

HEREFORD ENTERPRISE ZONE

EXECUTIVE BOARD

5 March 2018

Present:	In attendance:
Andrew Manning Cox (AMC) Chair	Dorothy Coleman (DC)
Tracey Goodwin (TG)	Nick Webster (NW)
David Harlow (DH)	Amy Bould (AB) for item 7b
Geoff Hughes (GH)	Mairead Lane (ML) for item 7f
Charles Ingleby (CI)	
Neil Kerr (NK)	
Mark Pearce (MP)	
Sharon Smith (SS)	

	ACTION
1. APOLOGIES FOR ABSENCE None	
2. DECLARATIONS AND REGISTER OF INTEREST As per Register of Members' Interests. It was agreed that the register needed to be reviewed. MP would update the format of the register for review at a future meeting.	MP
3. MINUTES OF MEETING HELD ON 29 JANUARY 2018 The minutes of the meeting held on 29 January were approved as a correct record and signed by the Chair. The Board agreed that it was useful to receive Action Points within 3-4 working days of the meeting.	
4. MATTERS ARISING NOT ELSEWHERE ON THE AGENDA a) <u>Investor interest A</u> MP had advised the investor's agent of the Board's decision and their response was awaited. A response would be chased in advance of the next meeting. b) <u>Investor interest B</u> MP and the Council's lead planner for the EZ had met with the investor and pre planning advice was being sought. c) <u>Chapel Road sales</u> Letters had been sent to all tenants affected by the sale of two sites on Chapel Road, and support would be provided by the Council's Property Services team to advising these businesses on relocation options.	MP

An area at the north western corner of Chapel Road would be placed on the open market as a development opportunity within the next couple of months.	
5. APPROVAL OF ACCOUNTS FOR YEAR ENDED 30 JUNE 2017	
The accounts for Hereford Enterprise Zone Limited for the year ended 30 June 2017 were approved. Delegated authority was granted to the Managing Director to sign the accounts and submit them to Companies House.	MP
6. CHAIR'S REPORT	
AMC presented his report as follows:	
1. <u>Meetings</u> He outlined his meetings with Prof Ian Oakes and Doug Barrett, Chair of the Herefordshire Investment Partnership. Feedback on EZ initiatives including the Cyber Centre, Shell Store and Skylon Tower projects had been encouraging and positive. He had also met with Tracey and Jonathan Goodwin. Meetings had been arranged with Jesse Norman MP and Janusz Kozinski, and were to be arranged with Bill Wiggin MP, Group leaders, the new Leader of the Council, HT Editor and Keepmoat.	
2. <u>Training</u> He reported that Sharon Smith had been in contact with some local solicitors about providing corporate governance training and responses were awaited. She would be asked to get a date in the diary as soon as possible.	SS
Members were asked to inform AMC if any other training needs were identified.	
3. <u>Possible additional board members</u> It was the Board's view that it would be beneficial to appoint 1 or 2 additional directors to complement the skills and experience of the current members. 6 names had been put forward and these were discussed. It was suggested that the primary skill currently required was a senior manager/influencer with a defence and security background.	
Two further names were put forward and CI agreed to make initial contact.	
It was agreed that all Board members continue to use their networks to identify potential candidates, and that an advertisement should also be drafted for someone with the appropriate sector experience.	MP
7. ITEMS FOR DISCUSSION	
a) <u>Development proposal</u> A presentation was made to the Board by a business with an interest in developing a facility at Rotherwas. A summary was circulated explaining the background to the business, current operations, and aspirations for the future.	

A site had been identified outside the Zone boundary, and it was intended to seek pre planning advice as soon as possible.	
After the presenter left the meeting, the Board gave further consideration to the proposal. MP agreed to convey the Board's views.	MP
b) <u>PR Strategy</u> Amy Bould presented the draft PR Strategy which had been circulated with the agenda. The key role was managing the mainline media relationship, and promoting the positive impact of the Zone. An action plan had been drafted outlining key investments and events for promotion. Current PR included the Chapel Road sales, which would be followed by a release on the Shell Store project as soon as the funding had been finalised, and promotion of the cyber centre in co-ordination with the University of Wolverhampton. She was also working with the West Midlands Growth Company in promoting the message at MIPIM as part of the wider Marches story. She was also intending to speak with defence and security companies on the Zone in order to promote the opportunities to similar businesses.	MP
The importance of establishing a protocol with the Council's PR team was emphasised and AB would arrange to discuss this with the Alex Floyd, the Council's Communications and Digital Manager, as soon as possible.	AB
AB suggested that it would be useful to have other Board members to provide quotes on key subject areas for press releases in addition to AMC, MP and NK, particularly for defence related promotions. However the Board felt it would be helpful for positive feedback from external partners, stakeholders and businesses to be used for promoting Zone success stories. It was also essential to have a cyber champion who would be able to engage with cyber businesses. MP confirmed that this expertise would likely be provided by the University.	
In discussing the cyber centre development, MP stated that connections were being made with the University of Wolverhampton through a joint venture, and that further connections were being made between the EZ and Worcestershire LEP through Midlands Engine. Once the centre was up and running, the campus could be further developed and promoted as an offer unique to Hereford. In the light of government support for cyber initiatives, it was likely that there would be ministerial interest once the centre was open. AB would flag the development with her government communications contact when work started on site.	AB
CI referred to a recent meeting with Juliet Morgan who had previously run Tech City and was planning a tech cyber hub. She had provided 3 useful contacts for further cyber promotion which MP agreed to follow up.	MP

There was further discussion on the timing of specific promotions and the need to engage with the Council's Communications, Property Services and Economic Development teams.

It was acknowledged that the primary message was no longer the availability of land but rather major investor opportunities, international defence opportunities and clustering of niche cyber sector businesses. It was also important to be able to measure the success of the PR Strategy.

AB noted the Board's comments and agreed to produce a final version of the document for circulation.

AB

c) EZ Delivery Plan 2018/19

MP set out the draft delivery plan priorities for the next year as follows:

Infrastructure

- Start the spoil heap movement project by July 2018
- Implement Phase 1 of the dedicated cycleway/walkway route along the Straight Mile by November 2018

Land sales

- Deliver XX land sales totalling XX acres (numbers to be confirmed dependent on sales finalised before the end of March 2018)
- Start 7 construction projects
- Promote the North Magazine to the wider investor market generating at least one interest

Assets

- Start on the Shell Store project by September 2018
- Start on the Cyber Centre project by September 2018
- Start on the Skylon Tower project by March 2019

These would be presented to the EZ Members' Board on 19 March.

MP

d) Capital Interventions

MP referred to his previous report on EZ capital interventions and presented some minor revisions.

The Board noted and agreed with the revised set of figures which MP would take forward into the Council decision making process.

MP

e) Direct Development on the EZ

It was noted that two plots had been identified on the Zone for direct Council developments for rent, and that some initial drawings had been commissioned. Depending on size and scale, and whether both were progressed, costs would vary between £2m and

<p>£5m. Options for delivery were discussed.</p> <p>The proposed funding and delivery mechanism would be determined through the Council's decision making process. GH to liaise with Richard Gabb.</p> <p>f) <u>Hereford Transport Package (HTP) – Hereford Bypass Consultation</u></p> <p>Mairead Lane, the Council's Head of Capital Infrastructure, outlined the key elements of the Hereford Transport Package which was part of the Council's Core Strategy for Growth. The first phase of the Hereford Bypass, the Southern Link Road, was programmed to open in late 2020. The next phase was essential in enabling the delivery of houses, jobs, regeneration and the building out of the Zone. She explained the route options for this next phase which had already been reduced from 24 to 7, each of which would cost in the region of £125m - £150m. She set out the timetable for each stage of the development which it was anticipated, would be completed by 2023/24.</p> <p>The consultation on the routes would be open until 20 March. MP agreed to encourage local businesses to submit a response. The leaflet and link to the consultation video would also be sent to Board members.</p> <p>The Board agreed to support the building of a bypass and instructed MP to submit a formal response.</p>	GH MP DC MP
<p>g) <u>Signage</u></p> <p>As discussed at the previous meeting, NK had reviewed the existing signage on the approaches to and within Skylon Park and Rotherwas Industrial Estate.</p> <p>He presented a number of photographs which illustrated the issues that needed to be addressed including unauthorised signage on fences, hedges and roundabouts.</p> <p>A budget for new signage had been included in phase 4 request for capital funding.</p> <p>NK proposed a staged approach to reviewing and renewing signage as follows:</p> <p><u>Stage 1</u></p> <ul style="list-style-type: none"> • Develop standard sign templates for all key types of SP signs (Highways 'SP direction' signs, SP Entrance/'Gateway signs' (3), highways 'roundabout sector direction' signs, mini business estate, 'multi-tenant' signs, one off direction signs e.g. HARC, Shell Store, SP 'Construction site' signs. • Develop a business park map for a truckers layby and website • New Skylon Park manual to be devised and controlled by EZ team <p><u>Stage 2</u></p> <ul style="list-style-type: none"> • Implement as many of the above as required over as short a period as possible, to be located in carefully chosen sites to create maximum impact. 	

Stage 3	<ul style="list-style-type: none"> Consider a whole site rebranding. <p>Consideration was given to these proposals and it was agreed that a first step would be for NK to give a presentation to the next meeting of the EZ Stakeholder Group to obtain their comments and support. Further consultation with local businesses would also be needed.</p>	NK
h) <u>Skylon Tower</u>	NK advised that he was obtaining finalised designs for the construction of Skylon Tower.	
i) <u>Strategic Companies in the Defence and Security Sector</u>	In response to the Chair's question about strategic Defence and Security companies in the county, MP confirmed that:	
	<ul style="list-style-type: none"> a) There was a list of Hereford companies that was drawn up at the outset of the Zone which could be refreshed b) The Zone's former Inward Investment Director had done some work with local high growth businesses c) The HEZ (and Marches LEP) were partners in a Science and Innovation Audit on the Cyber Sector working with Worcestershire, Gloucestershire and Swindon. Hopefully this would identify more potential businesses. 	
	NW agreed to give AMC the list of strategic companies that his team speaks to regularly.	NW
	This item to be kept on the agenda for future meetings.	DC
j) <u>New enquiries</u>	MP reported to the Board about 5 new enquiries that had been received.	
	The Board agreed that MP pursue these interests.	MP
8. MANAGING DIRECTOR'S REPORT		
	The Managing Director's report was received and noted. MP drew particular attention to the following:	
8.1 Sales Progress		
	Progress on sales activity was noted. 31 acres had been sold, committed or directly developed, with a further 24 acres under negotiation.	
8.2 Inward Investment Activity and Events & Exhibitions		
	<ul style="list-style-type: none"> MIPIM 2018 	
	The Department for International Trade had included the North Magazine in the Midlands Engine Investment portfolio as one of twenty sites which would be showcased at MIPIM in Cannes.	

<ul style="list-style-type: none"> Cyber: Partnership working with Maryland MP had made a return visit to Maryland and Baltimore with the Chief Executive of the Worcestershire LEP as part of a Midlands Engine initiative. They had followed up a number of detailed business opportunities with key economic development partners. 	
<p>8.3 Infrastructure</p> <ul style="list-style-type: none"> Ground raising <p>Severe winter weather had hindered ground raising work on two sites.</p>	
<p>8.5 Direct developments</p> <ul style="list-style-type: none"> Shell Store: Incubation and Development Application Centre The funding agreement with Shropshire Council (on behalf of the Marches LEP) was close to being finalised, after which the design team would be mobilised and the procurement process for the contractor could begin. The cost plan and timetable were being reviewed in readiness. 	
<ul style="list-style-type: none"> Centre for Cyber Security The outcome of the University's ERDF application was awaited. 	
<p>8.6 Future land availability/readiness</p> <ul style="list-style-type: none"> Skylon South TG reported that as landowner his family were in further discussions with Bloor Homes and that the costs of bringing the land forward were being considered in those discussions, together with the offer made by the Council for that land. Skylon North TG stated that the signage for the container business had worked well and that there was now demand for double sized containers. A planning application would be submitted in the next couple of months for new units to rent on the site to the south of the sewage works. 	
<p>9. ANY OTHER BUSINESS</p> <p><u>Sale of Council freeholds</u> In response to a question, GH explained that the Council's long term strategy had until recently been to retain freeholds and sell 125 year leaseholds. However, potential investors had experienced difficulty in raising funds for leasehold purchases. In order to sell EZ land a decision was made to sell the freeholds. The freehold sales for plots with long leaseholds on the main Rotherwas estate and elsewhere in the county was proceeding, with 3 sold before Christmas and 5 after Christmas. 7 of the 8 had been sold to existing tenants. It was suggested that a discussion on the Zone's medium and long term strategy would be</p>	

useful and it was agreed that an away half day be arranged.	DC
<u>Hereford Civic Society</u> NK reported that he had been invited to speak to the Hereford Civic Society at its meeting on 15 March.	
<u>Friends of Rotherwas</u> TG reported that he would be attending the inaugural meeting of a new group, Friends of Rotherwas, on 8 March. It was agreed that TG represents the Board at the meetings and report back.	TG
11. DATES OF FUTURE MEETINGS	
<u>Executive Board</u> - 2.00pm on 16 April, 4 June, 23 July, 10 September, 22 October, 3 December at Rural Enterprise Centre	
N.B. Some of the above dates may change	
<u>Members' Board</u> – 3.30pm on 19 March at The Clive, Ludlow October meeting tba	

Signed.....

Date30 April 2018.....