

Decision maker:	Cabinet member corporate strategy and budget
Decision date:	8th August 2019
Title of report:	Enterprise Zone Capital Interventions Phase 5
Report by:	Economic development manager

Classification

Open

Decision type

Key

This is a key decision because it is likely to result in the council incurring expenditure which is, or the making of savings which are, significant having regard to the council's budget for the service or function concerned. A threshold of £500,000 is regarded as significant.

Notice has been served in accordance with Part 3, Section 9 (Publicity in Connection with Key Decisions) of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012.

Wards affected

Dinedor Hill;

Purpose and summary

To develop further the Hereford Enterprise Zone (HEZ), establishing the critical infrastructure or site remediation required to bring remaining plots into economic use, Cabinet member approval is sought for the next phase of capital expenditure (£5.231m) at the HEZ drawing down the remaining finance from within the approved £16m capital programme.

The HEZ is critical to the economic success of the City and wider county, enabling businesses to grow and creating new jobs and investment in the economy. The development of a Cyber Security Centre and business incubation space will enable the county to establish a foot hold in new emerging markets, generating longer term, higher value employment opportunities.

Previous expenditure has been incurred in demolitions, site clearance, land remediation, ground raising (for flood mitigation) and infrastructure including access roads, cycleways, and all utilities

at the right capacity and to enable easy connections at a plot level, including an ultrafast broadband network.

Previous approvals have not been fully spent so there is a need to close down these approvals and re-profile any remaining expenditure into this decision. The remaining funds are required to provide the time critical infrastructure and / or clear sites to enable the plots to be developed out.

To date the HEZ has secured 20 land sales, £48m of investment and a predicted 842 new jobs will be created.

Recommendation(s)

That:

- (a) **£5.231m from the enterprise zone capital programme provision be allocated to the following infrastructure interventions at the Hereford enterprise zone:**

Infrastructure Interventions	Allocation (£000's)
Spoil Heap removal, movement and ground raising Phase 2 delivery.	2,100
Utilities commissioning, installation and movement – gas, electricity, foul and potable water, SUD's, broadband.	600
Plot specific works including investigation, preparation and readiness for sale and construction.	750
Access improvements, roads, cycleways, sustainable transport infrastructure.	1,300
Estate wide management, maintenance and improvement works including signage, landscape and drainage.	481
TOTAL	5,231

- (b) **the acting Director for Economy and Place be authorised to implement the above interventions, including the procurement and commissioning of works packages of over £500k;**
- (c) **the total capital allocation of £16m for the EZ development be funded from existing capital receipts.**

Alternative options

1. Option 1 - Discontinue council expenditure in the HEZ. This option would result in not maximising the receipts from council owned land within the enterprise zone and the future loss of business rates from these sites. Failure to bring these sites in to economic use

would also reduce the economic growth and new jobs created at the site, and may impair the council's ability to realise its ambition to generate higher value employment opportunities at the HEZ.

2. Specifically it is considered that discontinuing the council expenditure in the HEZ would result in:
 - a. No further council land sales within the HEZ.
 - b. The council not receiving an estimated capital receipt of between approximately £7.5m and £8m.
 - c. Allocated employment land not being brought forward and therefore not generating an estimated 1500 job opportunities.
 - d. Private sector businesses not investing an estimated £40m in new buildings and plots.
 - e. Capping the per annum business rate return from the site below the maximum amount that could be generated.
3. It should be recognised that historical expenditure on the HEZ has proceeded on the agreed policy basis that it would facilitate the full sale and build out of the land within council ownership. Not achieving those sales from within the HEZ will require an amount of previous expenditure to be funded from alternative capital receipts.
4. Other than the HEZ there are very limited options in Hereford, and wider Herefordshire, for businesses seeking investment ready sites to accommodate a new commercial property. Consequently a decision not to invest in the HEZ has the potential for the 10 businesses currently negotiating sales with the HEZ team to place their plans on hold, or, in a worst case scenario, finding a location out of county that can accommodate their growth requirements. This would also similarly impact on the pipeline of enquiries that the HEZ is currently handling.
5. In taking this option there is potential for significant reputational impact to the council in terms of the relationship with the local business community, the Marches LEP, and government, each of whom are stakeholders in the broader HEZ project. The Marches LEP and Government are likely to require an explanation for the decision and an assessment as to the potential impact on business rate income and job creation targets.
6. In the longer term, there is potential for Herefordshire Council backed projects to be seen by the government / LEP as a risky investment if targets and outcomes for the HEZ are not met or significantly changed. This may make the securing of public sector funding more difficult in the future.
7. Therefore, for the reasons given above, this option is not recommended.
8. Option 2 – Invest a lower amount of finance into the enterprise zone capital interventions programme. This would result in not maximising the receipts of council owned land within the enterprise zone and the future years loss of business rates from these sites. Failure to bring these sites in to economic use would also reduce the economic growth and new jobs created at the site, and may impair the council's ability to realise its ambition to generate higher value employment opportunities at the HEZ.

9. The level of impact on the HEZ of taking forward this option would depend on the amount invested and what capital works this is allocated towards, but would be scaled between the outcomes described in option 1 above and the preferred option recommended in the report. It should be recognised that historical expenditure on the HEZ has proceeded on the agreed policy basis that it would facilitate the full sale and build out of the land within council ownership. Not achieving those sales from within the HEZ will require an amount of previous expenditure to be funded from alternative capital receipts.
10. In taking this option and depending on the amount invested, there is potential for reputational impact to the council in terms of the relationship with the local business community, the Marches LEP, and government, each of whom are stakeholders in the broader HEZ project. The Marches LEP and Government are likely to require an explanation for the decision and an assessment as to the potential impact on business rate income and job creation targets.
11. In the longer term, there is potential for Herefordshire Council backed projects to be seen by the government / LEP as a risky investment if targets and outcomes for the HEZ are not met or significantly changed. This may make the securing of public sector funding more difficult in the future.
12. Therefore, for the reasons given above, this option is not recommended.
13. Option 3 – Delay, by one year, taking a decision on the expenditure made within the HEZ to “Pause and review” the council expenditure. Unless a clear rationale for taking this option is outlined, there is the potential to create uncertainty within the local business community in terms of the council priorities for economic growth and delivery of employment land. This has the potential to constrict the local speculative employment market and place significant restrictions on the supply of employment land within Hereford, which is currently concentrated at Rotherwas and the HEZ.
14. Other than the HEZ there are very limited options in Hereford for businesses seeking sites to accommodate a new commercial property. Consequently any delay in making the decision has the potential for the 10 businesses currently negotiating sales with the HEZ team to place their plans on hold, or, in a worst case scenario, finding a location out of county that can accommodate their growth requirements.
15. Similarly, should there be an adverse impact on the sale of plots to private sector businesses, the outcome of which is the cancellation of these sales; this would result in the loss of capital receipts back to the council.
16. It should be recognised that historical expenditure on the HEZ has proceeded on the agreed policy basis that it would facilitate the full sale and build out of the land within council ownership. Not achieving those sales from within the HEZ will require an amount of previous expenditure to be funded from alternative capital receipts.
17. In taking this option there is potential for significant reputational impact to the council in terms of the relationship with the local business community, the Marches LEP, and government, each of whom are stakeholders in the broader HEZ project. The Marches LEP and Government are likely to require an explanation for the decision and an assessment as to the potential impact on business rate income and job creation targets.
18. In the longer term, there is potential for Herefordshire Council backed projects to be seen by the government / LEP as a risky investment if targets and outcomes for the HEZ are

not met or significantly changed. This may make the securing of public sector funding more difficult in the future.

19. Therefore, for the reasons given above, this option is not recommended.

Key considerations

20. Skylon Park, Hereford Enterprise Zone is the Enterprise Zone for the Marches Local Enterprise Partnership. Selected through a local, then a national competition and was one of the first round of Enterprise Zone's designated in 2011. The primary objective for Enterprise Zones is to become a catalyst for enhanced economic growth.
21. Skylon Park is 110 acres of industrial land enveloping the Rotherwas Industrial Estate, already the greatest collection of businesses and the largest area of allocated, and brownfield, employment land in the County. Eighty percent of the land is owned by Herefordshire Council and twenty percent by local farming family trusts.
22. A specific company, Hereford Enterprise Zone Limited was set up to oversee progress with a private sector led Board. The Council are represented politically and by senior executives on the Board. The aim has been to maximise private sector investment and generate higher value jobs, using EZ status, profile and benefits to do that.
23. There is a deliberate policy of welcoming local businesses wishing to expand and grow their workforce, as well as businesses from further afield. Priority has been given to specific growth sectors such as defence and security, through a placement strategy designed to encourage an uplift in the quality of employment and wage levels.
24. The Board has set out to make investment decisions and transactions as easy as possible. There are streamlined sales and transactional arrangements in place, particularly in terms of planning through the Local Development Order, which gives outline planning permission for B1, B2, and B8 usage.
25. The Board has also aspired for sustainable, high quality development. For all investors there are design standards, expectations in terms of BREEAM sustainability standards, and a requirement for sustainable travel measures, all reinforced through the Local Development Order process.
26. In 2014, Council approved a £16m capital expenditure, to be funded through capital receipts, in making land ready for immediate construction once an occupier has concluded a purchase. Expenditure has been made in demolitions, site clearance, remediation, ground raising (for flood mitigation) and infrastructure including access roads, and all utilities at the right capacity and to enable easy connections at a plot level, including an ultrafast broadband network.
27. To date this expenditure and work across the EZ has been highly successful, resulting in;
 - Twenty land sales have been legally contracted.
 - 40,000 sqm of new or refurbished premises created or under construction by these investors on 35 acres of land.
 - Two council sponsored direct developments creating business space to rent (Skylon Place, Skylon Court) covering 2 acres accommodating 18 business in 2,200 sqm of development.

- Two new key assets at the £7.3m Shell Store, covering 3.2 acres, generating 2,100 sqm of space, accommodating 30 businesses by 2023 (40 businesses and 426 jobs by 2031) and the £9m Cyber Centre covering 2.5 acres, generating 2,200 sqm of space, accommodating up to 16 businesses
 - A total of £48m has been invested in these projects.
 - The total number of expected jobs employed by the current private sector investments within the Enterprise Zone is 1,382. This figure is constructed from the number of jobs that currently exist within the companies that have moved onto the enterprise zone – 742 (of which 202 have been created since moving onto the HEZ), and the number of new jobs that will be created as a result of the future growth of these companies - 640. Please see appendix 1 for an explanation of the job numbers and definitions.
 - A series of estate wide improvements including new cycle infrastructure, enhanced landscaping of key routes, improved signage to businesses, sustainable drainage measures, all of which have benefited the existing Rotherwas industrial estate and the businesses located there.
28. To develop the HEZ further by establishing the critical infrastructure or site remediation required to bring remaining plots into economic use, approval is sought to draw down the remaining allocation from within the approved £16m capital programme. Approval is also sought to re-allocate elements of the budget approved in previous phases of capital interventions at the Enterprise Zone into the relevant budget headings required to complete the business critical works.
29. This expenditure of £5.231m will be used on the following interventions:
- Removal of the spoil heap situated within the 10 ha North Magazine site, movement of spoil to other development plots to raise ground levels to comply with flood mitigation measures.
 - Utilities commissioning, installation and movement – gas, electricity, foul and potable water, SUD's, broadband for the North Magazine site to enable fully serviced plots, serve the Shell Store project, and maximise the financial return to the council.
 - Plot specific works including investigation, preparation and readiness for sale and construction on plots within the North Magazine site, plot C1 and C1a, and plot C20.
 - Access improvements including access roads for plots within the North Magazine and plots C1 and C1a, estate wide cycleways and sustainable transport infrastructure.
 - Estate wide management, maintenance and improvement works including signage, landscape and drainage.
30. This expenditure of £5.231m would result in:
- a. A further 17 council owned development plots being made “sale ready” totalling in 35 acres of land prepared for sale.
 - b. An additional 65,000 sqm of commercial development being built on the HEZ.

- c. The council receiving an estimated capital receipt of between approximately £7.5m and £8m (depending on end occupiers, sale price, and final land take).
 - d. The potential to generate an estimated 1500 job opportunities.
 - e. The potential to generate an estimated £40m of private sector investment.
 - f. An expanded business rate income.
31. Appendix 2 demonstrates the land made ready by previous expenditure on the HEZ and identifies the plots released for future sale by the expenditure approved by this decision.
 32. There is significant demand for the remaining development plots within the HEZ. The HEZ team are currently progressing negotiations on 10 sales to private sector businesses covering a further 20 acres and creating a potential further 24,500 sqm of development. The capital interventions included in this paper make the land ready for these sales. Demand from local companies seeking larger premises remains very strong. In the April – June quarter a further six serious enquiries have been received.
 33. At current rates of progress, and with the continued strong demand for space, it is envisaged that all council land on the Zone will be sold or committed to development by the end of 2024. This will be subject to progress at the North Magazine site where larger scale investments are envisaged currently.
 34. It should be noted that the business rates generated by businesses on the HEZ are retained for economic benefit for the Marches Local Enterprise Partnership (LEP), not returned to the Treasury. The faster plots are sold, buildings are built and occupied, the bigger this sum becomes, accumulated over a 25 year period ending in 2038. The council has agreed with the Marches LEP and local partners that business rates income can be retained by the council to offset any council expenditure required to develop out the full extent of the HEZ.
 35. The infrastructure works brought forward under this decision are based on current commercial negotiations and expected commercial demand informed by previous expenditure made within the HEZ. There is a possibility that there may be a requirement for further capital interventions at the HEZ beyond the current programme, this is dependent on the requirements of prospective end occupiers. The approval of any additional capital interventions would require a further, separate decision.

Local Development Order

36. A Local Development Order (LDO) process operates across the HEZ, this was a government expectation of accepting Enterprise Zone status. LDOs are made by local planning authorities and grant outline planning permission to specific types of development within a defined area. In the case of the HEZ the LDO permits B1, B2 and B8 development providing applicants meet a set or agreed conditions. The LDO has proved successful in speeding up the planning process and creating certainty for businesses investing within the HEZ.
37. During the consultation period for the original LDO it was established that Highways England (HE) wanted to mitigate the potential impact of the LDO on their network (A49). Consequently a mutually agreed cap on the number of traffic movements in the AM and PM peak times was established as a monitoring mechanism within the LDO. As

developments are approved they reduce the headroom in the cap, effectively limiting the amount of development that can be built.

38. The HEZ, council, and businesses have worked hard to mitigate the amount of vehicle movements each development creates (and therefore contributes towards the cap). The HEZ has produced a Zone wide travel plan, this includes sustainable travel measures including new cycle infrastructure, park and choose sites, and an enhanced bus network and service frequency. Additionally, all HEZ investors are required to produce their own company specific travel plan within the wider framework as a requirement for planning approval.
39. The council have appointed a travel coordinator, working at Rotherwas, to monitor this process and encouraging flexible working, promoting flexible shift pattern and other measures, with the aim of reducing single car occupancy movements at peaks times. Additionally the council have recently launched a bike share scheme with beryl bikes with the aim of further increasing cycling across the city.
40. Since the establishment of the LDO, incremental increases in the cap limit have been agreed with HE as improvements have been made to the local road network or to active travel measures. Consequently, the cap is not an absolute limit but a measure as to the current situation. For example following recent investments in the cycle infrastructure on the straight mile the current cap limit is expected to be increased further.
41. In the event of approval, the capital expenditure will take a period of time to prepare, commence and implement over the next two years. In turn, sales negotiations, detailed plot proposals and subsequent planning approvals will follow in the usual construction cycle.
42. The natural phasing of these interventions, together with further upward movement of the cap as more sustainable travel measures are implemented, should, with careful management, accommodate the shorter term demand at the HEZ from investors for the next year or so, and maintain the momentum without breaching the LDO cap.
43. Highways England will need to be satisfied that development can be accommodated by infrastructure in place, or planned, to increase or substantially alter the cap. This approach will give time to establish clarity in terms of where additional network capacity will be created and by what infrastructure. Agreement can then be negotiated with Highways England about the certainty of developing the chosen infrastructure and the longer term impact on the LDO cap whilst maintaining a “business as usual” approach for inward investment.

Community impact

44. Through the direct facilitation of company growth by providing land and premises for expansion and relocation of businesses, the enterprise zone contributes to the council priority of ‘Support the growth of our economy’ and it is a key project in the council’s corporate delivery plan 2016-2020.
45. It is also a priority project within the Herefordshire Economic Vision and it could significantly support the goals of the scheme including growing the local economy, creating higher value jobs and supporting a great environment. The project will also support the goals for the Marches Strategic Economic Plan including Supporting Business and Physical Infrastructure.

46. The HEZ is allocated for employment use and services infrastructure will be in place before construction starts. The development will be covered by the Local Development Order for the enterprise zone, which permits development of premises under B1, B2 and B8 use classes, subject to compliance with specified conditions.
47. Failure to proceed with these interventions will mean that council owned land would not be fully serviced or accessible. Experience on the zone (and elsewhere across Herefordshire) has demonstrated that there is no demand for employment land that is not fully serviced, and there is a strong likelihood that the council owned land would not be sold.
48. The council is committed to providing a healthy and safe environment for all individuals impacted by its coordinated activities. As a result the council endeavours to ensure that the work they and their partners undertake, does not adversely affect the health, safety or welfare of members of the public or visitors. Therefore, partners are expected to work to the same high health and safety standards and approved codes of practice, as the council, as far as is reasonably practicable and any contracts will reflect this.
49. Alongside the approved expenditure outlined in this report the Enterprise Zone team will actively pursue, with partners, a series of beneficial revenue based activities to further enhance or demonstrate the benefits of the HEZ to the Herefordshire economy. These activities will include:
 - a. Influencing new, and existing, businesses on the HEZ (and wider Rotherwas Estate) to increase their participation in public health schemes, including mental health awareness. Officers will work with Public Health colleagues to investigate what methodology (including the potential use of contractual or other legal obligations) to use to encourage this increased participation and to set some expectations in terms of what this greater awareness may result in.
 - b. Determining the wider economic value of the Enterprise Zone both through its ability to facilitate a series of “down stream” business expansions and relocations, and through the job creation activities of businesses that have moved onto the HEZ. This work will include investigations to determine who has occupied sites vacated by businesses moving on to the HEZ and a greater understanding of the new jobs created across the HEZ.
 - c. Identifying areas across the HEZ where greater ecological and habitat biodiversity could be achieved, either through the introduction of new species planting or other activities, or through the allocation of existing biodiversity, including mature trees, which could be retained and enhanced for this purpose.
 - d. Working with partners to increase activities within the HEZ to encourage the upskilling of the local workforce and to increase the employment opportunities aimed at the potential workforce that exists in the local area.

Equality duty

50. Under section 149 of the Equality Act 2010, the ‘general duty’ on public authorities is set out as follows:

A public authority must, in the exercise of its functions, have due regard to the need to -

- (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
 - (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
 - (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
51. The development of the enterprise zone will support the council's commitment to equality by advancing equality of opportunity, with the potential of increased job opportunities.

Resource implications

52. The funding of these proposals is part of the Medium Term Financial Strategy. A capital allocation of £16m has been made available to the Hereford enterprise zone from capital receipts. Of this figure, £13.525m has already been allocated to works and buildings on the zone via previous Capital Intervention decisions.
53. The tables below set out the approvals and spend to date:

	Approvals £'000
Skylon Place	1,675
Capital Interventions Phase 1 (decision 31 st March 2015)	2,500
Capital Interventions Phase 2 (decision 21 st March 2016)	2,800
Capital Interventions Phase 3 (decision 23 rd June 2017)	4,000
Capital Interventions Phase 4 (decision 15 th June 2018)	2,550
TOTAL	13,525

Financial Year	Spend £'000
2015/16	5,071
2016/17	1,405
2017/18	1,842
2018/19	2,451
TOTAL	10,769

54. Of the £13.525m approved via previous Enterprise Zone Capital Intervention and capital build project decisions, an amount of £2.756m is unspent and should be reallocated into the relevant budget headings required to complete the business critical works as listed in paragraph 29. This will involve the closure of all previous Capital Interventions works to ensure there is no over allocation of budget.
55. The split of the remaining spend of £5.231m across budgets and financial years is profiled in the table below, all expenditure is capital. This profile is subject to change depending on in year spend:

Capital cost of project	2019/20	2020/21	2021/22	Future Years	Total
	£000	£000	£000	£000	£000
Spoil Heap movement Phase 2 delivery	2,100	0			2,100
Utilities – commissioning and installation – gas, electricity, water, drainage, broadband	300	300			600
Plot investigation and preparation including groundworks and readiness for construction	250	500			750
Access improvements – roads, cycleways, transport infrastructure	500	800			1,300
Estate management and improvement works including landscape and signage	250	231			481
TOTAL	3,400	1,831			5,231

56. The costs included in paragraph 29 above have been informed by external consultancy advice and previous works and project costings, this has been reviewed by the Enterprise Zone Managing Director and team resulting in an identified budget for each project.
57. The repayment of the £16m allocation in the capital programme will be funded through capital receipts from across the Enterprise Zone and other council assets including the sale of business leases elsewhere on the Rotherwas estate. The profile of this income is set out in the table below, this profile is subject to change depending on plot sales:

Funding streams (indicate whether base budget / external / grant / capital borrowing)	Previous Years (actual)	2019/20	2020/21	2021/22 to 2024/25	Total
	£000	£000	£000	£000	£000
Capital Receipts from the Enterprise Zone (as of 21 March 2019, subject to land value fluctuation, completion of enabling works and land sales)	2,622	3,066	3,046	4,388	13,122
Other capital receipts	2,096	400	382		2,878
TOTAL	4,718	3,466	3,428	4,388	16,000
Expenditure Profile	10,769	3,400	1,831		16,000
Use of capital receipts reserve balance	6,051	(66)	(1,597)	(4,388)	0

58. Progress towards plot sales is reviewed on a regular basis by the Economic Development Capital Programme Board.

Legal implications

59. The Council has wide powers to acquire, hold, appropriate, develop and dispose of land under Sections 120 – 123 of the Local Government Act 1972, Part 2 of the Housing Act 1985, the Local Authorities (Land) Act 1963 and the Town and Country Planning Act 1990 (amongst other powers). Section 1 of the Localism Act 2011 also contains the Council's general power of competence to do anything that an individual may do, providing this is not constrained by legislation. These powers are wide enough to promote the economic and social regeneration of the area including providing infrastructure, grants, loans and support for business to assist with growing the local economy. These explicit powers are also supported by section 111 Local Government Act 1972, the power to do anything that is calculated to facilitate or is conducive or incidental to the exercise of any of the council's functions.
60. Local authorities have a fiduciary duty to council taxpayers, business ratepayers and other providers of local government finance to balance the interests of those who will benefit from expenditure against those who have contributed to the funds of the local authority when expending significant amounts of money like in the present case. Members should therefore be clear as to the likely benefits that will arise from the expenditure and that the way it will be spent gives value for money consistent with the council's best value duty.
61. There are legal duties on the council as landowner with regard to environmental remediation. The contaminated land regime as prescribed by the Environmental Protection Act 1990 is the statutory regime for remediation of contaminated land, which causes an unacceptable level of risk. Under the regime, local authorities must identify contaminated land and categorise it according to level of risk. Liability for the remediation of contaminated

land passes to the current owner or occupier of the site unless the original contaminator can be identified (considered unlikely in this case). A site which has not been remediated will be significantly less attractive to a prospective occupier and any funder which supports them; therefore the council's proposal to address the remediation works itself, prior to sale, represents an appropriate course of action and a best value solution in the circumstances.

62. State aid is also potentially relevant. The council has been advised that in principle no aid arises where a local authority prepares its own land for subsequent sale, as long as the impact of the works is recovered by selling at a full open market value (and in accordance with S123(2) of the local Government Act. Accordingly, the scheme is state aid compliant. None of the works constitute dedicated infrastructure for any plots already sold; in other words, all plots will benefit from the works.
63. The commissioning of contractors to provide the services required for the works at the zone will require compliance with the Public Contracts Regulations 2015 ('PCR') and the council's own contract procedure rules.

Risk management

64. If the recommendations are agreed:

Risk / opportunity

Financial

Budget overspend

Inadequate procurement arrangements

Delays in implementing projects

Legal

Remediation requirements not met

State Aid not followed

Procurement rules not followed

Reputational

Delays in implementing projects, leading to delays in sales, capital receipts, construction and business rates generation. There are risks to the reputation of the HEZ in terms of a

Mitigation

Each project will be costed before sign off and progress reviewed to ensure spend remains within the budget

Projects will be commissioned through an appropriate procurement arrangement agreed with the commercial services team.

Establish clear protocols for sign off and delivery of projects

Develop and maintain full suite of information on contamination on site. Deal with any contamination appropriately utilising advice, and liaising with EA and council departments

Ensure any work is done prior to plot sales. Land sales made at full market value

Procurement of all contractors providing services to deliver these budget comply with Public Contract Regulations and the council's own contract procedure rules

Clear, certain and swift processes in place to ensure sign off and implementation of projects.

business location, attracting inward investment and retaining existing growth trajectories if the decision is not supported.

Delivery

The current cap on development at the HEZ imposed by the Local Development Order (LDO) is reached, or breached, preventing further development being permitted under the LDO.

Development at the HEZ can be permitted via the usual planning process and not through the LDO. Individual businesses can undertake mitigation measures to ensure they do not cause traffic movements within the peak times that are stated within the LDO, this would mean their traffic movements do not contribute towards the LDO development cap. In order to introduce a range of alternative travel options the HEZ have implemented a number of sustainable travel measures including improvements to the local cycle network, a dedicated travel planner to work with businesses, and a new bus service to the HEZ.

Consultees

- 65. The EZ executive board are supportive of the proposals.
- 66. No comments were received from the Member's consultation.

Appendices

Appendix 1 - Enterprise Zone job related outcomes - Definitions and Numbers

Appendix 2 – Land made ready by previous infrastructure expenditure

Background papers

None identified.