



Name of meeting: **Cabinet**
 Date: **18 October 2016**

Title of report: **Enterprise Zones - Memorandum of Understanding**

Is it likely to result in spending or saving £250k or more, or to have a significant effect on two or more electoral wards?	No affects both the wards of Lindley and Mirfield but not significant.
Is it in the Council's Forward Plan ?	Yes
Is it eligible for "call in" by Scrutiny ?	Yes
Date signed off by <u>Director</u> and name	Jacqui Gedman - 6.10.16
Is it signed off by the Assistant Director, Financial Management, Risk, IT and Performance	Debbie Hogg - 5.10.16
Is it signed off by the Assistant Director - Legal and Governance?	Julie Muscroft - 10.10.16
Cabinet member portfolio	Cllr Peter McBride Economy, Skills, Transportation and Planning

Electoral [wards](#) affected: Lindley, Mirfield

Ward councillors consulted:

Public or private: **Public**

Purpose of Report

1.1 Three employment sites in Kirklees with existing planning permissions have been assigned Enterprise Zone (EZ) status by The Secretary of State for Communities and Local Government as part of a West Yorkshire multi-site EZ programme which covers sites primarily located along the M62 Corridor. As part of the process to establishing the operation of the Enterprise Zones the Council is required to become a signatory to a Memorandum of Understanding (MoU) between the Department for Communities and Local Government (DCLG) and the Leeds City Region Local Enterprise Partnership (LEP).

1.2 The three sites are:

- Lindley Moor West - a 8.63ha site with outline planning permission for 19,512 sq m of class B1 (c) light industry, B2 general industry and B8 storage and distribution, granted in May 2015 under reference 2014/93136. Development work is already underway on this site with the first occupants due to occupy in early 2017;
- Lindley Moor East - a 6.3ha site with outline planning permission for class B1 (b) research and development, B1 (c) light industry, B2 general industry and B8 storage and distribution granted in April 2014 under reference 2013/93433; and
- Moor Park, Mirfield - a 6.2ha site with outline planning permission for B1 (c) light industry, B2 general industry, and B8 storage or distribution, with ancillary B1 (a) offices, was granted in April 2015 under reference 2014/90688.

1.3 The terms of the MoU are attached for Cabinet's consideration.

2. Key Points

Background

- 2.1 **EZ Designation** - In 2015 the Leeds City Region, in collaboration with the West Yorkshire local authorities (LAs), submitted an expression of interest to DCLG for the awarding of a multiple site Enterprise Zone primarily along the M62 corridor. The nine sites within the proposal included: Clifton Business Park (Calderdale), Gain Lane, Parry Lane, and Staithgate Lane (Bradford), Lindley Moor East, Lindley Moor West, and Moor Park (Kirklees), South Kirkby Business Park and Langthwaite Grange Extension (Wakefield).
- 2.2 In November 2015, EZ status was announced for the M62 Corridor sites as part of the Chancellor's Comprehensive Spending Review.

Proposed Strategic MoU

- 2.3 In order to formalise this arrangement, a MoU is required to be entered into between DCLG and the West Yorkshire Combined Authority (WYCA), the accountable body for the LEP. Representatives of the Local Authorities on which the EZ sites are situated are required signatories to this MoU, to indicate their awareness of the requirements of the MoU and willingness to support delivery of the EZ throughout its term.

Draft Terms

- 2.4 The draft terms of the MoU can be found in Appendix 1 and generally cover high level matters relating to the objectives and priorities of the EZ, governance, the requirement for an implementation plan, a consistent approach to marketing and output monitoring requirements to be provided by Local Authorities. More specifically, the MoU covers the following principles:
- WYCA is permitted by Central Government to retain 100% of any business rate increase for a 25 year period, for development of the EZ and LEP identified growth priorities.
 - Central Government is to reimburse the cost of providing EZ occupiers with 100% business rates discount for 5 years, up to the State Aid threshold, for businesses that enter the EZ before 31 March 2022.
 - In Assisted Areas (which does not cover any of the Kirklees sites), an alternative to the business rates reimbursement is an Enhanced Capital Allowance assisting occupiers to purchase plant and machinery in their first year, available until 31 March 2020.

Proposed local MoU

- 2.5 In parallel to this, discussions will shortly commence directly between the LEP and each LA within the EZ to agree the terms of separate MoU agreements. The terms of each local agreement is yet to be established and may include, for example, the allocation of retained business rates for reinvestment locally, either to bring forward the development of the sites early or to support other local economic activity.
- 2.6 It is essential that the Council takes a proactive approach to these discussions to ensure the best outcome locally and receipt of benefit of any business rate generation.

3. Implications for the Council

- 3.1 The designation of Enterprise Zone status for the three sites in Kirklees is a significant step forward in bringing these sites forward as soon as possible for employment use. The development of these sites has the potential to create or safeguard local jobs.
- 3.2 By the Council co-signing a strategic level MoU between WYCA and DCLG in order to include the sites within Kirklees in the regional M62 Enterprise Zone, this provides an opportunity to secure additional funding to bring the sites forward in the short to mid-term.

- 3.3 For Enterprise Zone sites, Local Authorities are permitted to retain 100% of business rates increase above a baseline for 25 years. Any increase from business rates income which arise from the development of an Enterprise Zone site will not be affected by business rates reform, reset or redistribution for a period of 25 years.

4. Consultees and their opinions

Legal

- 4.1 Legal Service's comments on the initial draft MoU between WYCA and DCLG have been incorporated into the Draft Final MoU attached as Appendix 1.

WYCA

- 4.2 WYCA already has approval in principle to sign up to this and WYCA's legal advisers are comfortable with the wording. This was considered at the Strategic EZ Board meeting on 14th July 2016.

5. Next steps

- 5.1 The LEP has developed an initial work programme to assist with monitoring progress on the M62 Corridor EZ's prior to formal governance arrangements being established in July 2016.
- 5.2 The LEP have also commissioned a feasibility study from consultants to progress due diligence on each of the nine sites, identified within the EZ and this work will inform the local MoU negotiations. This high level piece of work will incorporate the following areas:
- **Business rate modelling and projections:** Consideration of business rate projections outlined in the EZ bid to provide a revised business rate model and projection over the 25 year period for LEP retention of business rates
 - **Site feasibility:** Consideration of a range of potential infrastructure and site enabling works and a review of existing district/LEP/developer intelligence on infrastructure needs/capacity and gaps. Gaps in infrastructure knowledge which are identified as part of this process to be supplemented via desk top research and/or stakeholder engagement.
 - **Market demand and employment land take-up:** A high level professional view on localised demand by sector for employment premise. To be derived from a review of existing evidence and professional knowledge.
 - **Investment framework:** Identification of any potential strategic value/role particular site(s) could play and consideration of wider regeneration benefits. Consultants to outline general and site specific policy and investment and recommendations.

6. Officer recommendations and reasons

- 6.1 **Cabinet is recommended to** Delegate authority to the Assistant Director of Place (Investment and Regeneration) and Assistant Director, Legal, Governance and Monitoring, to finalise and sign the strategic level MoU between WYCA and DCLG, in order to include Lindley Moor West, Lindley Moor East, and Moor Park, Mirfield within the regional M62 focussed Enterprise Zone, based on the terms outlined in Appendix 1.

7. Cabinet portfolio holder recommendation

- 7.1 Cllr Peter McBride the Portfolio Holder for Economy, Skills, Transportation and Planning supports the officer recommendations.

8. Contact officer and relevant papers

Alan Seasman
Strategic Investment Group Leader
Investment and Regeneration
Tel - (01484) 221000
alan.seasman@kirklees.gov.uk

9. Assistant Director responsible

Paul Kemp
Assistant Director - Place
Tel - (01484) 221000
paul.kemp@kirklees.gov.uk

Appendix 1 Memorandum of Understanding

DATED _____ **2016**

Memorandum of Understanding
for
M62 Corridor Enterprise Zone

PARTIES

1. **THE SECRETARY OF STATE FOR COMMUNITIES AND LOCAL GOVERNMENT** whose principal address is 2 Marsham Street, London, SW1P 4DF (**Secretary of State**);
2. Each of the local authorities for the area of the Enterprise Zone, whose names and principal addresses are listed at Schedule 1 (together known as the **Relevant Local Authorities**); and
3. West Yorkshire Combined Authority (the accountable body for the Leeds City Region Enterprise Partnership covering the area of the Enterprise Zone), whose principal address is Wellington House, 40-50 Wellington Street, Leeds LS1 2DE (**Local Enterprise Partnership**).

BACKGROUND

- (A) The Secretary of State has the power to declare an area to be an Enterprise Zone.
- (B) Enterprise Zones are single or multiple sites designated for business development which may offer business rate discounts or enhanced capital allowance for new businesses locating on the sites. Enterprise Zones are on sites which would ordinarily not be expected to generate significant business growth nor generate any business rates without incentives and/or dedicated local stakeholder support. On Enterprise Zone sites, local authorities are permitted to retain 100% of business rates increase above the baseline for 25 years. Any increase from business rates income which arise from the development of an Enterprise Zone site will not be affected by business rates reform, reset or redistribution for a period of 25 years.
- (C) West Yorkshire Combined Authority is the accountable body for the Leeds City Region Enterprise Partnership and is defined as the Local Enterprise Partnership for the purposes of this Memorandum of Understanding. It has entered into a voluntary partnership with the Relevant Local Authorities and local businesses to help determine local economic priorities and lead economic growth within its area of responsibility. This includes arrangements for the establishment and operation of Enterprise Zones.
- (D) In agreement with the Local Enterprise Partnership, Relevant Local Authorities may use any increase in business rates they collect from each Enterprise Zone site to support the further development of the Enterprise Zone and the LEP's other local growth priorities.
- (E) Taking account of the application included within Schedule 2 and other representations made by the Local Enterprise Partnership, the Secretary of State with the agreement of the Chancellor of the Exchequer offers the Local Enterprise Partnership the right to set up and establish arrangements for the operation of the Enterprise Zone subject to the terms and conditions set out within the other paragraphs of this Memorandum of Understanding. To allow all parties to review their interests, in the first instance this Memorandum of Understanding extends to 2020.

IT IS AGREED THAT:

1 DEFINITIONS

In this Memorandum of Understanding the following words and phrases shall have the following meanings:

“Application” means the application for enterprise zone status submitted to the Secretary of State by the Local Enterprise Partnership on 18 September 2015 (which may be amended from time to time after the date of this Memorandum of Understanding) and includes each of the representations at Schedule 2 of this Memorandum of Understanding (in the event of conflicting statements, Schedule 2 and then the latest validly made variation shall take priority).

“Assisted Area” means areas are recognised in European state aid rules as being less economically advantaged places that would benefit from additional support for development. These can be found at: <http://www.ukassistedareamap.com/>.

“Enhanced Capital Allowances” (ECA) mean first year allowance available under section 39 of the Capital Allowances Act 2001 for expenditure on plant or machinery by companies for use in specific areas within certain Enterprise Zones (as set out in the separate MOU agreed with HM Treasury dated 12 June 2015).

“Enterprise Zone” means one or more sites referred to in Schedule 3 and included in the M62 Corridor Enterprise Zone which under the Regulations (as amended from time to time) are able to offer specific business incentives and permitted by the Secretary of State to market themselves as such.

“Enterprise Zone Programme” means the programme of Enterprise Zones across England;

“Regulations” means 'Capital Allowances (Designated Assisted Areas) Order 2016', 'Non-Domestic Rating (Designated Areas) Regulations 2016', and 'Non-Domestic Rating (Rates Retention) Regulations 2013'.

“Relevant Local Authorities” means the local authorities listed in Schedule 1 and within whose administrative area the site of all or part of an Enterprise Zone is situated and as a consequence collects business rates from businesses in operation on that site and are responsible for one or aspects of the operation of the Enterprise Zone.

“Term” means the earlier of 31 March 2020 or the date of the Secretary of State, each of the Local Enterprise Partnership or each of the Relevant Local Authorities giving written notice to the other parties to this Memorandum of Understanding of its intention to terminate the Enterprise Zone status under clause 5.

2 AGREEMENT TO SET UP AND OPERATE AN ENTERPRISE ZONE

2.1 Having relied upon the representations made by the Local Enterprise Partnership in the Application, the Secretary of State offers the Local Enterprise Partnership and the Relevant Local Authorities the right to set up and operate the Enterprise Zone for the Term, subject to the terms of this Memorandum of Understanding, including the right to benefit from the following business incentives:

- (a) permitting the Relevant Local Authorities to retain 100% of any business rate increase which accrues for a period of 25 years from the commencement date

(this being 1 April 2017 of the Enterprise Zone) providing that such sums are directed towards the development of the Enterprise Zones and thereafter towards the Local Enterprise Partnership's other identified growth priorities;

- (b) the Secretary of State will reimburse the cost incurred by Relevant Local Authorities in providing a 100% business rates discount for a period of up to five years, to any business which sets up operations within the Enterprise Zone site before 31 March 2022, and is able to receive the support within the State Aid De Minimis threshold (or other limitation applicable by law);
- 2.2 As an alternative to the reimbursement of business rates, or eight years following the establishment of the ECA site. The Secretary of State will reimburse the Relevant Local Authorities the cost of allowing businesses occupying an Enterprise Zone site within an Assisted Area to count 100% up to €125 million of their first years' expenditure on qualifying plant and machinery assets against taxable income as an Enhanced Capital Allowance (**ECAs**)
- 2.3 The Local Enterprise Partnership and Relevant Local Authorities can together agree to other local authorities benefitting from the benefits of the Enterprise Zone during the Term provided they have entered into an agreement (or similar) and meet the relevant requirements in the Regulations. In this situation, notice shall be given to the Secretary of State of the arrangement.

3. TERMS AND CONDITIONS

- 3.1 The Relevant Local Authorities and the Local Enterprise Partnership agree, having undertaken due investigation, that at the date of this Memorandum of Understanding:
- (a) the statements within the Application are accurate;
 - (a) they are not aware of any information which is likely to materially undermine the ability of the Local Enterprise Partnership and the Relevant Local Authorities to deliver the Enterprise Zone in accordance with the Application and achieve the outputs; and
 - (c) they are not aware of any information, which is likely to significantly delay the Local Enterprise Partnership in delivering the Enterprise Zone in accordance with the Application or achieving the outputs.
- 3.2 The Relevant Local Authorities and Local Enterprise Partnership confirm, having undertaken due investigation, that:
- (a) they have obtained or shall use all reasonable endeavours to promptly obtain necessary approvals, authorisations, consents, exemptions, licences, permits, permissions (including planning permission) or registrations necessary to deliver the Enterprise Zone in accordance with the Application;
 - (b) they have or will secure the expertise and capacity to set up and operate the Enterprise Zone in accordance with the Application;
 - (c) they will undertake all the steps to set up and operate the Enterprise Zone and confirm that each of these shall be achieved compliantly (including but not limited to achieving compliance with applicable procurement, state aid, planning law and all rules relating to the collection and distribution of business rates, discount, and use of business rates for investment); and

- (d) they will deliver the relevant incentives at Schedule 3 for the period set out in the Application and this Memorandum of Understanding.

3.3 The Relevant Local Authorities and the Local Enterprise Partnership agree to:

- (a) organise and promote a governance group for the Enterprise Zone which is able to make strategic and operational decisions. This shall include representatives of each of the Relevant Local Authorities and shall meet at least quarterly (“**Governance Group**”); and
- (b) enter into an agreement (or similar) with each other which sets agreed objectives and priorities for the Enterprise Zone as well as terms necessary to give effect to this Memorandum of Understanding (for example, provisions covering the use of business rates retained by local authorities and how local authorities will use their general power of competence to support the Enterprise Zone, including but not limited to Compulsory Purchase Orders, simplified planning regimes, development orders, Joint Ventures and borrowing to support investment and arrangements for the provision of monitoring data). Where during the Term, new local authorities become involved in the Enterprise Zone or the legal status of Local Enterprise Partnerships and local authorities involved in the Enterprise Zone changes, the Secretary of State requires that the Local Enterprise Partnership uses all reasonable endeavours to enter into new Memorandum of Understandings under this clause. Copies of these Memorandum of Understandings should be sent to the Secretary of State within 50 days of execution.
- (c) to use government subsidies provided for the Enterprise Zone (including the subsidy provided under this Memorandum of Understanding and the Regulations) for the objectives of the Enterprise Zone and in compliance with relevant laws.

3.4 **Implementation Plan**

The Local Enterprise Partnership in consultation with the Relevant Local Authorities shall design and submit to the Secretary of State a 5 year implementation plan (which sets out the major steps and the individual(s) and organisation(s) who will be responsible to set up, operate and deliver the objectives and priorities which have been agreed for the Enterprise Zone) A draft is to be submitted no later than 31 October 2016 and a final version to be submitted no later than 31 March 2017.

3.5 The Secretary of State will procure that **Cities and Local Growth Unit** shall support:

- (a) the set up and delivery of the Enterprise Zone, in particular through the contact for the Enterprise Zone, which is Lorraine Coates (E-mail: lorraine.coates@bis.gsi.gov.uk; Telephone: 0782 584 1832) who shall advise on the procedures for establishing the zones and resolving issues, which may arise in relation to government funding or legal arrangements. The Local Enterprise Partnership and Relevant Local Authorities shall be informed if there is a change in the Cities and Local Growth Unit team contact.
- (b) Enterprise Zones by providing information on the Enterprise Zone to the market via press releases, its national Enterprise Zone website, Twitter account and other media; and

- (c) collaboration, by inviting senior leaders from all England's Enterprise Zones to meet to discuss progress, challenges and good practice with senior government officials and Ministers;

and this support shall be provided up until 31 March 2020 and may be renewed or subject to alteration after that date.

3.6 The Relevant Local Authorities and Local Enterprise Partnership shall:

- (a) send the Cities and Local Growth Unit contact the details of their primary point of contact (a named representative agreed with the Local Enterprise Partnership) for the Enterprise Zone within 20 Working Days of entering into this Memorandum of Understanding. The Cities and Local Growth Unit contact shall be informed if there is a change in the Local Enterprise Partnership contact;
- (b) authorise the Local Enterprise Partnership Contact to discuss progress of the Enterprise Zone with the Cities and Local Growth Unit contact either in face-to-face or telephone meetings at least once a quarter. Such meetings shall be two-way enabling both parties to understand progress of the Enterprise Zone. Share information about the wider Enterprise Zone network and any issues which might adversely affect the planned progress of the Enterprise Zone;
- (c) take all reasonable steps to allow the Cities and Local Growth Unit team contact (or another team member in their place) to attend the Governance Group meetings (as mentioned at clause 3.5(a)) including providing information on the date and location of meetings and sending papers which will be discussed. The Cities and Local Growth Unit team contact shall be entitled to decide whether they attend in an observer capacity or as a participant at the Governance Group meeting.

3.7 **Marketing**

The Relevant Local Authorities and the Local Enterprise Partnership agree to use all reasonable endeavours to:

- (a) promote the Enterprise Zone;
- (b) share with the Secretary of State a marketing plan for the Enterprise Zone within six months of entering into this Memorandum of Understanding; and
- (c) use Department for Communities and Local Government ("DCLG") and Enterprise Zone logos within marketing communications and signage.

3.8 **Monitoring**

The Relevant Local Authorities and the Local Enterprise Partnership agree to use all reasonable endeavours to complete the management information at Schedule 4 within 21 Working Days of the commission from DCLG, which will be quarterly at the end of January, April, July and October.

4. **CHANGES**

All changes to the text of the application or this Memorandum of Understanding must be agreed by the Local Enterprise Partnership and all Relevant Local Authorities and

approved by the Secretary of State in writing prior to the relevant change being deemed to be effective. Until such time as a change is made in accordance with this clause, the parties shall, continue to perform this Memorandum of Understanding in compliance with its terms before such change.

5. TERMINATION

5.1 The Secretary of State shall be entitled to suspend or withdraw the right of any or all of the Local Enterprise Partnership and / or the Relevant Local Authorities to market an Enterprise Zone if, acting reasonably, the Secretary of State is of the view that a party has acted in a way which significantly damages the reputation of the Enterprise Zone Programme or if there has been a material breach of this Memorandum of Understanding.

5.2 The Relevant Local Authorities and Local Enterprise Partnership with the Memorandum of Understanding are entitled to ask for the Enterprise Zone status to be rescinded by submitting notice in writing to the Secretary of State.

6. GOOD FAITH AND COOPERATION

Each party covenants with the others that they shall act with the utmost good faith towards the other, shall comply with reasonable requests for information in relation to the Enterprise Zone submitted from time to time and will not do anything which would deliberately put the other in breach of its obligations under this Memorandum of Understanding.

7. MISCELLANEOUS

Nothing in this Memorandum of Understanding shall constitute a partnership or joint venture between any of the parties.

8. FREEDOM OF INFORMATION AND DATA PROTECTION

8.1 The Parties may disclose information relating to the Enterprise Zone programme under the Freedom of Information Act 2000 the Environmental Information Regulations or any other requirements of law.

8.2 The Parties shall assist and co-operate with one another as reasonably requested to enable party to complete with their obligations under the Data Protection Act 1998.

9. ACCEPTANCE

This Memorandum of Understanding has been entered into on the date stated at the beginning of it.

10. COUNTERPARTS

This Memorandum of Understanding may be executed in any number of counterparts, each of which, when executed and delivered, shall constitute an original of this agreement, but all the counterparts shall together constitute the same agreement.

Signed for and behalf of

SECRETARY OF STATE FOR)
COMMUNITIES)
AND LOCAL GOVERNMENT)

Authorised Signatory: _____

Print Name: _____

Signed for and in agreement with

WEST YORKSHIRE COMBINED AUTHORITY

Authorised Signatory: _____

Print Name: _____

Signed for and in agreement with

CITY OF BRADFORD METROPOLITAN DISTRICT COUNCIL

Authorised Signatory: _____

Print Name: _____

Signed for and in agreement with

BOROUGH COUNCIL OF CALDERDALE

Authorised Signatory: _____

Print Name: _____

Signed for and in agreement with

THE COUNCIL OF THE BOROUGH OF KIRKLEES

Authorised Signatory: _____

Print Name(s): _____

Signed for and in agreement with

THE COUNCIL OF THE CITY OF WAKEFIELD

Authorised Signatory: _____

Print Name: _____

SCHEDULE 1

RELEVANT LOCAL AUTHORITIES

1. CITY OF BRADFORD METROPOLITAN DISTRICT COUNCIL
whose principal address is CITY HALL, BRADFORD BD1 1HY
2. BOROUGH COUNCIL OF CALDERDALE
whose principal address is TOWN HALL, CROSSLEY STREET, HALIFAX HX1 1UJ
3. THE COUNCIL OF THE BOROUGH OF KIRKLEES
whose principal address is CIVIC CENTRE 3, HUDDERSFIELD HD1 2EY
4. THE COUNCIL OF THE CITY OF WAKEFIELD
whose principal address is TOWN HALL, WOOD STREET, WAKEFIELD WF1 2HQ

SCHEDULE 2

KEY INFORMATION ON M62 CORRIDOR ENTERPRISE ZONE

General	
Name of Enterprise Zone	M62 Corridor Enterprise Zone
Name of Local Enterprise Partnership	Leeds City Region Enterprise Partnership
Relevant local authorities	Bradford City Council; Calderdale Council; Kirklees Council; Wakefield Council

Fill out information from the application form Q C.8 What is the Local Enterprise Partnership's agreed approach, with the relevant local authorities, about how the retained rates will be used to support development on the Enterprise Zone?

Briefly explain your financial or investment plan for how (for example, through borrowing or development of a recycling fund) and when the retained rates will be used.

The EZ application form outlined a projected income from business rate growth across all proposed EZ sites. In total this amounted to approximately £206m over the 25 year retention period as a result of the accelerated delivery of sites with EZ status.

It is envisaged that the level of business rates retention will be low initially as works are undertaken to unlock and market sites. However, the level of business rate retention is expected to increase on an annual basis from year two.

The LEP proposes to borrow against projected business rate returns and/or cross fund EZ delivery using LGF funding to account for the 'lag' between the need for funding to promote and unlock sites and increased business rate yields being achieved.

Since EZ status was granted for the sites, the LEP has commenced further work to model projected business rate income over the retention period. Therefore the figure outlined above is subject to change.

Acceleration of Development

The LEP will principally utilise the funding outlined above to unlock and/or accelerate delivery of sites within the EZ.

The use of this revenue will be guided by the proposed EZ governance structures. This will include engagement with applicable developers and landowners via the proposed district level EZ Delivery Group(s) and oversight and responsibility for approval of investment strategy and expenditure by the LCR EZ Strategic Board and LEP Board.

The EZ Investment Strategy will be underpinned by an independent commercial view on business rate growth and our investment framework. The investment strategy will be

progressed and led by the LEP in partnership with local authorities and applicable developers / landowners.

Initial assessment of site-specific barriers to development and other actions that could accelerate development have been undertaken and are being refined through further programmed works in 2016/17. These barriers will form the basis of the site-specific interventions funded by the LEP programme, in addition to strategic marketing and communications activities.

- Site clearance / remediation;
- Securing of planning and other regulatory consents;
- Site levelling (cut and fill);
- On and Off-site highway works;
- Relocation of utility infrastructure;
- Surface water management schemes;
- Site-specific public realm improvements;
- Mechanisms for supporting speculative development of plots;
- Off-site (i.e. within a wider business park) public realm / wayfinding improvements;
- Environmental works; and
- EZ marketing and communications.

LEP support will be provided to long term stalled sites. In these locations opportunities for supporting the speculative development of plots will be investigated. Initially this will be for a small sample of locations, and subject to performance could be extended to other locations.

This support may involve the LEP guaranteeing the rental income or freehold purchase of premises or sites respectively on sites that have been completed for an agreed period. This would be on agreement that the developer proactively markets the location up to and following completion.

Once finalised the programme of agreed business rate expenditure will be formalised with relevant local authorities via an appropriate instrument (e.g. MOU, Legal Agreement or Service Level Agreement).

Fill out information from the application form Q E 1. Please describe the governance arrangements for the proposed Enterprise Zone, clearly setting out the name and job title of the Senior Responsible Officer for delivery of the Zone, the governance structure and explain how progress will be owned by the Local Enterprise Partnership Board.

The Senior Responsible Officer for delivery of the EZ is Rob Norreys - LEP Director & Director of Policy, Strategy and Communication for West Yorkshire Combined Authority.

The LEP Board will be responsible for delivering the Enterprise Zone and for the overall strategy adopted. We will work closely with each constituent local authority regarding the sites within their administrative area. In addition, the LEP will work collaboratively with the HCA and the private sector (specifically landowners, developers and agents with an interest in the sites).

A 'LCR Enterprise Zone – Strategic Oversight Board' will provide the operational governance for the EZ. This board will have overall responsibility for all 10 Enterprise

Zones in Leeds City Region. The Strategic Board will provide the operational governance for the EZ programme. The Strategic Board is Chaired by Roger Marsh (LEP Chair) and is structured as follows:

- Director of Policy, Strategy and Communications (Combined Authority)
- Lead for Corporate Projects / Lead for Business and Skills (Calderdale Council)
- Assistant Director – Economy and Development/ Assistant Director – Estates and Property (Bradford Council)
- Director of Place / Assistant Director, Place – Investment and Regeneration / Strategic Investment Group Lead (Kirklees Council)
- Director of City Development / Executive Manager Regeneration – Spatial Programmes (Leeds City Council)
- Corporate Director, Regeneration and Economic Growth / Service Director, Economic Growth and Housing (Wakefield Council)
- Assistant Director / Policy Advisor/Deputy Relationship Manager (Cities and Growth Unit (BEIS/CLG)

The Board members will be supported by a group of Combined Authority/LEP officers who will attend all Board meetings. These officers are: Director of Trade and Investment, Head of Infrastructure and Investment and Spatial Planning Lead.

The Strategic Board will provide regular update reports to the LEP Board and Combined Authority as required. These reports will include an agreed range of output targets and milestones for the EZ programme as key performance indicators. This process will allow the programme to be closely monitored and enable prompt intervention to address delivery issues as they emerge.

District level 'EZ Delivery Groups' will sit below the Strategic Board. This will be chaired by a LEP representative or senior district lead and include a range of public and private sector stakeholders. The group will also include the LCR EZ Programme Manager who will lead on the day-to-day management of the programme from a strategic perspective, as well as representatives from the HCA, utility providers, the local authorities and developers/investors with an interest in the EZ. The principal role of these groups will be to focus on accelerating the delivery of the EZ sites. The groups will also manage detailed matters such as site marketing, site development issues, and make recommendations regarding investment decisions.

The structure set out above ensures that the LEP Board is fully responsible for delivery of the EZ, and that there are clear lines of reporting and responsibility to give the LEP Board the information it requires to take timely strategic decisions.

Fill out information from the Application form from Q E.2 capacity and skills you will make available to deliver the Enterprise Zone on a day-to-day basis, including the job titles and names of each of the staff members in the Local Enterprise Partnership and the relevant local authorities and the total costs of this staff team.

The LEP will utilise its existing LEP Business Growth Service and LEP International teams to drive interest and investment in the EZ. This section of the LEP will also act as lead contact for investment or occupier enquires. This approach will reduce the risk of competition between sites or engaging with the same investor via multiple channels.

The LEP will appoint a 'LCR Enterprise Zone Programme Manager' to project manage the programme. This post will be responsible for liaising with LA LEP contacts, site owners, local developers and their agents as well as planning officers and other agencies involved in the planning approval processes.

Enterprise Zone districts will resource their EZ Delivery Groups utilising existing staffing resources.

Table 1 provides an example of the expertise and knowledge available in local authorities that will be on hand to support the LEP team. As is anticipated that similar multidisciplinary teams will be deployed in each district with expertise drawn from on a site-by-site basis.

Table S3.1: Bradford Council EZ Delivery Group

Name	Skill/Capacity	Recent Project Delivery
Shelagh O'Neill Assistant Director Regeneration (Board Member)	Strategic programme management, performance management, funding	City Park, Bradford, Regional Growth Fund
Ben Middleton Assistant Director (Estates and Property) (Board Member)	Strategic programme management, development, contract & performance management.	3 x Put Options in Leeds EZ to stimulate construction of industrial units (30k, 50k and 80k sq ft)
Dave Partridge Senior Development Officer (Board Member)	Chartered Surveyor. Site development, valuations, desk top studies, preparation of option and development agreements.	Development of sites at: Buck Lane, Baildon. St Dunstons Way, Bradford Chesham Street, Keighley Beechcliffe, Keighley
Carson McCombe Enterprise Delivery Manager	Inward investment, State Aid, funding & business planning; local business intelligence, funding	Regional Growth Fund, Digital Health Enterprise Zone, EU Business Support programme

Table S3.2: Calderdale and Kirklees Council EZ Delivery Group

Name	Skill/Capacity	Recent Project Delivery
Calderdale		
Mark Thompson, Acting Corporate Director, Economy & Environment (Board Member)	Evaluation, governance, funding, financial strategy	Flood infrastructure and resilience programme; North Halifax housing partnership; WYTF; Halifax Town Centre Office Strategy; Digital Taskforce.
Kate Thompson, Lead for Corporate Projects (Board Member)	Strategic programme management, contract & performance management, funding, financial management	£120m+ WYTF Programme; Halifax Town Centre Office Strategy; Halifax Town Centre Delivery Plan; Copley Valley; Prince of Wales colliery, Pontefract; Castleford Housing Zone; South Kirkby Business Park; Knottingley Power.

Fiona Thurlbeck, Lead for Business & Skills (Board Member)	Inward investment, State Aid, funding & business planning; local business intelligence	Broadband; MoU with Leeds Beckett for local innovation centre; regional skills agenda; Apprenticeship programme; Flood resilience grants.
Nigel Broadbent, Head of Finance, (Senior Corporate Advisor)	Evaluation, State Aid, funding, financial strategy, audit compliance, business rate modelling.	Piece Hall; WYTF Programme; Halifax Town Centre Office Strategy; Halifax Town Centre Delivery Plan.
Richard Seaman, Lead for Planning, (Senior Advisor)	Local Plan strategic linkages; infrastructure planning; LDO; Duty to Co-operate.	Calderdale Local Plan; major applications.
Duncan Cooper, Site Unlocking Officer, (Project Officer)	Day-to-day project management of the Clifton scheme; local business intelligence.	Clifton EZ application; Business Rate Relief Scheme.
Kirklees		
Paul Kemp, Assistant Director, Place - Investment and Regeneration (Board Member)	Funding, Financial Strategy, Governance.	Kirklees PFI, Kirklees Local Plan, Local Growth Fund.
Simon Taylor, Head of Development Management (Board Member)	Transportation, Infrastructure, Development Management.	Kirklees Local Plan, major applications.
Alan Seasman, Strategic Investment Group Leader (Board Member)	Research and Evaluation, Economic Strategy Intelligence, Funding, Local Economic Assessment.	Local Growth Fund – Kirklees Large Housing Sites, Kirklees EZ application.

Table S3.3: Wakefield Council EZ Delivery Group

Name	Skill/Capacity	Recent Project Delivery
Andrew Wallhead, Director of Regeneration (Board Member)	Evaluation, State Aid, funding, financial strategy.	The Hepworth, Trinity Walk, Bretton Park, Merchant Gate, Wakefield Westgate train station, Wakefield Kirkgate train station.
Sarah Pearson, Service Director Economic Growth & Strategic Housing (Board Member)	Programme management, performance and project management, funding, financial management.	Wakefield Business Support Programme (ERDF), Wakefield Westgate train station, Wakefield Kirkgate train station, NewCold, Bretton Park.
Mike Denby, Service Manager	Project management, inward investment, contract & performance management.	TK Maxx, Wakefield Business Support Programme (ERDF), MIPIIM UK 2014.
David Griffiths, MRICS RICS	Registered Valuer, Chartered surveyor, Site and land evaluation, project management, Prince 2.	Trinity Walk, Bretton Park, Merchant Gate.

Regeneration Manager		
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Q E3 will you gather data that will allow the Local Enterprise Partnership and local authorities to monitor progress of the Enterprise Zone, for example this could include on delivering new jobs, business, and investment?

The LCR EZ Programme Manager will track activity on the sites and will work with districts and other stakeholders to ensure effective monitoring is undertaken.

The information on the various contacts and the sites will be collated and tracked via a monitoring system (the Evolutive CRM system) which will ensure that reports can be 'drawn off' on demand patterns and sector interest, as well as outputs and outcomes in terms of jobs created, floor space provided, new businesses attracted to the area and progress against agreed milestones.

The Evolutive CRM system is standard across LCR. The CRM system allows comparison of how the EZ site performs against other sites. This CRM tool also provides an analysis tool for examining patterns of supply and demand in terms of site, size, sector and use, thereby allowing for information to be fed back to developers and other key stakeholders.

Q E5 Briefly set out your plan for marketing the sites to occupiers and/or investors, in the case of multiple site zones being clear if they will be marketed in clusters or in stages.

The LEP team will lead on branding and marketing of sites in conjunction with the developers' agents as well as within the broader umbrella of the work of the LCR Inward Investment function's marketing and promotion efforts.

The EZ sites will be showcased as appropriate (in terms of a fit with the target market or audience) at marketing events. This may include, for example, MIPIM, MIPIM UK, and sector / specialist exhibitions and trade shows.

The LEP team would also engage with local authority networks and their business-to-business websites (e.g. www.wakefieldfirst.com), which allow interactive site enquiries as well as the showcasing of sites. Website hits and page visits are IP tracked and this allows visitors to be researched and where appropriate targeted with follow-up information.

The potential for Local Development Orders (LDOs) will be considered for specific EZ sites. It is considered that these documents will have a dual role. This will include incentivising development via a streamlined planning process, and also as a marketing tool to raise awareness and send a clear message that the EZ is open for business and investment.

SCHEDULE 3

SITES AND INCENTIVES

Proposed Sites	EZ	District / Local authority Ward	ECA	BRD	BRR
GAIN LANE		BRADFORD	NO	YES	YES
PARRY LANE		BRADFORD	NO	YES	YES
STAITHGATE LANE		BRADFORD	NO	YES	YES
CLIFTON BUSINESS PARK		CALDERDALE/ BRIGHOUSE	NO	YES	YES
LINDLEY MOOR EAST		KIRKLEES	NO	YES	YES
LINDLEY MOOR WEST		KIRKLEES	NO	YES	YES
MOOR PARK, MIRFIELD		KIRKLEES	NO	YES	YES
SOUTH KIRKBY BUSINESS PARK		WAKEFIELD	NO	YES	YES
LANGTHWAITE GRANGE EXTENSION		WAKEFIELD	YES	NO	YES

SCHEDULE 4

MANAGEMENT INFORMATION

Q1* What was the value of the retained rates that were reinvested in the Enterprise Zone in the last financial year?

Q2* What was the value of the retained rates that were reinvested in the LEP area in which the Enterprise Zone is situated, including the amount in Q1, in the last financial year?

Q3* What was the value of the borrowing against retained rates undertaken by the LEP accountable body or the EZ local authority in the last financial year?

Q4 What was the change in the number of newly created jobs, excluding construction jobs, on the Enterprise Zone in this quarter?

Q5 What was the change in the number of newly created construction jobs on the Enterprise Zone in this quarter?

Q6 What was the change in the number of jobs that were safeguarded on the Enterprise Zone in this quarter?

Q7 Was a Local Development Order introduced on the zone or a part of the zone this quarter?

Q8 What was the change in the number of businesses that started trading on the zone this quarter?

Q9 What was the value of any new public sector capital investment on the zone this quarter? Do not include borrowing against retained rates.

Q10 What was the value of any new public sector revenue investment on the zone this quarter?

Q11 What was the value of any new private sector investment on the zone this quarter (excluding non-monetary investment)?

Q12 What was the value of any new private sector non-monetary investment on the zone this quarter, e.g. use of facilities, staff?

Q13 What area of land was reclaimed and made ready for development on the zone this quarter?

Q14 What commercial floor space was constructed on the zone in this quarter?

Q15 What commercial floor space was refurbished on the zone this quarter?

Q16* "What was the market rate for leasing commercial floor space on the Enterprise Zone as of the current date?"

Q17 What land sales were there on the zone this quarter?