



WORTHING BOROUGH
COUNCIL

Worthing Growth Deal 2025-30



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Construction at Montague Gardens

Foreword

Worthing is a vibrant and growing coastal town and the largest seaside destination in West Sussex. With its iconic seafront, heritage pier and historic lido, the town offers a distinctive blend of character, creativity and opportunity. A thriving creative enterprise sector, strong community spirit, and a shared commitment to environmental enhancement and improved connectivity position Worthing well for sustainable economic growth.

Worthing's coast is its greatest asset and lies at the heart of a shared vision for the future. Partners are committed to revitalising the seafront and surrounding environment, creating a sustainable, inclusive and climate-resilient coastal town that strengthens the local economy and unlocks opportunity for all. By reimagining public spaces, including the transformation of Montague Place into a new garden, enhancing biodiversity, and creating new opportunities for enterprise and leisure, regeneration will deliver places that work for residents, businesses and visitors alike, alongside much-needed new homes.

Worthing is embracing a low-carbon future, including developing its innovative District Heat Network, while maximising key redevelopment sites to support long-term prosperity. By working together across sectors and communities, partners can unlock Worthing's full potential by attracting investment, driving innovation and enterprise, and developing a skilled local workforce and creating a legacy for current and future generations and a town to be proud of.



Worthing Heat Network

Growth Deal Agreement

Worthing Borough Council

Signed by the Leader:



Sophie Cox
Leader of Worthing Borough Council

Signed by the Chief Executive officer:



Paul Brewer
Chief Executive Officer, Worthing Borough Council

West Sussex County Council

Signed by the Cabinet Member:



Garry Wall
West Sussex County Cabinet Member
for Economy & Skills

Signed by the Chief Executive officer:



Leigh Whitehouse
Chief Executive Officer, West Sussex County Council



Community Art mosaic
at Railway Approach

Background

The Worthing Growth Programme is a joint initiative between Worthing Borough Council (WBC) and West Sussex County Council (WSCC) aimed at creating better places for residents through more effective use of public resources, to increase community well-being and economic opportunities.

The programme supports sustainable economic growth by aligning local priorities with the Economic Strategy to boost productivity, investment, innovation, and regeneration. It promotes fair access to jobs and housing, skills development through partnerships with education providers, and sustainable business growth.

The councils are working together in partnership to enhance natural capital and progress decarbonisation by expanding renewable energy options in homes and workplaces. Infrastructure improvements focus on sustainable transport and connectivity to strengthen local networks and enhance active travel options. The Growth Deal sets out shared principles for collaboration

and delivering best value for residents, with regular engagement with key stakeholders and political leadership, which has shaped the programme direction, setting out new growth priorities supporting future investment.

Set within the context of uncertainty from economic and environmental conditions, and cost-of-living challenges, the Deal sets out a set of shared principles to working collaboratively with public sector partners to deliver best value for West Sussex residents. Cabinet Members from WSCC and WBC Political leadership are engaged and actively involved through regular briefings and growth boards, giving fresh direction leading to the development of the priorities identified in the new Growth Deal.



Worthing Growth Deal 2025-30

The Worthing Growth Programme is a strategic partnership between Worthing Borough Council (WBC) and West Sussex County Council (WSCC), aimed at driving sustainable economic growth and enhancing the prosperity of Worthing. Following the successful delivery of the first five-year Growth Deal, which enabled transformative public realm improvements and redevelopment projects, the councils have agreed to a refreshed Growth Deal. The deal is evidence based, linking together existing planning strategies and responding to feedback from stakeholders and to evolving economic, business and community needs, highlights the importance of regenerating the seafront and town centre.

Key achievements of the previous Deal include:

- **Major improvements to the town centre environments**, enhancing Portland Road, Railway Approach and Worthing station area, and Montague Gardens connecting the seafront with town centre, with wayfinding linking key public and economic sites.
- **Preparing strategic brownfield regeneration sites** Teville Gate and Decoy Farm to deliver plans for the creation for new homes and sustainable employment space.
- **Attraction of significant private investment** exemplified by Bayside residential development, creating new homes and seafront business, upgrading community infrastructure linked to the Splashpoint leisure centre, open space and facilities. Partnership working has unlocked 216 new homes at Union Place, now being developed within the heart of the town, including a new commercial unit and benefiting from connection to the District Heating System.

The **refreshed Growth Deal (2025–2030)** reflects new priorities shaped by:

- The post-Covid19 world and the cost-of-living challenges.
- Shifts in global markets, trade deals, and changes to local government structures.
- The need for integrated public services, digital innovation, and low-carbon solutions.

Strategic Focus Areas

- **Regeneration of Worthing seafront** and town centre.
- **Sustainable connectivity** and infrastructure.
- **Delivery of key development sites to deliver new homes**, employment, and further investment.
- **Alignment with West Sussex Economic and Planning Strategies**, using data driven insights to manage risks and identify opportunities.

The **Deal promotes a coordinated, principle-led approach to investment**, aiming to:

- **Support residents and businesses** through a sustainable economic recovery.
- **Enhance Worthing's appeal to investors**, visitors, and new residents.
- **Foster innovation, collaboration, and resilience** across sectors.

An indicative growth programme of interconnected projects is outlined in **Appendix A**, supporting the shared objectives of both councils.

Advancing the growth partnership's priorities is crucial, including continued progress on an emerging Worthing Masterplan, amidst ongoing Local Government Reorganisation (LGR). The Worthing Growth Deal will be accompanied by a Masterplan setting out a bold and ambitious vision for the town for the next decade. Celebrating the proud heritage of Worthing, the Masterplan will look to the future, whilst recognising the great work that has gone before through Thriving Together and partnership investments made in the town, such as Montague Gardens, in response to the 'Big Listen'

consultation. Worthing's Masterplan will be co-produced, from the ground-up, beginning with an emotional mapping phase where the public can tell us how they feel about the town and their relationship to specific spaces and places. These could be the well-known landmarks such as the seafront, Pier and Lido, and others may be very local to residents such as neighbourhood parks and small green-spaces, or a favourite place to spend time with friends and family. Insights and feedback will inform a draft masterplan for consultation, over the summer of 2026.

Worthing's Masterplan will be co-produced, from the ground-up, beginning with an emotional mapping phase where the public can tell us how they feel about the town and their relationship to specific spaces and places.

These Government Devolution reforms set out a proposal for greater freedoms and flexibilities at a local level to deliver more effective and better-targeted public services, foster greater growth, and strengthen partnerships between public, private, and community leaders. In this context, both WBC and WSCC emphasise the importance of maintaining momentum in local place-based economic plans, ensuring progress continues and Worthing's economic priorities are represented and taken up by the new unitary authority and Mayoral Combined Authorities, to continue delivery.

Growth initiatives aim to boost productivity, pay, jobs, and increase living standards by growing the private sector, and spreading opportunities, and improving active travel and sustainable transport and public services, accessible places for business and community spaces.

Strategic plans, partnership policy documents, and data from local engagements have formed this deal including:

- Central Government initiatives such as 'Build Back Better' (2021), 'Levelling Up the UK', and 'Bus Back Better' (2021)
- WSCC Our Council Plan 2021-25 priorities
- WSCC Economic Strategy 2025-2035
- New Economic Principles for Worthing
- Worthing Local Plan
- Worthing Culture Plan
- Worthing 'Big Listen' stakeholder engagement
- WBC's Planning & Climate Change Position Statement
- WBC's climate emergency declaration in 2019.
- Both councils' pledges to become carbon neutral, by 2030.

The projects within the Deal consider the sustainability as crucial and support WBC's signing of the UK100 Cities Pledge to reach 100% clean energy by 2050.

Tourism plays a vital role in Worthing's economy and in 2019 the town's visitor economy was valued at £216.7 million, reflecting consistent year-on-year growth. Worthing attracts over 2.2 million visitors annually, drawn by its coastal beauty, heritage and cultural venues, and proximity to the South Downs National Park. Worthing railway station is a key gateway connecting the town centre and popular seafront, with around 1.9 million entries and exits in last year, underscoring its popularity and accessibility. This deal is an opportunity to further boost Worthing's resilience and adaptability to progress economic opportunities, along with providing environmental and public health and wellbeing benefits.



Portland Road (Credit: Landbuild Construction Ltd)



Principles of the Deal

Above: Worthing Pride Parade

The Growth Deal principles are the foundations for the Growth Programme to support strategic relationships and guide decision-making and project prioritisation. There will be other statutory processes including planning, programmes and projects not covered by the Growth Deal, but the Councils will work together to achieve the most effective outcomes for communities.



Partnership

Bringing together various parts of the relevant Councils to collaborate and maximise resources under a shared vision.



Efficient and effective

Associated projects brought together and managed within an overall growth programme to be progressed over the next five years.



Social value

We will demonstrate the principles of social value to provide local economic, social, and environmental benefit at all project stages.



Sustainable and net zero

Working together to deliver carbon efficient, sustainable projects and initiatives.



Attracting funding

Agree opportunities for aligning and prioritising funding from all available funding streams. External funding can provide capacity and professional capability to support and deliver projects.



Arts, heritage, culture

Capitalise on culture's role in community place-making, identity, resilience, and cohesion – delivering a creative coastline, countryside and town narrative that reflects the uniqueness of place and enhances civic pride.

2



Themes

Above: Worthing Lido and Grafton development opportunities

The Economic Strategy for West Sussex sets out the national, county, and local context, including economic insight and evidence. It highlights the economic assets and strengths of West Sussex identifying a strategic vision to 2035 and five key ambitions within to drive the vision forward. It builds on the West Sussex Economic Collaboration joint commission between the county, district and borough councils across West Sussex on how we collaborate on economic development, regeneration, and growth.

Following a thorough analysis of Worthing’s demographic, wider context and census data, these five themes have been agreed which will be underpinned by a commitment to prioritise sustainability and net zero initiatives and has been developed into a place-based plan for action that supports both councils’ strategic priorities.



1. Boost productivity, growth, investment and innovation



2. Ensure that we have a dynamic and skilled workforce



3. Boost green innovation, enhance natural capital and support the transition to net zero



4. Deliver new development and infrastructure and maximise the benefits of our international transport hubs



5. Sustain our distinctive and vibrant places and grow our visitor economy

1. Boost productivity growth, investment, and innovation

- **Grow High-Value Sectors and distinctive clusters to strengthen innovation networks aligned to National Industrial Strategy**

The Worthing Growth Deal aims to accelerate the development, strengthening strategic partnerships between education, government, and industry. Working together local institutions such as Worthing College and Northbrook (Chichester College Group), with accreditations and links to regional universities, including the University of Chichester, University of Sussex, and University of Brighton, alongside national bodies like Innovate UK and local businesses. The Deal targets sectors with existing strengths and growth potential, including the cluster of creative industries, knowledge-based employment and leisure sector, community-based enterprises and local arts and digital media groups. Worthing’s emerging creative hubs, arts venues and performance areas offers multiple platforms to nurture innovation, attract investment, and support job creation and upskilling.

The town has rich mix of cultural and heritage assets such as the Worthing Pier with its Pavilion Theatre, seafront Lido, and extensive Promenade – are central to regeneration proposals. Enhancing seafront attractions, alongside improved public realm and sustainable transport connections, presents an opportunity to create a distinctive cultural, arts, and entertainment offer in Worthing. By harnessing creativity, enterprise, and investment, Worthing can position itself as a vibrant destination for residents, visitors, and business – promoting sustainable economic growth with additional benefits of increased community wellbeing.

- **Improve efficiency and value in sectors with modest or low productivity** – utilising Growth Deal investment to drive business, support new business startups and boost economic growth by focusing on Worthing town centre and Seafront regeneration and improving connectivity.
- **Strengthen collaboration between the public and private sectors** – ongoing engagement listens to residents and stakeholders feedback, ensuring the package of measures in the Growth Deal will boost employment opportunities and economic performance

in the Worthing area, whilst supporting delivery of new homes, leisure amenities and commercial developments on existing brownfield land.

- **Promote Worthing as an attractive investment and international trade location** – support advanced manufacturing and engineering sector, local horticulture and growth of creative and digital sectors. Publicising vacant sites and business opportunities attracting inward investment and making best use of transport network and links to international trading hubs of London Gatwick Airport and Shoreham Port.

2. Ensure that we have a dynamic and skilled workforce

- **Increase employment in high value sectors and specialisms** – develop employment space for the creative cluster, knowledge-based employment, cultural and leisure sector, and enhancing growth opportunities provided by historic and cultural assets such as Colonnade House, Worthing Pavilion Theatre and Lido.
- **Strengthen business engagement in careers and talent development** – to promote opportunities in the area including through links between employers and Worthing education institutions and enhancing the provision to meet the growing need.
- **Boost the proportion of working age residents** – intervene to attract and retain the workforce our businesses and economy need.
- **Facilitate an inclusive workforce** – support priority groups into work and promote workforce diversity, including through strategic relationships with health outcomes and improved access to services and key destinations.

3. Boost green innovation, enhance natural capital, and support the transition to net zero

- **Position West Sussex as a market leader in innovation and investment** – developing new products and services and innovative approaches to our land-based industries, including horticulture and viticulture.
- **Enhance Worthing's biodiversity and natural capital** – balancing communities and wildlife, alongside securing economic value including through regenerative tourism. Enhancing and utilising Worthing's natural environment will create desirable community spaces which boosting business and promote health and wellbeing, upgrading Worthing seafront and town centre making accessible and desirable destinations for

both residents and visitors. Attractive sustainable places in Worthing with healthier options increase quality of town centre experience leading to increased time and money spent within the local economy.

- **Support the transition to net zero and resilience to climate change** – Worthing District Heat Network is serving the key public buildings in the town centre and seafront. This deal helps support Worthing businesses on their sustainability journey, developing clean energy industries, decarbonising transport, and embedding circular economy principles.

Enhancing and utilising Worthing's natural environment will create desirable community spaces which boost business and promote health and wellbeing.

4. Deliver new development and infrastructure and maximise the benefits of our international transport hubs

- **Promote opportunities for new development with supporting infrastructure to enable growth** – ensuring that the planning system supports sustainable growth and maximises the use of our public and community sector assets.
- **Improve how people and goods move around the county** – promoting active and sustainable travel while enabling future upgrades to key transport infrastructure and networks. Ensure that communities and new developments in the town are well connected by public and sustainable transport options for example improvements to Worthing Seafront and Marine Parade (A259), through the town centre, and out to communities such as Durrington. Work collaboratively with partners to deliver future highway improvements along West Sussex's key strategic routes, including with Highways England on the A27 east-west corridor and the A24 south-north route from Worthing toward Horsham, Gatwick, Surrey and London. **The Worthing Growth Deal champions sustainable and active travel, delivering new cycleways and improved bus routes and enhanced stops serving the seafront**, while exploring further opportunities to strengthen connections across the town with a carefully balanced focus on economic, social and environmental benefits.



Railway Approach, Worthing

- **Enable future-ready digital infrastructure and connectivity** – stimulating innovation and digital transformation in businesses and sectors to improve productivity. Worthing’s digital infrastructure is improving rapidly, with some areas still experiencing lower average download speeds compared with the UK. Strengthening digital connectivity remains a priority and the significant progress already made provides a strong platform for future investment. As of January 2026, full-fibre broadband covers 92.8% of premises in Worthing, and Gigabit-capable networks reach 97.7% of properties – well above national averages. Worthing rural communities bordering the South Downs have been empowered by access to full-fibre and Gigabit-ready infrastructure, helping local businesses and residents compete and thrive in an increasingly digital economy. Education and skills providers play a vital role in local growth, such as the Chichester College Group offering extensive professional, technical and higher-level programmes that boost employability, upskill the workforce and support career progression. Worthing College integrated into the Group since 2019, offering pathways into study, training and personal development, supporting young people and adults to gain the skills needed for the future economy.

Worthing full-fibre rollout supports job creation, business startups, workforce development and increased Gross Value Added (GVA). Extending high-quality digital infrastructure across Worthing helps unlock longer-term benefits – particularly for younger adults entering the labour market, and strengthen the towns position as a resilient, competitive and future-ready coastal economy.

- **Maximise the benefits from our international transport hubs** – focusing on inward investment and trade, international visitor economy, and innovation in the creative, leisure and marine sectors. Develop sustainable transport improvements connecting Worthing town centre and seafront with coastal links to neighbouring Brighton City Airport and Shoreham Port in Adur, exploring sustainable business opportunities and developing eco-tourism associated with green energy production and supply. Railway Approach was recently upgraded, a key phase of a £12 million Worthing Public Realm Improvements programme, providing attractive, accessible and sustainable gateway, including wider footways, crossing and cycleway, enhanced lighting and CCTV, an avenue of new trees and sustainable drainage, along with community art and Wayfinding directing visitors from the main railway station into the town. Worthing station is the largest of the town’s five stations, alongside East Worthing, West Worthing, Durrington-on-Sea and Goring-by-Sea. It benefits from strong regional connectivity, with journey times of around 45 minutes to Gatwick Airport, and just over an hour to London on direct services.

- **Build homes in the right locations that working-aged people can afford** – supporting strategic housing development that strengthens communities, the Growth Deal is unlocking key assets across Worthing. It encourages plans for new homes at Teville Gate (owned by Homes England) and promotes residential development opportunities at Grafton Car Park and Centenary House in Durrington, as part of a sustainable, mixed-use regeneration strategy with partners and investors.

Railway Approach was recently upgraded, a key phase of a £12 million Worthing Public Realm Improvements programme, providing attractive, accessible and sustainable gateway, including wider footways, crossing and cycleway.

5. Sustain our distinctive and vibrant places and grow our visitor economy

- **Ensure our urban centres, employment hubs and rural areas are vibrant and attractive** – supporting resilience and diversification of our town centres and high-streets reflecting their unique assets is vital in improving our public spaces. Montague Gardens sustainable design and enhancements will deliver new green spaces and support business and cultural uses of public places within the town centre and linked to the seafront promenade, pier with its Pavilion theatre, restaurants and lido with amusements which can provide alternate event spaces, recreation and leisure opportunities and destinations to enhance experiences for both residents and visitors.
- **Harness the unique opportunities from the visitor economy** – coastal tourism generated £1.18 billion in West Sussex supporting 22,977 jobs. Enhancing Worthing’s year-round visitor economy is a priority and a substantial opportunity for the borough.

Tourism is a key contributor to Worthing’s local economy. In 2019, the town’s visitor sector was estimated to be worth £216.7 million, continuing a steady pattern of growth each year. Worthing welcomes more than 2.2 million visitors annually, attracted by its seafront scenery, cultural attractions, and its location near the South Downs National Park. Worthing railway station

serves as an important entry point, linking the town centre with the coast. Last year, it recorded around 1.9 million passenger movements, highlighting its strong usage and the area's accessibility.

The culture, creative and digital sector is growing five times faster than the UK average and contributes £109 billion to the UK economy annually, employing over one million people. Worthing's strengths in this sector means it is a growth hub for culture and therefore, new jobs, upskilling opportunities and investment. The Growth Deal seeks to capitalise on this through attracting investment in the town centre and heritage and cultural assets on the Worthing seafront such as pier, lido and boulevard with the aim of increasing footfall and dwell time, providing enhanced public realm with attractive, accessible spaces and connected to sustainable transport hubs, resulting in increased quality of experience for residents and visitors, promoting spending in town shopping areas, entertainment, and local food and beverage establishments, will convert an increased average spend per visit to support the Worthing economy.

Working in partnership with enterprises and charitable cultural and arts organisations, such as Worthing Theatres and Museum Trust (WTM) and supporting WTM with developing their plans to maintain and promote Pavilion Theatre, on the Pier. Exploring innovative ways to enhance Worthing cultural and heritage assets, working with WTM and renowned theatre makers, producers and promoters across the UK and Europe,

providing a platform for contemporary theatre, circus, film, dance and other art forms, helping drive cultural tourism and the visitor economy.

- **Enable the creation of connected places** – use innovative data technology to unlock vibrancy, opportunity, and value in our places. The enhancement and upgrade of broadband network between Worthing Public Buildings and improvement Wi-Fi coverage, supports wayfinding and mobile business transactions.

Partnership investment through the Worthing Growth Deal has already improved key public spaces and strengthened connections between Worthing railway station, the town centre and the seafront. Early priority schemes, Portland Road and Railway Approach – have delivered upgraded paving, lighting, planting and active-travel features that support safer walking and cycling. The Montague Gardens scheme will create a new destination linking the seafront and town centre and funded by £3.1m of joint investment, due to complete summer 2026. Enhanced wayfinding and upgrades to the bus corridors, including improved shelters and modernised bus stops along Marine Parade will make travelling around the town easier and more enjoyable. Active travel and sustainable transport initiatives offer accessible walking and cycling routes and creating better connections between the seafront and growing communities around and within the town centre.



Worthing Museum and Art Gallery (Credit: Lucy Djevdet)

3



Sources of funding

Above: Artist's impression of Montague Gardens

Possible sources of Growth funding include (but not limited to):

Developer Contributions such as Section 106 and or Community Infrastructure Levy	WSCC and WBC capital programmes
Central Government allocations from sources such as UK Shared Prosperity Fund	Capital or revenue funds prioritised by partners
Levelling Up Fund (LUF)	Arts Council England
Department for Transport bus improvement strategy and active travel funds	Sports England
Partnership revenue and capital contributions	Homes England
Heritage lottery grant	New Unitary Authority (subject to elections)
Pooled Business rate retention (PBR) scheme	New Mayoral Authority (subject to elections)
OPE Programme and Brownfield Land Release Fun	

The previous Worthing Growth Deal attracted over £12 million of funding to support delivery of Growth and OPE projects, improving public highways and assets. Funding includes £1 million in secured Local Enterprise Partnership (LEP) grants, used to enhance the public realm at Portland Road and Railway Approach. Significant grant supported clearance of key sites such as decontamination of a disused waste site at Decoy Farm, East Worthing, unlocking a business park extension with new employment opportunities.

The Deal successfully attracted private investment to redevelop vacant land and revitalise communal areas and business in Worthing. Through proactive partnerships, it addresses investment challenges and driving regeneration of key seafront and town centre heritage assets, to optimise their cultural, historical and economic value. This initiative supports the delivery of new homes, business opportunities, and sustainable growth, boosting Worthing's reputation and contributing to the wider Sussex visitor economy.

4



Governance

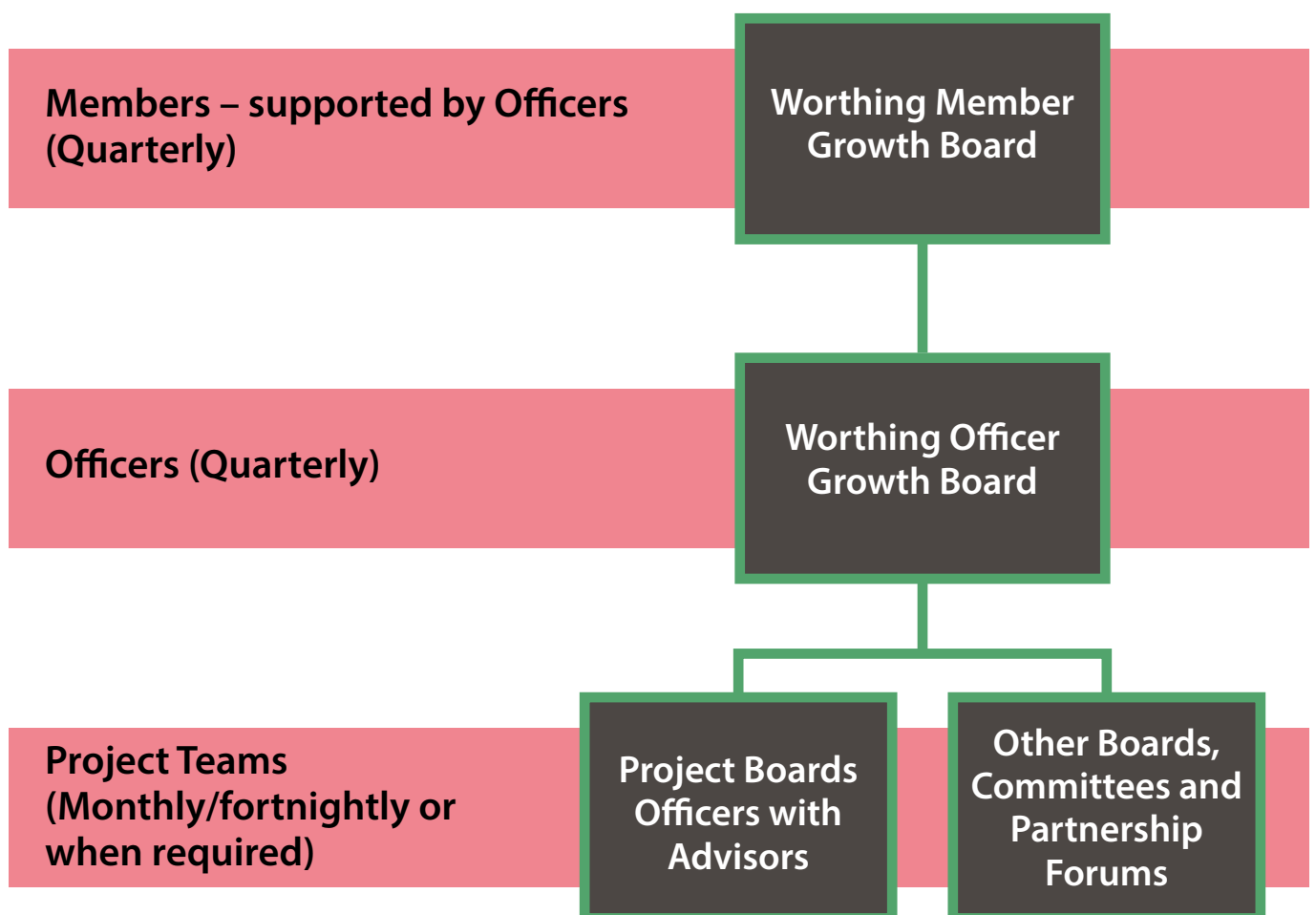
Above: Worthing Town Hall

The Governance Framework will ensure that the Growth Deal principles are achieved, and the Growth Deal priorities are effectively progressed. The diagram below reflects the hierarchy of programme governance and Appendix B outlines the role of each layer.

Priorities and ways of working highlighted in this Growth Deal do not remove or alter the Council’s statutory duties and do not suggest or represent any pre-determination with respect to planning issues. The statutory planning process will be progressed as required for all proposals identified.

Some issues and items will be commercially or politically sensitive and, in such instances, handled within each of the Council’s established internal procedures.

A joint communications strategy will be agreed to ensure that the Councils work jointly to keep media, partners, stakeholders, and residents informed of progress. Press releases and external communications will be jointly agreed prior to issue. The Growth Deal will be reviewed initially after six months and then annually with any proposed amendments being agreed by Leaders, Cabinet Members and Chief Executive Officers. Local Councillors will be engaged on a project basis.



Appendix A

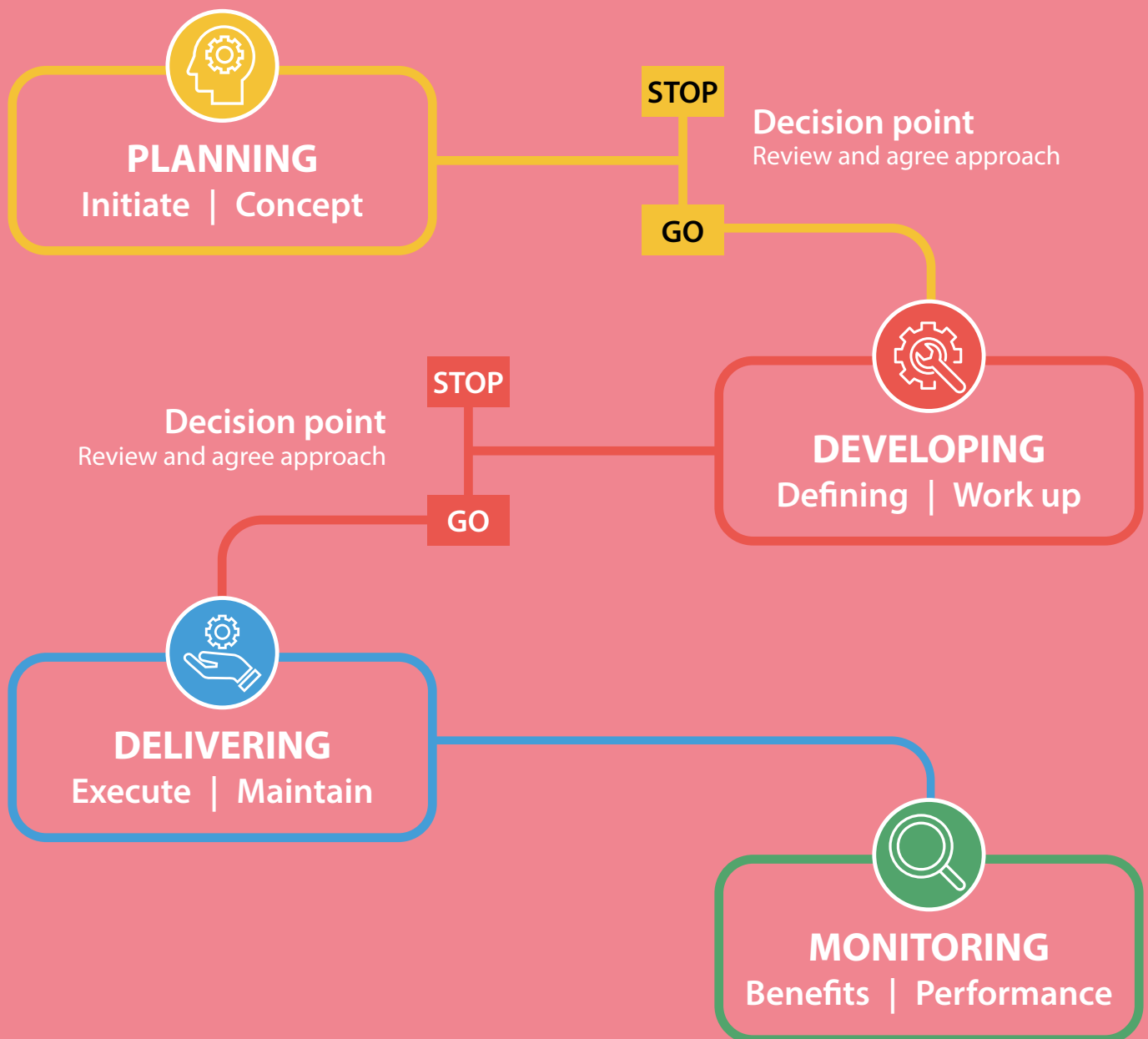
The priorities

The Action Plan in **Appendix A** identifies Growth priorities and key stages and steps used to progress plans.



A range of service areas within the councils may be responsible for the delivery of a particular project and they may also have their own prioritisation process. The overall aim and objective for each priority are in the Action Plan along with the lead Authority, or a shared approach to ensure partnership support, where appropriate, manage and monitor the progression of associated projects.

The Action Plan identifies key decision points – projects will only be progressed beyond key decision points when the appropriate governance processes within each authority have been complete. Each project will be at a different stage, as illustrated below, and developed in accordance with respective Council's governance cycles.









The actions outlined represent the status at publication in Spring 2026, with projects expected to progress beyond their current stage. This appendix will be reviewed and updated periodically.



Worthing Key Priorities Ledger

Theme no.	West Sussex Economic Strategy	Worthing Corporate Plan
1 	Boost productivity growth, investment, and innovation	FAIR <ul style="list-style-type: none"> • Access to good quality work. • Safe, secure and sustainable new housing. Re-use of public brownfield land and buildings.
2 	Ensure that we have a dynamic and skilled workforce	FAIR <ul style="list-style-type: none"> • Partnering with further education and higher education institutions to build a skilled local workforce that meet local employment needs such as the promotion of inclusive and green growth.
3 	Boost green innovation, enhance natural capital and support the transition to net zero	GREEN <ul style="list-style-type: none"> • Decarbonisation – such as renewal energy generation and supply. • Sustainable growth – develop social and affordable home with community energy provision.
4 	Deliver new development and infrastructure and maximise the benefits of our international transport hubs	GREEN <ul style="list-style-type: none"> • Use council and partner assets to lever in additional investment. • Renewal energy and potential Green Business Park.
5 	Sustain our distinctive and vibrant places and grow our visitor economy	LOCAL <ul style="list-style-type: none"> • Harness assets, wealth and workforce. Regeneration of Worthing seafront and town's key cultural and heritage assets, for community use and as visitor attractions.



Project	Action Plan	Lead Authority
 	<p>Seafront and Town Centre – Montague Gardens</p> <p>Delivery the Public Realm Improvement at Montague Place, creating new green areas and safe play space for community and visitors, with an event stage, supporting local business, enterprise and culture.</p>	<ul style="list-style-type: none"> • Work started on site summer 25 • Completion Target Summer 2026 • Activate new spaces with programme of events and Monitor 2026-27 <p>WBC</p>
 	<p>Seafront and Town Centre – Grafton Car Park</p> <p>Regeneration of a former multi-storey car park closed due to safety issues. Planning brief promotes a mixed-use scheme and an investment opportunity. Acts as catalyst for revitalising both the seafront and town centre high street, as a bridge between them.</p>	<ul style="list-style-type: none"> • Planning Brief and Marketing 2025-26 • Select developer 2026-27 • Planning 2028-29 • Delivery 2029-30 <p>WBC</p>
 	<p>Seafront and Town Centre – Lido</p> <p>Maintain Cultural and Heritage Asset, repairs to structure to extend life. Phased improvements for a sustainable regeneration and assess future economic use. Engage stakeholders, public and private investors, use insights to inform a seafront master-planning and prospectus to promote opportunity and secure investor and developer.</p>	<ul style="list-style-type: none"> • Engineering and Design 2026 (Phase 1) • Deliver structural improvements 2026-27 (Phase 2) • Promote investment and partnership opportunity within context of wider seafront masterplan 2026-27 (Phase 3) • Planning Brief and Development Approach 2028-2029 <p>WBC</p>
 	<p>Seafront and Town Centre – Pier</p> <p>Maintain Cultural and Heritage Asset, repairs to structure to extend life and assess phased improvements and options for a sustainable regeneration and future economic uses. Engage stakeholders, public and private investors to inform a seafront master-planning and prospectus promoting opportunities.</p>	<ul style="list-style-type: none"> • Engineering and design – completed 2025 (Phase 1) • Final engineering and design, in progress – by summer 2026 (Phase 2) • Deliver structural improvements, summer/autumn 2026 (Phase 3) • Promote investment and partnership opportunity within context of wider seafront masterplan 2026-27 (Phase 3) • Investment approach and opportunities 2027-28 <p>WBC</p>

KEY



Planning




Developing



Delivering








Monitoring

Project	Action Plan	Lead Authority
 <p>Sustainable Transport and Connectivity Improvements on Seafont and across Town</p> <p>Developing improvements to key bus stops serving the Worthing seafont, and pedestrianised areas of the town centre, to enhance sustainable travel options and connection between walking, wheeling and bus stops. This includes improvements to accessibility working with the bus partnership and walking and cycling infrastructure plans.</p>	<ul style="list-style-type: none"> • Assess feasible options to improve information, accessibility and the appearance of key bus stops on main routes – 2025-26 • Detailed design and delivery of the bus partnership schemes – 2026 – 27 • Bus Partnership and Operators explore alternative options for future sustainable bus depot and improved routes 2027-28 	WSCC/ WBC/Bus Operators
  <p>Development Site – Teville Gate</p> <p>Partnership support for Homes England masterplan for residential development to regenerate vacant site.</p>	<ul style="list-style-type: none"> • Supporting Homes England planning submission for up to 250 homes on site for 2026-27 • Delivery of new homes 2028-29 	Homes England
 <p>Development Site – Centenary House Durrington</p> <p>Council partnership with Police to agree regeneration strategy and development masterplan for shared site, with new homes and mix of sustainable employment uses.</p>	<ul style="list-style-type: none"> • Partnership Agreement on Regeneration Approach 2025-26 • Planning redevelopment 2027-28 • Delivering regeneration plans 2028-29 	WSCC/ SPCC
  <p>Development Site – Decoy Farm East Worthing</p> <p>Identify preferred option and progress sustainable development of Business Park extension, with new employment units creating jobs.</p>	<ul style="list-style-type: none"> • Identify Preferred Site Options 2026-27 • Design and Planning 2027-28 • Development of new employment unit(s) 2028-29 	WBC

KEY Planning Developing Delivering Monitoring

Strategic Sustainable Growth

Project	Action Plan	Lead Authority
 <p>Supporting Strategic Developments Align wider council strategies by supporting major infrastructure projects.</p>	<ul style="list-style-type: none"> • Agree key sites and requirements • Assess development plans and secure contributions for infrastructure improvements 	WSCC/ WBC
 <p>Public service accommodation requirements Maximise use of public assets to deliver efficiencies and develop surplus land where appropriate.</p>	<ul style="list-style-type: none"> • Identify potential sites and explore options for public sector services through the OPE programme • Continue to use the West Sussex OPE Board as a mechanism for discussion with partners and access to funds • Identify surplus assets and service requirements to commission options appraisals for sites 	WSCC
 <p>Digital Innovation and Infrastructure Support growth with improved digital connectivity and infrastructure.</p>	<ul style="list-style-type: none"> • Identify requirements for businesses, residents and education providers • Enable commercial investment in digital infrastructure improvements in Worthing • Identify opportunities to collaborate through shared infrastructure, shared dig and no dig schemes to improve digital infrastructure • Identify opportunities to partner with telecommunications stakeholders and the private and public sectors to innovate across industry sectors 	WSCC/ WBC
 <p>Active Travel Promotion and expansion of sustainable travel options in Worthing.</p>	<ul style="list-style-type: none"> • Liaise with WSCC Highways, Transport and Planning to understand their programme of works and support where possible • Develop opportunities for upgrading sustainable transport options 	WSCC/ WBC
 <p>Developing student infrastructure, skills, retention, talent pipeline Create a place for people to thrive. Support education more widely and attract and retain students.</p>	<ul style="list-style-type: none"> • Liaise with the WSCC schools planning team to understand their programme of works and support where possible • Work with WBC strategic planning to mitigate emerging education priorities and needs and retain talent • Work collaboratively with education institutions to strengthen ties and understand its needs • Identify and progress opportunities for improvements to existing education infrastructure from primary to higher education • Work with businesses to establish links to upskilling and job growth opportunities 	WBC/ WSCC

Appendix B

Governance roles

The Governance Framework will ensure that the Growth Deal principles are achieved, and the Growth Deal priorities are effectively delivered.

Worthing Member Growth Board

The Growth Board, comprising senior elected members, nominated by the Leaders of the Councils, and officers of the Councils, meet quarterly to:

- Provide strategic leadership and direction to the Growth Programme
- Ensure the alignment of investment to support the delivery of the Growth Programme
- Monitor growth projects, considering progress made and if required agreeing remedial action to enhance delivery
- Examine new opportunities to progress strategic growth projects, ensuring joint governance decisions and project initiation are taken as appropriate where projects involve a clear partnerships approach
- Be apprised of issues and obstacles affecting project delivery, agreeing action to boost progress where appropriate
- Support the development of project teams to ensure the appropriate combination of officer input and expertise in key disciplines is achieved

Worthing Officer Growth Board

Officers led Worthing Growth Board, comprising of respective Council partnership directorate and services: Growth and Communities, Regeneration and Place and Economy team representatives to meet bi-monthly or quarterly and will:

- Consider the progress of projects across the Growth Programme to inform reporting to the Growth Board
- Make recommendations to the Growth Board on investment and intervention options and individual projects teams in relation to proposals during the option design and development stages to provide constructive guidance and impetus

(These activities form part of the wider remit of the Worthing Programme Delivery Boards.)

Individual Project Teams

The individual project teams will drive forward the delivery of the Growth Programme. The arrangements of individual project teams and project management techniques used will be fit for purpose and proportionate to the scale and complexity of the growth project. Project Teams will involve a lead officer and other officers providing technical input. Stakeholder engagement and communication, also proportionate to individual projects, will enable the effective communication, assist in timely decision making, support the Councils statutory, and input to other functions, where required.

Other Boards, Committees and Partnership Forums

A range of other wider Boards e.g. Major Projects Board, Committees and Partnership Forums are likely to have an interest, function, or involvement in the progression of the growth projects identified within the Growth Programme.

Resources will be focused on delivering the priorities identified within the Growth Programme and therefore support to other such partnership boards, and governance structures will be limited to occasions where support is critical to progress the Growth Programme.

If required, Growth and Regeneration Members, and senior Officers, may request a special joint meeting, as a one-off and or a limited series focused on a specific programme area e.g. major projects or public realm improvement, or a new opportunity with significant partnership benefit e.g. deadline for new funding bid.

The Worthing Local Committees can play a key role in helping the delivery of projects. Elected members and officers of the Councils will have an opportunity to discuss the progress of joint projects in those committees and to monitor progress, identify and resolve cross authority issues and ensure risks are minimised.



Community art workshop, Colonnade House



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