new visitor / business experience through the development of a range of all weather facilities/attractions. This could include:

- Maritime development to include residential and associated retail / leisure provision
- New Hotel and Spa complex including pool, gym and treatment rooms
- additional visitor self-catering accommodation within maritime complex
- new Extreme Sports Academy cater for a mix of sports / recreational activities

#### **ACTION PLAN**

An Action Plan has been prepared which summarises the key Masterplan proposals, potential funding and delivery mechanisms and possible timescales for development. It highlights the necessary actions to take forward key proposals and projects and linkages to other strategies and programmes which may assist in delivery of the Masterplan objectives. Particular priority is attached to further work on the development of the transport strategy by West Sussex County Council and Worthing Borough Council. This will include the preparation of a new traffic model and testing of development proposals to identify highway improvement schemes and transport initiatives. In addition, further work will be required to develop the seafront implementation plan, a marketing and branding implementation plan and a public realm improvement delivery strategy.

Implementation of the Action Plan will be dependent on effective project management and delivery arrangements. This will require partnership working and the establishment of an overarching project management group to ensure the coordination of projects and initiatives.

The Action Plan should be subject to monitoring and review. The Action Plan is set out in Table 8.2.

Table 8.2 Worthing Town Centre and Seafrost Action Plan

	Potential Funding	Potential Partners	Possible Timescale	Links to other Projects / Programmes	Requirements
<b>DEVELOPMENT PROJECTS</b>					
<b>Station Gateway</b>					
Teville Gate	<ul style="list-style-type: none"> <li>• Developer</li> <li>• Worthing Borough Council – leisure uses</li> </ul>	<ul style="list-style-type: none"> <li>• Developer</li> <li>• Worthing BC</li> </ul>	Short - Medium	<ul style="list-style-type: none"> <li>• Development proposals:                             <ul style="list-style-type: none"> <li>- Transport Interchange</li> <li>- Co-op Store</li> <li>- Aquarena</li> </ul> </li> <li>• Projects                             <ul style="list-style-type: none"> <li>Transport Strategy</li> <li>Public Realm Strategy</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Scheme development</li> <li>• Negotiations with developer during consideration of planning application</li> <li>• Statutory Planning framework to be provided through Core Strategy &amp; Site Allocations document of LDF.</li> </ul>
Co-op Site	<ul style="list-style-type: none"> <li>• Developer</li> <li>• Land owner (Co-op)</li> <li>• AIF</li> </ul>	<ul style="list-style-type: none"> <li>• Developer/landowners</li> <li>• Worthing BC</li> </ul>	Medium – Long	<ul style="list-style-type: none"> <li>• Development proposals:                             <ul style="list-style-type: none"> <li>- Teville Gate</li> <li>- Station Gateway</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Planning brief</li> <li>• Statutory Planning framework to be provided through Core Strategy &amp; Site Allocations document of LDF</li> </ul>
Transport Interchange	<ul style="list-style-type: none"> <li>• Developer contributions</li> <li>• West Sussex County Council</li> <li>• Stagecoach</li> <li>• Network Rail</li> </ul>	<ul style="list-style-type: none"> <li>• West Sussex County Council</li> <li>• Stagecoach</li> <li>• Network Rail</li> <li>• Taxis Assc</li> <li>• Crime Disorder Reduction Partnership (CDRP)</li> </ul>	Short - Medium	<ul style="list-style-type: none"> <li>• Development proposals:                             <ul style="list-style-type: none"> <li>- Teville Gate</li> </ul> </li> <li>• Public Realm Strategy</li> <li>• Station Gateway</li> </ul>	<ul style="list-style-type: none"> <li>• Scheme development</li> <li>• Station Gateway Development Brief through LDF</li> </ul>
Station Plaza	<ul style="list-style-type: none"> <li>• Developer contributions</li> <li>• West Sussex County Council</li> <li>• Worthing Borough Council</li> </ul>	<ul style="list-style-type: none"> <li>• West Sussex County Council</li> <li>• Worthing Borough Council</li> <li>• Network Rail</li> <li>• Developers</li> <li>• Immediate Employers</li> </ul>	Short- Medium	<ul style="list-style-type: none"> <li>• Development proposals:                             <ul style="list-style-type: none"> <li>- Teville Gate</li> </ul> </li> <li>• Public Realm Strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Scheme development</li> <li>• Planning Obligations SPD</li> </ul>

	Potential Funding	Potential Partners	Possible Timescale	Links to other Projects / Programmes	Requirements
<b>Cultural Civic Hub</b>					
Civic Focus (including new library/ resource centre)	<ul style="list-style-type: none"> <li>• Worthing Borough Council</li> <li>• West Sussex County Council</li> <li>• Crown Magistrates</li> <li>• Developer</li> <li>• AIF</li> </ul>	<ul style="list-style-type: none"> <li>• Worthing Borough Council</li> <li>• West Sussex County Council</li> <li>• Crown Magistrates</li> <li>• Voluntary and community sectors</li> <li>• Primary Care Trust</li> <li>• NCP</li> </ul>	Short - Medium	<ul style="list-style-type: none"> <li>• Development proposals:                             <ul style="list-style-type: none"> <li>- Cultural Facility</li> <li>- Town Centre Living</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Statutory Planning framework to be provided through Core Strategy &amp; Site Allocations document of LDF .</li> <li>• Civic &amp; Cultural Quarter Development Brief</li> <li>• Town Centre &amp; Seafront Area Action Plan</li> </ul>
Cultural Facility	<ul style="list-style-type: none"> <li>• Worthing Borough Council</li> <li>• West Sussex County Council</li> <li>• Developer</li> <li>• AIF</li> </ul>	<ul style="list-style-type: none"> <li>• Worthing Borough Council</li> <li>• West Sussex County Council</li> <li>• Cultural and arts community</li> <li>• Developer</li> </ul>	Short - Medium	<ul style="list-style-type: none"> <li>• Development proposals:                             <ul style="list-style-type: none"> <li>- Cultural Facility</li> <li>- Town Centre Living</li> </ul> </li> <li>• Public Realm Strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Feasibility study</li> <li>• Agree partnership delivery</li> <li>• Possible selection of developer partner</li> </ul>
Town Centre Living	<ul style="list-style-type: none"> <li>• Developer</li> </ul>	<ul style="list-style-type: none"> <li>• Developer</li> <li>• Magistrates Courts</li> <li>• Worthing Borough Council</li> </ul>		<ul style="list-style-type: none"> <li>• Development proposals:                             <ul style="list-style-type: none"> <li>- Civic Focus</li> <li>- Cultural Facility</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Possible selection of developer partner</li> </ul>
Civic Square	<ul style="list-style-type: none"> <li>• Worthing Borough Council</li> <li>• West Sussex County Council</li> <li>• Developer</li> </ul>	<ul style="list-style-type: none"> <li>• Worthing Borough Council</li> <li>• Developer</li> <li>• West Sussex County Council</li> </ul>	Short - Medium	<ul style="list-style-type: none"> <li>• Development proposals:                             <ul style="list-style-type: none"> <li>- Civic Focus</li> <li>- Cultural Facility</li> <li>- Town Centre Living</li> </ul> </li> <li>• Public Realm Strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Scheme development</li> <li>• Planning Obligations SPD</li> </ul>

	Potential Funding	Potential Partners	Possible Timescale	Links to other Projects / Programmes	Requirements
<b>Retail Core</b>					
Central Retail Focus	<ul style="list-style-type: none"> <li>• Developer</li> <li>• SEEDA</li> <li>• AIF</li> </ul>	<ul style="list-style-type: none"> <li>• Developer</li> <li>• Existing occupiers / land owners including but not exclusively:</li> <li>• West Sussex County Council ( who own some of the highway land) and Sussex Police Authority who must still own the site.</li> <li>• Northbrook College</li> <li>• Police</li> <li>• SEEDA</li> <li>• Worthing Borough Council</li> <li>• NCP</li> </ul>	Medium – Long	<ul style="list-style-type: none"> <li>• Determination of planning applications on individual sites</li> </ul>	<ul style="list-style-type: none"> <li>• Statutory Planning framework to be provided through Core Strategy &amp; Site Allocations document of LDF .</li> <li>• Wider Union Place &amp; Guildbourne Centre Development Brief</li> <li>• Town Centre &amp; Seafront Area Action Plan</li> <li>• Site assembly strategy</li> <li>• Appoint development partner</li> </ul>
Marine Parade Bus Depot	<ul style="list-style-type: none"> <li>• Developer</li> <li>• AIF</li> </ul>	<ul style="list-style-type: none"> <li>• Developer</li> <li>• Stagecoach</li> <li>• Adjoining landowners</li> </ul>	Short - Medium	<ul style="list-style-type: none"> <li>• Development proposals:                             <ul style="list-style-type: none"> <li>- Warwick Street</li> <li>- Relocation of Bus Depot</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Relocation strategy</li> <li>• Transport Strategy</li> <li>• Statutory Planning framework to be provided through Core Strategy &amp; Site Allocations document of LDF .</li> <li>• Town Centre &amp; Seafront Area Action Plan</li> </ul>
Montague Street (including West End)	<ul style="list-style-type: none"> <li>• Worthing Borough Council</li> <li>• Retailers</li> <li>• Businesses</li> </ul>	<ul style="list-style-type: none"> <li>• Worthing Borough Council</li> <li>• Retailers</li> <li>• Town Centre Initiative</li> </ul>	Short- potential 'early win'	<ul style="list-style-type: none"> <li>• Public Realm Strategy</li> <li>• Transport Interchange</li> </ul>	<ul style="list-style-type: none"> <li>• Scheme development</li> <li>• Town Centre &amp; Seafront Area Action Plan</li> <li>• Planning Obligations SPD</li> </ul>
Montague Place	<ul style="list-style-type: none"> <li>• Developer funding through securing S106 monies</li> </ul>	<ul style="list-style-type: none"> <li>• Developer</li> <li>• Worthing Borough Council</li> <li>• Woolworths &amp; local retailers</li> <li>• Town Centre Initiative</li> <li>• West Sussex County Council</li> </ul>	Short	<ul style="list-style-type: none"> <li>• Public Realm Strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Scheme development</li> <li>• Planning Obligations SPD</li> </ul>

	Potential Funding	Potential Partners	Possible Timescale	Links to other Projects / Programmes	Requirements
Warwick St / Brighton Road	<ul style="list-style-type: none"> <li>• Worthing Borough Council</li> <li>• Retailers</li> <li>• Developer funding through securing S106 monies</li> </ul>	<ul style="list-style-type: none"> <li>• Worthing Borough Council</li> <li>• Retailers</li> <li>• Town Centre Initiative</li> </ul>	Short	<ul style="list-style-type: none"> <li>• Development proposals:                             <ul style="list-style-type: none"> <li>- Marine Parade Bus Station</li> </ul> </li> <li>• Public Realm Strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Scheme development</li> <li>• Planning Obligations SPD</li> </ul>
Old Town Square	<ul style="list-style-type: none"> <li>• Worthing Borough Council</li> <li>• Developer contributions</li> </ul>	<ul style="list-style-type: none"> <li>• Worthing Borough Council</li> <li>• West Sussex County Council</li> </ul>	Short	<ul style="list-style-type: none"> <li>• Public Realm Strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Scheme development</li> <li>• Planning Obligations SPD</li> </ul>
New Retail Square	<ul style="list-style-type: none"> <li>• Developer</li> </ul>	<ul style="list-style-type: none"> <li>• Developer</li> <li>• Worthing Borough Council</li> <li>• West Sussex County Council</li> </ul>	Medium – Long	<ul style="list-style-type: none"> <li>• Development proposals:                             <ul style="list-style-type: none"> <li>- Central Retail Focus</li> </ul> </li> <li>• Public Realm Strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Work with developer in scheme development</li> <li>• Planning Obligations SPD</li> </ul>
Montague Place / Liverpool Gardens	<ul style="list-style-type: none"> <li>• Worthing Borough Council</li> <li>• Developer contributions</li> </ul>	<ul style="list-style-type: none"> <li>• Worthing Borough Council</li> <li>• Developer</li> </ul>	Short - Medium	<ul style="list-style-type: none"> <li>• Development proposals:                             <ul style="list-style-type: none"> <li>- Montague Place</li> </ul> </li> <li>• Public Realm Strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Work with developer in scheme development</li> <li>• Planning Obligations SPD</li> <li>• Seafront Development Brief</li> </ul>
<b>Seafront Central</b>					
Lido	<ul style="list-style-type: none"> <li>• Worthing Borough Council</li> <li>• Developer funding through S106 agreements</li> <li>• Redevelopment through wider scheme</li> </ul>	<ul style="list-style-type: none"> <li>• Worthing Borough Council</li> <li>• Existing occupiers</li> </ul>	Short	<ul style="list-style-type: none"> <li>• Development proposals:                             <ul style="list-style-type: none"> <li>- Pier</li> <li>- Grafton Site</li> </ul> </li> <li>• Seafront Strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Scheme development</li> <li>• Seafront Development Brief</li> <li>• Town Centre &amp; Seafront Area Action Plan</li> <li>• Planning Obligations SPD</li> </ul>

	Potential Funding	Potential Partners	Possible Timescale	Links to other Projects / Programmes	Requirements
Grafton Centre Site	<ul style="list-style-type: none"> <li>• Developer</li> <li>• Worthing Borough Council</li> </ul>	<ul style="list-style-type: none"> <li>• Developer</li> <li>• Worthing Borough Council</li> <li>• SEEDA</li> <li>• Adjoining landowners</li> </ul>	Medium	<ul style="list-style-type: none"> <li>• Development proposals:                             <ul style="list-style-type: none"> <li>- Lido</li> <li>- Montague Street West</li> </ul> </li> <li>• Seafront Strategy</li> <li>• Possible redevelopment of existing properties on Montague Street</li> </ul>	<ul style="list-style-type: none"> <li>• Appoint development partner and scheme development</li> <li>• Grafton Development Brief</li> <li>• Statutory Planning framework to be provided through Core Strategy &amp; Site Allocations document of LDF</li> <li>• Town Centre &amp; Seafront Area Action Plan</li> </ul>
Pier	<ul style="list-style-type: none"> <li>• Worthing Borough Council</li> <li>• Leaseholders/tenants</li> </ul>	<ul style="list-style-type: none"> <li>• Worthing Borough Council</li> <li>• Existing lease holders/tenants</li> <li>• English Heritage</li> </ul>	Short - Medium	<ul style="list-style-type: none"> <li>• Development proposals:                             <ul style="list-style-type: none"> <li>- Lido</li> <li>- Fishermen's Quarter</li> <li>- Pavilion Square</li> </ul> </li> <li>• Seafront Strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Scheme development</li> <li>• Town Centre &amp; Seafront Area Action Plan</li> <li>• Seafront Development Brief</li> </ul>
Fishermen's Quarter	<ul style="list-style-type: none"> <li>• Worthing Borough Council</li> <li>• Developer contributions</li> <li>• SEEDA</li> </ul>	<ul style="list-style-type: none"> <li>• Worthing Borough Council</li> <li>• Fishing community</li> <li>• Worthing Sea Fishermen's Association.</li> </ul>	Short	<ul style="list-style-type: none"> <li>• Seafront Strategy</li> <li>• Public Realm Strategy</li> <li>• Coastal protection Strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Scheme development</li> <li>• Town Centre &amp; Seafront Area Action Plan</li> <li>• Seafront Development Brief</li> </ul>
Pavilion Square	<ul style="list-style-type: none"> <li>• Worthing Borough Council</li> </ul>	<ul style="list-style-type: none"> <li>• Worthing Borough Council</li> <li>• West Sussex County Council</li> </ul>	Short – Medium	<ul style="list-style-type: none"> <li>• Development proposals:                             <ul style="list-style-type: none"> <li>- Pier</li> </ul> </li> <li>• Public Realm Strategy</li> <li>• Seafront Strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Scheme development</li> <li>• Planning Obligations SPD</li> <li>• Seafront Development Brief</li> </ul>
Lido Place	<ul style="list-style-type: none"> <li>• Worthing Borough Council</li> <li>• Developer contributions</li> </ul>	<ul style="list-style-type: none"> <li>• Worthing Borough Council</li> <li>• Developer</li> <li>• West Sussex County Council</li> </ul>	Short	<ul style="list-style-type: none"> <li>• Development proposals:                             <ul style="list-style-type: none"> <li>- Grafton Site</li> </ul> </li> <li>• Public Realm Strategy</li> <li>• Seafront Strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Scheme development</li> <li>• Planning Obligations SPD</li> <li>• Seafront Development Brief</li> </ul>

	Potential Funding	Potential Partners	Possible Timescale	Links to other Projects / Programmes	Requirements
<b>Eastern Gateway</b>					
Aquarena Site	<ul style="list-style-type: none"> <li>• Developer</li> <li>• AIF</li> </ul>	<ul style="list-style-type: none"> <li>• Developer</li> <li>• Worthing Borough Council</li> </ul>	-Medium (more realistic given Swimming pool will remain open for at least next 3 years.	<ul style="list-style-type: none"> <li>• Development proposals:                             <ul style="list-style-type: none"> <li>- Beach House Grounds</li> <li>- Active Beach Zone</li> <li>- Land Extension</li> <li>- Teville Gate</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Statutory Planning framework to be provided through Core Strategy &amp; Site Allocations document of LDF</li> <li>• Town Centre &amp; Seafront Area Action Plan</li> </ul>
Beach House Grounds	<ul style="list-style-type: none"> <li>• Developer</li> <li>• Worthing Borough Council</li> </ul>	<ul style="list-style-type: none"> <li>• Developer</li> <li>• Worthing Borough Council</li> </ul>	Short	<ul style="list-style-type: none"> <li>• Development proposals:                             <ul style="list-style-type: none"> <li>- Aquarena Site</li> <li>- Active Beach Zone</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Scheme development</li> <li>• Planning Obligation SPD</li> </ul>
Active Beach Zone	<ul style="list-style-type: none"> <li>• Worthing Borough Council</li> <li>• Developer contributions</li> </ul>	<ul style="list-style-type: none"> <li>• Worthing Borough Council</li> <li>• Sport England</li> </ul>	Medium	<ul style="list-style-type: none"> <li>• Development proposals:                             <ul style="list-style-type: none"> <li>- Beach House Gardens</li> <li>- Aquarena Site</li> <li>- Land Extension</li> </ul> </li> <li>• Public Realm Strategy</li> <li>• Seafront Strategy</li> <li>• Shoreline Management Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Scheme development</li> <li>• Planning Obligation SPD</li> </ul>
Esplanade Gateway Development	<ul style="list-style-type: none"> <li>• Developer</li> </ul>	<ul style="list-style-type: none"> <li>• Developer</li> </ul>	Medium	<ul style="list-style-type: none"> <li>• Development proposals:                             <ul style="list-style-type: none"> <li>- Aquarena Site</li> <li>- Eastern Gateway Strategy</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Scheme development</li> <li>• Town Centre &amp; Seafront Area Action Plan</li> </ul>
Land Extension	<ul style="list-style-type: none"> <li>• Developer</li> <li>• Worthing Borough Council</li> </ul>	<ul style="list-style-type: none"> <li>• Developer</li> <li>• Worthing Borough Council</li> <li>• West Sussex County Council</li> <li>• Land owners (residents)</li> <li>• DEFRA</li> </ul>	Long	<ul style="list-style-type: none"> <li>• Development proposals:                             <ul style="list-style-type: none"> <li>- Aquarena Site</li> <li>- Esplanade Gateway Development</li> <li>- Active Beach Zone</li> </ul> </li> <li>• Seafront Strategy</li> <li>• Shoreline Management Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Feasibility testing</li> <li>• Flood risk assessment</li> <li>• Appoint development partner</li> <li>• Planning and development brief</li> <li>• Town Centre &amp; Seafront Area Action Plan</li> </ul>

	Potential Funding	Potential Partners	Possible Timescale	Links to other Projects / Programmes	Requirements
Splash Point	<ul style="list-style-type: none"> <li>Worthing Borough Council</li> <li>Developer contributions</li> </ul>	<ul style="list-style-type: none"> <li>Worthing Borough Council</li> </ul>	Medium	<ul style="list-style-type: none"> <li>Development proposals:                             <ul style="list-style-type: none"> <li>Aquarena Site</li> <li>Land Extension</li> </ul> </li> <li>Public Realm Strategy</li> <li>Seafront Strategy</li> </ul>	<ul style="list-style-type: none"> <li>Scheme development</li> <li>Planning Obligations SPD</li> <li>Seafront Development Brief</li> </ul>
<b>Health and Community Focus</b>					
Hospital Site	<ul style="list-style-type: none"> <li>Foundation Trust to be established (2007)</li> </ul>	<ul style="list-style-type: none"> <li>Foundation Trust</li> <li>Worthing Borough Council</li> <li>West Sussex County Council</li> </ul>	Medium	<ul style="list-style-type: none"> <li>Development proposals:                             <ul style="list-style-type: none"> <li>Community Living and Retail</li> <li>Gas Board Site</li> <li>Civic &amp; cultural centre</li> </ul> </li> <li>Hospital organisation plan</li> </ul>	<ul style="list-style-type: none"> <li>Scheme development</li> <li>Development Brief and Masterplan</li> <li>Statutory Planning framework to be provided through Core Strategy &amp; Site Allocations document of LDF</li> </ul>
Community Living and Retail (Gas Board site)	<ul style="list-style-type: none"> <li>Land owner</li> <li>Developer</li> <li>Operators</li> <li>AIF</li> </ul>	<ul style="list-style-type: none"> <li>Developer</li> <li>Operators</li> <li>Waitrose landowners (site is unlikely to come forward unless Waitrose redevelop and allow access from the High Street)</li> </ul>	Medium	<ul style="list-style-type: none"> <li>Development proposals:                             <ul style="list-style-type: none"> <li>Hospital Site</li> <li>Waitrose redevelopment?</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Statutory Planning framework to be provided through Core Strategy &amp; Site Allocations document of LDF</li> </ul>
Union Place North	<ul style="list-style-type: none"> <li>Developer</li> </ul>	<ul style="list-style-type: none"> <li>Developer</li> <li>Northbrook College</li> <li>Worthing Borough Council</li> <li>West Sussex County Council</li> <li>Post Office</li> </ul>	Short – Medium	<ul style="list-style-type: none"> <li>Development proposals:                             <ul style="list-style-type: none"> <li>Central Retail Focus</li> <li>Gas Board / Waitrose site</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Work with developers in preparation of development proposals</li> <li>Statutory Planning framework to be provided through Core Strategy &amp; Site Allocations document of LDF</li> <li>Wider Union Place Development Brief to include land to north &amp; south.</li> </ul>

	Potential Funding	Potential Partners	Possible Timescale	Links to other Projects / Programmes	Requirements
<b>PUBLIC REALM/SEAFRONT PROJECTS</b>					
Town Centre Spine	<ul style="list-style-type: none"> <li>Worthing Borough Council</li> <li>West Sussex County Council</li> <li>Developer contributions</li> </ul>	<ul style="list-style-type: none"> <li>Worthing Town Initiative</li> <li>Worthing Borough Council</li> <li>West Sussex County Council</li> </ul>	Short – Medium- potential ‘early win’	<ul style="list-style-type: none"> <li>Development proposals:                             <ul style="list-style-type: none"> <li>- Teville Gate</li> <li>- Cultural and Civic Hub</li> <li>- Central Retail Focus</li> </ul> </li> <li>Public Realm Strategy</li> <li>Seafront Strategy</li> </ul>	<ul style="list-style-type: none"> <li>Scheme development</li> <li>Planning Obligations SPD</li> </ul>
Seafront Spine	<ul style="list-style-type: none"> <li>Worthing Borough Council</li> <li>West Sussex County Council</li> <li>Developer contributions</li> </ul>	<ul style="list-style-type: none"> <li>Worthing Borough Council</li> <li>West Sussex County Council</li> <li>Worthing Town Initiative</li> </ul>	Short – Medium- potential ‘early win’	<ul style="list-style-type: none"> <li>Development proposals:                             <ul style="list-style-type: none"> <li>- The Grafton Site</li> <li>- The Lido</li> <li>- The Pier</li> <li>- Fishermen’s Quarter</li> <li>- Aquarena Site</li> <li>- Potential Land Extension</li> </ul> </li> <li>Public Realm Strategy</li> <li>Seafront Strategy</li> <li>Shoreline Management Plan</li> </ul>	<ul style="list-style-type: none"> <li>Scheme development</li> <li>Planning Obligations SPD</li> </ul>
Seafront Shelter Strategy	<ul style="list-style-type: none"> <li>Worthing Borough Council</li> <li>West Sussex County Council</li> <li>Worthing Town Initiative</li> <li>Developer</li> </ul>	<ul style="list-style-type: none"> <li>Worthing Borough Council</li> <li>West Sussex County Council</li> <li>Worthing Town Initiative</li> <li>Worthing Fishermen’s Association</li> </ul>	Short- potential ‘early win’	<ul style="list-style-type: none"> <li>Public Realm Strategy</li> <li>Seafront Strategy</li> </ul>	<ul style="list-style-type: none"> <li>Strategy and design guidelines</li> <li>Scheme development</li> </ul>
<b>TRANSPORT AND MOVEMENT PROJECTS</b>					
Produce and Implement a Sustainable Transport Strategy	<ul style="list-style-type: none"> <li>Worthing Borough Council</li> <li>West Sussex County Council</li> <li>Central Government</li> <li>AIF</li> </ul>	<ul style="list-style-type: none"> <li>Worthing Borough Council</li> <li>West Sussex County Council</li> <li>Public Transport operators</li> </ul>	Short – priority project	<ul style="list-style-type: none"> <li>Local Transport Plan</li> </ul>	<ul style="list-style-type: none"> <li>Traffic model to be prepared for town centre</li> <li>Worthing BC and West Sussex CC to establish formal working arrangements</li> <li>Transport Strategy</li> </ul>
Highway Improvements (signalise main junctions identified, including bus priority measures and advanced cycle lanes)	<ul style="list-style-type: none"> <li>Developers</li> <li>West Sussex County Council</li> </ul>	<ul style="list-style-type: none"> <li>Developers</li> <li>West Sussex County Council</li> <li>Worthing Borough Council</li> </ul>	Medium - Long	<ul style="list-style-type: none"> <li>Linked to opportunity sites</li> <li>Local Transport Plan</li> </ul>	<ul style="list-style-type: none"> <li>Scheme development</li> </ul>

	Potential Funding	Potential Partners	Possible Timescale	Links to other Projects / Programmes	Requirements
Consolidate and rationalise existing car parking into multi-story car parks	<ul style="list-style-type: none"> <li>• Developers</li> </ul>	<ul style="list-style-type: none"> <li>• NCP</li> <li>• West Sussex County Council</li> <li>• Worthing Borough Council</li> <li>• Developers</li> </ul>	Medium - Long	<ul style="list-style-type: none"> <li>• Development of opportunity sites</li> <li>• Controlled Parking Zone Study</li> </ul>	<ul style="list-style-type: none"> <li>• Transport Strategy</li> <li>• Parking standards through Detailed Development Control Policies DPD</li> </ul>
Park and Ride	<ul style="list-style-type: none"> <li>• Developers</li> <li>• West Sussex County Council</li> <li>• Worthing Borough Council</li> <li>• Stagecoach</li> <li>• AIF</li> </ul>	<ul style="list-style-type: none"> <li>• Developers</li> <li>• West Sussex County Council</li> <li>• Worthing Borough Council</li> <li>• Stagecoach</li> </ul>	Medium - Long	<ul style="list-style-type: none"> <li>• Local Transport Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Feasibility study</li> <li>• Statutory Planning framework to be provided through Core Strategy &amp; Site Allocations document of LDF</li> </ul>
On-going provision of Real Time Information and bus stops improvements	<ul style="list-style-type: none"> <li>• Developers</li> <li>• West Sussex County Council</li> <li>• Worthing Borough Council</li> <li>• Stagecoach</li> </ul>	<ul style="list-style-type: none"> <li>• Developers</li> <li>• West Sussex County Council</li> <li>• Worthing Borough Council</li> <li>• Stagecoach</li> </ul>	Short	<ul style="list-style-type: none"> <li>• Local Transport Plan</li> </ul>	
Provision of cycle routes and signing to the town centre and seafront	<ul style="list-style-type: none"> <li>• West Sussex County Council</li> <li>• Sustrans</li> </ul>	<ul style="list-style-type: none"> <li>• West Sussex County Council</li> <li>• Worthing Borough Council</li> <li>• Developer contributions</li> </ul>	Short Medium	<ul style="list-style-type: none"> <li>• Linked to opportunity sites</li> <li>• Local Transport Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Scheme design</li> </ul>
Downgrading of Marine Parade, including provision of an on-road cycle route	<ul style="list-style-type: none"> <li>• Developers</li> <li>• West Sussex County Council</li> <li>• Worthing Borough Council</li> </ul>	<ul style="list-style-type: none"> <li>• Developers</li> <li>• West Sussex County Council</li> <li>• Worthing Borough Council</li> </ul>	Long	<ul style="list-style-type: none"> <li>• Local Transport Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Feasibility study</li> </ul>
Provision of signing, pedestrian routes and crossing facilities	<ul style="list-style-type: none"> <li>• Developers</li> <li>• West Sussex County Council</li> <li>• Worthing Borough Council</li> </ul>	<ul style="list-style-type: none"> <li>• Developers</li> <li>• West Sussex County Council</li> <li>• Worthing Borough Council</li> </ul>	Short - Medium	<ul style="list-style-type: none"> <li>• Local Transport Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Scheme development</li> </ul>

Short Term – 1 – 5 years  
 Medium Term 6 – 10 years  
 Long Term – 11 + years