



# PLATFORM 1 OUR FINANCIAL ECONOMIES

Prosperity shouldn't rest on a single financial economy, but rather a balance of globalised business, international markets and those enterprises focused more on local markets.



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

Financial economies create jobs, circulate money and value, create business opportunities, provide capital for investment and create new opportunities to learn, innovate and develop. There is also a growing understanding that there is a desirable balance between the opportunities of global economies and

international markets and those of business e.g. focussed on more local markets. Long term resilience of our places requires a healthy balance between sectors, skills, business sizes and capacity to innovate and scale.

There is not one financial economy therefore. Sectors, scale, global research, on and off line business models etc. require us to think about financial economies.

# THE PLATFORM ELEMENTS

There are a number of supportive elements which we need to create, in partnership with our commercial sector, to ensure that our financial economies remain resilient and thrive.

- **CLEARLY UNDERSTANDING OUR FINANCIAL ECONOMIES:** understanding sectors and sector dynamics (e.g. what can the State do to enable wealth generators to set up, support their growth phases, connect them to others, advocate on behalf of their places and businesses and sell the place in the right way?)

- **WISE REGULATION:** Regulation is required in open markets but must be done with the end in sight and an understanding of those local markets and competitiveness. At times we need to keep it simple, our attitudes and behaviours as regulators have a significant impact on business confidence and our ability to form effective working relationships with potential investors

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**POSITIONING OURSELVES TO SEIZE ADVANTAGES**  
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- **BUILD/COMMISSION INFRASTRUCTURE:** The “hard” infrastructure (roads, rail, broadband, housing, industrial and commercial sites etc.) and the essential “soft” infrastructure (skills, low crime, great parks and open spaces, strong cultural offer, good schools, a coherent place brand etc). Increasingly it will include sharing and connecting information, intelligence data and ideas infrastructure. How do we enable, enhance and expedite that connectivity and the productive use of the intelligence of our place? How we attract inward investment, bid for enabling infrastructure funding, market our place brand, commission wisely for societal outcomes, unlock the capabilities of our supplier and partner networks, and drive a programme of vital and significant major infrastructure projects are all key



- **TAKING A STAKE:** At times when the market can't provide the solutions required we should step in. That might be using land, borrowing money or creating value through joint venturing to create wealth generating propositions for the long term benefits of our places. This will often take us into new areas and will involve risks as well as opportunities. Taking a stake at the right moment will demonstrate the leadership necessary to support our financial economies

- **POSITIONING OURSELVES TO SEIZE ADVANTAGES:** there may be advantages of geography (access to London, Gatwick, Brighton etc.) or advantages of Government policy (e.g. devolution of money or new powers), creating opportunity for the Councils to establish a reputation as reliable and trustworthy partners, capable of delivering programmes and projects; and able to work effectively with our partners in the private sector. These advantages should be sought and seized wisely with a good understanding of local financial economy sector trends and needs.

COMMITMENT	ACTIVITIES & PROJECTS	LEAD RESPONSIBILITY	PARTNERS INVOLVEMENT	TIMESCALES/MILESTONES
<p>I.1 Driving growth in the business sectors across Adur and Worthing.</p>	<p>I.1.1 Ensure Adur and Worthing are strategically positioned in major policy and decision making that affects our long term economic interests. This will include being key players and proactive shapers of agendas in:</p> <ul style="list-style-type: none"> <li>a) The Greater Brighton Economic Board (and a range of Boards and Sub Groups relating to the functional economic area of Greater Brighton)</li> <li>b) West Sussex Wide Enterprise/Investment issues</li> <li>c) Coastal West Sussex Business Partnership and ensuring the voice of business along the coastal strip is well framed and well heard in key decision making</li> <li>d) Maintain strong relationship with the Coast To Capital Local Economic Partnership and a variety of other strategic funders at the regional and national level.</li> </ul>	<p>Director for the Economy</p>	<p>Adur and Worthing Business Partnership, Chamber of Commerce, Coastal West Sussex Business Partnership a range of other public and private sector bodies and employers</p>	<p>Autumn 2019 - Input into Economic Strategy consultation, especially in relation to the Strategic Economic Plan Ongoing - maintain a horizon scan of all relevant opportunities to ensure the Councils' long term interest is included (e.g. Local Industrial Strategy)</p>
	<p>I.1.2 Implement the core objectives of the Adur and Worthing Economic Strategy influencing regional approaches to the national industrial strategy.</p> <ul style="list-style-type: none"> <li>a) Superconnected Worthing</li> <li>b) Adur Applied Technologies Centre</li> <li>c) Technology Futures: skills for innovation.</li> </ul>	<p>Head of Place and Economy</p>	<p>Including: Adur and Worthing Business Partnership, Chamber of Commerce, West Sussex County Council, Coast to Capital, potential investors, policy bodies, business and employer bodies</p>	<p>Autumn 2018 - Key projects identified and implemented for all elements January 2019 - Annual impact review of Economic Strategy starting</p>
	<p>I.1.3 Ensure sound evidenced based understanding of structure and scale of existing economies and real opportunities for growth and diversification.</p>	<p>Head of Place and Economy</p>	<p>Including: Adur and Worthing Business Partnership, Chamber of Commerce, West Sussex County Council, Coast to Capital, potential investors, policy bodies, business and employer bodies</p>	<p>December 2018 - Economic data analysed and refreshed, including data extracted from the Office of National Statistics and the census. Findings will inform work programme and partner working, especially through Adur and Worthing Business Partnership.</p>
	<p>I.1.4 Implement gigabit infrastructure in Adur and Worthing through the Gigabit West Sussex project, connecting up our buildings in phase one.</p>	<p>Director for Digital &amp; Resources Head of Place and Economy</p>	<p>West Sussex County Council Cityfibre Chamber of Commerce Town Centre Initiative Local businesses</p>	<p>May 2018 - Contract Award September 2018 - Department for Digital, Culture, Media &amp; Sport Wave 3 funding bid for additional sites September 2018-Feb 2019 - Build</p>
	<p>I.1.5 Promote the take up of gigabit vouchers by local businesses, thereby extending the gigabit infrastructure into business parks and industrial estates.</p>	<p>Director for Digital &amp; Resources Head of Place and Economy</p>	<p>West Sussex County Council</p>	<p>From July 2018 - Promotion campaign December 2019 - completed</p>
	<p>I.1.6 Assess the business case, delivery and funding options for Public WiFi networks in Worthing and Shoreham town centres, providing trusted municipal WiFi to create "ultrafast zones" serving businesses, freelancers, shoppers and visitors and providing free access WiFi for town events.</p>	<p>Director for Digital &amp; Resources Head of Place and Economy</p>		<p>July 2018 - Initial business case July 2019 - Target installation (following gigabit installation)</p>
	<p>I.1.7 Develop a Department for Digital, Culture, Media &amp; Sport Wave 3 funding bid for additional fibre infrastructure to connect schools, CCTV and create "5G infill" fibre access points, making Worthing and Shoreham 5G ready and fit for the digital future of our towns.</p>	<p>Director for Digital &amp; Resources Head of Place and Economy</p>	<p>West Sussex County Council</p>	<p>July 2018 - Commission consultant support with West Sussex County Council Sept 2018 - Submit Wave 3 bid Mar-June 2019 - Build phase</p>
<p>I.2 Enhance our role as a "trusted partner" for local businesses</p>	<p>I.2.1 Review the 6 core objectives to support growth priorities set out in the Adur and Worthing Business Partnership Action Plan.</p>	<p>Head of Place and Economy</p>	<p>Adur &amp; Worthing Business Partnership, Chamber of Commerce, Coast to Capital Local Enterprise Partnership, regional &amp; national economic development agencies and employer bodies</p>	<p>July 2018 - Annual review of Adur and Worthing Business Partnership Action Plan</p>

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<p>1.3 Ensure that we deliver agreed funding programmes secured through Local Growth Fund monies via the LEP, and maintain and develop our capacity to bid for public monies and leverage private sector investment into Adur and Worthing</p>	<p>1.3.1 Secure public investment via successful bids to funds including to the Local Growth Fund to deliver:</p> <ul style="list-style-type: none"> <li>a) Teville Gate House (a new innovation centre and hotel) (WORTHING)</li> <li>b) Union Place (mixed use redevelopment of the site including housing, retail and leisure) (WORTHING)</li> <li>c) Decoy Farm (decontamination and remediation of the land and road improvements) (WORTHING)</li> <li>d) New Monks Farm (a new junction on the A27) (ADUR)</li> <li>e) Offices and mixed use development on the Civic Centre. (ADUR)</li> </ul>	<p>Head of Major Projects and Investment</p> <p>Head of Planning and Development</p>	<p>Coast to Capital Local Economic Partnership Greater Brighton Economic Board, Department for Communities and Local Government (and other relevant Government departments), West Sussex County Council</p>	<p>Ongoing - Annual spending programme agreed with Coast to Capital Local Enterprise Partnership and the Accountable Body (West Sussex County Council)</p>
	<p>1.3.2 Work in partnership with the Local Enterprise Partnership (LEP) to secure additional Local Growth funding to implement flood defence solution for the Sussex Yacht Club site (and any other projects) to support the delivery of a comprehensive flood defence solution for the Western Harbour Arm. (ADUR)</p>	<p>Head of Planning and Development Head of Major Projects and Investment</p>	<p>Local Economic Partnership</p>	<p>Summer 2018 - Planning applications for replacement Yacht Club and flood defence to be submitted. September 2018 - Business Case submitted to Environment Agency for Grant in Aid funding.</p>
	<p>1.3.3 Identify target and monitor progress of high quality bids to other funds supporting platform building (e.g. Coastal Communities Fund, Arts Council, Heritage Lottery etc.).</p>	<p>Head of Place and Economy</p>	<p>All relevant national funders and key local partners</p>	<p>Ongoing - Identification and Monitoring log established in 2017</p>
	<p>1.3.4 Ensure Adur and Worthing are well placed in the shop window to attract inward investment:</p> <ul style="list-style-type: none"> <li>a) Develop inward investment website</li> <li>b) Ensure we are well positioned in devolution bids to attract private sector inward investment capital</li> <li>c) Develop the Worthing Town Centre Prospectus approach (building on successful key national events bringing investors and potential sites together) (WORTHING)</li> <li>d) Continue to make personal contacts with national/ international investment sector to keep Adur and Worthing “on the investment radar”</li> </ul>	<p>Head of Place and Economy</p>	<p>National and international investment markets and key local businesses</p>	<p>February 2019 - Attend SiteMatch to continue to put Adur and Worthing on the developer radar Ongoing - engage in West Sussex County Council and Greater Brighton Economic conversation to ensure Adur and Worthing gains a higher profile and traction</p>
	<p>1.3.5 Make effective use of s106 development contributions and Community Infrastructure Levy (CIL) and other public/private sector investment to deliver high quality public realm and seafront improvements. (WORTHING)</p>	<p>Head of Planning and Development</p>	<p>West Sussex County Council, private sector, key town centre redevelopment schemes (Worthing).</p>	<p>Ongoing -Recent examples include the granting of planning permission for the redevelopment of the former Aquarena. Permission was granted for a new seafront cafe/restaurant, basement public car parking to support the adjacent Splashpoint and Community Infrastructure Levy (CIL) funding to enhance the seafront.</p>
	<p>1.3.6 Deliver projects with our local partners to support the development of our creative industries including the redevelopment of the Colonnade House Digital Hub and redevelopment of Worthing Museum &amp; Art Gallery. (WORTHING)</p>	<p>Head of Place and Economy Head of Culture</p>	<p>Adur and Worthing Arts Trust, Local Businesses, Coast to Capital, Heritage Lottery Fund</p>	<p>Summer 2018 - Develop and submit a Heritage Lottery Fund bid to support the redevelopment of the Museum. If successful begin detailed project planning from September 2018 and begin work on site September 2019 Autumn 2018 - Support YTKO (lead partner) to develop and submit a European Regional Development Fund bid to support the delivery of a Digital Hub</p>

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<p>1.4 To champion the development of a learning and skills ecosystem that enables economic growth and supports local businesses.</p>	<p>1.4.1 Increase the number of quality apprenticeships available, utilising brokerage models and apprenticeship levy opportunities with local and subregional partners.</p>	<p>Head of Place and Economy Head of Planning and Development Head of Human Resources</p>	<p>Greater Brighton Economic Board, Colleges, Skills Funding Agency, Coastal West Sussex Partnership, Adur and Worthing Business Partnership, Employability Network, Coast to Capital Local Enterprise Partnership.</p>	<p>July 2018 - Apprenticeship Fair to be delivered, in partnership with GB Met and Adur and Worthing Business Partnership Autumn 2018 - Employment &amp; Skills Action Plan in place Ongoing use of s106 agreements -Encourage developers through s106 agreements to offer apprenticeships and use local labour force. Ensure that Council led developments provide apprenticeship opportunities</p>
	<p>1.4.2 Work with employers and partners to exploit skills led growth and productivity gains through the use of digital technologies.</p>	<p>Head of Place and Economy Director for Digital &amp; Resources</p>	<p>Adur and Worthing Business Partnership, Coastal West Sussex/Visitor Economy Network, Adur &amp; Worthing Business Partnership, West Sussex County Council</p>	<p>Autumn 2018 - Employment &amp; Skills Action Plan in place December 2018 - Working group to be established through Adur and Worthing Business Partnership to build on the work of Gigabit and explore the impacts of fibre connectivity on business function</p>
	<p>1.4.3 Work with partners to inspire young people and promote pathways for employment and learning.</p>	<p>Head of Place and Economy</p>	<p>Sussex Learning Network, West Sussex County Council, Coastal West Sussex Partnership, Adur and Worthing Business Partnership, Employability Network</p>	<p>Autumn 2018 - Employment &amp; Skills Action Plan in place</p>
<p>1.5 Investment in and delivery of Major Projects and key infrastructure</p>	<p>1.5.1 (A) CIVIC CENTRE SITE PHASE I (ADUR) Build programme to deliver up to 30,000 sqm of lettable office accommodation on the car park site north of Ham RoaD.</p>	<p>Head of Major Projects and Investment</p>	<p>Pre-let agreement with Focus Group</p>	<p>Spring 2018 - Construction commenced Summer 2018 - Foundations were laid Autumn 2018 - Topping out expected Spring 2019 - Due to be completed and occupied by Focus Group</p>
	<p>1.5.1 (b) CIVIC CENTRE SITE PHASE II (ADUR) deliver a major redevelopment scheme on the main site to provide new homes and incorporate improvements to the public realm.</p>	<p>Head of Planning and Development Head of Major Projects and Investment</p>	<p>Potential development partner or sale to developer</p>	<p>Autumn 2018 - marketing of the site. Sale or development agreement secured 2019 2020/21 - Commence work on site</p>
	<p>1.5.2 DEVELOPMENT OF SHOREHAM HARBOUR (ADUR) Redevelopment of the Western Harbour Arm to deliver sustainable new communities (broad location for 1,100 new dwellings. Including delivery of a District Heat Network and concentration of Port activities in the Eastern Harbour Arm.</p>	<p>Head of Planning and Development</p>	<p>Shoreham Port, Coast to Capital Local Enterprise Partnership West Sussex County Council and Brighton and Hove City Council</p>	<p>Autumn 2018 - Expected start for development at Free Wharf. 2018 Adjacent sites likely to come forward following adoption of Local Plan and Joint Area Action Plan (JAAP) End of 2018 District Heat Network Feasibility work due to be completed</p>
	<p>1.5.3 ADUR TIDAL WALLS (ADUR) Work in partnership to deliver major improvements to tidal defences. Capitalise on potential funding opportunities to secure early delivery of priority defences.</p>	<p>Head of Planning and Development</p>	<p>Coast to Capital Local Enterprise Partnership, West Sussex County Council</p>	<p>2019 - Completed</p>
	<p>1.5.4 TEVILLE GATE (WORTHING) a) Enable delivery of a mixed use scheme which maximises the potential of the site including circa 400 new homes b) Secure redevelopment of Teville Gate House.</p>	<p>Head of Planning and Development Head of Major Projects and Investment</p>	<p>Site owner, development partner, Local Enterprise Partnership, West Sussex County Council</p>	<p>Summer 2018 - Demolition of car park and adjacent buildings complete August 2018 - Planning application for 'main site' submitted December 2018 - Secure redevelopment of Teville Gate House</p>

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	<p>1.5.5 UNION PLACE (WORTHING) Enable delivery of a viable mixed use scheme (likely to include leisure, retail and housing).</p>	Head of Major Projects and Investment	Land pooling partner, Coast to Capital Local Enterprise Partnership and development partner/developer	Autumn 2018 - Land Pooling Agreement with partner organisation finalised. October 2018 - Joint work to assess viability of a mixed use scheme commenced Mid-2019 - Development partner/developer selected
	<p>1.5.6 GRAFTON CAR PARK SITE (WORTHING) Utilise Council's interests in the site to create a viable development proposition and build joint venture capacity to develop.</p>	Head of Major Projects and Investment	Development partner, West Sussex County Council	Autumn 2018 - Ongoing work on development strategy and resolving issue in advance of marketing December 2018 - clear development strategy with milestones agreed by Joint Strategic Committee
	<p>1.5.7 DECOY FARM (WORTHING) Secure Local Growth Funding to remediate the site to secure private sector investment necessary to deliver new employment opportunities, and first phase of investigative work to determine site conditions.</p>	Head of Major Projects and Investment	Local Enterprise Partnership and potential development partners	Summer 2018 - ongoing work to identify and resolve development strategy, land remediation and transport issues Autumn 2018 - full business case submitted to Coast to Capital Local Enterprise Partnership to draw down funding Spring 2019 - submission of outline planning application for B-class led development scheme
	<p>1.5.8 AQUARENA (WORTHING) Planning application approved for 141 dwellings, commercial floor space, public car parking and new seafront café and public realm.</p>	Head of Planning and Development	Roffey Homes	Planning application expected for HMRC land and industrial land to the east of Martletts Way Summer 2017. Determination dependent on emerging Local Plan.
	<p>1.5.9 WORTHING CIVIC CENTRE SITE (WORTHING) Partner with local health providers to deliver a hub facility consistent with new models of health provision. Investigate options for housing, office or increased parking on the remainder of the site.</p>	Head of Planning and Development Head of Major Projects and Investment	One Public Estate Development partner(s), Health sector partners, West Sussex County Council	Autumn 2018 - NHS Business Case Approvals End 2018 - Planning application submitted Mid-2019 - Construction to commence
	<p>1.5.10 WORTHING TOWN CENTRE PARKING STRATEGY (WORTHING) Agree a new Parking Strategy for Worthing Town Centre that supports the delivery of major investment projects, to unlock value in key sites, and to support the town centre as a leading shopping and visitor destination.</p>	Head of Major Projects and Investment Head of Planning and Development Head of Customer and Digital Services	West Sussex County Council	September 2018 - Parking Strategy agreed
<p>1.6 Establish an up to date planning framework to guide future development and ensure the provision of appropriate supporting infrastructure.</p>	<p>1.6.1 Implementation of Adur Local Plan.</p>	Head of Planning and Development	Infrastructure providers, local landowners/developers and the local community.	14 December 2017 - Adur Local Plan adopted 2018/19 - Implementation of Local Development Scheme, which includes the preparation of supporting planning documents such as Sustainability, Infrastructure Contributions and Employment protection guidance. Ongoing - Deliver key strategic sites in accordance with the Plan including New Monks Farm, West Sompting and Shoreham Harbour.

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1.7 Enable delivery of a series of Locality Projects which are vital to the wellbeing of our communities and strengthen our financial economy	1.6.2 Prepare new Worthing Local Plan.	Head of Planning and Development	Infrastructure providers, local landowners/developers and the local community.	Autumn 2018 - Consultation on preferred Options The Plan will seek to guide future development on key strategic sites and ensure appropriate supporting infrastructure. Key issues to address is the level of new development the town can accommodate given the lack of land and a significant demand for housing, employment and community facilities. 2019 - Submission and adoption
	1.7.1 SEAFRONT INVESTMENT PLAN (WORTHING) Explore investment options to deliver against the Seafront Investment Plan (including investigating the economic potential of promenade improvements to accommodate seafront attractions).	Head of Place and Economy Head of Major Projects and Investment Head of Environmental Services	Developers and West Sussex County Council	Summer 2018 - expected announcement on funding for public realm development with detailed design for South Street, incorporating connections to the seafront Autumn 2018 - Planning applications for beach shelter redevelopment March/April 2019 - release Denton Shelter as a leisure use to the market Mid-2020 - Completion of Phase I beach shelter redevelopment
	1.7.2 BEACH GREEN, SHOREHAM (ADUR) Secure the redevelopment of the existing toilet block with an appropriate and high quality building/café offer. Re-market the site and work in partnership with the development team to secure a high quality design.	Head of Major Projects and Investment Head of Planning and Development	Development Partner, West Sussex County Council	Summer 2018 - Agreements with development partner completed 2020 - Completed
	1.7.3 WORTHING PUBLIC REALM (WORTHING) Work with West Sussex County Council to secure investment to design and deliver a phased approach to improve public realm at identified priority locations in the Worthing town centre.	Head of Place and Economy	West Sussex County Council and Town Centre Initiative	November/December 2019 - South Street / Portland Road as the first phase of the overall Worthing Public Realm Improvements
	1.7.4 PUBLIC TOILET IMPROVEMENT PROGRAMME Develop an enhanced investment programme for our public toilets, providing better quality facilities for our residents and visitors.	Head of Environmental Services Head of Business and Technical Services	Development Partner, West Sussex County Council	December 2018 - Improvement programme plan
1.8 Creating places that businesses wish to invest in and sustain	1.8.1 Develop a place brand for Worthing and engage key partners to maximise uptake and use, and promote Worthing to relevant markets. (WORTHING)	Head of Communications	Wide variety of public service partners and use of local Small to Medium Enterprises (SMEs) to develop	October 2018 - roadmap to brand essence and next steps of brand development
	1.8.2 Develop a Town Centre and Seafront plan (WORTHING). As part of Coastal Community Team status, to enable delivery of a coordinated approach to regeneration, visitor economy and place marketing.	Head of Place and Economy Head of Environmental Services	West Sussex County Council, Development partners, Local business, Transport providers	October 2018 - roadmap to brand essence and next steps of brand development
	1.8.3 (a) Help to create the right conditions for the growth of a 'night-time' economy using a combination of programmed activities; an improved public realm; and an enabling approach to regulation. As part of development annual programme of events, work with our partners to deliver specific events which 'extend the day'.	Head of Place and Economy Head of Wellbeing	Town Centre Initiative, local business chambers, tourism sector, arts, culture and creative sectors, local communities, business and West Sussex County Council	Autumn 2018 - Purple Flag Accreditation Ongoing - Supported through the Purple Flag Accreditation process, through partnership working, explore place making and new events to extend the day

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	1.8.4 Add new events to a year round calendar of events that attract interest and visitors to our places.	Head of Place and Economy	Town Centre initiative, local business chambers, tourism sector, arts, culture and creative sectors, local communities, business and West Sussex County Council	Ongoing July 2018 - Worthing Pride. Autumn 2018 - New events being investigated for delivery
	1.8.5 Developing our visitor economy. Working jointly with key partners to implement: a) Better marketing of the visitor economy propositions to key demographic groups across Coastal West Sussex b) Using data/intelligence to build better pictures of assets and investment required in changing visitor economy markets c) Investigate potential for business tourism.	Head of Place and Economy	Range of private sector partners, Coastal West Sussex Business Partnership, West Sussex County Council, Arun District Council, Chichester District Council and Tourism South East	June 2018 - Visitor Guide refreshed and distributed July 2018 - Walk it Worthing, Crumbs City Trail and Greeters (new Tourism projects) on the ground. June 2019 - Implementing work identified in the Visitor Economy Action Plan
	1.8.6 Support creative/maker sector by building on creative work space at Colonnade House and seeking opportunities to grow the sector. Develop a complementary Digital Hub in 5-7 High Street to provide space for digital/creative businesses. Ensure that this project complements the Gigabit programme and the delivery of a series of Digital Hubs across Coast to Capital.	Head of Place and Economy	West Sussex County Council, Arts Council England, YTKO, Adur and Worthing Arts Trust	Autumn 2018 - Support YTKO (lead partner) to develop and submit a European Regional Development Fund bid to support the delivery of a Digital Hub
1.9 Promote an adoptive and creative approach to delivering spaces needed to meet the demands of startups and growing businesses in Adur and Worthing	1.9.1 Complete an assessment of our own buildings to establish opportunities for workspace that supports open innovation and collaborative workstyles.	Head of Place and Economy Head of Major Projects and Investment		Review complete by December 2018
1.10 Support for creative partnerships and proposals that enhance the cultural offer of our places	1.10.1 Let the Light In - Redevelop Worthing Museum and Art Gallery to create a contemporary offer of national significance for the enjoyment of our local community and to support historians, filmmakers, fashion houses and students from across the country.	Head of Culture	Arts Council England, Heritage Lottery Fund Trusts and foundations sponsorship	June 2018 - Heritage Lottery bid submitted. September 2018 - Stage One planning / development year begins Autumn 2018 - Planning application submitted June 2019 - Stage Two funding bid submitted September 2019 - Delivery begins Late Autumn 2020 - Complete project
	1.10.2 Prepare a deliverable and costed 'masterplan' for the Pavilion Theatre to include both a balcony and multifunction seating to allow the space to be used creatively and improve the customer experience.	Head of Culture		By November 2018
	1.10.3 Prepare a deliverable and costed 'masterplan' for the Pavilion Theatre to include both a balcony and multifunction seating to allow the space to be used creatively and improve the customer experience.	Head of Culture	Arts Council England	By December 2018
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1.11 Present options for the future direction of Worthing Theatres and Museum to identify a way forward that will ensure that culture continues to develop and thrive in Worthing	1.11.1 Consider the options to enable culture to continue to build on its success, further developing the benefits to our local communities and playing a key role in place making.	Head of Culture	Arts Council	July 2018 - First report to Joint Strategic Committee December 2018 - Second report to Joint Strategic Committee