



ADUR & WORTHING  
COUNCILS

Joint Strategic Committee  
7 December 2021

Key Decision No

Ward(s) Affected: Central Ward, Worthing

## **Teville Gate next steps and London & Continental Railways (LCR Property) Partnership**

### **Report by the Director for the Economy**

#### **Officer Contact Details**

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### **Executive Summary**

#### **1. Purpose**

- To update the Committee on the financial implications of completing the purchase of the site.
- To update the Committee on a workstream to open up a footpath crossing the site, and to deliver meanwhile uses while the permanent development is being brought forward.
- To seek agreement to continue negotiations with London & Continental Railways Property for them to invest in the site and to jointly work with them on the development.
- To agree the proposed approach to delivering development on the site.

#### **2. Recommendations**

2.1 To note the update on access and meanwhile uses set out in Section 4

2.2 To delegate to the Head of Major Projects & Investment in consultation with the Leader of Worthing Borough Council and Executive Member for Regeneration, the authority to enter into an Agreement, in accordance with the Heads of Terms set out in the Appendix C for the purpose of securing the development of the Teville Gate Site.

2.3 To delegate to the Head of Major Projects & Investment the authority to continue to negotiate terms of the draft Heads of Terms set out at the Appendix C and to make any required amendments.

2.4 To note and agree to the Development Strategy summarised in Section 6 and in full at Appendix D.

### **3. Context**

3.1 The Teville Gate site is a key development site in Worthing and the delay in its development has been a prominent issue affecting residents and businesses in the town for a long period. The site is a cornerstone of the Council's 2016 Investment Prospectus, is one of the most significant housing allocations in the Draft Local Plan for the town, and is a key commitment in the Council's Platforms for our Places: Going Further Strategy. The site was successful in receiving funding from the Coast to Capital Local Enterprise Partnership in 2018 and the social, economic and environmental outputs that the funding agreement enables are required to be delivered by March 2025. The development of the site will fulfill important regeneration and housing objectives for the town and solve a significant blight in the town, providing confidence for further economic growth and investment.

3.2 Members of the Joint Strategic Committee considered a report in July 2021 which set out the background and justification for intervening to purchase the site following years of market failure to develop the site.

3.3 Having received approval and agreed the financial envelope for the transaction, officers continued to negotiate the purchase of the site. Section 7 of the July JSC report outlined the financial implications of purchasing the site which were anticipated at the time. These were:

- Maximum price £7,725,000
- Stamp Duty Land Tax (SDLT) £381,750
- Legal and other professional fees £15,000
- Total Budget £8,121,750

3.4 Following negotiation the Council successfully negotiated the land price to be reduced from £7,725,000 to £7,000,000. The final cost of purchasing the land by Worthing Borough Council was therefore as follows:

- Purchase price - £7,000,000
- Stamp Duty Land Tax - £409,500
- Legal fees - £40,410
- Land Registry fees and search fees - £2,650

3.5 The total cost to the Council was therefore: £7,452,560 and was £668,190 less than what was budgeted for in the Joint Strategic Committee Report.

#### **4. Short Term Objectives: Improving Site Appearance; Access; and Meanwhile Uses**

4.1 Having purchased the site some key short term objectives have been identified to improve its physical appearance, reestablish the site as a place for people to go, and repair the north south route across the site that hampers access to Worthing Station.

##### Site Hoarding

4.2 The site is currently unattractive and damaging the reputation of the town due to the appearance of the sites hoarding, and the overgrowth of weeds and rubble throughout the site. To address this officers have instructed contractors to repair and replace the existing hoarding and remove graffiti along Teville Road and Broadwater Road. A template hoarding design has been designed that will be attached to the hoarding on the southern and eastern perimeters. This template for the hoarding design is attached at Appendix A and will be made specific to the site.. The materials of this will be washable and bright and attractive design will discourage further graffiti.

##### North - South Access

4.3 The main pedestrian route from Worthing Station to the town centre was through the site until the demolition took place in 2018. The closure of this route has caused a problem for visitors to the town about how to access the town centre and seafront. It also made the town feel like a smaller place as its railway station and surrounding area didn't have a sense of place that reflects the civic and economic strength of the town.

4.4 A key short term mission is therefore to reopen the north south route, drawing visitors past the new HMRC building and recreating an attractive route to the town centre via Chapel Road.

- 4.5 A design has been developed for this route and a contract for its construction is currently subject to a tender exercise and a contract for its construction will be let as soon as possible. It is anticipated that this north-south route will be open as early in the new year as possible. The design of the route has heavily emphasised public safety with lighting columns and a broad width to allow visibility and space to pass. The perimeter materials are open fencing and have been chosen so as not to enclose the site in the manner a wooden hoarding would. These works will be undertaken using permitted development rights so a planning application is not required and will take place regardless of the temporary and meanwhile uses mentioned in the section below.

#### Temporary and Meanwhile Uses

- 4.6 The Council's investment criteria was set out at the July JSC report. This anticipates that the Borough's ownership of the site will be no longer than three years. It is recognised that the planning application that was approved by the planning committee in March 2020 was limited and its approach rendered the site unviable for any developer without the deepest of reserves.
- 4.7 A pragmatic assessment of the situation concludes the site is likely to remain undeveloped for a period of time while revised plans are devised and a commercially viable development is identified. While pragmatic, this is still undesirable and it was agreed that the land should be marketed for meanwhile uses.
- 4.8 There are long term benefits in applying meanwhile use strategies to development projects. Not only can they deliver a rapidly deployable stop-gap for longer-term regeneration, but also provide space for experimentation and become a prototype of the character of the new development.
- 4.9 By quickly animating and activating an empty site, stakeholders develop an early understanding of its potential as a place. There are opportunities for early wins by developing interim income streams and enhancing desirability for future tenants. What's more, businesses may also flourish and provide ready-made tenants that can migrate into permanent space over time.
- 4.10 A marketing exercise was undertaken in October and November 2021 and a preferred bidder has been identified in QED Sustainable Urban Developments Ltd. The bid document from QED is attached as Appendix B and proposes a mixture of uses including workspaces, a performance venue, skate park, padel tennis courts, food and beverage, public realm and community gardens

amongst other uses. The initial uses and layout is subject to change, depending on site conditions.

- 4.11 The meanwhile uses will enable a phased delivery of the main development and will focus on supporting Worthing based businesses and industry.
- 4.12 The various uses will need planning, licensing and other regulatory approval which will be sought in due course. Assuming these consents are received it is anticipated that these meanwhile uses will begin to open on the site in Spring/ Summer 2022.

## **5. Proposed Partnership with London & Continental Railways**

- 5.1 The Major Projects & Investment Team have been working in partnership through a formal Collaboration Agreement and Landpool and Promotion Agreement with London & Continental Railways (LCR Developments) since 2018 on the promotion and development of the Union Place site.
- 5.2 LCR is a company wholly owned by the Department for Transport and has experience in developing and promoting significant mixed use and regeneration developments throughout the UK. Some of their most significant projects include a joint venture with Argent on Kings Cross; Stratford; and a significant development at Mayfield in Manchester. They have a special remit from the government for delivering regeneration and housing generally especially on sites around railway stations.
- 5.3 The Council have a strong and effective relationship with LCR which has resulted in them investing over £1.1m in promoting regeneration in Worthing. Following the purchase of the Teville Gate site, through the joint venture's Board, officers have been working with LCR on collaborating again on the promotion and development of Teville Gate.
- 5.4 As a public body there are no significant procurement issues with forming a further partnership with LCR. The collaboration will complement and strengthen the Council's capacity and capability in bringing the site forward and will be key in attracting developers of the strength and calibre that can deliver complex mixed use development.
- 5.5 At Teville Gate detailed Heads of Terms for working with LCR are set out in Appendix C. However in summary:
  - The Heads of Terms agree shared development objectives for the site.

- LCR and WBC will agree a Planning and a Disposal Strategy for the Site to achieve the Development Objectives and will include an associated Budget and Programme.
- Establishes that LCR will purchase a 14.29% share in the freehold of the Site with a single payment of £1m.
- LCR will both make available a further working capital which will be matched by the Council to fund de-risking and promotion costs for the site in accordance with an agreed project budget. This can be met from within existing budget envelopes dedicated for major projects.
- It is anticipated that both LCR and WBC will provide equal staff resources to support the project as anticipated under a collaborative approach.

5.6 It is considered that the proposed working arrangement and terms within the Heads of Terms document set out at Appendix C below are a continuation of the existing successful relationship between the organisations and are a welcome approach to further regeneration and housing delivery in the town.

## 6. Proposed Development Strategy and Milestones

6.1 A Development Strategy sets out the overall approach to promoting and enabling the site to come forward and considers the options available, resources and steps required to de-risk the site and enable the development. The Strategy is designed to ensure that a deliverable development is realised, and to prevent any potential land banking by the eventual construction partner. The Draft Development Strategy is set out in Appendix D below for comment.

6.2 A number of key workstreams will be undertaken in implementing the Development Strategy. These include:

6.3 **Workstream 1: Maximising the number of homes, especially affordable homes.** To enable the delivery of the site, and in line with the Draft Local Plan that has recently been through examination in public an important factor will be making clear that the site is a housing led development focused on addressing the substantial housing shortfall in the town. We will aim to deliver as much affordable housing on the site as possible working in partnership with registered providers, developers, and Homes England.

6.4 **Workstream 2: Focused approach to attract government funding and support to aid viability.** A key focus of this workstream will be to work to position the site to most effectively attract further investment to support the

delivery of homes and commercial space on the site. While the site has previously benefited from £1.8m of Local Growth Funding in 2016 which was used to demolish the multi storey car park and construct the current surface car park. Further funding from Homes England, Levelling Up Funding or Brownfield Development Fund will be welcomed to support the scheme.

- 6.5 **Workstream 3: Design review and phasing.** A key focus will be on working to decrease the commercial risk presented by previous development's design approach. Previous schemes submitted for planning permission were not easily phasable resulting in a significant level of peak debt on the scheme before any revenue was received. Ensuring a design is prepared that allows us the scheme to be built in consecutive phases will improve the commercial case for development. Furthermore, ensuring a design that is of the right scale, massing and mix of facilities to match an appropriate sales rate that is reflective of demand in Worthing town centre.

## 7. Financial Implications

- 7.1. Worthing Borough Council previously agreed to release capital funding of £8.12m to fund the acquisition of the Teville Gate report, and within the same report agreed that £50,000 of reserves could be used to fund any revenue costs associated with meanwhile use of the property.
- 7.2 The final cost of the acquisition was £7,452,550 and so there is currently an underspend of £668,190 against the budget.
- 7.3 As part of preparation for the meantime use of the site, ground works costing £300,000 will be required which can be funded from the overall budget for Teville Gate acquisition.
- 7.4 The LEP has previously given permission for the residual funds from the original bid to be used to assist and support a joint venture partnership with a third party purchaser of Teville Gate. These funds will now be used to support the purchase of the site.
- 7.5 The receipt of £1m from LCR for 14.29% of the site will reduce down the Council's overall costs associated with securing the site, whilst working with a partner to secure the longer term development.

## **8. Legal Implications**

- 8.1 Section 1 of the Localism Act 2011 empowers the Council to do anything an individual can do apart from that which is specifically prohibited by pre-existing legislation.
- 8.2 Section 3(1) of the Local Government Act 1999 (LGA 1999) contains a general duty on a best value authority to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.
- 8.3 Section 1 Local Government (Contracts) Act 1997 confers power on the Council to enter into a contract for the provision of making available assets or services for the purposes of, or in connection with, the discharge of the function by the Council.
- 8.4 Where a genuine land pooling agreement for the development of Teville Gate exists which would enable the Council and LCR to co-operate with each other (and the provision of services supplied by LCR to the Council is only an ancillary element to that land pool/development agreement), the overall agreement would fall outside of the Public Contract Regulations 2015, and would be unlikely to create a Public Services Contract.
- 8.5 Where there is any ambiguity in this approach and in the alternative, LCR and the Council are both public bodies for the purposes of the Public Contract Regulations 2015. As such the proposed collaboration agreement would fall within the provision of Regulation 12.7 of the Public Contract Regulations 2015 (the Hamburg exemption) which confirms that a contract exclusively between two or more contracting authorities falls outside of the Regulations providing the following conditions are met: a) the contract establishes or implements co-operation between the authorities with the aim of ensuring the public services they have in common are performed to achieve common objectives b) the implementation of that cooperation is governed solely by considerations relating to the public interest and c) the participating authorities perform on the open market not less than 20% of the activities concerned by the operation.
- 8.6 When entering into any arrangement with LCR the Council must ensure that it does not offend the rules on Subsidies as set out in the Trade and Cooperation Agreement 2020.

## **Background Papers**

- Report to the Joint Strategic Committee dated 7th July 2020: Impact of Covid 19 on the Council's finances - Update on current financial performance and developing a revenue budget for 2021/22
- Report to the Joint Strategic Committee dated 3rd November 2020: A Partnership Approach to Secure New Homes at Teville Gate.
- Report to the Joint Strategic Committee dated 13th July 2021: Securing the regeneration of Teville Gate through acquisition of the site

## **Sustainability & Risk Assessment**

### **1. Economic**

The project is strategically interlinked with a planned wider investment programme connected with future developments at other key sites in Worthing.

Redevelopment of the Teville Gate site will contribute to the creation of an enhanced entrance to the town and town centre, providing an economic boost to existing businesses, and encouraging an increase in investment across the town as the most visible regeneration challenge gets addressed.

### **2. Social**

#### **2.1 Social Value**

Development on the site would send a positive message to the community, visitors, commuters and business, that change is taking place in Worthing and improvements to the built environment will be realised in the near future.

The existing cleared site and hoarding does little to enhance this part of Worthing from road or rail, and redevelopment of this important gateway site to enhance the street scene and act as a catalyst for the regeneration of the wider area.

#### **2.2 Equality Issues**

Matter considered and no issues identified

#### **2.3 Community Safety Issues (Section 17)**

Matter considered and no issues identified.

Works will be managed under the Construction Design & Management (CDM) Regulations 2015.

#### **2.4 Human Rights Issues**

Matter considered and no issues identified

### **3. Environmental**

It is intended that redevelopment will bring forward a high quality development in a sustainable town centre location. Noise, dust and highway obstructions will be kept to a minimum using industry standard techniques, and monitored by the Council throughout the works

The project aligned to the council's strategic approach to Climate Emergency.

**Appendix A: Template Time for Worthing Hoarding Design to be used on Major Projects Sites**

# MESSAGE LED EXAMPLE

A panel template for each letter of the alphabet could be created to allow for flexibility

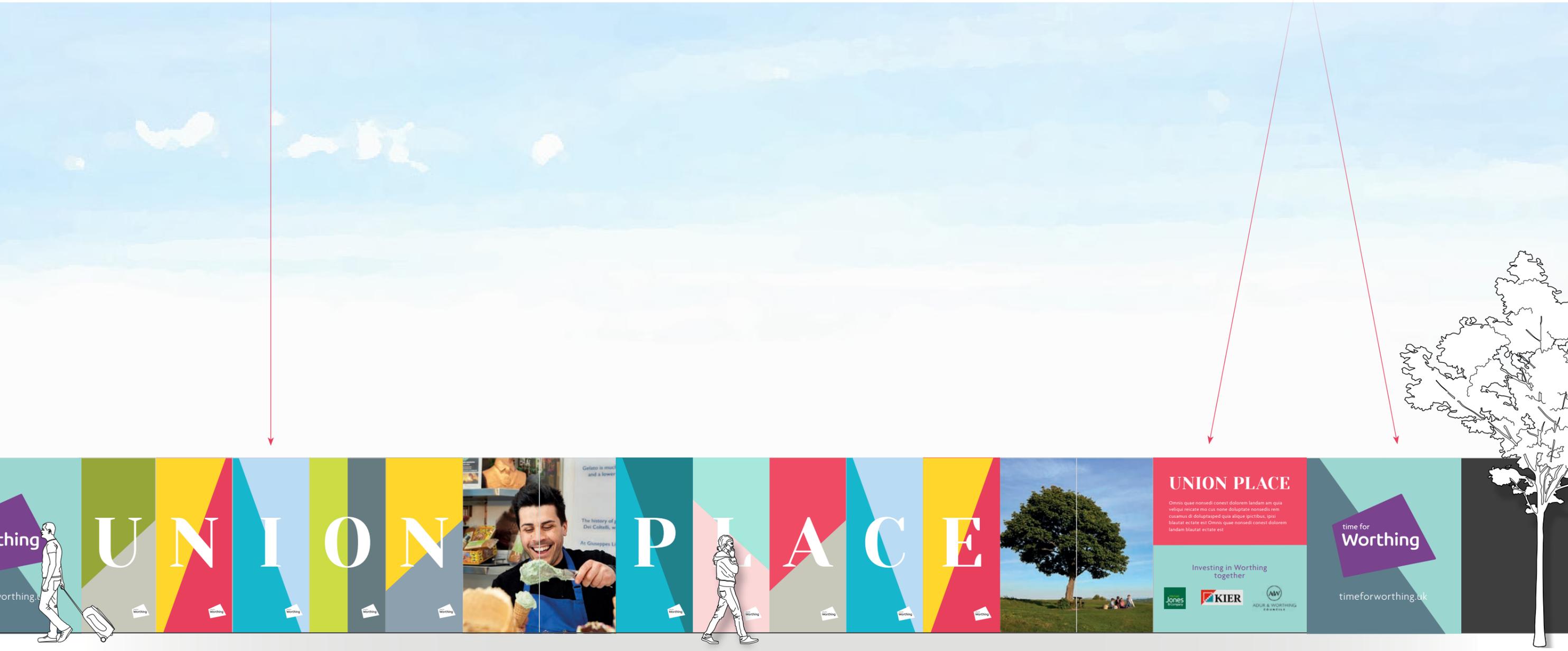
Branded end panel



# MESSAGE LED EXAMPLE

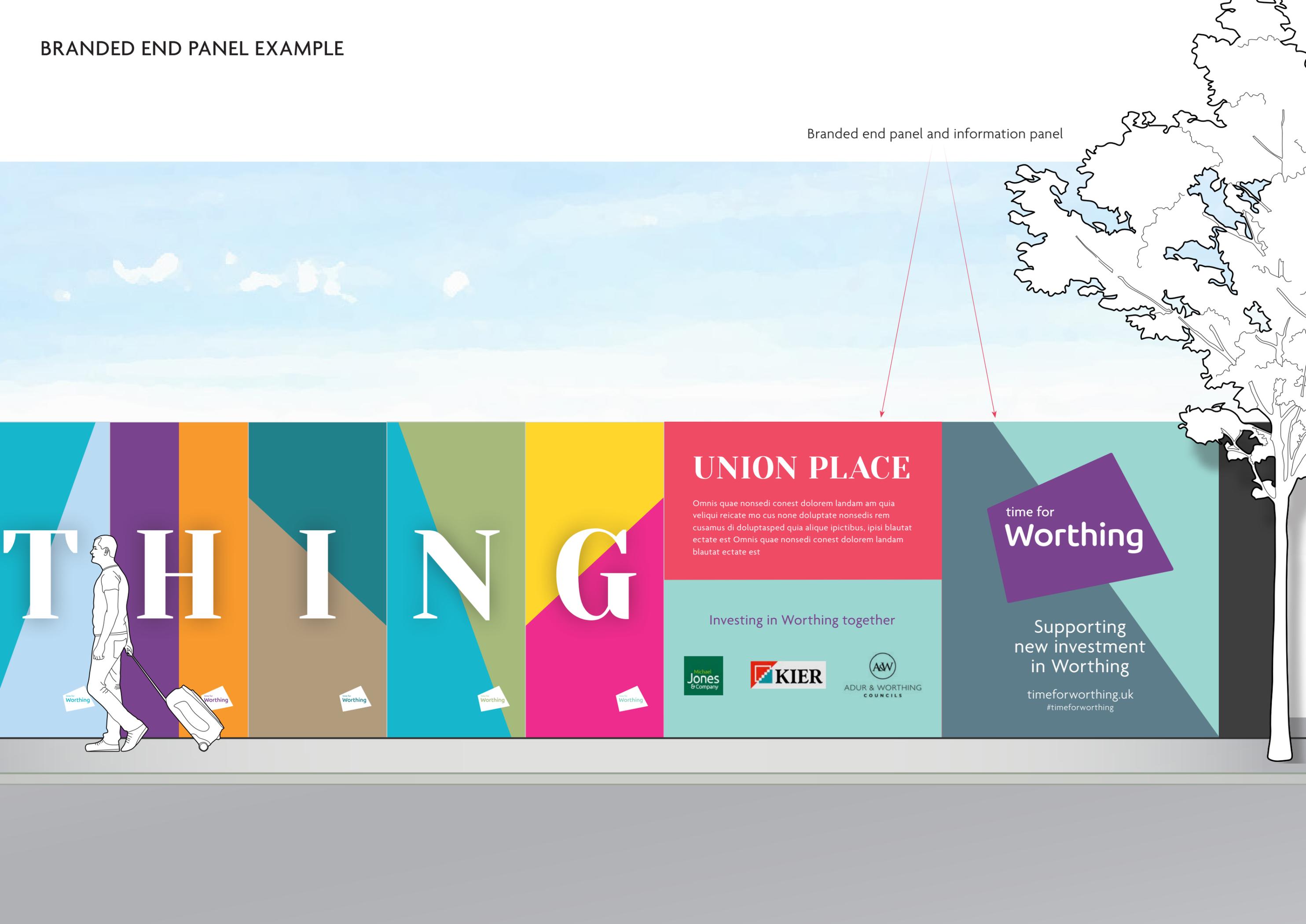
Location placement copy example

Branded end panel and information panel



# BRANDED END PANEL EXAMPLE

Branded end panel and information panel



# THING

## UNION PLACE

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Investing in Worthing together



time for  
**Worthing**

Supporting  
new investment  
in Worthing

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**UNION PLACE**



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# SIMPLIFIED PANEL TEMPLATE

Or a simplified structure where the graphic goes over multiple panels



# INTERACTING IMAGES

Introduction of imagery interacting with the words







# UNION PLACE



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Investing in Worthing together



[timeforworthing.uk](http://timeforworthing.uk)  
#timeforworthing

time for  
**Worthing**

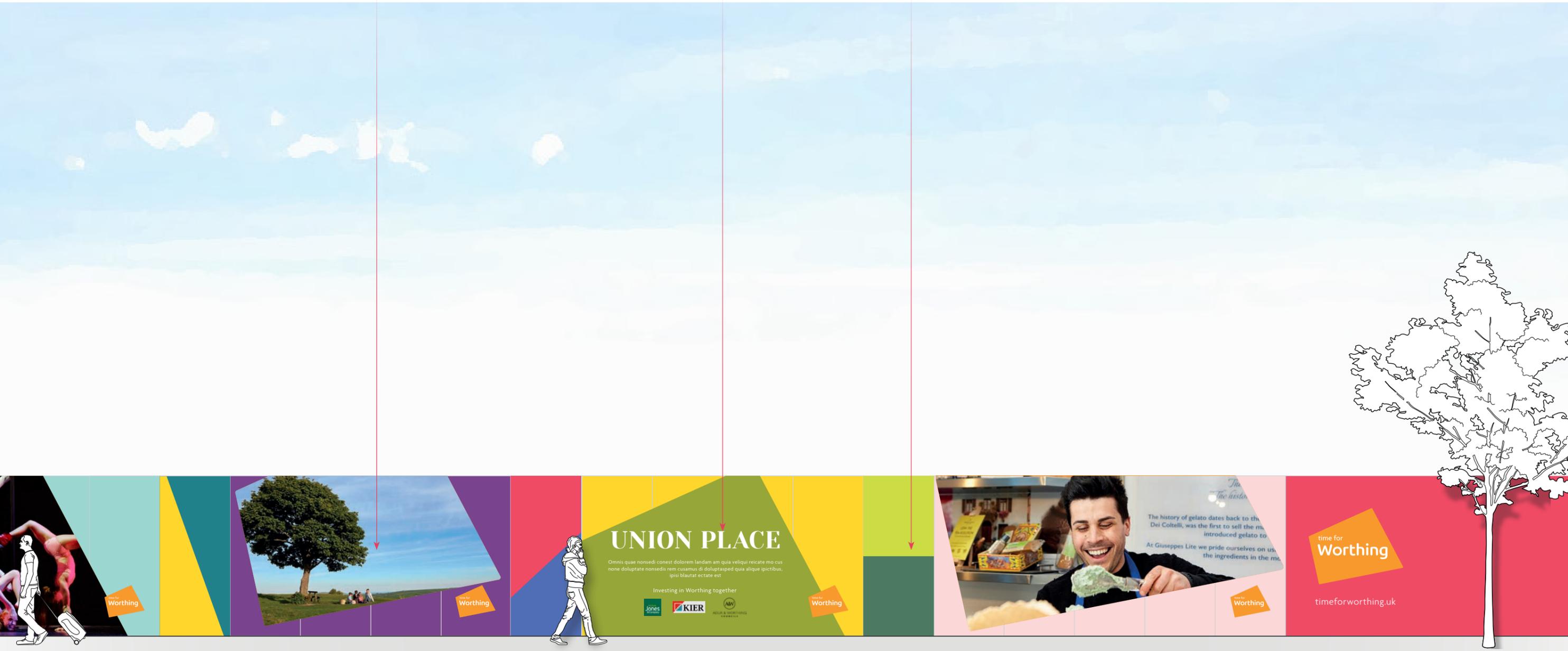


# PROMINENT GRAPHIC CONTAINERS

The logo shape is the prominent graphic

Text container

Panel breaks between imagery would be painted, mimicking the time angles in two tone





time for  
**Worthing**

# UNION PLACE

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Investing in Worthing together

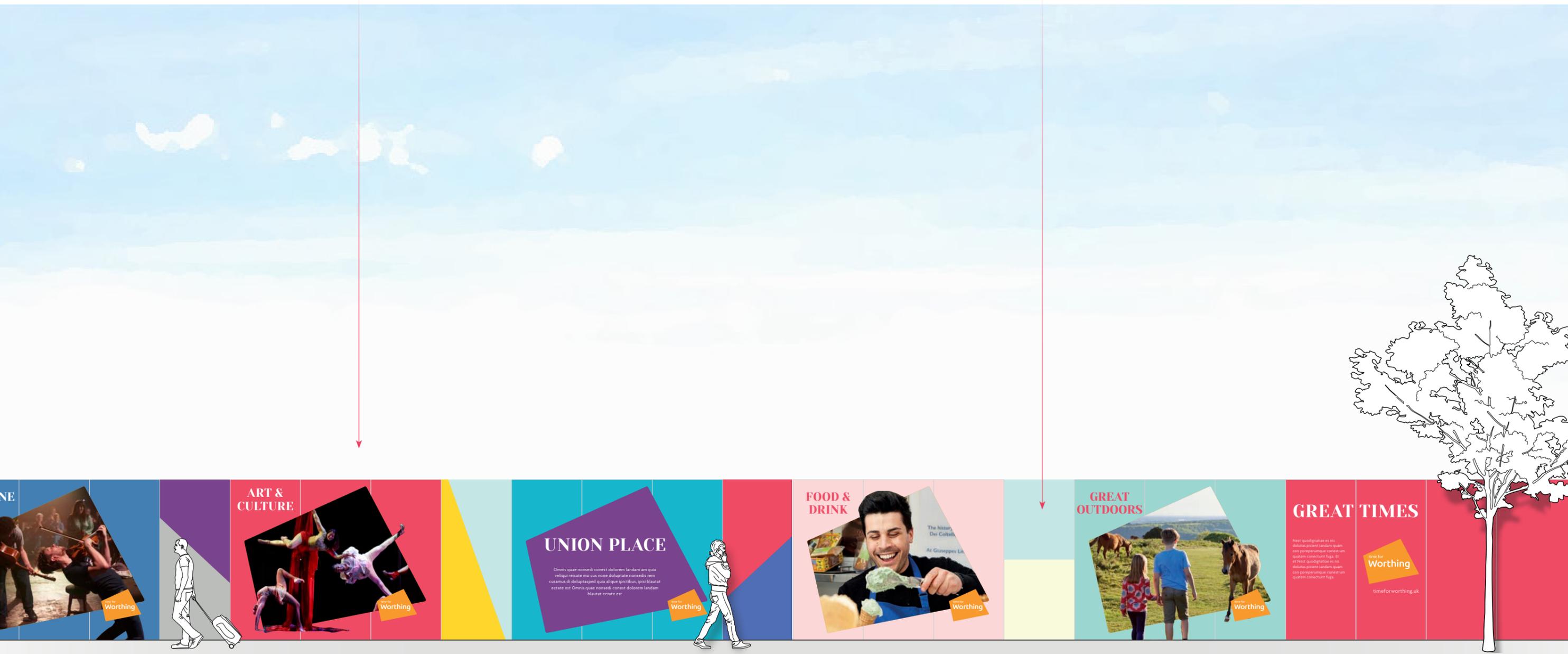


time for  
**Worthing**

# PROMINENT GRAPHIC CONTAINERS

Imagery breaks the shape to add further interest supported by a copy line

Panel breaks between imagery would be painted, mimicking the time angles in two tone



# DEVELOPMENT END PANEL EXAMPLE

Example of a developers designed panel

Development support panel with small print and contractor logos

**NEW MULTI STOREY DEVELOPMENT**

**UNION PLACE**

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Investing in Worthing together

Supporting new investment in Worthing

timeforworthing.uk  
#timeforworthing

Michael Jones & Company KIER ADUR & WORTHING COUNCILS



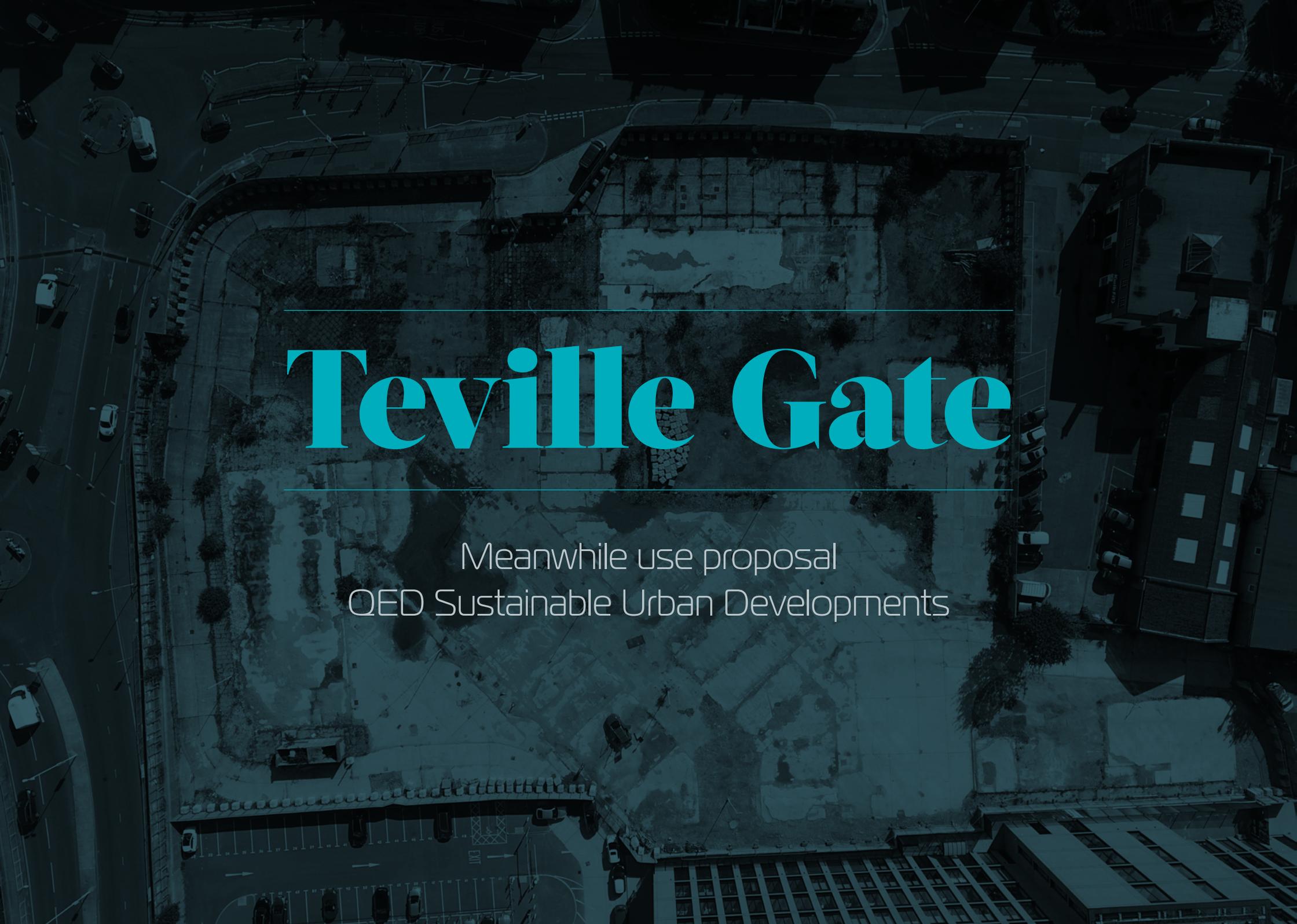
# DEVELOPMENT END PANEL EXAMPLE

Example of a developers designed panel

Single panel example



## **Appendix B QED Sustainable Urban Developments Bid Document**



# Teville Gate

Meanwhile use proposal  
QED Sustainable Urban Developments

2. Meanwhile is worthwhile
3. Our proposal
5. Work, make and sell
6. Health, fitness and leisure
8. Events, food and drink
9. Public realm and community gardening
10. Phasing and Flexibility
11. Site security
12. Relevant experience
13. Other examples
14. Letters of support
  - A. *South Downs Leisure*
  - B. *Skateboard UK*
  - C. *Atom Presents*

QED is an innovative property company specialising in the regeneration of brownfield sites through meanwhile use.

Our aim is to make the built environment a better place, solve problems, share knowledge and contribute to the field of sustainable development.

Having successfully worked together to deliver Level 1 we would be delighted to work again with Worthing Borough Council to activate this exciting and strategic development site.

## MEANWHILE IS WORTHWHILE

Teville Gate lies in a highly prominent location, linking the railway station with the town centre. It formerly comprised the Teville Gate Shopping Centre and multi-storey car park which have been demolished. In advance of redevelopment, part of the cleared site is currently in use as a temporary surface car park.

There has been an aspiration to redevelop this prime site for a number of years and various schemes have been proposed. The current consented scheme seeks to deliver a mixed use scheme comprising of three blocks of 378 residential units, hotel, foodstore and gym.

There are long term benefits in applying meanwhile use strategies to development projects. Not only can they deliver a rapidly deployable stop-gap for longer-term regeneration, but also provide space for experimentation and become a prototype of the character of the new development.

By quickly animating and activating an empty site, stakeholders develop an early understanding of its potential as a place.

There are opportunities for early wins by developing interim income streams and enhancing desirability for future tenants. What's more, businesses may also flourish and provide ready-made tenants that can migrate into permanent space over time.

The proposed meanwhile use also offers an opportunity to explore and prototype key actions of the transformational solutions from the Adur and Worthing Economic Strategy, including:

### Superconnected Worthing

- *Extend Colonnade House creative hub to increase employment space and enable creative and digital businesses to locate in the town centre*
- *Support planning applications and further use of our own buildings to support open innovation, new business models and collaborative workstyles*
- *Establish a Digital Hub and network, to provide specialist business support for creative, digital and other priority sectors*
- *Ensure improvements to the public realm incorporate and accelerate innovation and connectivity, to support town centre regeneration and the visitor experience*

### Adur Applied Technologies Centre

- *Promote and facilitate business access to specialist support, encouraging the transformation of business and manufacturing processes to drive high value growth, clustering and supply chain efficiencies*
- *Explore opportunities to facilitate investment in new and upgraded manufacturing floorspace on existing business parks and/or the creation of incubation space(s) and testing facilities in locations across Adur*

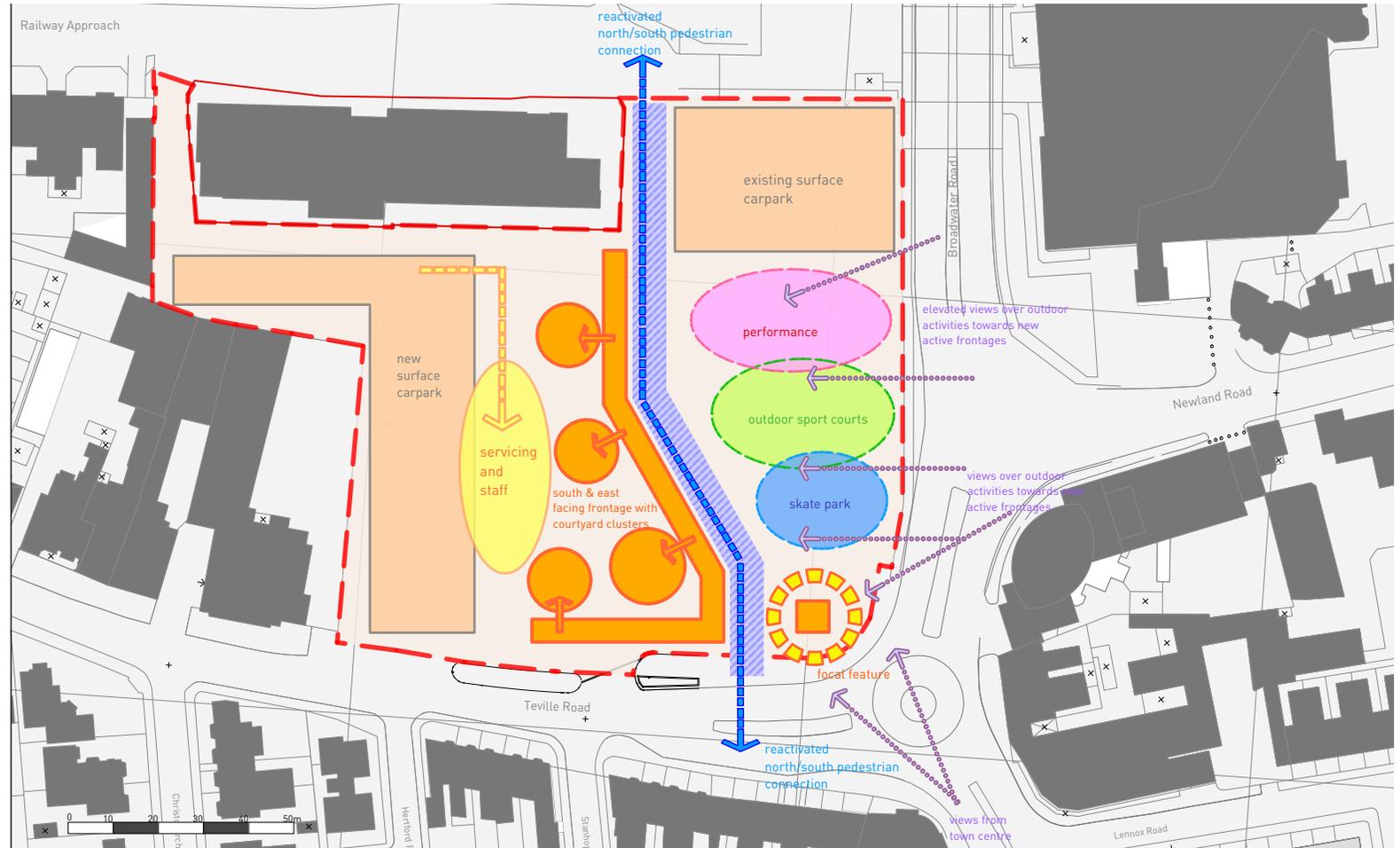


## OUR PROPOSAL

We would like to work with Worthing Borough Council to quickly activate the Teville Gate site. The meanwhile development would restore a key route through to the town centre and bring additional facilities for businesses as well as unique leisure activities for the whole community to enjoy.

This development will make the most of Teville Gate's highly prominent location with views over leisure activities to active frontage and an interesting, and safe, link between Worthing train station and the town centre.

The meanwhile project will make use of, and enhance the appearance of the Teville Gate site and compliment the comprehensive redevelopment.





surface carpark

access road

surface carpark

servicing and staff carpark

gateway

surface carpark

600p performance venue

padel tennis

skate park

gateway

sculptural tower

Teville Road

Broadwater Road

## WORK, MAKE AND SELL

The unique business units at the Teville Gate meanwhile project would create new affordable and inspiring spaces to work, make and sell. This wouldn't be an opportunity for another storefront for high street brands, but instead a creative space for local, independent businesses. The units would be targeted to support the little guys with the big ideas.

Clustering the units around the courtyards would encourage business growth and innovation, community collaboration and positive social impact. This business model and collaborative workstyle is a prototype for the future redevelopment, which could feature a business innovation hub like *Plus X, Brighton*.

The large, open and flexible space is also ideal to host unique markets such as **The Teenage Market**, supporting the next generation of market traders and bringing an influx of energy, vibrancy and diversity. As well as a creative retail offer, a really important part of Teenage Market events is performance. The creative fusion of specialist retail and live performance creates a thriving and bustling marketplace which succeeds in attracting a new generation of shoppers

We expect the meanwhile project to create over 100 full time equivalent jobs and additional rates revenue for Worthing Borough Council. This innovative scheme could also be a fantastic case study for the *Time for Worthing* place brand which we would adopt within the scheme and promote as part of the marketing and communications.

### Prioritising Worthing Businesses

We will run an open tender process to select the businesses for the available units (including food and beverage units). Initially this will be **open to Worthing based businesses only** to ensure they are prioritised. If after the conclusion of the tender process there are still available units then it will be reopened to Sussex based businesses.

The business units could also be used to unlock planned developments within the town.



Photo credit: Pop Brixton / Turner Works



Photo credit: Plus X



Photo credit: Platform 9



Cobblers Thumb, Brighton



### Padel Tennis

Padel has been rising through the sports industry at lightning speed. There are now a staggering 8 million active padel players around the world. Padel is easy to play, quick to learn, and sociable; so no wonder it is the fastest growing racket sport in the world.

However there are currently only 107 courts in the UK, the nearest courts to Worthing are; one covered court at The Triangle Leisure Centre, Burgess Hill (21 miles) and two uncovered courts at Chichester Racquets & Fitness Club (20 miles). The Lawn Tennis Association predicts that the number of UK padel courts is set to triple by 2023.

Including two covered courts as part of the meanwhile project will put Worthing on the Padel map and kick start participation in the sport whilst permanent facilities are developed. We would work with **South Downs Leisure** to provide these unique facilities and ensure they were accessible to the whole community.



## HEALTH, FITNESS AND LEISURE

### Skate Park

With the introduction of Skateboarding and Freestyle BMX at the Tokyo Olympics and with British medal success in both disciplines with Sky Brown (Bronze), Charlotte Worthington (Gold) and Delcan Brooks (Bronze) these sports are now here to stay with participation increasing dramatically. Skateboard GB have just launched their 12 year strategy which focuses on supporting the growth of skateboarding across all levels from local communities to the Olympics with British Cycling looking to support BMX in a similar way.

Working with a specialist partner, Skateboard GB and British Cycling the meanwhile project would include a new indoor skate park, to compliment the existing outdoor facilities throughout Adur and Worthing. A safe and controlled space to increase participation across multiple action sports including Skateboarding, Freestyle BMX, Scooting and Inline/Quad Skates.

The park, which will include a small retail space and cafe, would be staffed during opening hours and open to all ages and abilities, with sessions for specific groups and ages. Tuition will also be available, ranging from group courses to private lessons as well as outreach programmes to alternative provision organisations such as the Sussex Youth Offenders, Home Start, Active Sussex and Reboot.

*BYC Skatepark, Brighton and Source Park, Hastings are examples of similar, successful facilities.*

### David Cracknell

Head of Development at Graystone Action Sports

“An indoor skatepark offers more than just another space to participate, its a space that works all year round what ever the weather, it gives children a safe space to try out these sports, away from broken glass and an intimidating atmosphere, with facilities designed to give them the best experience and a desire to come back again, something outdoor spaces don't offer.”



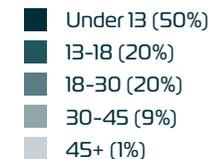
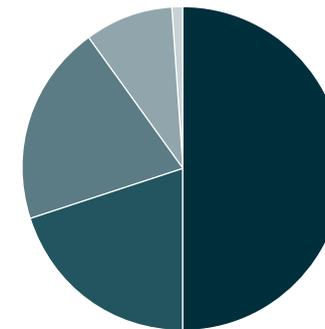
Photo credit: Graystone

### Dale Lay

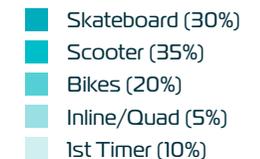
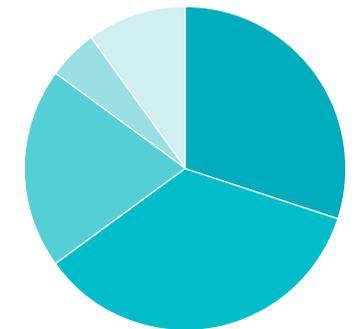
Founder of South Coast Skate Club

“The positives that can come from such facilities are astounding. We use these sports as tools to promote the growth and development of young people to teach them that failure and achievements go hand in hand and to see failure not as a negative but as a way to learn and build resilience and dedication towards their end goals.”

### Age Range of Participants



### Participation by Sport



## EVENTS, FOOD AND DRINK

### Performance venue

Worthing has a range of fantastic flexible spaces which accommodate a variety of events and audience sizes. There is however, a gap for a standing venue for audiences of 600-800, which could attract contemporary artists to Worthing, engage new audiences and provide additional facilities for existing local event businesses.

Existing venue capacity (standing):

Bar 42 – 100

Factory Live – 300

The Venue (St Paul's) – 450

Assembly Hall – 1050

Pavilion Theatre – 1050

We would work with local promoter & venue management company **Atom Presents** to curate an exciting programme of Live Music, DJ, Comedy & Experiential Events. We would also ensure that other local businesses like **Audio Active** could access the venue to showcase local musical talent they help develop. The venue would also compliment the work of **Worthing Theatres and Museum** and offer them a different type of venue to expand their current programme.

*O2 Academy Islington, Concorde 2, Brighton and The Warehouse Project are examples of successful venues with similar capacity.*

### Food & Beverage

The performance venue would be at the heart of the meanwhile projects food and beverage offering but the offering would also serve the small business units and local community throughout the day and outside of the events schedule.

There would be permanent opportunities for three businesses including a bar operator, food offering and coffee provider. These would be supplemented by pop-up operators during key seasonal periods and large events.



Photo credit: Atom Presents



Photo credit: FIKA Level 1



Photo credit: Hand Brew Co.



Photo credit: Pop Brixton

## PUBLIC REALM AND COMMUNITY GARDENING

In addition to enhancements to the public realm including planting, lighting, seating and secure bicycle parking we would like to encourage community gardening projects within the scheme.

The aim would be to make gardening more accessible to local people, educating, informing and sharing food growing knowledge in the community. Across the site, we would create an urban farm, growing decorative plants and fresh herbs, vegetables and other ingredients for use by local people and food businesses.

To ensure the community garden thrives beyond the meanwhile project, part of the urban farm would be a moveable skip garden similar to the one used at the King Cross development in London. A community of local gardeners and volunteers will also be established to engage and support with the development of public realm and community gardening in the long term.



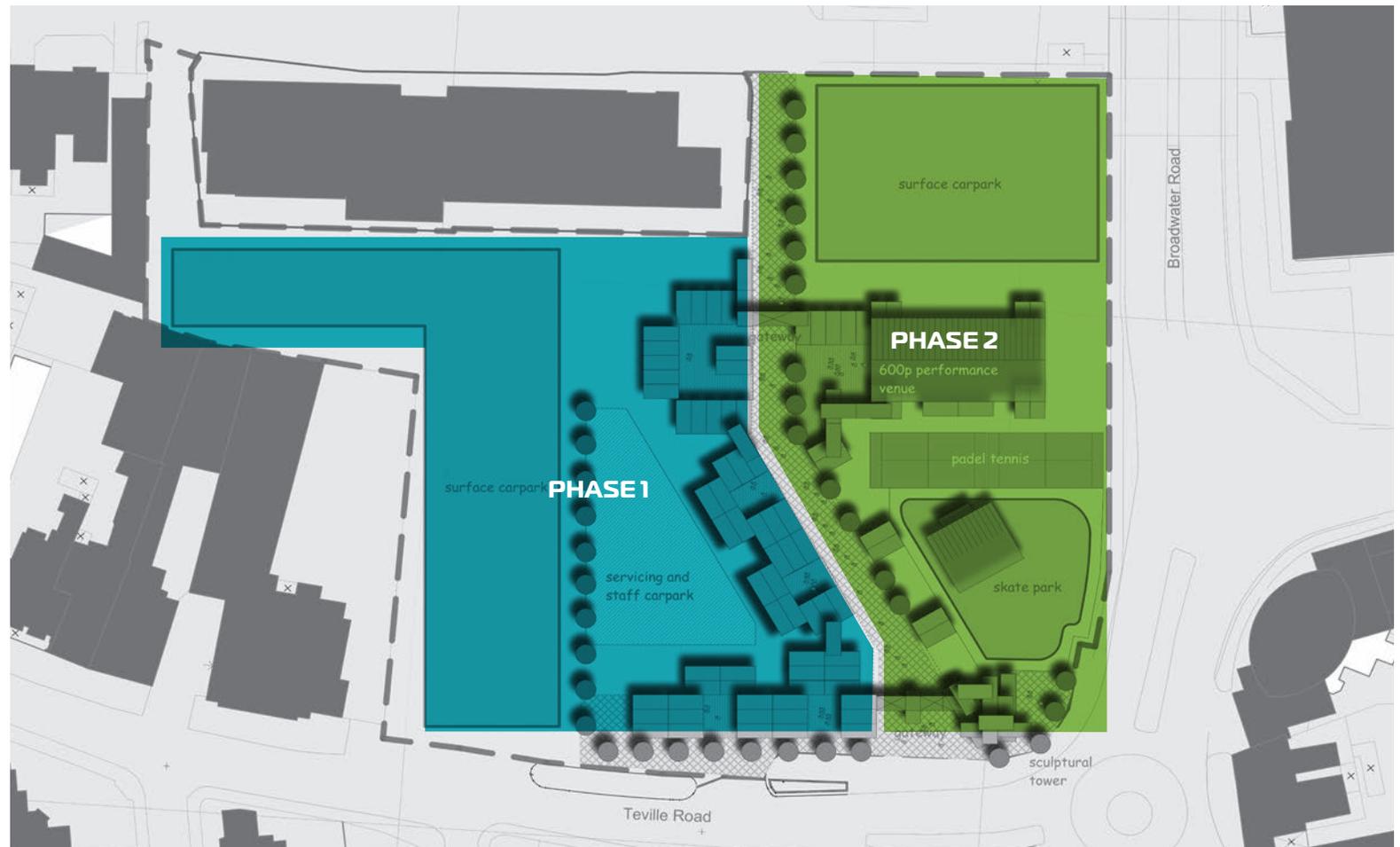
## PHASING AND FLEXIBILITY

The proposed site layout of the meanwhile project has considered the option to phase the long term regeneration. Elements of the meanwhile project which involve a greater capital expenditure have been positioned East of the North-South pathway to create flexibility in the term certain period required to ensure our proposals are deliverable.

Phasing the development in this way would enable construction to begin in the Phase 1 area after a minimum term certain period for that part of the meanwhile project of 24 months. The Phase 2 area would require a term certain period of 36 months to ensure that the capital expenditure is recovered.

This proposed flexibility provides Worthing Borough Council with a significant amount of control and influence in the local residential and commercial property market. Long term regeneration proposals will include a mix of residential and commercial uses at significant scale.

With an absorption rate of flats in Worthing Town Centre estimated at between 80-100 homes per year, this proposed phasing ensures that as the new homes are ready, they are quickly occupied on completion and the local market is not saturated. These same principles apply to the demand for commercial space as well.



## SITE SECURITY

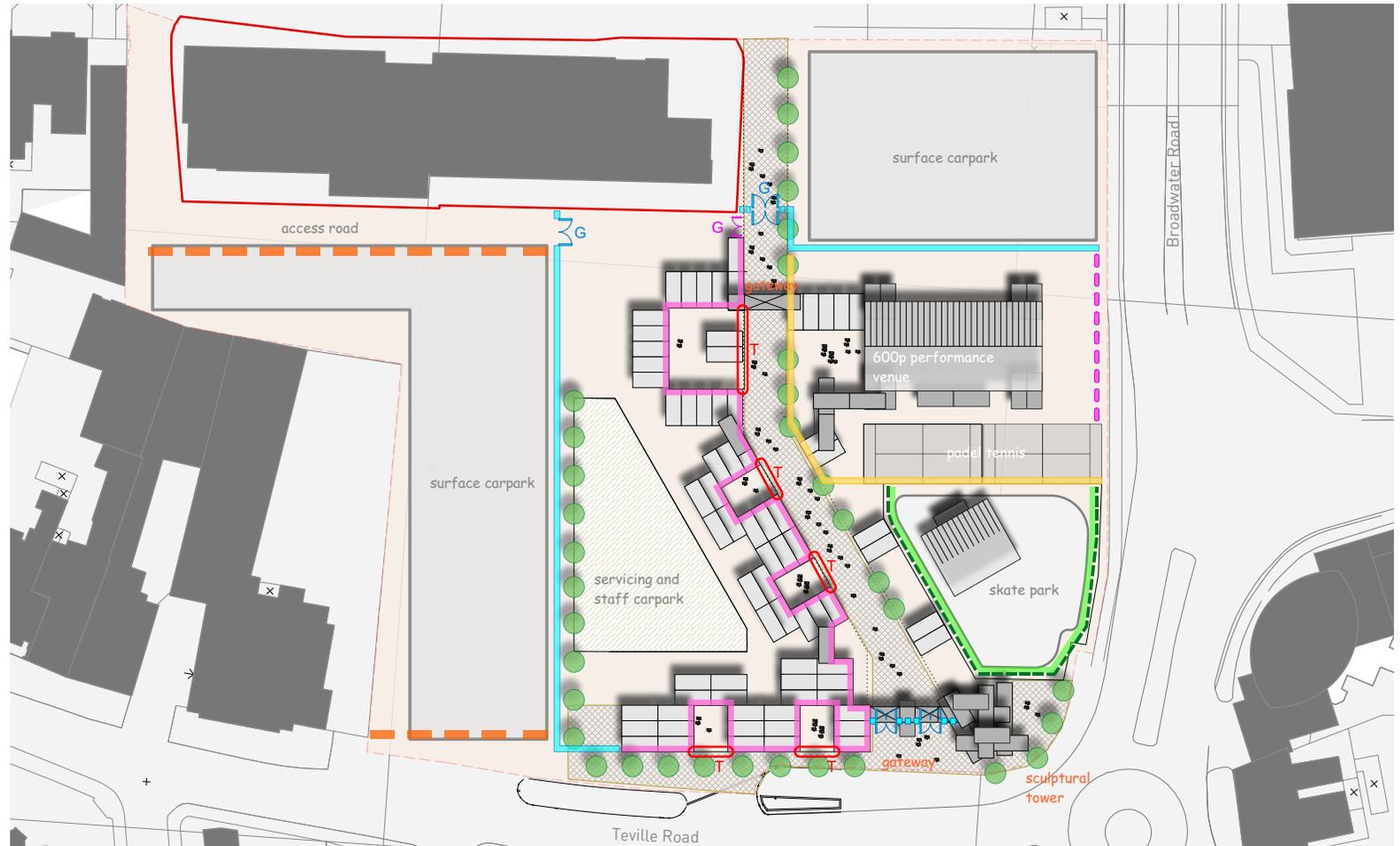
The proposed layout of the site has been designed to offer views over the leisure activities to active frontage and an interesting, and safe, link between Worthing train station and the town centre.

The majority of the existing site hoarding can be removed and the drawing to the right suggest replacement perimeter treatments to improve the site visually whilst maintaining a safe environment.

Where possible existing barriers (e.g. bridge balustrade and level change) will be used, alongside the temporary buildings to secure the site. Some areas will require perimeter fencing for security purposes and there is also the option for site gates and overnight closure should it be required.

### Key

-  Building and court enclosure
-  Existing bridge balustrade & level change
-  Secure perimeter with gates
-  Gate
-  Car park enclosure
-  Containers form a secure edge
-  Temporary (night) closure
-  Skate park enclosure



### Level 1, Worthing



The Grafton multi storey car park in Worthing was coming to the end of its natural life and had been earmarked for redevelopment. As these plans are being brought forward, together with Worthing & Adur Councils, QED bought the best of Worthing and Sussex based leisure, food and drink businesses to this fantastic seafront location to provide a unique visitor experience.

This dynamic mixed use urban space opened in July 2021. It was delivered from concept to completion in under 9 months during a global pandemic. Illustrating just what can be done with focus, clear goals and aligned interests.

In addition to providing an opportunity to explore and prototype elements of the vision of the Seafront Master Plan, the scheme links the town centre with the seafront, creates space for 8 small businesses and 24 new jobs with a focus on providing employment opportunities for young people and driving outdoor activity.

### Sea Lanes, Brighton



Sea Lanes won a Brighton & Hove City Council competition to create a year round leisure destination on Madeira Drive Brighton. The vision; to create the UK's first National Open Water Swimming Centre of Excellence. At the heart of the scheme is a 50m open air heated swimming pool and a cluster of 39 small business spaces.

These proposals are being delivered through a phased approach with a pop up scheme operated by QED currently on site. The pop up - which features; a training pool, guided sea swims, wood-fired saunas, a yoga studio, a holistic therapy centre, beach bar and kitchen with alfresco dining - enables us to start placemaking from the outset, build community from the ground up and put this too long neglected part of Brighton's heritage back at the forefront of people's minds. All the while informing the long term development plan.

## OTHER EXAMPLES

### SPARK\*, York



SPARK\* is a project centred around social change. Their aim was to transform Piccadilly, a rundown and underutilised street in the centre of York and turn it into a vibrant, colourful destination that York could be proud of.

They have a complementary mix of entrepreneurs from different sectors, with the curation of retail, food and drink, workspace and arts and culture. This encourages collaboration, knowledge and business skills to create ambitious yet resilient start-ups and innovative companies.

### Pop Brixton, London



Pop Brixton is a temporary project that has turned disused land into a creative space for local, independent businesses working in food, retail, design and social enterprise.

The community initiative helps businesses to set up shop and share space, skills and ideas. It is a temporary project, delivered in partnership with Lambeth Council.

### By The River Brew Co, Newcastle



By The River Brew Co. is an independent container settlement which lives and breathes beneath the iconic Tyne Bridge on the Gateshead side of the river.

Consisting of a Brewery & Tap Room, Träkol (Open Fire Kitchen), the Backyard Bikeshop a Custom Build Bike Shop, Coffee House & Covert Cocktail Bar. At weekends, during spring through to late autumn, you can also sample the delights of their vibrant Hawker Market which hosts the finest selection of street food and independent traders.

### Cargo, Bristol



Wapping Wharf is home to CARGO, Bristol's first-ever retail yard made of converted shipping containers.

Spanning two container parks, CARGO has an independent retail focus in line with Wapping Wharf's vision to create a new quarter for the city, brimming with independent shops, restaurants and cafes.

Many of the units, which are set across two levels, have glass frontages, views out onto the waterfront and outside terraces.

Southdown's Leisure are officially supporting QED's bid and the proposed build of new Padel Tennis Courts at the Teville Gate site in Worthing.

Padel Tennis is one of the fastest growing grass roots sports in Europe with over 80 courts now being built across the UK. Due to the nature and simplicity of the sport, Padel tennis is a fun, inclusive game that appeals to a wide variety of people as it fundamentally has less physical demands than regular tennis or squash. Making it an ideal option to be placed in populated towns and cities where space is a premium and activity levels are low.

Southdown's Leisure are committed to improving the health and wellbeing of our members and local communities. Constantly looking for new ways to motivate, engage and challenge, we believe Padel Courts would represent a fantastic addition to Worthing's recreational sporting services. Appealing to all ages and all levels, this sport represents a perfect balance of exercise and inclusivity. With activity studies indicating 75% of all time on court is spent 'active' even for beginners, this is the ideal exercise choice for people wishing to improve their cardiovascular fitness in a safe and fun environment.

With a relatively small number of courts across the south, Worthing would be an ideal location for this growing sport.

Regards



Duncan Anderson  
CEO  
South Downs Leisure



28/10/2021

To whom it may concern

I am Neil Ellis, I work for Skateboard GB; The National Governing Body for Skateboarding. Our aims include encouraging the development of world-class facilities, helping community groups get local skate parks built, create accredited coaching courses, run competitions. We are continually developing coaching, competitive pathways, events, facility partnerships and provide information about skateboarding.

We have seen information about the Teville Gate (Worthing) Skatepark project and feel that this is a really positive project for many user groups in the local community.

Skateboarding is a growing sport, with in excess of 534,000 active participants in England and across the UK as a whole approximately 750,000. It is also a sport with a strong and growing record in attracting new people into physical activity and, in particular, working effectively with young people and under-represented groups.

Skateboarding is very accessible and gives a fantastic opportunity to engage with hard to reach young people who are "turned off" by traditional sport and physical activity. The type of youngsters who take up skateboarding tend not to engage with football, cricket, golf, running, cycling, etc. and are currently missing out on the various initiatives being delivered across outcomes by other providers.

Skateboarding was included in the Olympic Games in 2021 for the first time which increased the profile and interest in the sport, which in turn has seen an increase in participation.

Over the last year we have worked with over 200 local community skatepark projects and it is great to see that Worthing has such a proactive stance in providing these much needed facilities for the community.

We would be willing to provide further support to work together to enable this project to be a great success.

Yours

**Neil Ellis**  
Head of Engagement

26 October 2021

To whom it may concern,

I write as the co-founder of Atom Presents, a Worthing based business which aims to unite people at local live events, support communities and create memories, we deliver live music, comedy & other events. We're fully supportive of QED's proposed plans for Teville Gate - a performance venue, and other facilities - as part of a meanwhile project.

Worthing's music scene has made significant progress in the past decade, including the opening of the 300-capacity venue The Factory Live, and some big acts: The Charlatans, Rag 'n' Bone Man, The Horrors, Grayson Perry, James Acaster, Andy C and loads more. Although the pandemic has been devastating for the live music industry, we are confident that the cultural revival in Worthing will continue after the pandemic passes, this was evidenced recently with our Rag 'n' Bone Man concert at Pavilion Theatre - Selling Out in 8hrs

With the influx of people moving to Worthing from London and Brighton, the town has the capacity for a diverse music, comedy, and live event scene. There is currently a gap for a 600-800 capacity venue and the proposals from QED Sustainable Urban Developments are much needed, both to contribute to the local economy, create jobs, build local confidence and attract tourists to the area...

All the best,



Thom Milner-Smith  
Co-Founder & CEO, Atom Presents

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**We are very excited at the prospect of working with you on this project, if you have any questions about our proposal please don't hesitate to get in contact:**

**Harry Smith**

Director

QED Sustainable Urban Developments

[harrysmith@qedproperty.com](mailto:harrysmith@qedproperty.com)

+44 (0) 1273 857246

**Thank you**

## Appendix C Draft Heads of Terms for Partnership with LCR Property

### Teville Gate, Worthing

#### Heads of Terms for Collaboration and Promotion Agreement (“CPA”)

##### 1. Parties

- 1.1. London & Continental Railways Limited (“**LCR**”) of 4<sup>th</sup> Floor, One Kemble Street, London, WC2B 4AN (registered number 02966054); and
- 1.2. Worthing Borough Council (“**WBC**”) of Worthing Town Hall, Chapel Road, Worthing, West Sussex, BN11 1HA,

together “**the Parties**”

##### 2. Background

- 2.1. LCR is a government owned property development and regeneration company involved in delivering homes, jobs and investment on and around railway related land, working in partnership with both the public and private sectors. LCR has corporate objectives to drive the opportunity to achieve jobs, homes and investment through its activities and involvement within the CPA.
- 2.2. WBC have purchased the Teville Gate site (“The Site”) as shown edged red in Annex 1 and is seeking to promote development and secure wider regeneration benefits.
- 2.3. The Site is a significant town centre site at the gateway into Worthing but has been vacant for a long-time and has a history of failed development proposals.
- 2.4. The Parties have agreed to collaborate with each other on the terms set out in these Heads of Terms in order to work to promote the successful development of the Site.
- 2.5. The principal aim of the Parties is for the joint promotion and sale/or development of their joint interest in The Site to achieve the Development Objectives.
- 2.6. The “**Development Objectives**” means the following:

- To de-risk the Site and promote a well-designed sustainable residential-led mixed use scheme which complements and enhances the Worthing town centre in accordance with the agreed Planning Strategy;
- To provide activation which supports the economy in Worthing town centre;
- To identify opportunities to deliver jobs, homes and investment through the joint activities of the Parties;
- To secure the optimum value reasonably obtainable in the open market for the Site in accordance with the agreed Disposal Strategy or such alternative disposal, development or delivery strategy as agreed between the Parties;
- Both parties are seeking early repayment of capital investment to mitigate interest and holding costs;
- To provide high quality public realm in Worthing and to provide an appropriate setting for Worthing Station and an attractive route into the town centre;
- To promote productive interim use of the Site either through activities or environmental enhancements;
- To seek to minimise land banking by any purchaser of the Site so as to ensure development;
- To support WBC Sustainability objectives for the town centre including relevant initiatives, for example, District Heat Network, and
- Such other objectives identified and agreed between the Parties from time to time.

2.7 The Parties shall use reasonable endeavours to achieve the Development Objectives.

2.8 The Parties intend to enter into a Collaboration and Promotion Agreement to formally document the principles agreed in the Heads of Terms.

### **3. The Site**

3.1. The “**Site**” is the area edged red on the Plan in Annex 1 owned freehold by Worthing Borough Council and registered under Land Registry Title [ ]. The Site was purchased for £7m in August 2021. The Site is elected for VAT.

3.2. WBC also benefit from a freehold lease of a section of the Site registered under Land Registry Title [ ]. It is intended that this lease is surrendered to unify the title.

- 3.3. The Site is subject to a short-term (17 years) lease to HMRC registered under Land Registry Title [ ] for 50 car parking spaces. The lease is subject to lift and shift arrangements within a 15 minute radius of the Site.

#### **4. Commercial Principles**

##### The Site

- 4.1. LCR will purchase a share in the freehold of the Site.
- 4.2. The exact mechanism wherein LCR and WBC hold their joint interest in the Site will be the subject of further legal and tax advice.
- 4.3. WBC will make available their legal due diligence from their purchase of the Site and have procured a duty of care from their solicitors Bevan Brittan for the benefit of LCR.
- 4.4. WBC have put in place indemnity insurance in respect of various title defects and will work to enable LCR to share the benefits of this.
- 4.5. WBC will be responsible for the interim management of the site including insurance, maintenance and security and the associated costs. WBC will work to promote interim uses on the site and will take the benefit of any income generated including from car parking.
- 4.6. LCR and WBC can acquire additional sites or interests to benefit the development of the Site. Any additional agreed spend will be converted into an enhanced equity share in accordance with the Commercial Principles set out in Section 12.
- 4.7. WBC will permit access to LCR and/or for any appointed consultants, agents or contractors to enter the Site, with or without plant and machinery at all reasonable times after giving reasonable notice to carry out tests, inspections or surveys as part of the Disposal Strategy and in accordance with such reasonable health and safety approvals as necessary.

##### Promotion Activity

- 4.8. LCR and WBC will both make available working capital to fund de-risking and promotion costs for the site in accordance with the agreed Budget.

- 4.9. Should project expenditure not be pari passu to the interest stake held, then agreed additional spend will be converted into an enhanced equity share in the Site.
- 4.10. It is anticipated that both LCR and WBC will aim to provide equal staff resource to support the project as anticipated under a collaborative approach. Should the staff time or resource invested by either organisation prove to be materially unequal relative to the promotion activities then the Parties will agree a Resource Plan to enable this additional resource time to be capable of conversion into an enhanced equity share.

#### Other

- 4.11 During the term of the CPA, the Parties shall not without the consent of the other enter into separate negotiations (or instruct or allow anyone else to enter into negotiations) with any other party for the disposal of their respective interests in the Site.
- 4.12. The CPA shall not be assignable without consent.
- 4.13. Neither of the Parties shall use their interest in the Site or any respective site owned or any additional rights acquired or any rights or interests to the detriment of the other Party (subject to statutory requirements or as otherwise required by law).
- 4.14. LCR recognise the development of the Site needs to be locally-led and particular delivery arrangements or uses may be promoted by WBC which are politically driven or non-commercial in nature. In such a scenario, LCR will be held financially harmless or provided with an exit with agreed costs recovered.

### **5. Development or Disposal Strategy**

- 5.1. LCR and WBC will agree a Planning and a Disposal Strategy for the Site to achieve the Development Objectives and will include an associated Budget and Programme.

### **6. Governance and Principles**

- 6.1. The Parties shall work together in collaboration, in the spirit of cooperation, with an open-book approach and in good faith to achieve the Development Objectives and implementation of the agreed Disposal Strategy.

- 6.2. The Parties will dedicate resources, from the LCR Development team and from the WBC Major Projects team to work together jointly to facilitate the development of the Site.
- 6.3. The Parties (and if required their advisors) shall meet as a Collaboration Board (to include video/phone conference calls) at regular intervals (and in any event not less frequently than once a month, unless otherwise agreed) and each of the Parties shall allow sufficient senior resources (in terms of time and personnel) in order to satisfy their respective obligations in the CPA.
- 6.4. Decision making will be by consensus.

## **7. Appointments**

- 7.1. The Professional Team will be agreed between the Parties.
- 7.2. The Parties will jointly appoint the Professional team where practical.

## **8. Costs**

- 8.1 Each Party shall bear its own costs in connection with the negotiation of these Heads of Terms and the CPA including the fees and expenses of all respective legal and other advisors and VAT incurred in connection with the completion.

## **9. Approvals**

- 9.1 These Heads of Terms are subject to LCR Board approval and appropriate WBC Council approval.

## **10. Confidentiality**

- 10.1. Each Party agrees to keep the commercially sensitive aspects of these Heads of Terms, all commercial matters concerning the development of the Site and all confidential information about the other Party received in connection with the subject of these Heads of Terms, confidential and not to make any disclosure or announcement in relation to the same other than to a Party's advisers that are bound by confidentiality obligations or with the prior written consent of the other parties, save as may be required by any applicable law or regulatory or listing authority. LCR is permitted to disclose the aforementioned matters to relevant Government agencies.

## **11. Timetable**

11.1. The Parties will dedicate sufficient resources and use best endeavours to ensure that the transaction can be completed within two months of the date of the Heads of Terms.

## **12. Costs and Receipts of Sale**

12.1 Sale receipts to be shared in respect of each Parties respective % equity interest in the Site.

12.2 Should an alternative Disposal Strategy be agreed i.e. not a land sale, the Parties will agree to an alternative strategy.

We agree to these Heads of Terms in the above form.

For and on behalf of London & Continental Railways Limited

Date:

For and on behalf of Worthing Borough Council

Date:

## Annex 1: The Site



## **Appendix D - Draft Development Strategy**

# Teville Gate Strategy Document

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November 2021

PREPARED BY

LCR & WORTHING BOROUGH COUNCIL



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## Planning Strategy

The Mosaic planning application is not considered to be deliverable and consequently a new planning strategy is required to ensure the successful development of the site.

Options for consideration:

<p>1. Secure Mosaic Consent</p>	<p>Secure Mosaic consent to establish principle of development/building envelope and underpin the value in the site.</p> <p><i>Risk: limited risk, requires some legal/commercial due diligence to review the extent of the obligations set out in the draft S106. It is understood that this is otherwise final.</i></p>
<p>2. Pre-App</p>	<p>Secure positive pre-app for a new deliverable scheme to provide confidence to the market and de-risk the opportunity.</p> <p>Quicker and less costly than obtaining a full planning consent and allows a developer flexibility to progress their own application with the comfort that the LPA broadly supports the proposed pre-app scheme.</p> <p><i>Risk: intervention is not sufficient to differentiate from the Mosaic position or provide market confidence of deliverability. Risk that written pre-app response is either delayed or not sufficiently supportive, however this could be mitigated by bringing the local planning authority into the project team as appropriate.</i></p>
<p>3. Outline Planning Application</p>	<p>Obtain outline planning consent for a new deliverable scheme.</p> <p>Provides greater planning confidence and the incoming developer retains the ability to refine the proposed scheme through reserved matters, however, outline parameters would be fixed.</p> <p><i>Risk: significant time and cost associated with progressing a new application and danger that we get the scheme 'wrong' and it does not appeal to the market.</i></p>

<p>4. Amend Mosaic Application</p>	<p>Assuming we are able to secure the Mosaic consent this could be amended to reflect a deliverable/ market facing scheme.</p> <p>Quicker and less costly than submitting a new outline application.</p> <p><i>Risk: significant amendments to the Mosaic scheme are required which are likely to constitute a significant material change and require a new application in any event.</i></p>
<p>5. SPD/Masterplan</p>	<p>The Council could seek to influence the nature of development by creating an SPD/masterplan for the Teville Gate area.</p> <p>This enables the Council to dictate through planning policy the nature of the scheme that is delivered whilst providing confidence to the market that an application within the parameters will be acceptable in planning terms.</p> <p><i>Risk: Danger that the SPD/Masterplan is not deliverable/commercial. Question as to whether this is sufficient to de-risk the site from a market perspective, particularly given historic planning context which has already secured principles and parameters.</i></p>

*Preferred Approach*

1. Secure Mosaic Consent – Given how far advanced the Mosaic scheme is we would suggest that the S106 is finalized to crystallise the planning position. Whilst we do not believe the scheme is deliverable this would help to establish the principle of mixed use development on the site and define a building envelope and associated parameters to work within.
  
2. Pre-App – subject to soft market testing to understand what the market would require LCR/WBC to do to de-risk the site, we would suggest progressing with a pre-app in the first instance, working with the Local Planning Authority (LPA) to overcome any planning issues. Whilst this is only informal, a positive response from the LPA will provide the market with confidence that the proposed new scheme is likely to be well received. It is also a lot faster and more cost effective than submitting a new outline application and avoids the pit-falls of getting the application ‘wrong’ and being left with a consent that is undeliverable/unmarketable.



## Disposal Strategy

Options for consideration:

<p>1. Freehold sale of whole or phases of development</p>	<p>Unconditional or STP sale of the freehold interest in the whole or phases of the site with the benefit of a positive pre-app.</p> <p>Generates an upfront capital receipt and transfers risk to the incoming developer.</p> <p><i>Risk: Lose control of ownership of the site so no ability to influence proposed scheme outside of Council's planning control as LPA.</i></p>
<p>2. Sale of long leasehold interest</p>	<p>Unconditional or STP sale of a long leasehold interest in the whole or phases of the site.</p> <p>Generates an upfront capital receipt and transfers risk to the incoming developer. Enables the freeholder(s) to influence the proposed development through lease terms and generate a longer term income stream.</p> <p><i>Risk: long leasehold interest may not be as attractive to purchasers/ lenders so could impact on value/marketability.</i></p>
<p>3. Retain freehold and grant building license for development of whole or phases</p>	<p>Unconditional or STP sale of a building license in the whole or phases of the site.</p> <p>Generates an upfront capital receipt and transfers risk to the incoming developer. Enables the freeholder(s) to influence the proposed development through license terms and generate a longer term income stream.</p> <p><i>Risk: build license may not be as attractive to purchasers/ lenders so could impact on value/marketability.</i></p>
<p>4. Development agreement</p>	<p>Enter into a development agreement with an incoming developer(s) to deliver the proposed scheme.</p> <p>Generates an upfront capital receipt and the developer takes on the development risk. Allows freeholder(s) to retain an element of control/ influence over the proposed</p>

	<p>development based on the terms of the agreement.</p> <p><i>Risk: Generally, requires planning consent to have been achieved prior to marketing to fix the parameters for the scheme for which the development agreement will apply. Selection of developer requires formal (OJEU) procurement, though this could be mitigated/expedited through use of frameworks such as Pagabo or Homes England's DPP3</i></p>
<p>5. Joint Venture</p>	<p>Enter into a joint venture agreement with an incoming developer(s) to deliver the proposed scheme.</p> <p>Enables the freeholder to retain an element of control over the development as parties to the JV dependent on the terms of the vehicle. Parties remain invested and receive a share of the development profit at the back end.</p> <p><i>Risk: All parties take on development risk and a capital receipt is only received on successful completion of the project subject to individual parties stake in the JV and priority return. Selection of JV partner(s) requires formal (OJEU) procurement. Requires significant time, resource and funding to progress/monitor.</i></p>
<p>6. Direct development</p>	<p>LCR and the Council promote a planning application and develop the site directly.</p> <p>Retain full control of the planning and development process and share in the proceeds of sale/ development profit.</p> <p><i>Risk: parties take on full planning and development risk. Capital receipt/profit share is only received on successful completion of the project. Requires significant time, resource, and funding to progress. Experience from Union Place highlights the time risk in achieving an acceptable planning permission.</i></p>

Preferred Approach

1. Freehold sale of whole or phases of development – subject to soft market testing to understand what the market would require LCR/WBC to do to de-risk the site, and procurement advice, we would suggest marketing the freehold interest in the whole or phases of the site with the benefit of a positive pre-app.

We would anticipate offers being conditional upon the developer securing planning consent for their proposed scheme but in doing so they take on the planning risk. The developer would pay the full purchase price at the point that planning consent is granted, prior to implementation/ delivery of the scheme.

## Key Workstreams

Aim – to de-risk the site (through activities to provide confidence to the market on demand, design, technical and legal issues) to enable the site to a credible purchaser generating an early land receipt.

Workstream	Description	Timing
<b>1. Collaboration</b>	Documentation of LCR-WBC joint working relationship Aim to present [HoTs or full document] to Worthing JSC 9 <sup>th</sup> November.	Nov 21
<b>2. Research</b>	Research into site title, previous planning position/schemes, property market context, stakeholder position.	Nov 21
<b>3. Soft Market Testing (SMT)</b>	Targeted engagement to understand market view on proposed uses, specification requirements, disposal strategy and planning strategy.  Identify target list and questions/ required output.	Dec 21
<b>4. Procurement Advice</b>	Appointment of legal advisor. Seek legal advice in respect of procurement route based on feedback from SMT	Dec 21
<b>5. Disposal Strategy</b>	Agree Disposal Strategy based on feedback from SMT and Procurement Advice.  [Preferred position to offer Site to market for unconditional sale and early land receipt]	Dec 21
<b>6. Mosaic</b>	Research into detail of Mosaic planning application/ s106 agreement, consider whether there are any disadvantages of concluding the s106 agreement. Secure consent to establish principle of development/density and underpins site value.	Feb 22
<b>7. Design Feasibility</b>	<ul style="list-style-type: none"> <li>● Assael Architects to present to WBC team.</li> <li>● Confirm architects and agree scope of works/ budget and procurement route.</li> <li>● Confirm supporting consultant team (RoLs, highways, engineer, QS) required, undertake procurement and appoint.</li> <li>● Undertake design study including review of context, constraints and testing a range of development options/ alternative uses and densities.</li> <li>● Development appraisal and costs analysis to info design optimisation.</li> <li>● Consultation key stakeholders</li> </ul>	Mar 22
<b>8. Planning Strategy</b>	<ul style="list-style-type: none"> <li>● Procurement and appointment of planning consultant.</li> <li>● Confirm planning strategy (Pre-app, outline planning application, amend Mosaic consent or SPD masterplan) [Strategy and budget assumes preapplication strategy which is quicker/less costly than obtaining a full planning consent and allows a developer flexibility to progress their own applications in the comfort that the LPA broadly supports the proposed pre-app scheme.]</li> <li>● Agree pre-application strategy/PPA with WBC planning team. Informs and integrated in design feasibility work.</li> <li>● Undertake pre-application workshops and secure formal feedback.</li> <li>● Design review workshops.</li> </ul>	Dec 21
<b>9. Third Party Land</b>	<ul style="list-style-type: none"> <li>● Research and consider opportunity/merits of engagement/ interfaces with any third party landowners to extend or enhance the scheme (Morrisons, HMRC/Hanson Capital Management, Kwifit + Richard &amp; Associates (freeholder), David Bridger and Jeremy Rippon (Station Approach offices), West Sussex CC (Railway Approach) and NRIL/Southern TOC in respect of station interface/potential improvements.</li> </ul>	Nov 21

<b>10. De-risking Opportunity</b>	<ul style="list-style-type: none"> <li>● Research title and take steps to address legal impediments or irregularities including boundaries, restrictions, highways.</li> <li>● Undertake title/utilities searches.</li> <li>● Technical analysis to understand material physical site constraints (e.g. flooding, utilities capacity, highways/access, utilities)</li> <li>● Obtain existing or commission topographical/ GPR survey of site [needed to support design study and RoL analysis]</li> <li>● Analysis of available geotechnical data and undertake further trial pits/boreholes if needed.</li> </ul>	Mar 22
<b>11. Commercial</b>	<ul style="list-style-type: none"> <li>● CBRE appointment (+ LCR reliance)</li> <li>● Scope of advice/ services</li> <li>● Market analysis</li> <li>● Agree disposal strategy/ phasing</li> <li>● Consider mechanisms to ensure control to prevent land-banking and influence design/quality e.g. buybacks, building leases.</li> <li>● Negotiation of pre-sale, AfL or option agreements if relevant.</li> </ul>	Nov 22
<b>12. Disposal</b>	<ul style="list-style-type: none"> <li>● Preparation of marketing material</li> <li>● Preparation of marketing and legal data rooms</li> <li>● Marketing and disposal process</li> <li>● Selection and legal documentation.</li> </ul>	Nov 22
<b>13. Monitoring and completion</b>	<ul style="list-style-type: none"> <li>● [Dependent upon disposal route]</li> </ul>	
<b>14. Interim Uses</b>	<ul style="list-style-type: none"> <li>● Repair and improvements to hoardings.</li> <li>● Use of the site for interim uses to raise/ change profile and generate interim income/ activation.</li> </ul>	On-going
<b>15. Comms</b>	<ul style="list-style-type: none"> <li>● Stakeholder management and communications plan</li> <li>● Stakeholder engagement and management</li> <li>● Political stakeholders</li> <li>● Communications to raise profile, demonstrate momentum and change profile (sell the vision) of site/ Worthing market for developers.</li> </ul>	Nov 22
<b>16. Funding and Investment</b>	Explore station improvements, highway improvements, secure works to improve Railway Approach, LEP funding, Highways England funding/AHG, other?	Jun 22

# Budget

## Proposed Project Budget

		2021/22	2022/23	2023/24	Total
<b>De-Risking</b>		<b>£30,000</b>	<b>£20,000</b>	<b>£0</b>	<b>£50,000</b>
	Legal (title issues/procurement)	£30,000	£20,000		£50,000
<b>Planning &amp; Design</b>		<b>£280,000</b>	<b>£20,000</b>	<b>£0</b>	<b>£300,000</b>
	Legal (Mosaic application/S106)	£10,000			£10,000
	Architect	£50,000			£50,000
	Planning Advisor	£15,000			£15,000
	Technical Support (MD engineering)	£20,000			£20,000
	Heritage/Townscape	£5,000			£5,000
	Daylight/Sunlight/ROL	£25,000			£25,000
	Highways	£20,000			£20,000
	Pre-App Fee	£10,000			£10,000
	Topo/ GPR/ Utilities	£30,000			£30,000
	Cost advice	£15,000			£15,000
	Design Review	£5,000			£5,000
	Site and Ground Investigations	£35,000			£35,000
	Strategic Commercial Advice (CBRE)	£40,000	£20,000		£60,000
<b>Site Mangement</b>		<b>£0</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>
	Interim Income				£0
	Security				£0
	Maintenance		WBC		£0
	PL Insurance				£0
	Hoardings				£0
<b>Disposal</b>		<b>£10,000</b>	<b>£50,000</b>	<b>£95,000</b>	<b>£155,000</b>
	Agent @ 1.0% (£9m), CBRE			£90,000	£90,000
	Legal @ 0.5% (£9m)		£45,000	£5,000	£50,000
	Marketing material	£10,000	£5,000		£15,000
<b>Contingency</b>		<b>£25,000</b>	<b>£25,000</b>	<b>£0</b>	<b>£50,000</b>
	Contingency	£25,000	£25,000		£50,000
<b>Funding</b>		<b>£0</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>
	Council Cost of Borrowing	tbc	tbc	tbc	£0
	LCR Cost of Borrowing	tbc	tbc	tbc	£0
<b>TOTAL</b>		<b>£345,000</b>	<b>£115,000</b>	<b>£95,000</b>	<b>£555,000</b>

## Proposed Budget Split (LCR / WBC)

\*Excludes land investment, acquisition costs and documentation of relationship with WBC

		2021/22		2022/23		2023/24		Total	
		WBC	LCR	WBC	LCR	WBC	LCR	WBC	LCR
<b>De-Risking</b>									
	Legal (title issues/procurement)		£30,000		£20,000			£0	£50,000
<b>Planning &amp; Design</b>								£0	£0
	Legal (Mosaic application/S106)		£10,000					£0	£10,000
	Architect	£50,000						£50,000	£0
	Planning Advisor		£15,000					£0	£15,000
	Technical Support (MD engineering)		£20,000					£0	£20,000
	Heritage/Townscape		£5,000					£0	£5,000
	Daylight/Sunlight/ROL		£25,000					£0	£25,000
	Highways		£20,000					£0	£20,000
	Pre-App Fee	£10,000						£10,000	£0
	Topo/ GPR/ Utilities		£30,000					£0	£30,000
	Cost advice		£15,000					£0	£15,000
	Design Review		£5,000					£0	£5,000
	Site and Ground Investigations		£35,000					£0	£35,000
	Strategic Commercial Advice (CBRE)	£40,000		£20,000					£60,000
<b>Site Management</b>								£0	£0
	Interim Income							£0	£0
	Security							£0	£0
	Maintenance							£0	£0
	PL Insurance							£0	£0
	Hoardings							£0	£0
<b>Disposal</b>								£0	£0
	Agent @ 1.0% (£9m), CBRE					£90,000		£0	£0
	Legal @ 0.5% (£9m)				£45,000		£5,000		£50,000
	Marketing material		£10,000		£5,000			£0	£15,000
							£0	£0	
<b>Contingency</b>								£0	£0
	Contingency	£10,000	£15,000	£10,000	£15,000			£20,000	£30,000
<b>Funding</b>								£0	£0
	Council Cost of Borrowing							£0	£0
	LCR Cost of Borrowing							£0	£0
<b>TOTAL</b>		<b>£110,000</b>	<b>£235,000</b>	<b>£30,000</b>	<b>£85,000</b>	<b>£90,000</b>	<b>£5,000</b>	<b>£230,000</b>	<b>£325,000</b>

# Programme

