

COAST TO CAPITAL LOCAL GROWTH FUND BUSINESS CASE

Project Title:	Decoy Farm, Worthing
Lead delivery organisation:	Worthing Borough Council (as part of Adur & Worthing Councils)
Lead contact name:	Martin Randall
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This document provides a template for a Business Case (BC) in support of Coast to Capital's investment in a project to be funded through the Local Growth Fund.

The main purpose of the BC is to put forward the case for change and the preferred way forward identified in an internal Strategic Outline Case (SOC); which establishes the option which optimises value for money; outlines the deal and assesses affordability; and demonstrates that the proposed scheme is deliverable.

In practice, you will find this entails updating the strategic case; undertaking investment appraisal within the economic case; and completing the commercial, financial and management cases, with supporting benefits and risk registers.

Please note that this template is for guidance purposes only and should be completed in accordance with any guidance issued by Coast to Capital and the guidelines laid down in HM Treasury's Green Book which can be found at https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/220541/green_book_complete.pdf

The OBC should cover the 5 cases – the Strategic case, the Economic case, the Commercial case, the Financial case and the Management case.

Business cases should be robust and well evidenced documents as the Business Case will be evaluated based upon content if called to present.

Coast to Capital Disclaimer

There shall be no expectation of grant payment unless and until a funding agreement is signed by both parties. All the Applicant's costs and charges incurred as a result of making this application shall be for the Applicant's account and cannot be claimed as part of the project except where feasibility funding has been prior awarded.

1. Executive Summary

1.1) Overview of the project including what opportunity or barrier the investment will unlock:

The development of Decoy Farm is an ambitious plan to upgrade an environmentally challenging but sizeable plot of allocated employment land that has stood unused for over three decades. The completed project would unlock the site for the development of new flexible commercial units to meet existing and future industrial demand and boost employment opportunities and economic performance in the entire Coast to Capital LEP region.

The aspiration is for this well located and sustainable site at East Worthing to become one of the destination commercial employment centre on the South Coast, providing openings for existing businesses to expand and attracting enterprise and investment from London and the South East. To deliver these benefits WBC intends to use LEP resources to address the two key issues that have, for decades, hindered the site coming forward.

The Package

- Decontamination and remediation of the land
- Access and traffic calming road improvements at entrance to the site

The Delivery

The land known as Decoy Farm is a 7ha former landfill site located in the proximity of East Worthing Railway Station, and existing high profile businesses such as GlaxoSmithKline (GSK), Allergy Therapeutics and Rayner Intraocular Lenses.

Worthing Borough Council (the Council) owns the Freehold but due to the onerous site condition associated with former uses, has not been able to unlock the site for commercial development. There are no existing buildings occupying the extent of the Council's land.

In addition to the remediation associated with advancing the site, it is recognised that significant access improvements will be required to realise the sites full capacity.

Following an intrusive soil investigation, the Council commissioned a Remediation Options Appraisal (WSP Parsons Brinkerhoff, Ground Risk Specialists (WSP)) to inform the proposal for this site, detailed in this application. If successful it is the Council's intention to enter into a contract with a specialist firm to carry out the following works:

- Reprofiling of upper landfill
- Installation of an engineered Cover System
- Installation of an Engineered Gas System

In anticipation of the funding being made available for this project, the Council have commissioned Perfect Circle to develop a phased scheme for the site, using up to date market research to understand the best commercial use of the site and assess the impact of the increase in journeys this will create, to establish the highways improvements needed. The work led by Gleeds (Aecom, Pick Everards and Pygott and Crone), has demonstrated the lack of mid-size units for businesses to grow into, and the resultant high demand in the sub-region. The scheme therefore focuses on this 150m²/1500ft² light industrial unit to maximise business retention and support and enable strong business growth within the sub-region. The units would be flexible and therefore could be combined or sub-divided to suit a diverse range of needs.

As the development of this employment site is a key priority within the adopted Place Plan, West Sussex County Council (WSCC) as Highway Authority has committed resources to help undertake more detailed highway assessment work following the completion of this package

the Council will have the option to either sell the land with the benefit of Planning Permission, enter into a deal with a developer and retain an interest or develop the land itself.

The Background

Worthing is emerging as one of the most exciting destinations on the south coast. With a growing reputation as a place to live and work, a new generation of investors, start-up businesses and young families are discovering what makes Worthing great.

Worthing's Place Plan co-produced by the Council and WSCC in 2016, states that the population of West Sussex is expected to increase by more than 100,000 people in the next 20 years with Worthing's population set to increase by 4,500. Growth in Worthing is constrained by limitations on land availability for homes and employment space due to the South Downs National Park bordering most of the northern edge of the settlement areas and by the coast to the south. The Place Plan recognises these constraints and highlights the importance of development of Decoy Farm as central to supporting the growth outcomes of Worthing as a whole. The importance of the site to the wider social and economic regeneration of Worthing is also recognised in the recent Worthing Investment Prospectus (2016), which highlights the importance and potential of key sites across the Borough.

The Worthing Core Strategy identifies the need to accommodate over 3,000 new homes and 58,180 sqm of new employment floor space which could create up to 8,276 new jobs over the next 10 to 15 years. Specifically, the Core Strategy prioritises the redevelopment of existing brownfield sites including Decoy Farm which is listed as one of 12 Areas for Change to stimulate economic growth.

Furthermore, Decoy Farm represents a strategic development opportunity with much wider regeneration impacts across the Coastal West Sussex and Greater Brighton area. Its development could enable existing businesses which have outgrown their current premises to grow, whilst remaining in the area, supporting the economic growth of Worthing and the wider sub-region. The adopted Core Strategy specifically refers to the potential for,

'New development on the site could add to the overall supply of small industrial units as well as other employment sectors such as vehicular storage, larger warehousing, open storage and general industrial. (see Area of Change 2).'

Decoy Farm would also provide relocation space for businesses currently situated at Shoreham Harbour to enable the development of much needed local housing at the Harbour as identified in the Adur Local Plan, the Greater Brighton Devolution Prospectus and the Coast to Capital Strategic Economic Plan.

The strategic importance of Decoy Farm is already well recognised by the Coast to Capital LEP and the reclamation and reuse of brownfield sites is a core component of the UK Sustainable Development Strategy integrating a wide range of economic, social and environmental objectives. The Strategic Economic Plan allocated £3.245m of public sector funding in 2015/16 towards the development of Decoy Farm and £2m of Local Growth Funding was specifically earmarked for this purpose.

Decoy Farm is one of only two strategic employment sites in Worthing, with the potential to provide new commercial floor space, to meet the need/demand for B2 light industrial units. The Council's Employment Land Review (April 2016) undertaken by Nathaniel Lichfield Partners (NLP) highlights the lack of employment space within the town and states that,

'Based upon the site assessments undertaken as part of this study, the Areas of Change

*(AOC) sites identified in the Core Strategy as being suitable for new employment uses (i.e. Land Adjacent to Martlets Way AOC 8 and Inland Revenue Site, and **Decoy Farm AOC 12**) represent good sites for supporting a variety of B class uses during the Local Plan period. Although the site appraisals identified weaknesses for both sites that reduced their overall score, they offer the most readily available land in Worthing to support B class development and should be promoted fully for employment uses given the shortage of available land in the Borough to meet the forecast needs over the period to 2033.'*

The study also concludes that;

'... the emerging supply of employment spaces in the Borough is insufficient to meet the requirement associated with the growth scenarios for Worthing, although excluding the AOC sites from the emerging supply would result in almost no emerging employment space within the Borough (i.e. other than the limited space from extant planning permissions).'

It is documented that the site has remained vacant since 1979. However, between 1970 and 1979 it was used as a landfill site, causing the identified soil contamination that makes it complicated and costly to develop thus unattractive to investors and developers alike. The Council has commissioned extensive, intrusive surveys which were carried out by WSP in order to ascertain the nature and extent of the existing soil contamination.

The investigations found ground contamination sources as follows:

- Made ground and waste, containing concentrations of Polycyclical Aromatic Hyrdocarbons (PAHs) and localised asbestos; and
- Organic waste, causing active generation of ground gas, including carbon dioxide, methane and low oxygen concentrations.

WSP recommended that a Remediation Options Appraisal (ROA) should be carried out to determine the most effective solution to bring the site forward for development, which has now been carried out. The Council has used the findings to substantiate this application.

The cost of the most efficient remediation option identified is estimated by WSP at between £4.4m and £8.9m with a 'most likely case' figure of circa £6.0m. The Council is also aware of a requirement for access improvements that may cost up to £2.0m. Without this public sector investment, it is not possible to generate commercial development.

The Councils request is for £4.84m of LGF to be used to remediate and improve access to the site to enable the development to proceed. The Council is seeking the Local Growth Funding to lever in £15.4m additional commercial investment of match funding to deliver the economic growth outcomes. Without public sector investment, the site will remain undeveloped and an opportunity to convert it into employment generating uses will be lost.

The regeneration of Worthing, of which the development of Decoy Farm is a key component, is essential to ensuring balanced growth across the whole of the Coast to Capital region and in West Sussex. Creating more opportunities for businesses to locate in Coastal West Sussex will help to alleviate pressures on land and risks of overheating in the Gatwick Diamond sub-region.

1.2) Please choose the theme in which the LGF funding will invest in directly (The project can only fit into one theme so please choose the most appropriate).

- Investment in capital expenditure items that promote digital transformation and digital infrastructure
- New Innovation and start up business creation
- Facilities to provide teaching and research facilities

	<p>and/or skills based training in digital and innovation areas, across further and higher education sectors in close proximity to the M23, A23 corridor</p> <p>Increased capacity in sustainable transport and 'key' arterial routes where there are 'bottlenecks', together with flood resilience and digital infrastructure investment <input type="checkbox"/></p> <p>Investment in capital projects where there is a demonstrable case that such investment will generate proportionate foreign direct investment and international trade <input type="checkbox"/></p> <p>Regeneration and housing infrastructure projects that increase capacity and footfall and unlock new employment space <input checked="" type="checkbox"/></p> <p>Capital investment to increase high value tourism to the Coast to Capital region <input type="checkbox"/></p>
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1.3) The fit with Coast to Capital Strategic Economic Plan, the Industrial Strategy Response and Business Plan 17/18

Coast to Capital Strategic Economic Plan (SEP)

The SEP has ambitious targets to deliver 60,000 jobs, 26,000 homes and 970,000 sqm of new employment floorspace. This regeneration project helps support these targets by enabling up to 13,536sqm of new employment floorspace and up to 752 (gross) jobs.

The SEP acknowledges that at present “businesses do not have the space they need to grow”. The creation of new and flexible workspace in Worthing will directly contribute to the achievement of the SEP by “actively support[ing] delivery of business space for the area” to ensure we “remain attractive to existing businesses and the industries of the future”. Worthing is well connected by road and rail to the wider sub-region. North-south links connect the town directly with Gatwick airport, the engine for growth, along the A23 and A24 and with the port towns and industrious cities along the coast east-west along the A27. Worthing has the advantage of lower land prices and rental values making it an ideal location for small businesses to grow, or those that cannot afford the more competitive rents closer to the airport to locate.

Situated between Gatwick airport and Shoreham Harbour, Worthing “has the second highest exports per job in the country and is one of only 12 towns ranked above average for productivity in a recent Centre for Cities report”. Worthing has high demand for its business and industrial units, demonstrated by low vacancy rates and also benefits from lower rents than neighbouring areas. However the current lack of modern and flexible new business space means small local businesses cannot grow and those looking to locate in the area cannot find suitable accommodation. This proposal would unlock a valuable employment site, enabling the Council to deliver over 90 new business units aimed at medium sized businesses wanting to grow their businesses, employment and productivity in the area. By creating more ‘move on and making space’ this scheme will directly help to address the recognised issues of low scale-up space and lack of business and industrial space to meet demand.

1.4) Expected Total Project Cost and source of funding. Please also complete the funding

breakdown tab on the supporting spreadsheet. Matched funding must be at least the required percentage of the total project costs. This is 15% for transport projects and 50% for all others. (Please name the source of match funding).

	Amount	% of Total Cost
Total Project Cost	£25.4m	100%
Applicant own funds	£5.16m	20%
Other public funds		
Private sector funds	£15.4m	61%
Funding requested from Coast to Capital LEP	£4.84m	19%

1.5) Expected tangible core outputs/outcomes: Please also complete the outputs tab of the supporting spreadsheet

Output/outcome	Metric	Number to be delivered
Employment- created and/or safeguarded	No.	309 to 752 new jobs
Businesses assisted- financial and non- financial	No.	
Skills- new learners and/or apprentices	No.	
New housing unit completions	Units	None
New floor space constructed/refurbished-learning	Sq mtr	None
New floor space constructed/Refurbished-Commercial	Sq mtr	13,536m ²
Length of new roads/cycle ways	km	None
Improvement to journey times	Minutes per mile	None
Carbon reduction	Tonnes of CO2	None

1.6) Main risks and issues the project will need to manage? Please also submit a full risk register as an annex to this document

The main risks for the project are;

1. Failure to secure LEP funding for the remediation and key infrastructure required
2. Extent of site survey – greater works emerge than anticipated
3. Other costs increase over time limiting what can be achieved within funding limits
4. Project team resources and specifically a lack of capacity / capability to bring forward the development
5. Market uncertainty and / or downturn caused UK Government position / Brexit change impacting on local economies and / or the local government finance

The preferred option is dependent upon grant funding to support the land remediation and site access improvements. Without the grant investment the site is economically unviable and is likely to remain in its current state for some time. No alternative sources of funding have been identified and recent viability assessments have identified the site in its current form to be unviable for development by both the Council and the private sector. Once work begins it is possible that further hazards are identified that may compromise the successful delivery of the project. This has and will continue to be minimised by the Council by ongoing investigation works during the development stages of the project to inform the final scope of works.

To proceed, as discussed, the Local Authority will need to make a direct intervention in the project and effectively act as “developer” for at least the first phase of works at which time, it may choose to continue self-developing or sell parcels of land to further accelerate development and delivery of the economic outputs.

DOCUMENT STATUS

REVISION HISTORY

Revision Date	Version No.	Summary of changes	Author/editor

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2. The Strategic Case

2.1) Describe the compelling case for change.

The Coast to Capital Local Economic Partnership (the LEP) has identified Worthing as a strategic business and employment location within the LEP Area. As such the LEP sees Worthing as the “geographical centre” of the coastal corridor, which implies the town is expected to provide growth now and in the future.

This project will contribute to the LEP’s core outcomes but the case for public intervention rests on identifying:

- a) Whether there is market failure; and
- b) Whether public intervention would make a tangible improvement

Both of these criteria are showcased in this project:

A: Evidence of market failure

The market failure in the case of Decoy Farm relates to substantial externalities. In other words, benefits that accrue from the investment in remediating and improving access to the site will not accrue proportionately to any single investor.

Due to site constraints the Title currently has a nil or negative land value and preparation costs are such that despite considerable interest from businesses wishing to occupy, the finance cannot be found from private investors and developers to address the issues associated with

bringing the site forward, and therefore development has been stalled for over 30 years. According to the Worthing Core Strategy (2011) “any new major development will be difficult to implement” without the required environmental remediation and improved transport access.

The Council investment required to upgrade the site (£6.0m) and to improve access (£2.0m), would not deliver a sufficient financial return to the Authority or any developer to make that investment viable.

Whilst some of these benefits will accrue directly to the Council, in the form of increased Business Rate revenue and rental income, this will not be at a level that reflects the required investment, resulting in market failure.

B: Public intervention making tangible improvements

There is already evidence of the attractiveness of Decoy Farm to potential investors, with enquires made to the Council on a regular basis. Local commercial agents also recognise the role that Decoy Farm could have in making Worthing a vibrant commercial centre. There is, therefore, positive evidence of the need for public intervention at Decoy Farm.

“Worthing has the potential to be a great business location, but in recent years it has not been able to develop commercially viable sites for growing businesses and inward investors. Locally, we are currently experiencing one of the lowest levels of available land in the past twenty years. Developing Decoy Farm for new business accommodation will help to meet the current demand for new and first class business space along the south coast. However, we are aware that significant public funds are required to make the site commercially viable for investors. Land remediation and access improvements are needed urgently, otherwise the site will remain vacant and derelict for years to come”

Michael Jones, Managing Director, Michael Jones Commercial

Even with demonstrable interest in the site from prospective future tenants, the contamination from the former use as a landfill site prevents the site being released for other uses. Until such time as the level of contamination can be reduced to acceptable levels and the risk of contamination of nearby water courses be dealt with, the economic potential of the site cannot be realised. Due to the cost of remediating the 7ha site and the underlying viability concerns, this potentially valuable employment site has laid dormant on the urban edge of Worthing for almost four decades since it stopped being used for landfill. As one of very few available and developable sites within Worthing that lies outside of the South Down National Park, it is vital to make sure this valuable site delivers the new employment space needed within the area. Without intervention it will remain a negative asset within the town.

Employment

The risk of Decoy Farm not coming forward would mean an overall loss to the local and sub-regional economy as growing businesses are forced to relocate out of area and businesses seeking affordable accommodation close to the sub-regions key employment centre at Gatwick Airport cannot find suitable, affordable and accessible accommodation. Local reductions in employment floorspace as significant areas of formerly industrial land are repurposed to deliver much needed housing at Shoreham Harbour mean that employment floorspace is highly restricted. In order to ensure that businesses can remain in the area, close to their employment base, new premises are needed, which can accommodate growing/medium sized businesses who in turn can release smaller units for start-up enterprises.

In Summary:

The remediation of the site and ultimately the development of new employment floorspace, with LGF intervention, would unlock the largest remaining employment site available within the

Borough, helping to:

- Increase the supply of new business floorspace in the coast to capital sub-region
- Provide modern and flexible industrial floorspace
- Increase the supply of scale-up premises available to growing businesses in the area a key area of concern highlighted in the Industrial Strategy Response
- Improve the environmental condition of the site, addressing a key risk of contamination of adjacent water courses.

2.2) Investment Objectives- detail the specific objectives to achieve the anticipated outcomes.

1.) **Drive economic performance** - as proposed this programme will generate up to 752 jobs within the local economy once the scheme is completed. This clearly demonstrates a long term benefit for the area, the Borough as a whole and wider sub-region. Beyond the figures, the significant improvement in the environmental quality of the remediated site and high quality new development will improve local wellbeing and signify to potential investors that Worthing is economically strong.

2.) **Growth and income** - as Councils continue to tackle economic challenges, the requirement to analyse, assess and deliver income solutions is ever more apparent. At present the site is dormant, with the only activity being the regime to control the spread of giant hogweed, which costs the Council a nominal annual sum. However as detailed below there is potential to deliver much needed new and flexible business units for Worthing and the wider sub-region. In particular to support the growth of small and medium businesses. As the freehold owners and developers of the site, as well as being best placed to drive activity and the required regeneration benefits, the Council would secure long term sources of income generation, as well as increased Business Rate income. This would create vital new income streams for the Council. As this is a medium-long term redevelopment scheme, we have analysed risk and assessed against potential returns. As detailed in later sections, the Council could 'do nothing' but there is a strong commitment to support the delivery of the site and deliver the wider economic impacts for the region.

2.3) Stakeholder Engagement carried out.

Worthing Borough Council: The letter of support from the Leader of Worthing Borough Council shows the strong commitment from the Council to deliver change across Worthing and through unlocking the full potential of this site. The Worthing Major Projects Board (chaired by the Executive Head of Regeneration and including the Leader of the Council and Chair of Planning Committee) receive regular updates on Decoy Farm and were supportive of the recent presentation on the development schemes from Perfect Circle. As this project progresses the Board will also have oversight of delivery.

West Sussex County Council: The transformation of Worthing, including Decoy Farm, features heavily in the jointly agreed Worthing Place Plan and Growth Deal (2016). This is in addition to the operational support received from their specialist Waste planning team. A letter of support was previously submitted with the original Decoy Farm application.

Local Area Partnership: Coastal West Sussex: Active dialogue has been held with the Director of Coastal West Sussex Local Area Partnership, with regards to the desired outcomes for the scheme and the ongoing progress. As the site has the ability to contribute to their Economic Plan (2016 - 2020), a letter of support was previously submitted with the original Decoy Farm application.

Greater Brighton Economic Board: The redevelopment of Decoy Farm has been identified within the Greater Brighton project pipeline. The Board recognises the opportunities to deliver

economic development at Decoy Farm that not only serve Worthing, but the Greater Brighton Area, which as a coastal area with the South Downs National Park to the north is heavily constrained in terms of new sites to deliver economic growth.

General Public: Decoy Farm has been officially classified as an ‘Area of Change’ within the Worthing Local Plan since its adoption in 2011. The draft Worthing Local Plan sets Decoy Farm as an important employment allocation. It does acknowledge the significant constraints to the site with regards to contamination and edge of settlement location. This is currently out for Regulation 18 public consultation.

2.4) List the key stakeholders and their interest areas.

Stakeholder	Interest area
Worthing Borough Council	Freehold Owner, Jobs, Environmental Improvements, welfare of residents and local enterprises and effect on local economy.
West Sussex County Council	Jobs, traffic, impact on local transport routes, effect on local economy
Coastal West Sussex Partnership	Jobs, effect on local economy
Greater Brighton Economic Board	Jobs, effect on local economy
Local member of Parliament	Jobs, success, welfare of residents and local enterprises and effect on the local economy
Environment Agency	Environmental Improvements, traffic generation, noise
Neighbouring Properties	Noise, traffic, disruption, aesthetic and environmental improvements
Local Businesses	Jobs, success, effect on local economy
General Public	Jobs, traffic, success, welfare of residents and effect on local economy, environmental improvements

2.5) What are the strategic issues, risks and constraints that may impact successful delivery of the project?

The key issue for the use of the site itself for economic purposes is well known to be the historic use and resultant contamination. The remediation of the site is widely supported and considered as beneficial. However without the investment needed, the site will remain dormant for the foreseeable future adding additional strain to an already heavily constrained area with very limited options for commercial development and an ageing stock of light industrial units.

Traffic Generation & Network Capacity

However the site cannot be considered in isolation. The site is on the edge of an existing, popular and well used industrial estate which is bounded to the west and south by residential areas. The site is connected to the surrounding road network via one primary junction; the junction of Dominion Way and the B2223 Dominion Road. The B2223 is a well-used route serving both the industrial estate and the surrounding residential area. Work to date has shown that highway improvements will need to be made, however the disruption caused by these works will need to be minimised.

Services & Infrastructure

The provision of infrastructure to the site will include the road network, as well as all other services/infrastructure to serve the site and ensure it is a high quality and robust/future-proofed development that will provide a good quality environment for future tenants.

Contamination & Remediation

Whilst initial intrusive tests appear to indicate that levels of contamination are manageable and our approach is appropriate, further testing will be required and once works begin they may uncover unknown hazards. Every precaution will be taken and an experienced remediation specialist contractor sought to carry out the works.

2.6) Project Dependencies

The main project dependencies are broken down as follows:

Part	Dependency	Outcome
1	Coast to Capital LEP Investment Committee Funding Approval	This will enable the Council to proceed with the project, through making funds available for the remediation and transportation works to unlock the site and attract the private sector investment needed to deliver the new employment floorspace on the site.
2	Further site investigations, detailed design and feasibility work	To allow timely progression of the scheme and mitigation of risks
3	Formal Approval of Worthing Borough Council	Allocation of funding through amendment to capital programme.
4	Town Planning - Pre-application discussions at an early stage	To ensure an achievable and viable scheme is developed and issues and risks identified and addressed early on in the process.
5	Town Planning - Planning permission for the highways works, on site infrastructure and construction of an engineered cap across the site.	A well-considered and viable scheme that unlocks the 7ha site for new employment floorspace whilst improving the environmental quality of the site.

2.7) Project disruption

The site itself is on the edge of the urban settlement of Worthing adjacent to a large industrial estate to the west and south. This industrial area does act as a buffer to residential neighbours to the south and west of the existing industrial estate, to any noise and activity which would occur on the site. It is considered that there will be minimal disturbance caused to the industrial occupiers adjacent to the site. However the Council would use its powers as Local Planning Authority to limit the times of these activities to ensure minimal disturbance during evenings and weekends.

The site is constrained by the limited vehicular access and connections to the road network and to ensure that the site activity during construction and later during operation causes minimal long term impacts on the road network, improvements to the highway will need to take place. This will cause disruption in the short term whilst these highway improvement works are carried out. The Council would be carried out by experienced contractors who would aim to minimise the duration of works and disruption on the road network.

3. The Economic Case

3.1) Please describe the options that have been considered in selecting the project proposal, completing both box 1 and 2.

Box 1:

Option Name:	Description:	Total cost ¹ :	Amount requested:	Core outputs (see 1.6)
Do nothing, minimum or status quo	Site to be left in its current state. Its historical use as a landfill site and underlying viability issues means that it	No capital cost envisaged. However,	£0	None. The site is currently unusable in its current

¹ For the relevant options, this is the aggregate of the gross capital cost and the net revenue income for the life of the asset.

	cannot be developed in any way without significant investment and will require constant monitoring to manage the risk of distillate contaminating adjoining land.	ongoing revenue costs will arise for site management £2,400		condition
Proposed option	<p>Site remediation and the completion of infrastructure and access works in readiness for site development.</p> <p>Worthing Borough Council will be the developer for the project.</p> <p>This will remove development barriers and will enable the council to realise the sites full commercial and environmental improvement potential.</p> <p>Development of circa 13,500m² of light industrial units including associated landscaping.</p>	£31.8m	£4.84m	<p>The following benefits would be realised through the sites future use:</p> <ul style="list-style-type: none"> • Employment- created and/or safeguarded • Businesses assisted- financial and non-financial • Skills- new learners and/or apprentices • New floor space constructed/Refurbished- Commercial • Social improvement / enhanced amenity space • Blighted land remediated
Alternative options:	<p>Site remediation and the completion of infrastructure and access works in readiness for site development.</p> <p>Worthing Borough Council will be the developer for the project.</p> <p>This will remove development barriers and will enable the council to realise the sites' full commercial and environmental improvement potential.</p> <p>Development of circa 13,500m² of mixed use offices and industrial units including associated landscaping.</p>	£44.1m	£4.84m	<p>The following benefits would be realised through the sites future use:</p> <ul style="list-style-type: none"> • Employment- created and/or safeguarded • Businesses assisted- financial and non-financial • Skills- new learners and/or apprentices • New floor space constructed/Refurbished- Commercial • Social improvement / enhanced amenity space • Blighted land remediated

Box 2:

Option Name:	Advantages:	Disadvantages:
Do nothing, minimum or	<ul style="list-style-type: none"> • No capital investment required • Minimal running costs to 	<ul style="list-style-type: none"> • Land is left unused • Contamination risks will increase

<p>status quo</p>	<p>maintain the site</p>	<p>over time potentially threatening neighbouring properties /land</p> <ul style="list-style-type: none"> • Maintenance costs will continue to increase as legislation tightens • Emission / contaminant risks will increase over time burdening the Council • No amenity gain for the community • The site doesn't provide any economic benefits • Loss to local economy as businesses cannot find suitable accommodation and need to relocate out of area • The site has no value in its current state. • Site does not contribute to the Local Plan
<p>Proposed option</p>	<p>Integrates the site into the Local Plan;</p> <p>Site will be fully enabled for rapid development providing:</p> <ul style="list-style-type: none"> • Local employment opportunities; • Opportunities for business to grow and remain in the locality; • Capacity to attract new businesses to the area; • Increases the opportunity to leverage significant match funding from the private sector; • Delivers significant, relatively immediate amenity gain for the community. • Positively contributes to local economy • Creates an income stream for the council from business rates • Provides a source of revenue income for the Council over the medium to long-term which will assist in meeting the costs of front line services as grant reduces. • Avoids the contamination risks to adjoining land and future management costs associated with it 	<ul style="list-style-type: none"> • Requires Council to take more risk than a “traditional” land sale model • Requires significant capital investment to prepare the site for development. • Will cause disruption to the local road network during highways upgrade works • Council exposed to some development risk not present if delivered by the market
<p>Alternative options:</p>	<p>Integrates the site into the Local Plan;</p> <p>Site will be fully enabled for rapid development providing:</p>	<ul style="list-style-type: none"> • Requires Council to take more risk than a “traditional” land sale model • Requires significant capital investment to prepare the site for development.

	<ul style="list-style-type: none"> • Local employment opportunities; • Opportunities for business to grow and remain in the locality; • Capacity to attract new businesses to the area; • Delivers significant, relatively immediate amenity gain for the community. • Positively contributes to local economy • Creates an income stream for the council from business rates • Avoids the contamination risks to adjoining land and future management costs associated with it 	<ul style="list-style-type: none"> • Will cause disruption to the local road network during highways upgrade works • Commercial viability of site is greatly reduced and decreases the opportunity to leverage significant match funding from the private sector; • Reduces the opportunity of the council creating an income stream from commercial lettings or capital receipts. • Council exposed to some development risk not present if delivered by the market
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3.2) The preferred option

The preferred option, although has several peripheral social benefits, has been identified as the option that best meets the investment objectives identified in section 2.2 which are commercial in nature.

To assess the commercial benefits of the proposed options the Council commissioned Perfect Circle to develop a phased scheme for the site, using up to date market research to understand the best commercial use of the site. The team led by Gleeds (Aecom, Pick Everards and Pygott and Crone) has demonstrated the lack of mid-size units for businesses to grow into, and the resultant high demand in the sub-region.

The scheme therefore focuses on this 150m²/1500ft² light industrial unit to maximise business retention and support and enable strong business growth within the sub-region. The units would be flexible and therefore could be combined or sub-divided to suit a diverse range of needs.

The 'Preferred Option' would be Option 2 above being the 'Full remediation, access improvement works and the development of 13,536m² of light industrial units' to the site with the scheme being brought forward and delivered by Worthing Borough Council.

The completed project sees this land recovered to a condition where it would support redevelopment that would boost employment opportunities and economic performance in the entire Coast to Capital LEP region. In addition, the viability work we have undertaken has shown that the project is unlikely to be delivered by the market in the current environment and so would need more direct intervention from the Local Authority.

The works anticipated under the Proposed Option would include:

- Decontamination and remediation of the land (part LGF funded)
- Access and traffic calming road improvements at entrance to the site (part LGF funded)
- Delivery of circa 13,500 m² of industrial space

The site has undergone extensive intrusive surveys to ascertain the nature and extent of the existing soil contamination. Following the site investigations a remediation options appraisal was undertaken to determine the most effective solution to bring the site forward for development.

If successful it is the Council's intention to enter into a contract with a specialist firm to carry out the following works:

- Reprofiling of upper landfill
- Installation of an engineered Cover System
- Installation of an Engineered Gas System

In addition to the remediation and decontamination works required, significant access improvements will be undertaken to realise the sites full capacity.

The report by Gleeds identified the best commercial uses of the site and assess the impact of the increase in journeys this will create, to establish the highways improvements needed. Based on the commercial mix proposed, AECOM produced a transport plan that identified improvements to the highway network to accommodate the increased traffic flow.

The local junctions will require adaptation to accommodate the scale and frequency of heavy goods vehicles accessing the development site. Some mitigation at the Dominion Road / Dominion Way junction would be likely required, including the provision of flares on Dominion Way, and flare extensions on Dominion Road but the final scope of works would need to comply with local planning requirements.

The Council is seeking the Local Growth Funding to assist in meeting the costs of the key infrastructure elements set out above.

3.3) Issues with preferred option.

Site investigations have been undertaken by WSP to determine the nature of the contamination on the site. This is a snapshot of the site based on a series of ground investigations but due to the historical usage of the site it may not have identified all possible hazards. Once work begins it is possible that further hazards are identified that may compromise the successful delivery of the project. This has and will continue to be minimised by the Council by ongoing investigation works during the development stages of the project to inform the final scope of works.

The remediation works creates a new contamination risk that impacts neighbouring properties. During the remediation works there is a risk that the contamination may not be able to be contained and neighbouring properties are impacted.

The preferred option is dependent upon grant funding to support the land remediation and site access improvements. Without the grant investment the site is economically unviable and is likely to remain in its current state for some time. No alternative sources of funding have been identified and recent viability assessments have identified the site in its current form to be unviable for development by both the Council and the private sector.

To proceed, as discussed, the Local Authority will need to make a direct intervention in the project and effectively act as “developer” for at least the first phase of works at which time, it may choose to continue self-developing or sell parcels of land to further accelerate development and delivery of the economic outputs.

3.4) What are the top 5 risks of this option?

1. Failure to secure LEP funding for the key infrastructure required and / or WBC support
2. Extent of site survey – greater works emerge than anticipated
3. Other costs increase over time limiting what can be achieved within funding limits
4. Project team resources and specifically a lack of capacity / capability to bring forward the development

Market uncertainty and / or downturn caused UK Government position / Brexit change impacting on local economies and / or the local government finance

Please complete the boxes below, answering only those relevant for the theme of your project, referring to the guidance available. Please also complete the outputs tab of the supporting excel spreadsheet.

3.5) Economic impact

Site would be developed for employment purposes. Based on the initial design produced by Pick Everard and transport assessment work of the local road network, developed to inform the commercial viability report produced by Gleeds, it is possible to deliver a scheme of 13,536m² of small light industrial (Type C) units.

The final details of the mix of employment opportunities has not been developed at this stage which is required to provide accurate economic impact outcomes.

However as the development will be providing an increase in commercial premises it will have a positive impact on employment and the local economy.

In addition to the direct benefits there will be additional indirect financial and non-financial benefits in terms of:

- Increased National Non-Domestic Rates (“NNDR”), and
- Job creation.

The increase in business premises will directly impact upon the council income from business rates. Based on a scheme of small light industrial units only, with a total development footprint of 13,536m² it is possible to calculate the increase in NNDR. To calculate the increase in NNDR the estimated annual rent can be used as a proxy for the Rateable Value which is then applied to the current applicable NNDR rate. This would give a total increased rent take of £7.1m for the land.

The proposed scheme will significantly increase the employment opportunities within the area. This can be broken down into the following

- Capacity for small business to expand and retain businesses within the locale.
- To attract new businesses to the Coast to Capital LEP area.
- Retain and create new job opportunities

Worthing has high demand for its business and industrial units, demonstrated by low vacancy rates and also benefits from lower rents than neighbouring areas. However the current lack of modern and flexible new business space means small local businesses cannot grow and those looking to locate in the area cannot find suitable accommodation.

This proposal would provide over 90 new business units aimed at medium sized businesses wanting to grow their businesses, employment and productivity in the area. By creating more ‘move on and making space’ this scheme will directly help to address the recognised issues of limited scale up space and lack of business and industrial space to meet demand.

In comparison to areas closer to Gatwick Airport, Worthing has the advantage of lower land prices and rental values making it an ideal location for small businesses to grow, or those that cannot afford the more competitive rents closer to the airport to locate.

Furthermore, in respect of job creation, it is possible to estimate the range of new jobs created by the development. Using the HCA’s Employment Density Guide 2010, this suggests that to provide one new employee would require between 18m² and 60m² of development (industrial B2 development).

Based on development of 13,536m², this would provide new jobs in the range of 309 to 752 (upper bound and lower bound values accordingly).

3.6) Environmental Impact

The development of the project will have an impact on the local environment in several different ways.

- Addressing the contamination on the site and undertaking remedial action
- Opportunity to create a publicly accessible amenity space.

- Increased traffic in the locality of the development site

As the scheme is developed further the environmental impact of the scheme will be considered further to minimise the adverse effects of the development. The project team will work closely with the local planning authority to minimise its impact and comply with all relevant legislation.

The proposed highways work will not only improve the access to the site but will also seek to improve the traffic flow around the entrance to the site. The local highways network is used as access to both industrial and residential areas therefore maintaining the traffic flow is important.

3.7) Social Impact

As an enabler for the future business park, the project is critical to delivering social and other improvement. In the first instance the business park will meet a growing demand for business accommodation and in turn will generate employment prospects both within the park and during its construction. This will include support for young adult through training opportunities and apprenticeships and for working adults through the expansion of business activity.

Alongside this, and through careful and sensitive design, the park will deliver an increase in the local amenity space available to the community.

A careful, structured approach will be taken to infrastructure design to ensure that the layout of buildings delivered in the next phase provides open access to green spaces and connecting walkways accessing notable site features.

In this way an appropriate balance will be struck between the delivery of increased business space and an overall improvement in the quality of the environment created.

3.8) The number of people and businesses positively impacted by the intervention?

The project on its own will have no direct impact upon people and businesses but is an enabling development for industrial units to be built on the site.

The site has been identified for employment purposes and the recent commercial viability of the site has identified small light industrial units as being commercially viable, delivering up to 90 new small business units.

The final make-up and mix of the development will be finalised as the project develops and will involve discussions with private developers. The land can only be used for employment purposes, as designated within the local plan, but the final mix will be dependent on local market conditions at the time of development.

On the basis that 90 units will be delivered on site it provides a significant increase in opportunities for business to either grow or to attract new businesses to the area. This in turn will have a positive impact on people in terms of jobs by retaining jobs within the Worthing area while also creating new employment opportunities.

3.9) Follow on Investment

As it currently stands, the Council will be the developer for this scheme and will provide the funds and support to deliver it. This may change over time with the expectation that once the Council has established the scheme and effectively “made the market”, viability will improve and that either:

- Should it choose, the Council will be able to sell plots, reducing its exposure and accelerating development, and / or
- Other development uses will be viable, increasing investment and economic outputs.

3.10) Skills projects only- Impact on Skills Provision

This is not a direct skills project; however the Council is exploring options to allow new employment opportunities to come forward that match local requirements.

3.11) Business and enterprise projects only- Impact on business growth

This isn't a direct business and enterprise project but the construction of new employment floorspace will enable growth in the local economy and provide opportunities for apprenticeships and traineeships, in particular during the projects construction phase.

3.12) Infrastructure and Regeneration and Housing projects only- Physical and aesthetical impact- Does the project make a positive and lasting contribution to the physical, human and cultural environment?

The existing site is isolated and contaminated rendering it unusable in its present condition. It is one of very few undeveloped sites in the Borough outside of the South Downs National Park and is therefore extremely important for its potential to accommodate new employment floorspace. Through the remediation of the site and providing suitable access to the site will enable to development of much needed employment floorspace. It will also provide greatly improve the environmental condition of the site and provide the opportunity to create accessible green public space. This would provide additional leisure space for local residents (either walking or cycling) and new habitats for local wildlife. Through the careful reprofiling and landscaping of the site it will greatly improve this edge of settlement site and the views into and out from the area.

3.13) If your project results in service and other improvements then please provide baseline data below.

Not Applicable

Metric	Baseline		What the intervention will achieve	
	Figure	Year	Figure	By when

4. The Commercial Case

4.1) Please provide details of your envisaged procurement route.

The projects procurement strategy has been developed to appropriately reflect the Local Authority's need to retain development flexibility in the way that it funds and constructs accommodation units.

This may equally apply to the site remediation works where the potential to use a design and build contract to secure early contractor engagement will be explored. On completion this would then be followed by successive phased developments designed to, as far as is possible, align the delivery of accommodation with confirmed tenancy contracts.

It is likely the scale of the works or the packages to be procured will exceed expenditure levels where their advertisement within Official Journal of the European Union (OJEU) will be required. As such an OJEU compliant procurement process will be adopted and may include the use of local and national frameworks where doing so meets these procurement expectations.

An NEC contract is anticipated however procurement documents have not yet been finalised. This approach may be further modified to deliver greater benefits where this is shown to be worthwhile through a market sounding event with local contractors.

In terms of technical support, to the extent that there is not the capability or capacity within the Council,

specialist consultant support will be secured to bring forward and manage the development and operation of the project.

It is likely that the value of a number of these services will also be in excess of OJEU advertising limits. As such their procurement will be achieved through a mixture of:

- OJEU or compliant frameworks (for example SCAPE which has been used to this point)
- Mini tenders or direct appointments subject to the Council's own standing orders

4.2) Involvement of private development partners.

Private developer investment in the initial enabling phase is being investigated as there may be some useful synergy between investors' involvement in the early enabling works and the quality, speed and cost of delivering later accommodation units.

In all cases investor involvement will be consistent with the principles and tenor of this proposal.

4.3) Procurement plan and timescales.

To be developed based on the final definition of works packages and delivered within the milestone schedule.

4.4) How will the project contribute towards social value?

As an enabler for the future business park, the project will result in a multitude of 'associated' benefits being delivered.

In employment terms the project will make positive contributions throughout its life.

In the first instance, the construction works alone will create many direct opportunities for employment and training directly within the local area. This will include support for young adults through training opportunities and apprenticeships and for working adults through the expansion of business activity.

Beyond this, long term employment opportunities will also be generated within the businesses that take up park accommodation as it is delivered.

Further social benefits will result from an overall improvement in the local environment.

Through careful and sensitive design, the park will deliver an increase in the local amenity space available to the community. This will include a careful, well considered approach to infrastructure design to ensure that the layout of delivered buildings continues to provide open access to green spaces and connecting walkways accessing notable site features.

In this way an appropriate balance will be struck between the delivery of increased business space and an overall improvement in the quality of the environment created.

4.5) State Aid Compliance.

We have not taken external state aid advice as we have a legal team with experienced contract and procurement lawyers who are used to providing advice on the Procurement Contract Regulations 2015 and related state aid issues and who also have up to date technical legal resources, ensuring up to date knowledge is used.

1. Is the state aid granted through state resources? Whilst the Council will be spending grant funding and therefore state resources, merely using state resources does not mean there is aid. The Council will be acting lawfully in carrying out a procurement exercise and will receive a benefit commensurate with the cost to its resources. This is not aid, as the state's resources will not have been depleted having received valuable consideration for the expenditure and because the recipient undertaking has not received favourable treatment.

2. Does the support confer a selective advantage to an undertaking? No for the reasons set out in 1 above, there will be a full procurement exercise.

3. Does the support distort or have the potential to distort competition? No, as the Council owns the land and will benefit directly from the decontamination, any money paid to an undertaking will be in return for the work supplied after the procurement exercise.

4. Does the support affect trade between member states? No, as the contract will be a works contract with a below threshold value, the principles of the TFEU will be followed, and the contract advertised on National Contracts Finder.

5. The Financial Case

5.1) what is the estimated total project cost and the amount of LGF being applied for? Please complete the funding breakdown tab in the supporting excel spreadsheet.

Year	Total project cost	LGF
18/19	£0	£0
19/20	£10.0m	£4.84m
20/21	£10.2m	£0
2021 onwards	£5.2	£0
Total	£25.4m	£4.8

5.2) Please set out the project expenditure² items – No rounding up please

Please state the date of this estimate- Current values

Projects costs (delete as appropriate)	Total cost (£)	LGF (£)	Match funding (£)
Land Acquisition			
Planning and Feasibility studies	All fees are in included in 'Other'	All fees are in included in 'Other'	All fees are in included in 'Other'
Surveys			
Construction, inc- materials, equipment and labour	£21.6m	£4.84m	£16.8m
Fit out (inc. equipment and furnishings not included in construction)			
Project management	All fees are in included in 'Other'	All fees are in included in 'Other'	All fees are in included in 'Other'
Consultancy	All fees are in included in 'Other'	All fees are in included in 'Other'	All fees are in included in 'Other'
Other (please specify)	£1.8m	£0	£1.8m
Contingency*	£2.0m	£0	£2.0m
Total Net Cost	£25.4m	£4.84m	£20.56m
VAT			
Total Gross Cost	£25.4m	£4.84m	£20.56m

Please ensure the matched funding and LGF amount to the total costs and that the LGF requested does not exceed the percentage allowed for the type of project ie. 85% for transport and 50% for all

² This therefore excludes rental income and the estimated costs of delivering this (voids, bad debts, incentives and management costs)

other projects.

5.3) Net Present Value cash flow analysis.

Options	NPV
Do nothing, minimum or status quo	£0 ³
Proposed option	£0.7m
Alternative option	-£1.5m

Please detail your project assumptions and discount rate used-

We have used a discount rate of 3.50% with no inflationary adjustment made to either the costs or revenues respectively. However, please note, at the stage given the uncertainty around the local government finance system and the retention of National Non Domestic Rates (“NNDR”) this potential income stream has been omitted.

NPV calculated at start of project (assumed to be 1/4/2019 but this is to be confirmed).

NPVs are calculated for the assumed life (and debt amortisation period) of the assets – 50 years

5.4) Value for money

In essence, as this is the only deliverable option from a viability perspective, there is only one option capable of delivering any positive outputs and so the only issue is whether this is VfM.

The project is shown to repay the Council’s borrowing (raised for the capital costs net of the LEP’s LGF funding) over the long-term and so this is not relevant to the VfM calculation. As a result, we have concentrated our VfM assessment on the funding sought from the LEP in relation to the jobs created the resultant calculation being

- Funding sought - £4.84m
- Direct jobs created (average of upper and lower bound values) – 530
- Future revenue stream for the Council in the medium to long-term

Therefore, cost per job created = £9,132

In terms of the contra to this cost, there will be:

- Increased NNDR Income of £7.1m per annum
- Reduced benefits bill (in respect of the jobs created)
- Increased task from corporation tax, PAYE and NI contributions

This will be covered off in the Council’s final business case but as can be seen the benefits far outweigh the cost.

5.5) VAT status

The Council is VAT Registered however all VAT is recoverable.

5.6) Financial Sustainability

The project has been shown to provide a revenue return for the Council over the medium and long-term, meeting the revenue and funding costs of development.

Land or unit sales could generate capital receipts or rental income could be secured from new units.

³ Will be negative, however, the cost of insurance and other holding costs have not been quantified.

6. The Management Case

6.1) In which financial year do you expect your project to commence?	2018/19
6.2) In which financial year do you expect your project to complete?	2021/22

6.3) Please set out the key milestones related to the project.		
Milestone	Start date	Completion date
Assembly of project Budget	November 2018	March 2019
Completion of works design	January 2019	March 2019
Contractor appointment	March 2019	April 2019
Works Programme	May 2019	April 2020
Works completion	May 2020	
Site returned to use	May 2020	
Delivery of the accommodation units	September 2020	March 2022

6.4) Project management arrangements

The Council will oversee the management of the project and will report progress to the Officer Project Board, who will have oversight of activities such as:

- Undertake necessary due diligence
- Prepare and submit claims/reports to Coast to Capital LEP
- Ensure the programme contributes to the wider Coast to Capital LEP area and promote success
- Ensure project supports other Worthing Borough Council / LEP investments
- Manage overarching performance of the entirety of the project

The Council has a specific project management approach that adapts itself to the needs of various projects. For this programme, a range of officers have and will provide expert advice for legal, financial, procurement, planning and environmental health issues. More specifically, the Council's project management methodology involves:

- A named and experienced project manager
- Expert property consultants
- Formation of an internal Project Group
- Publication of a risk and mitigation register, regularly monitored throughout each phase of the project
- Named and responsible Director for major developments
- Commissioning contractors and consultants with experience and track record of delivery

To ensure the correct oversight and scrutiny, the Council will monitor progress and apply appropriate financial controls and checks to ensure efficient delivery and drawdown of funds.

Officers will report progress, funding profiles, risks and deliverability to Members via the Worthing Major projects Board who will in turn report progress to the Adur and Worthing Joint Strategic Committee. Progress will also be reported to the Accountable Body, Greater Brighton Economic Board and the Coast to Capital LEP.

In project delivery terms, the Project Team will be supplemented by technical resources drawn from an appropriate range of consultants according to the support required. This will include:

- Construction project management support relating specifically to environmental / remediation work;
- Design support again in areas of transport planning and site remediation;
- Gleeds cost consultants during both procurement and the delivery of remediation and accommodation works.

6.5) Key project roles and responsibilities

Project Management

The Council has appointed a team of dedicated, internal project managers, reporting directly to the Head of Major Projects and Investment to monitor and oversee the successful delivery of major Projects.

Following a successful application, the Council will commission a professional team to gain the necessary approvals and permits to progress the delivery of the project.

The team will include industry specialists to address the identified risks and issues, such as:

- Remediation specialists
- Hydrologists
- Planning Consultants
- Environmental Consultants
- Transport advisors

Contractors

Contractors will be procured to deliver the highways improvements, on site infrastructure and new commercial units on site.

Agents and Property Consultants

Appropriate expertise will be commissioned to:

- Provide specialist commercial expertise on value for money and market intelligence
- Negotiate contracts and agreements with prospective tenants
- Interrogate appraisal figures and assist with cost planning
- Oversee and approve cost planning and tender documentation
- Check and negotiate works contracts

6.6) Governance, oversight and accountability

Adur and Worthing Councils' Joint Strategic Committee (JSC)

The JSC consists of six elected Members from each Council and sits regularly throughout the year to agree key decisions affecting both Authorities.

Worthing Major Projects Board

Members of the Board include the Leader of the Council, Executive Member for Regeneration and Chair of Planning Committee and senior officers. The Board will receive regular updates and provide oversight and guidance for the duration of the project.

Decoy Farm Project Group

An internal officer board consisting of representatives from key departments, essential to the successful delivery of the remediation and redevelopment project will meet regularly to review the progress.

- Members of the group include:
- Director for the Economy
- Chief Financial Officer
- Solicitor to the Council
- Head of Major Projects and Investment
- Head of Planning and Development
- Environment Health

6.7) Communications and stakeholder management

The aspiration for the site to deliver much needed new commercial floorspace has been the subject of various public consultation exercises in the preparation of planning policy for Worthing. The 2011 Worthing Core Strategy identified the site as an Area of Change which had the potential to deliver new employment uses if the challenges of access and contamination could be suitably addressed. The new draft Worthing Local Plan which is currently out for Regulation 18 public consultation recognises that the site is *“strategically important for boosting employment opportunities and economic performance in the sub-region”*

Discussions are ongoing with possible future occupants of the site, including those that currently occupy key sites in Worthing town.

More strategically:

Senior Officers and Council Members:

Regular reports have been provided to elected Members and senior officers at the Worthing Major Projects Board who will have a key role in monitoring the project moving forward.

Planning Consultation:

Consultation exercises will be carried out for each phase of the works, including the highways improvements on adjacent roads and junctions.

Local Community:

All contractors involved in the project will be required to adhere to the Considerate Contractors scheme and the Code of Considerate Practice which requires constructors to 'give utmost consideration to their impact on neighbours and the public' and involves informing those affected by the work, both prior to start on site and during the construction period in the form of a regular newsletter.

6.8) Benefits management

The commercial and economic benefits of the Decoy Farm project have already been identified as:

- Supporting small and growing businesses by providing flexible medium sized business units;
- Making better use of vacant land;
- Remediating an unsightly and potentially hazardous site, improving the environmental quality of the site;
- Delivery of flexible and modern business floor space to support the local economy;
- Maximising economic, social and environmental benefits of the scheme through comprehensive redevelopment of the site.

However, as noted earlier the development will equally deliver a number of local amenity and general environmental benefits. These are linked to the delivery of the works and therefore the strategy for delivering accommodation. However, the need to maintain commercial flexibility within the delivery strategy means that a full benefits realisation plan cannot be prepared at this point.

The Council does however, intend to adopt a rigorous approach to managing benefits realisation and will alongside preparation of the delivery strategy:

- Prepare a clear benefits realisation plan identifying and quantifying the expected benefits and their delivery timeframes;
- Nominate a lead officer to directly manage and report of benefits delivery to the Project Board;
- Complete regular benefits reviews and to report to the LEP on the extent of benefits delivery as the project is executed.

6.9) Project evaluation

As part of the Council's project management methodology, the Project Board will be asked to attend gateway meetings for decision making at key milestones during the project. The project will be reviewed and evaluated at these stages to ensure that the outcomes of the brief are being achieved.

At the end of each strand of the project a Post Project Review and Lessons Learned Session will take place with representatives from the project management teams, to further mature the Council's project management capability.

Both advantageous and adverse consequences within a project can result in lessons learned and those that are particularly positive may be communicated outside of the team and promoted as a best practice. These lessons learned will become part of the Council's procedures to provide future project teams with

valuable insight into previous projects that were similar in nature about “what went well” and “what did not go well” or had unintended consequences

- Lessons learned will be documented throughout the life of the project
- Lessons learned provide invaluable insight to project managers and team members of new projects

In addition Coast to Capital will be informed of the progress with the Council ensuring all PR and successful stories are filtered through to celebrate the relationship and provide a case study for the wider region.

Recommendation- please state clearly the recommended action this business case supports.

Declaration:	I certify that the information provided in this Business Case is complete and correct at the time of submission.
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Signature:	
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Print Name:	Martin Randall
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Title:	Director for the Economy
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Date:	22/11/2018
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Before submitting your Business Case ensure you have all the required supporting documentation:

- One electronic copy of the business case template, signed and dated
- Excel Spreadsheet (both tabs completed)
- Full risk register
- Any other Supporting documents and evidence required (e.g. letter of support from Area Partnership)
- Written evidence to the satisfaction of the Coast to Capital Accountable Body from a practicing solicitor / Counsel that the project is compliant with the EU state aid rules.
- VAT external advice if applicable.