



*See it to believe it!*

**Worthing Town Centre  
Initiative  
Business Plan  
2007**

# **Worthing Town Centre Initiative Business Plan**

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## **Introduction and Background**

### **Introduction**

The Town Centre Initiative was formed in 1993 to help to develop and enhance Worthing Town Centre. The TCI is a community interest company committed to enhancing the vibrancy of the town for residents and visitors; and to work with the business community in promoting the town as a thriving profitable shopping centre.

The Town Centre initiative aims to improve the customer experience by promoting a clean, safe and vibrant environment. This improved experience will lead to increased footfall and longer dwell times ensuring economic success.

### **Background**

The Town Centre Initiative undertakes the following activities to protect, enhance and develop the prosperity and vitality of the Town Centre for the benefit of all existing and potential users:-

- Raise funds, install and improve festive lighting
- Town Centre Events
- Street Activity including Markets
- Public Realm improvements
- Enhanced Community Safety with the Shopwatch scheme
- Promoting Worthing
- Information Guides / Publications
- Cleansing reviews
- Business involvement / financial support for "in Bloom"

To enable these activities to take place the Town Centre Initiative seeks funding from both the private and public sectors and at present the following are sources of income:-

- Large Store Donations
- Worthing Borough Council Grant
- Worthing Borough Council Marketing Plan Management Fee
- General Market
- Speciality Markets
- Street Events / Activities
- Christmas Lights Donations
- Advertising revenues

At present the funding split is approximately 15% from the Public Sector and 85% from activities undertaken and the Private Sector.

## **Background (cont'd)**

The Steering Group of the Town Centre Initiative has members from the both private and public sectors with an interest in improving the town. The TCI employ the Town Centre Manager who delivers the projects and represents the community and business interests in the area on the following groups and committees.

- Association of Town Centre Managers
- Worthing Masterplan Delivery Team
- Shopwatch
- Sussex Business Crime Reduction Group
- Worthing in Bloom
- Local Development Framework
- Worthing First
- Visit Worthing
- 5 Towns Network
- Chamber of Commerce

## Section 1 Part 1

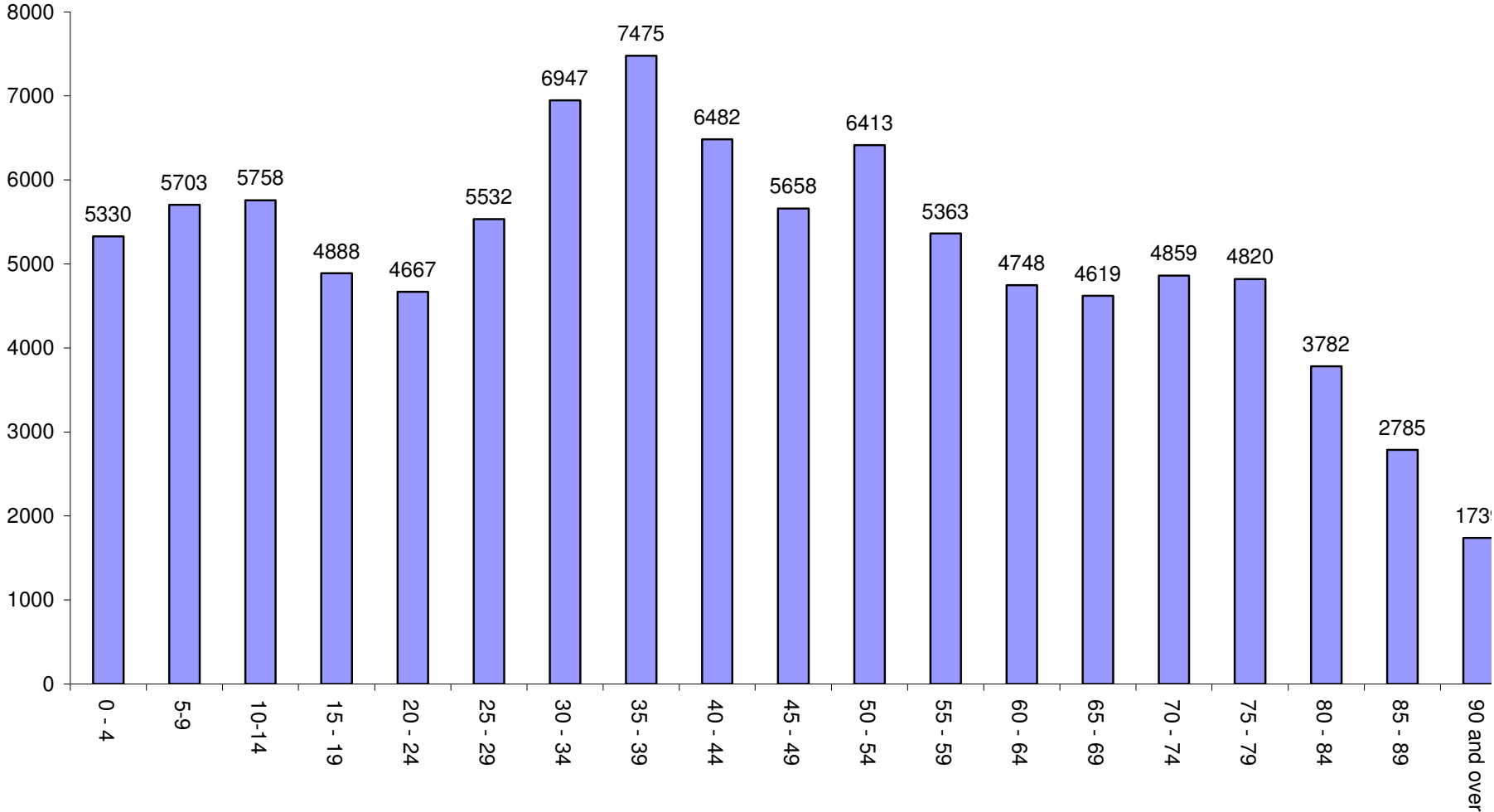
### **SWOT Analysis of Worthing Town Centre**

<p><b><u>Strengths</u></b></p> <ul style="list-style-type: none"> <li>• Flat Shopping Environment</li> <li>• Outside Shopping popular in good weather</li> <li>• Activities and Markets</li> <li>• Christmas Lights</li> <li>• Café Culture</li> <li>• Good independent Retail Offer</li> <li>• Floral Displays</li> <li>• Seaside Location</li> <li>• Heritage</li> <li>• Pedestrianisation in Montague Street &amp; Warwick Street</li> <li>• Character of Warwick Street</li> <li>• Catering Offer</li> <li>• Age Range of Shopper</li> <li>• Disabled Parking</li> <li>• Local Radio Station</li> </ul>	<p><b><u>Weaknesses</u></b></p> <ul style="list-style-type: none"> <li>• Access &amp; Parking</li> <li>• Poor Public Realm</li> <li>• Retail complacency</li> <li>• Investment in Town Centre from Public Bodies</li> <li>• Poor Quality Events</li> <li>• South Street / Chapel Road prevents East / West Pedestrian flow</li> <li>• Spread out retail offer</li> <li>• Lack of area identities</li> <li>• Marketing</li> <li>• Gaps in retail offer</li> <li>• Lack of modern covered shopping offer</li> <li>• Public Transport</li> <li>• Lack of Character in Montague Street</li> <li>• Movement between Town Centre &amp; Seafront</li> <li>• Disposable income of the current shopper</li> <li>• Shopping Hours</li> <li>• Old style buildings not built for modern retailing</li> <li>• Lack of Public Art</li> </ul>
<p><b><u>Opportunities</u></b></p> <ul style="list-style-type: none"> <li>• Masterplan delivery</li> <li>• Public Realm improvements from Planning gain monies</li> <li>• Performance area for quality events</li> <li>• Improved events</li> <li>• More cohesive approach to the Town Centre</li> <li>• Publicity &amp; Marketing</li> <li>• Business Crime Reduction Partnership and use of Business Information Crime System (BICs)</li> <li>• Website</li> <li>• Town Centre Strategy adopted by the Public Authorities</li> <li>• Increased pedestrianisation</li> <li>• Techno Greys / Silver Surfers / Young professionals</li> <li>• Improved Town Centre and Seafront Linkages via Montague Place</li> <li>• Business Improvement Districts</li> <li>• Public Art</li> </ul>	<p><b><u>Threats</u></b></p> <ul style="list-style-type: none"> <li>• Retail Performance</li> <li>• Empty Premises</li> <li>• Internet Shopping</li> <li>• Covered Shopping Areas in nearby towns</li> <li>• No Free Parking on</li> <li>• Parking Charges</li> <li>• Lack of Funding in the Town Centre</li> <li>• Too many groups trying to achieve different goals not being managed by the public sector.</li> <li>• Delivery time on projects</li> <li>• Lack of vision</li> <li>• Negativity / Lack of Interest</li> <li>• Potential downgrading or loss of Hospital</li> <li>• Budget Cuts</li> <li>• Business / Residential &amp; Visitor conflicts</li> <li>• Declining Footfall</li> </ul>

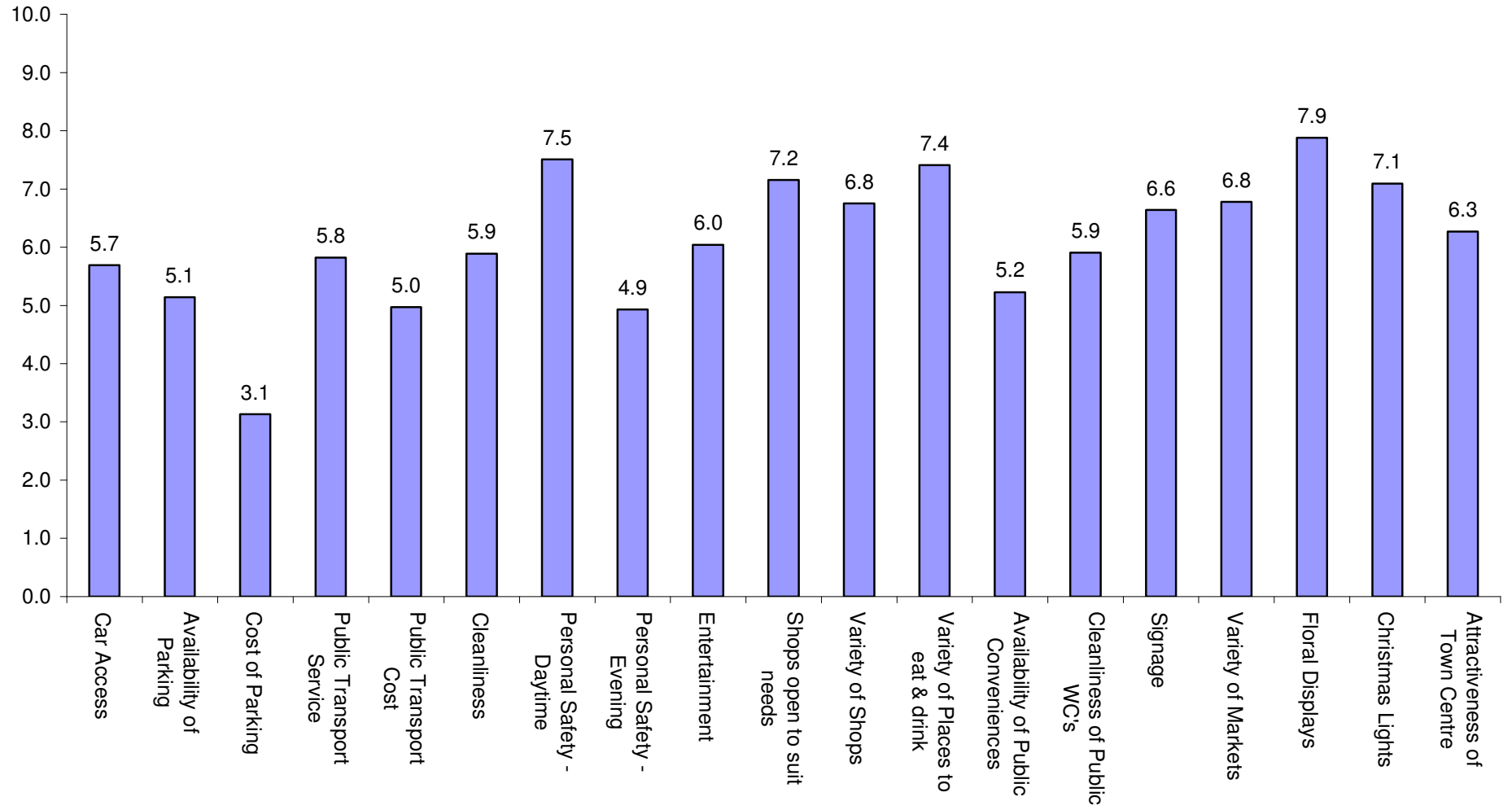
Section 1 Part 2

**Customer Breakdown & Views**

**Breakdown of Worthing Residents by Age (from 2001 Census)**



Average Marks for Services 1= Poor 10 = Excellent



## **Changes Wanted for the Town**

	<b><u>No of Requests</u></b>
Cheaper Parking	102
Cleaner / Less Gaffiti / Remove Chewing Gum	65
Improve or demolish Teville Gate	53
Improved Cinema / Leisure	47
Better range of shops (inc independents)	46
More Policing	34
More Pedestrianisation (esp Montague Pl/ South St & Chapel Road)	33
Covered Shopping	31
Improve or demolish Guildbourne Centre	26
Better Prom & with more to do around town	23
More / improved public conveniences	22
More open air entertainment / Markets	21
Better Public Transport	16
Improved Café Culture - including later opening	15
More Entertainment for Kids	13
General smartening up of the town	13
Improve Lido / Pier	10
Park and Ride	10
Enforce no cycling on pedestrain areas	9
Less Empty Shops	9
Cycle Paths extended	9
Longer / less complex on street parking	8
Nothing	8
Fewer Bars in Chapel Road	8
Late Night Shopping	8
Easier access in Chapel Road	8

## **What would make you visit the Town more often?**

Cheaper Parking	259
Better selection of shops / More cosmopolitan	71
Cheaper Buses / Public Transport	36
Improved Bus Service (especially evenings / Sunday)	30
Multiplex Cinema	29
Indoor Shopping facility	28
More Entertainment (inc with kids)	26
Improved Police presence	22
Increased pedestrianisation	22
Cleaner / Less Graffiti	18
More to do on the Seafront (inc more cafes)	18
Late night opening inc Cafes	15
Better Swimming Pool	12
Complete / improve Cycle routes	12
Easier Parking (inc families with young children)	12
More money / Time	11
Nothing I Love Worthing	10
Park and Ride	9
More Markets and Events	9

**Vision Statement**

*“The Worthing Town Centre Initiative is committed to protecting, enhancing and developing the prosperity and vitality of the Town Centre for the benefit of all existing and potential users.”*

## Section 3

### **Mission of the Town Centre Initiative**

1. Worthing Town Centre should be clean and welcoming.
2. The Town Centre should have easy access by having as many free flowing roads as possible with good access to car parks.
3. Town Centre car parks should be clean, safe and well sign posted
4. Worthing Borough Council will be encouraged to promote vibrant developments of key sites in the town centre via the Masterplan and Local Development Framework.
5. There should be high visibility policing in the Town Centre, and a Shopwatch scheme to ensure a safe shopping environment
6. Owners Empty Premises should be kept clean and presentable.
7. The Public Realm in the Town Centre should be aesthetically pleasing.
8. Worthing should be vibrant and exciting with Street Activities and Markets taking place to enhance the shopping experience.
9. The Seafront Shelter at the end of Crescent Road should be converted to an eating establishment to improve the welcome into Worthing along the Seafront.
10. The Gateways and Roundabouts into the Town Centre should announce entry into Worthing Town Centre and make people want to visit.
11. To promote Worthing as a good place to shop, visit and to conduct business.
12. To protect and identify new funding sources to allow continued investment into activities in the Town Centre
13. To raise awareness of the work of the Town Centre Initiative.
14. To improve information and signage in the Town Centre
15. To support the work of Worthing Borough Council with floral and planting initiatives to enhance the town.

## **Current Situation**

### **Activities Undertaken**

- Fundraising, installation and removal of Christmas Lights
- Planning, organising, regulation and promotion of Markets in the town
  - French
  - Gardeners
  - Speciality
  - General
  - Farmers
- Supporting Worthing in Bloom by selling Flower baskets to businesses
- Write, produce and distribute a Town Centre Newsletter
- Comment on planning applications that affect the Town Centre
- Issue Street Consents for the Wednesday Market
- Deal with any issues with the Wednesday Market on the frontline, also at a strategic level to keep the focus on quality.
- Manage the Street Activity in the town by maintaining an events diary and licensing. Liaising where necessary with Worthing Borough Council and West Sussex County Council to ensure a cohesive approach.
- Manage West End notice board.
- Cleansing reviews with reports back to partners and actions required for improvements including a Graffiti report.
- Provide major events in the Town, seek funding partners, marketing, organising and promotion of the activities.
  - Christmas
  - Summer
- Promotion of the Town Centre in the Media including regular interview with Splash FM / Your Worthing Magazine
- Attend meetings to ensure the TCI view is expressed including Masterplan Delivery Team, Crime and Disorder meetings, Worthing First, Chamber of Commerce, Community Strategy, Local Development Plan and many others.
- Improved signage projects including signage reviews
- Manage, Chair, support and promote Shopwatch
- Network with other towns to seek best practise using the Association of Town Centre Managers
- Investigate and initiate projects to enhance the Town Centre
- Manage and report on footfall and other statistical performance information on the Town to members of the TCI and partners
- Manage complaints from businesses and visitors to the Town Centre adhering to the TCI complaints policy
- Strategic Input on Town Centre Issues to partners
- Project Management including the fishing feature, boats, information boards and Liverpool Gardens
- Support Town Centre businesses where appropriate and offer advise to business considering opening in Worthing Town Centre

### **Activities Undertaken (Cont'd)**

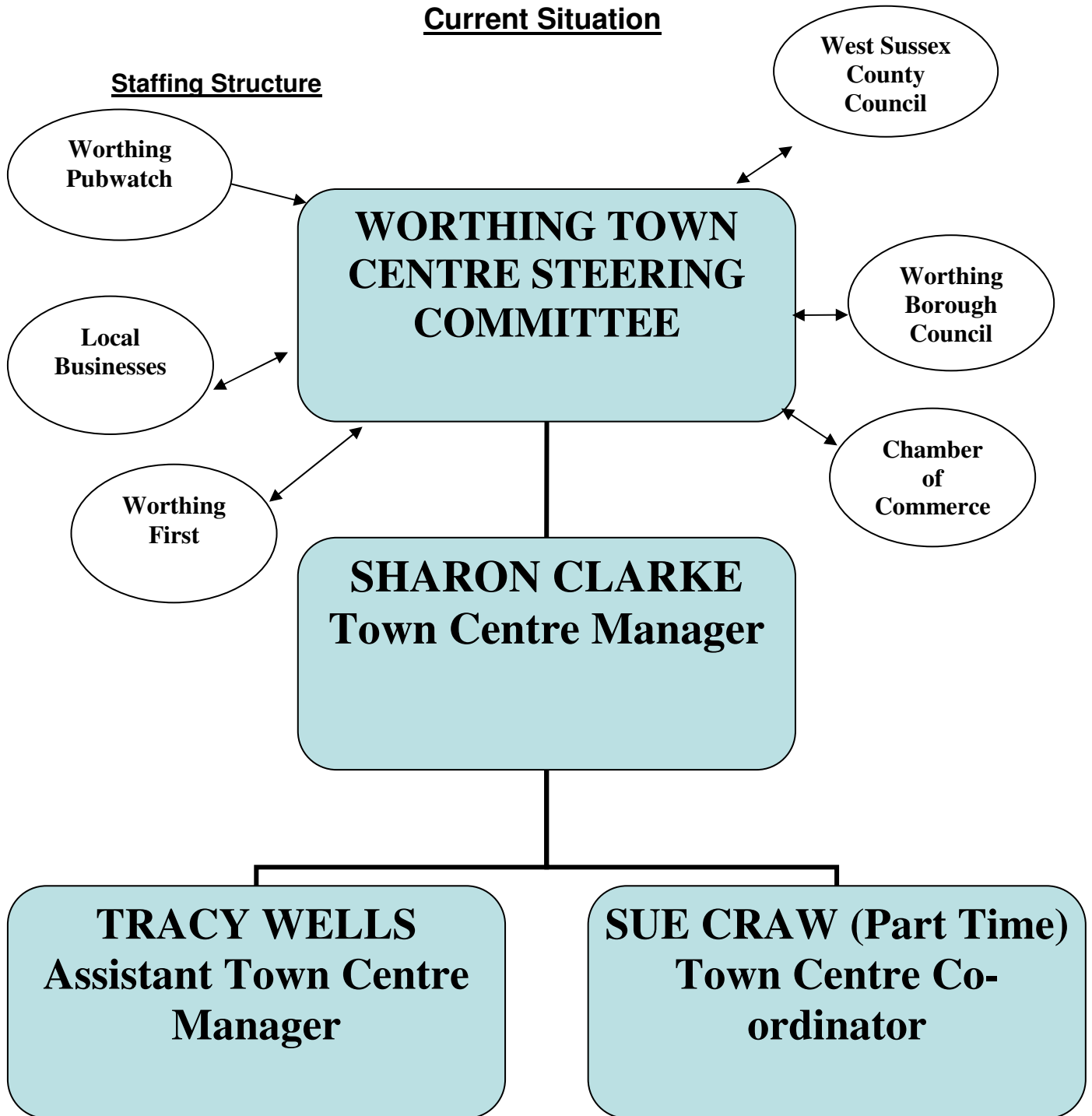
- Management support for the Steering committee and minute taking
- Management of the Town Centre Initiatives budgets and finances
- Devise, implement and report on the Marketing Plan in place with Worthing Borough Council
- Write, review and maintain a Business Plan as per the grant agreement with Worthing Borough Council
- Identify and suggest improvements for areas within the Town Centre
- Work with Worthing Borough Council to deliver a Town Centre vision within the Economic Development strategy
- Hold regular Steering Meetings with input from groups and businesses with an interest in the Town Centre
- Seek partners to help finance Town Centre improvements.
- Attend groups and meetings to discuss the Town Centre and the TCI.
- Focus on safety issues within the Town Centre eg Safety Walkabouts with the Fire Service and regular reviews with the police
- Design, manage and maintain a Town Centre Initiative Website.
- Network to promote the work of the TCI
- Regular meetings with NCP to improve the perception of Car Parking in Worthing.
- Sit on the Worthing Town Centre & Seafront Master Delivery Team
- Keep a watching brief on Business Improvement Districts and seek commitment and funding for the next stage of the process if this is considered appropriate by the Steering Committee
- Look for environmental improvement opportunities and progress

**SWOT Analysis of Town Centre Initiative**

<p><b><u>Strengths</u></b></p> <ul style="list-style-type: none"> <li>• Commitment of the Steering Group &amp; Town Centre team</li> <li>• Knowledge and experience of the Town Centre</li> <li>• Relationships within the Town Centre community</li> <li>• Relationships with Partners</li> <li>• Focus on what can be achieved and setting realistic goals</li> <li>• Regular well attended meetings</li> <li>• Proven Lobbying ability</li> <li>• Dedicated Town Centre Manager</li> <li>• Footfall information available to ensure funds are used effectively</li> <li>• Breadth of experience</li> <li>• Speed of project delivery once finance is in place</li> <li>• Shopwatch</li> <li>•</li> </ul>	<p><b><u>Weaknesses</u></b></p> <ul style="list-style-type: none"> <li>• Amount of time spent raising funds for Projects such as Christmas Lights</li> <li>• Lack of public awareness of what the Town Centre Initiative has achieved and is working towards</li> <li>• Time spent dealing with issues outside of the TCI remit due to lack of ownership by other bodies</li> <li>• Bureaucracy</li> <li>• No training on understanding the public sector</li> <li>• Apathy of some Town Centre businesses</li> <li>• Unable to make long term plans due to short term nature of current finances</li> <li>• Incorrect assumption that the TCI is part of the council</li> <li>• Information on relevant issues not always passed on from WBC</li> <li>• Members and Officers at WBC not aware of what the TCI is achieving</li> <li>• Lack of high level council support in opening / easing the TCI through council red tape</li> </ul>
<p><b><u>Opportunities</u></b></p> <ul style="list-style-type: none"> <li>• Implementation of the Town Centre masterplan</li> <li>• Increased media awareness of the Town Centre Initiative</li> <li>• Input into the Economic Development Strategy</li> <li>• Internet and Website to promote Worthing and the TCI</li> <li>• BIDS</li> <li>• Focus on Town Centre improvements from WBC</li> <li>• Gaining long term commitment to hold the Wednesday market</li> <li>• Identifying new funding streams</li> <li>• Potential outsourcing of projects from WBC</li> <li>• Regeneration Manager role within WBC</li> </ul>	<p><b><u>Threats</u></b></p> <ul style="list-style-type: none"> <li>• Lack of funding for projects</li> <li>• Poor performance by major stores may lead to more cuts in funding</li> <li>• Competition from other groups / charities for financial support</li> <li>• Loss of consent for Market</li> <li>• The Impact of overseas travel on Seaside Towns</li> <li>• Lack of undercover shopping in the town is driving customers away to covered centres when the weather is poor</li> <li>• Lack of commitment from Worthing Borough Council</li> </ul>

**Current Situation**

**Staffing Structure**



## **2007 Objectives**

- Increase visitors to the town
- Work towards a cleaner, safer, attractive and more accessible environment
- Manage and promote the TCI and its services
- Promote Worthing to residents and visitors
- Continue to seek sustainable funding for the TCI
- Manage and maintain the Town Centre Database
- Seek planning consent for the Seafront Shelter at the bottom of Crescent Road
- Improve Gateways and Roundabouts on the access roads into Worthing Town Centre
- Ensure Shopwatch increases its membership and provides a revenue stream for the TCI
- Work with Building owners and agents to improve the appearance of empty premises
- Work with the County Local Committee to progress the raised roadway in Crescent Road
- Ensure the TCI / business and community view is taken into account within the Public Realm Strategy

## Section 6

### **2006/2007 Goals**

- Increased funding for Christmas Lights
- Ensure planning consent for market is ready for submission at the end of 2007 as current consent runs out March 2008.
- Improve Signage opportunities for businesses trading off the main streets
- Provide a weekly Market in the Town to increase footfall
- Promote late night Shopping, and Worthing as a Christmas Shopping venue by holding a Christmas event
- Publicise the variety of shopping available in Worthing by producing a Town Guide
- Organise French, Farmers and other Speciality Markets for the Town
- Encourage local organisations to provide entertainment in the Town Centre
- Support Worthing in Bloom by organising the Gardeners market and selling Flower Baskets to Businesses
- Be the voice of the Town Centre at meetings and in the media
- Improve Town Centre Cleanliness
- Seek Funding for lighting and a statue or fountain in Liverpool Gardens
- Lobby for improved access to the Town Centre and improved pedestrian flow
- Higher visibility of the TCI
- Identify and seek funding for Town Centre & Seafront improvements

**Section 7 – Action Plan**

Goal	Activities	Detail	Actions	Timescale	Comment	Complete
Increase Footfall	Markets	General	Continue to promote the Worthing Wednesday market. Reapply for planning consent end of 2007	Input planning application to extend market Dec 2007	Collect data to include with application such as customer feedback and footfall	
		Farmers	Continue to promote the Farmers Market by Press and radio. Increase and diversify the product offering	Markets to be held 4th Saturday of every month	Continue to monitor footfall on Market days	
		Continental	Organise and run 3 x Continental Markets . Maximise revenue earning opportunities	April 2007 / Sept 2007	Suggested Market dates are with the organisers awaiting confirmation	
		Gardeners	Operate the annual Gardeners market to support Worthing in Bloom. Ensure publicity is sought to promote Worthing in Bloom and the market.	May-07	Date has been set, new traders identified to increase attendance	
		Other Speciality Markets	Look at other potential markets for Worthing eg Italian, Continental, German etc	Summer 2007	Italian Market has been contacted	
	Events	Street Activities	Speak to local dance groups, children's entertainers, children's groups etc to offer the facility to promote their group by entertaining in the Town Centre	End 2007	Contacts are aware of offer and are making regular bookings	
		Easter	Look at introducing an Easter competition and children's entertainment	Easter 2007	Dave Hunt / Splash approached for sponsorship / promotion	
	Christmas	Christmas Lights	Fundraise to add to the Christmas Lighting Displays. Encourage residents in the hinterland to visit Worthing to see the display.	Nov-07	Christmas Lights improvement discussed at all Steering Group meetings	
		Christmas Event	A Christmas event to be organised to gain publicity for late night shopping in Worthing and also to promote the range of shopping available in the town	Nov-07	Investigate event going across 2 days to improve chance of weather	

Goal	Activities	Detail	Actions	Timescale	Comment	Complete
Environmental Improvements	Signage	Pub Style Signs	Montague Place Sign has approval but wait until Public Realm strategy is in place	Dec-07	The Portland Road and Warwick Street Signs have been installed	
	Cleansing	Cleansing Issues	Ensure any Town Centre cleansing issues are directed to WBC cleansing team	Through 2007	Paul Willis is now the enforcement officer who will deal with the problems	
		Janitorial Reviews	Regular reviews of cleansing in the Town Centre. Identify 20 areas to assess and ensure photographic evidence is taken to pass onto the Cabinet Member for the Environment	March 31st 2006	Reports to Cabinet Member for the Environment and Graffiti reports	
	Seafront	Seafront Shelters	Submit planning application for change of use of the West Buildings Shelter to a Restaurant / Cafe	Dec-06	Included in the Town Centre and Seafront Masterplan and new application to be submitted once drawings received	
		Fishing Feature	Keep the Fishing Feature well maintained. Find a replacement boat	Through 2007	Weekly checks continue on the decking and boat.	
	Town Centre Improvements	Crescent Road / West End	Communicate with the CLC to get the raised roadway on WSCC road improvements agenda	Through 2007	Letter to be sent to Cllr John Livermore Dec 2006	
		Empty Shops	Communicate with building owners and agents to keep the empty premises tidy find a method of covering windows to hide untidy interiors	Through 2007	Sharon has board suggestion and will look at pull up banners	

Goal	Activities	Detail	Actions	Timescale	Comment	Complete
Environmental Improvements (Con'td)	Liverpool Gardens	Fountain / Sculpture	Investigate a Sculpture or Fountain for Liverpool Gardens	Dec-07	The Triton Fountain will be installed at the Sunken Garden in Steyne Gardens so another feature to be explored	
	Town Centre & Seafront	Town Centre & Seafront Master Plan	Work on the Delivery Team to progress the Masterplan and to ensure the business community are kept informed on the progress	Dec-07	Attending the Masterplan Delivery Meetings and feeding back at Steering Group	
	Gateways	Roundabout Enhancements	Progress sculpture Idea for the pavilion roundabout and	Autumn 2007	Awaiting agreement from WSCC for Pav Roundabout and approval of sizes. publicise current drawing in the press accept other designs for consideration	
		Banners on Gateways	Banners have been installed in Chapel Road promoting Worthing as a place to shop	Autumn 2007	Look at Banners for Brighton Road. Work with WBC parks to see if we can share costs as they wish to use for bowls	
Access and Transportation	Car Parking	Safe Clean Car Parks	Ensure Car Park steps are included in janitorial reviews	Through 2007	Regular Janitorial checks	
		Cost Comparisons	Ensure Cost Comparisons for parking in other towns are researched and NCP and businesses in the town kept informed	Through 2007	John Lockwood is producing a survey of parking due out at the latter part of 2005	

Goal	Activities	Detail	Actions	Timescale	Comment	Complete
Access and Transportation (Cont'd)	Local Authority Parking Enforcement	Ensure the introduction of LAPE in Worthing is positive for Worthing	Ensure safety and security is included in remit for wardens. Ensure that the introduction does not negatively affect perception of parking in Worthing	Through 2007	Letter sent to Col Tex Pemberton and Shopwatch included in Tender	
	South Street Pedestrianisation	Lobby for Pedestrianisation	Ensure this is fed into the Transport and Public Realm strategies.	Through 2007	This information has been fed into the Town Centre & Seafrost Masterplan.	
Crime Reduction and Security	Shopwatch	Promote Shopwatch and the Radio Link	Inform new businesses of Shopwatch and the benefits	Through 2007	All new businesses receive a pack and regular meetings held to review Shopwatch and its achievements	
	Business Information Crime System	Seek funding to introduce BICs into Worthing	Work with the CDRP to look at BICs for Worthing to capture intelligence on persons of interest use this information to help secure ASBO's and exclusions	Summer 2007	Request in with CDRP	
Market Worthing and the Town Centre Initiative	Media Contact	Radio	Promote the activities and the TCI by regular slots on SPLASH FM	Through 2007	Monthly interviews on Splash to promote the TCI	
		Press	Work with the Press to receive free promotions in the newspapers for events etc. Ensure the TCI views are promoted. Send regular Press releases to promote TCI activity	Through 2007	Good Relationships with Paul Holden at the Argus sending regular updates to the Herald	
	Shopping Guide	Pocket Guide	See if additional copies of the guide are required for 2007, new guide due early 2008	Apr-06	Ensure the Marketing Plan allows for printing costs of guide if needed and that the 2008 plan includes next guide	

Goal	Activities	Detail	Actions	Timescale	Comment	Complete
Market Worthing and the Town Centre Initiative (Cont'd)	Magazine / Community Contact	Your Worthing Magazine	Send out another Your Worthing Magazine subject to finance being available to promote the work of the Town Centre Initiative and Worthing as a great place to shop	Summer 2007	Looking for finance at least £6,000 will be needed	
	Business Contact	Networking	Attend Networking Groups to pick up best practice and promote the TCI and its work	Through 2007	ATCM, Chamber, Worthing First and other groups events attended to promote the TCI.	
Financial Stability	General Market	Longer term consent	5 year consent will be applied for at the end of 2007 to be in place for March 2008	Dec-07	Application date has been set in diary	
	BIDs	Keep a watchful eye and seek finance to progress	Keep Committee and WBC informed of BIDs updates and look for funding to take to the next step	Through 2007	Attend ATCM meetings to ensure information is updated and find	
	New Funding Streams	Look at other Towns funding to find other ways of generating income	Attend ATCM meetings on funding, speak to potential corporate sponsors, the lottery and tasks the TCI can take on for the councils that can generate income	Through 2007	TCI delivering Public Realm strategy being discussed	

**Long Term Action Plan**

<u>Goal</u>	<u>Action Required</u>	<u>Target Date</u>
Cleansing	Lobby for Street Washing Work with WBC to make improvements to the refuse collection service	08/09
Safety and Security	Work with Worthing Borough Council, West Sussex County Council and the police to improve the crime and disorder around the evening economy	08/09
TCI Awareness	Ensure all officers and members of WBC understand the role and value of the TCI	07/08
Public Realm	Work with the Masterplan delivery team to expedite Public Realm improvements in the Town	08/09
South Street	Work with the Masterplan deliver team to expedite full pedestrianisation of South Street	08/09
Montague Place	Work with the Masterplan delivery team to expedite the improvement in Montague place and ensure this area also has improvements as a street entertainment area	08
Town Centre Advertising / TCI revenue	Look at funding and ideas for adsite replacements in Montague street – TV's? / Poster sites and ensure revenue streams are protected or enhanced	08
Warden(s) / Handyman	Look for funding for a Warden / Handyman role within the TCI for a visible presence in the town but also to report and where appropriate repair street furniture / Adsites / Boards	08