

## Enterprise Zone Memorandum of Understanding

THIS AGREEMENT is dated [ ] 2016

### 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 the **Relevant Local Authorities**)
3. The Local Enterprise Partnership for the area of the Enterprise Zone, whose names and principal addresses are listed at Schedule 2 (where a local enterprise partnership does not have corporate status then the Accountable Body who acts as the representative is listed) (together with the **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. 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 A local enterprise partnership is a voluntary partnership between local authorities and businesses to help determine local economic priorities and lead economic growth within their local area. This includes arrangements for the establishment and operation of Enterprise Zones. As some local enterprise partnerships are not corporate bodies, a local authority may act as an accountable body on their behalf.
- D In agreement with the Local Enterprise Partnership, and subject to local agreements, local authorities in which all or part or all of an Enterprise Zone are situated, use any increase in business rates they collect from each Enterprise Zone site to support the further development of the Enterprise Zone and neighbouring areas.
- E Taking account of the application included within the attached schedule 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 and Relevant Accountable Bodies 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 31st March 2020.

## IT IS AGREED THAT:

### 1 DEFINITIONS

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

**“Accountable Body”** means Cambridgeshire County Council as the Accountable Body for Greater Cambridge Greater Peterborough Local Enterprise Partnership.

**“Application”** means the application for enterprise zone status submitted to the Secretary of State by the Local Enterprise Partnership on 18<sup>th</sup> September 2015 as amended by information and emails submitted to the Enterprise Zone Team prior the commencement date (and which may be amended from time to time after the date of this Memorandum of Understanding) and includes each of the representations at Schedule 3 of this Memorandum of Understanding (in the event of conflicting statements, Schedule 3 and then the latest validly made variation shall take priority).

**“Enterprise Zone”** means one or more sites 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.

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

**“Local Enterprise Partnership”** means Greater Cambridge Greater Peterborough Local Enterprise Partnership Limited (company registration 07553554)

**“Relevant local authority”** means a local authority on which all or part of an Enterprise Zone is situated and as a consequence collects business rates from businesses in operation on that site.

**“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

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:

- The Relevant Local Authorities will locally collect 100% of any business rate increase (above the baseline position at 31<sup>st</sup> December 2015) which accrues for a period of 25 years from the commencement date (this being 1<sup>st</sup> April 2016) of the Enterprise Zone subject to the following agreed share between the relevant local authority and the Local Enterprise Partnership:

- the accountable body will receive for and on behalf of the Local Enterprise Partnership, annually from each of the Relevant Local Authorities 30% of any business rate increase above the agreed baseline which accrues for a period of 5 years from the commencement date (this being 1<sup>st</sup> April 2016) of the Enterprise Zone and thereafter the Local Enterprise Partnership will receive 50% of any business rate increase which accrues for the period to between 1<sup>st</sup> April 2021 and 31<sup>st</sup> March 2041 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 across the LEP area including beyond those local authority areas with an EZ site
- Central government 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);

### 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;
- (b) 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 4 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 relevant local authority and shall meet at least quarterly (“**Governance Group**”); and
- (b) enter into Memorandum of Understandings with each other which set 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) no later than 31st March 2017.

**3.5** The **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 Pete Northover (E-mail: [peter.northover@bis.gsi.gov.uk](mailto:peter.northover@bis.gsi.gov.uk) Telephone: 07909 932286 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

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 details of the primary point of contact ("**Local Enterprise Zone 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 contact.
- (b) authorise the Local Enterprise 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 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 5 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 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**

- (a) 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.
- (b) The Relevant Local Authorities and Local Enterprise Partnership with the Memorandum of Understanding involved in delivering the Enterprise Zone is entitled to ask for the Enterprise Zone status to be rescinded by submitting notice in writing.

#### **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.

Each party shall ensure that all confidential Information is not be disclosed to any other parties unless otherwise agreed in writing with the author of the confidential information. Confidential Information includes all material information, written or oral, disclosed or made available to any party.

#### **7. MISCELLANEOUS**

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

**ACCEPTANCE**

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

Signed for and behalf of

**SECRETARY OF STATE FOR** )

**COMMUNITIES** )

**AND LOCAL GOVERNMENT** )

Authorised Signatory: \_\_\_\_\_

Print Name: \_\_\_\_\_

1. Local Enterprise Partnership Accountable body signs here

Signed for and in agreement with

**LOCAL ENTERPRISE PARTNERSHIP BY THE ACCOUNTABLE BODY**

**[CAMBRIDGESHIRE COUNTY COUNCIL]**

Authorised Signatory: \_\_\_\_\_

Print Name: \_\_\_\_\_

Signed for and in agreement with

**Name of Local Authority**

**[St Edmundsbury Borough Council]**

Authorised Signatory: \_\_\_\_\_

Print Name: \_\_\_\_\_

.....

Signed for and in agreement with

**Name of Local Authority**

**[East Cambridgeshire District Council]**

Authorised Signatory: \_\_\_\_\_

Print Name: \_\_\_\_\_

.....

Signed for and in agreement with

**Name of Local Authority**

**[South Cambridgeshire District Council]**

Authorised Signatory: \_\_\_\_\_

Print Name: \_\_\_\_\_

.....

---

The following parties are aware of the requirements of this Memorandum of Understanding (including the Application) and shall support and assist development and delivery of the Enterprise Zone throughout the Term, but due to not having the required legal personality

**GREATER CAMBRIDGESHIRE GREATER PETERBOROUGH LOCAL ENTERPRISE PARTNERSHIP**

Authorised Signatory:

Print Name:

#### **SCHEDULE 1 - RELEVANT LOCAL AUTHORITIES**

- **CAMBRIDGESHIRE COUNTY COUNCIL**

Shire Hall, Castle Hill, Cambridge CB3 0AP

- **ST EDMUNDSBURY BOROUGH COUNCIL**

West Suffolk House Western Way, Bury St Edmunds IP33 3YU



- **EAST CAMBRIDGESHIRE DISTRICT COUNCIL**

The Grange, Nutholt Lane, Ely, Cambs CB7 4EE

- **SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL**

South Cambridgeshire Hall, Cambourne Business Park Cambs CB23 6EA

**SCHEDULE 2 – LOCAL ENTERPRISE PARTNERSHIP**

**UNIT 3, THE INCUBATOR, ALCONBURY WEALD ENTERPRISE CAMPUS,  
ALCONBURY AIRFIELD, HUNTINGDON, PE28 4WX**

**DRAFT**

### SCHEDULE 3 KEY INFORMATION ON CAMBRIDGE COMPASS

General	
Name of Enterprise Zone	Cambridge Compass
Name of Local Enterprise Partnership	Greater Cambridgeshire Greater Peterborough
Relevant local authorities	EAST CAMBRIDGESHIRE DISTRICT COUNCIL ST EDMUNDSBURY BOROUGH COUNCIL SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

Fill out information from the application form Q 6. 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.

Our bid, with its 'hub and spoke' format centred on Cambridge, will be driven by the success of the city as a hub for high growth business clusters including information & communications technology, biotechnology and clean technologies.

In order to fully utilise the additional space, the LEP will prioritise investment on:

- Site access and infrastructure to ensure swift delivery of new accommodation
- Utilities & broadband provision
- Incubation and business support with strong links into academia - linking into our network of Innovation Centres and Signpost 2 Grow (Growth Hub) offer
- Strong marketing and branding coupled with a focus on place making, public realm, public art and associated programme activity
- Enterprise and skills development

An Investment Plan will be produced for each site based on the following agreed retained rates protocol:

- 70% retention for Local Authorities; 30% retention for LEP in first five years
- 50% retention for Local Authorities; 50% retention for LEP after

five years and up to 25 years

This is to ensure local accountability and influence over expenditure and to create an incentive for the local authorities to promote and accelerate economic development. Through the proposed governance arrangements we would require the Governance Board (known locally as the Cambridge Compass EZ steering Group) and the Site Project Boards to influence how the rates are spend to deliver the best results for each location.

This approach will empower local authorities to create the right conditions for growth both on the site and across the local areas that link the sites together. We expect elements of the revenue to be pooled to deliver efficiencies across the sites, particularly around marketing and inward investment to reduce overheads and maximise return on investment.

We propose to set up a Cambridge Cluster Enterprise Zone fund. This would be a loan/equity fund to support growth across the sites e.g. construction of buildings. This would initially be a £2 m fund (this would be ring-fenced from the GCGP Growing Places Fund Growth Deal Round 2 funding)

We expect locally for the Local Authorities to borrow against future business rates to support investment within each site within the Enterprise Zone, along with continued investment by the private-sector partners.

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 Economic Partnership Board.

**Name of Senior Responsible Owner:** Neil Darwin

**Job title:** Chief Executive, Greater Cambridge Greater Peterborough Local Enterprise Partnership

**Governance structure:**

The Governance Structure for the Cambridge Compass Enterprise Zone is based on the successful model we have implemented with partners at the Alconbury Enterprise Zone, this has been adapted to reflect the multi-site nature of this zone but retaining accountability to the Greater Cambridge Greater Peterborough LEP Board.

There would be a Memorandum of Understanding between the LEP and each site owner.

The proposed structure is as follows:

**Greater Cambridge Greater Peterborough Local Enterprise Partnership (LEP) Board**

To take overall responsibility for the delivery of the Enterprise Zone (EZ) and to

commission the EZ Steering Group as appropriate. To receive regular progress reports from the EZ Steering Group and Enquiries Group.

To create and agree the principles by which the EZ monies will be distributed and used in the LEP area.

We will appoint one Board member as Enterprise Zone Champion.

### **Cambridge Compass EZ Steering Group (Governance Group\_**

The role of this group is:

- To agree and provide strategic direction for the delivery of the EZ
- To commission each site Project Board as appropriate
- To receive regular updates from the EZ Enquiries Team

This group will have representatives of the LEP, DCAG and one nominated Local Authority Member representative, one nominated Local Authority officer representative, a representative of the Accountable Body along with the Enterprise Zone Champion (GCGP Board member).

### **How will the LEP Board own and drive progress:**

#### **Individual Site Project Board**

To agree and provide strategic direction and to act as a clearing house for decisions/proposals on specific issues relating to the EZ and the wider redevelopment of each site. To resolve critical issues. To be chaired by relevant Local Authority (District/Borough level)

#### **EZ Enquiries Team**

To ensure frequent communication to address business enquiries into the EZ and provide regular progress reports to the EZ Steering Group and LEP Board.

#### **Dedicated resource to address issues**

We propose to appoint an Enterprise Zone Project Director to concentrate on the delivery of the Cambridge Compass Enterprise Zone. The Director would report to the Enterprise Zone Steering Group and attend Individual site project board meeting. This individual would be appointed by the LEP and report to the LEP Executive.

We propose to appoint an independent Enterprise Zone Advisor we expect this to be a representative from a local commercial agent, this Advisor will report to the Enterprise Zone Steering Group and provide updates on the wider market as well as the Enterprise Zone.

The GCGP LEP also has a Science, Innovation & Industry Council committee in place, which includes representatives from key businesses in our area including Microsoft, Marshall, the University of Cambridge and Bepak. This group will act as a specialist Advisor to the Enterprise Zone Steering Group

### **Draft Cambridge Compass Enterprise Zone (EZ) Steering Group Terms of**

## Reference

### **The Role of the EZ Steering Group (Governance Group)**

To provide strategic direction for the delivery of the EZ in accordance with the growth parameters established by the Greater Cambridge Greater Peterborough Enterprise Partnership (GCGP LEP) Board and the Memorandum of Understanding between GCGP LEP, Site Owners and Local Authorities. The EZ Steering Group will be responsible for monitoring the delivery of all aspects of the EZ, including commercial space and jobs, receiving development updates, the EZ Marketing Group and the EZ Skills Strategy Group updates and will be responsible for reviewing and challenging performance.

### **Objectives of the EZ Steering Group (Governance Group)**

It is proposed that the objectives of the EZ Steering group will be to:

- Provide leadership within the GCGP LEP in relation to the successful delivery of the EZ
- Monitor the Business rate receipt generation and provide advice on future receipts
- Make recommendations to the GCGP Board and local authorities on the additional or reallocation of resource where appropriate
- Identify and act on opportunities to promote the EZ at the local, national and international level
- Agree Marketing Plans and the generation of targets and monitor delivery of commercial space and jobs within the EZ
- Coordinate the activities of all member organisations in support of the EZ delivery
- Maintain a communal repository of key EZ documentation
- Assess and monitor risks.

### **Governance**

The group will have direct links to the GCGP LEP Board in that:

- The Chair will be a serving GCGP LEP Board member
- The GCGP LEP's CEO will attend meetings
- It will provide regular progress reports to GCGP LEP Board meetings
- It will be able to put forward agenda items to the GCGP LEP Board as appropriate
- It will be tasked as appropriate by the GCGP LEP Board.

### **Membership and meetings**

The group will meet every second month, or as necessary, and will be made up of:

- One nominated business member(s) of the GCGP LEP Board
- The Chair of the GCGP LEP or his nominated representative
- CEO of the GCGP LEP
- Two nominated local authority representative from each area within the Cambridge Compass

- Representatives from DCLGs Enterprise Zone Team
- EZ Project Director
- EZ Advisor
- Other key government stakeholders (including representatives from UKTI and BIS)

Non-local authority partners, for example the Highways Agency or Environment Agency, will be invited as needed for specific issues.

There is no set maximum size for the group.

### **Draft Cambridge Compass Enterprise Zone (EZ) individual site name Project Terms of Reference**

#### **The Role of the Project Board**

To agree and provide strategic direction and to act as a clearing house for decisions/proposals on specific issues relating to the EZ and the wider redevelopment of the site. To resolve critical issues. To be chaired by relevant Local Authority (District/Borough level). Concentrating on issues specific to the individual site at a local level.

#### **Objectives of the Project Board**

It is proposed that the Objectives of the Project Board will be set for each individual site.

#### **Governance**

The group will have direct links to the Enterprise Zone Steering Group in that there will be one local authority membership place for a nominated representative from each Project Board

#### **Membership and meetings**

The group will meet every second month, or as necessary, and will be made up of:

- One / Two Site Owner/Developers
- Lead Member nominated by Local Authority
- Lead Officer nominated by Local Authority
- Lead Member nominated by County Council (as required)
- Lead Officer nominated by County Council (as required)
- EZ Project Director

Non-local authority partners, for example the Highways Agency or Environment Agency, will be invited as needed for specific issues.

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.

We propose to appoint an Enterprise Zone Project Lead to concentrate on the delivery of the Cambridge Compass Enterprise Zone. The Director would report to the Enterprise Zone Steering Group and attend Individual site project board meeting. This individual would be appointed by the LEP and report to the LEP Executive. This would be a new appointment to the existing LEP team and funded through the Local Authorities/LEP.

We propose to appoint an independent Enterprise Zone Advisor we expect this to be a representative from a local commercial agent, this Advisor will report to the Enterprise Zone Steering Group and provide updates on the wider market as well as the Enterprise Zone.

Funding will be pooled to provide a joint resource to ensure a coherent approach to marketing and strategy across all zones.

### **Biography of LEP team**

#### **Neil Darwin – Chief Executive**

Neil is the Chief Executive of the Greater Cambridge Greater Peterborough LEP, having been a part of the team from the drafting of the original bid to form the LEP. As former Chief Executive of Opportunity Peterborough and Regional Cities East, Neil has amassed almost two decades of experience in economic development and inward investment.

He spearheaded a successful, long-term campaign to raise the profile and change perceptions of the Peterborough commercial marketplace, which resulted in the transformation of Cathedral Square and the attraction of a number of significant companies to the city.

#### **Mark Reeve – Chairman**

Mark is the Chairman of the Greater Cambridge Greater Peterborough LEP and Managing Director of Chalcroft, a national construction company specialising in industrial and commercial building. Mark brings with him a wealth of experience from the commercial sector, running a successful construction company which develops projects worth between £100,000 and £10 million, with clients that include household names in the food industry.

This experience has already proved valuable in the development of Alconbury Enterprise Zone, and Mark will continue to offer strategic support going forward.

#### **Adrian Cannard – Strategy & Planning Director**

Adrian has over twenty years of experience in the strategy and planning arena. A dynamic Chartered Town Planner, Adrian has experience of delivering the first regional plan approved in the country at the East of England Local Government Association



(EELGA), advising the Government on more than £2 billion of infrastructure spending, and successfully drawing down millions of EU funding to the Eastern region. Adrian led the drafting of the LEP's Strategic Economic Plan, which focuses on expanding the benefits of Cambridge to the wider area as one of its key objectives.

#### **Claire Flowers – Project Manager**

Claire is an experienced Project Manager with an MSc in Housing and Regeneration from the London School of Economics. Having worked with both the public and private sector to win and deliver projects, Claire is well used to working on large scale projects, including housing and mixed use regeneration schemes.

Her outstanding Project Management ability, coupled with strong communication and relationship building skills, ensures that projects move forward on time and on budget.

#### **Natalie Blaken – Project Manager**

Natalie is an experienced planning professional with in-depth knowledge of spatial planning, economic strategy and intelligence, and delivery of Enterprise Zones. Having worked closely on the development of Alconbury Weald Enterprise Zone in the early stages of inception, Natalie offers sound strategic advice to both local authorities and developers.

A strong Project Manager, Natalie has experience of working in the public and private sector both in the local area and further afield, including holding the role of Head of Strategy & Planning at EEDA and Head of Planning & Sustainable Communities at West Oxfordshire District Council.

#### **Laura Welham-Halstead – Head of Communications & Connectivity**

With a strong private sector background in communications, Laura has experience of working to deliver engaging and effective marketing campaigns for international property companies.

Having worked with the LEP from the very beginning, Laura understands the potential of brand Cambridge and how to harness it for best effect. She is actively engaged in the successful marketing of Alconbury Weald Enterprise Zone, and provides specialist communications support for inward investment projects in the LEP.

Laura also holds a certificate in Project Manager from the Association of Project Managers and a BSc in Psychosocial Studies from the University of East Anglia.

#### **Steven Wilson – Project Facilitator**

Steven provides the team with expert advice around the field of innovation and enterprise. As former Head of Innovation at EEDA, Steven has an unrivalled understanding of the local innovation landscape and provides expert advice and information to innovative companies looking to move into the GCGP area.

#### **Local Authority support**

Across our partner local authorities is a broad base of planning, marketing and



business development expertise. We have picked out just some of the team who would be supporting the successful delivery of Cambridge Compass Enterprise Zone:

**Darren Hill – Business Development Manager, East Cambridgeshire District Council**

Darren brings with him twelve years' experience of working to develop businesses in East Cambridgeshire. Managing large scale masterplanning projects, and associated marketing and PR activity, he understands the importance of strong project management.

**Pete White – Principal Planning Officer, West Suffolk**

Peter has a wealth of experience in Planning Policy, Planning Enforcement, Development Management and Masterplanning. Projects he has recently been involved with include: the Eastern Relief Road at Suffolk Business Park and planning the building of new homes and schools in Bury St Edmunds.

**James Talbot & Graeme Lockey - Principal Growth Officers, West Suffolk**

Before joining West Suffolk, James worked in the private sector and brings with him a fresh perspective on business growth within the local area. Both he and Graeme bring with them experience of inward investment, alongside planning and business development experience gained from across the West Suffolk Area.

**Nicola Kritzinger – South Cambridgeshire District Council**

Nicole Kritzinger has detailed experience in Economic Development, Place shaping and International Inward Investment having worked jointly to implement a number of interventions in the East of England (at East of England Business Group and EEDA as well as South Cambridgeshire) requiring Treasury Green book appraisals. Nicole is a strong problem solver, qualified UKTI stakeholder partner and has successfully brokered relationships and helped embed companies in the LEP area through work with UKTI and stakeholder partners.

**Paul Mumford – Team Leader, New Communities**

Paul worked on Alconbury Enterprise Zone, and set up a joint approach to planning with Cambridgeshire County Council that was signed off by DCLG and used as an example of best practice when it allowed the 'Incubator' building to come through the planning process in just 36 days. Paul will share this learning and directly apply it in terms of spotting issues before they arise, being clear on planning requirements, undertaking effective consultation and community engagement, and making sure that planning decisions are taken in a timely way.

**Jonathan Brech – Cambridge Development Director**

Jonathan is the new Development Director for Cambridge, hosted by the Cambridge Network. He has strong commercial experience having founded and grown B2C and B2B businesses, independently and with stakeholders. He is focused on attracting new business to the Greater Cambridge area and would be an integral part of the team.

Total Cost of Existing Staff Team: £132,000

**Wider team** Specialist commercial property support and advice has also been brought in from Carter Jonas to provide a robust assessment of the current local marketplace, demand on commercial space, and insight into further opportunities.

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 Project Lead will be tasked with ensuring effective monitoring across the Cambridge Compass Enterprise Zone. By developing and maintaining strong relationships with all of the developers/ land owners, the Project Director will agree a set of data metrics alongside a schedule for collecting relevant data from partners.

At each Project Board meeting the Project Lead will report to members of delivery against agreed performance indicators- notably value added, productivity, jobs, business and investment. This will then be reported across all Sites at the Steering Group.

We propose a performance related agreement with each Local Authority and site owner.

We will expect each authority to consider the appropriateness of a planning performance agreement for the Enterprise Zone.

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.

One of the key benefits of creating the Cambridge Compass Enterprise Zone is the potential to market all of the sites under a single marketing brand (Cambridge Compass) at a national and international level to maximise the pull of 'brand Cambridge'.

As one of the UK's few truly international brands, the Cambridge effect will be at the heart of our core marketing activities.

We will work in partnership with the landowners and developers, local authorities, and new Cambridge Development Director, to create a proactive marketing group. The group will be responsible for the development and delivery of a robust marketing strategy with the sole ambition of maximising swift occupancy across all sites.

With different sectors focuses and delivery timescales, we can provide a long-term, targeted approach to marketing the Cambridge Compass locally, nationally and internationally as a cohesive unit.

We will implement a digitally-led strategy, underpinned with powerful marketing materials, targeted at key prospects and sectors direct, via agents, and via specialist

advisory and membership organisations.

Our approach will reflect the innovative nature of our local area, and will include the use of online behavioural targeting to reach out to organisations seeking to relocate or expand to ensure we use both push and pull marketing techniques.

With a planned inward investment push for the Greater Cambridge area, following the appointment of the new Cambridge Development Director, confirmation of Enterprise Zone status for Cambridge Compass would enable these sites to benefit from additional marketing investment via these planned campaigns. Maximising return on investment, and intrinsically linking them to the core Cambridge offer on an international stage.

Marketing activities will be funded by site pooling of marketing funds to maximise the return on investment.

The Cambridge Compass brand also has the potential to welcome new sites in the future when they are ready for development.

**DRAFT**

**SCHEDULE 4 – SITES AND INCENTIVES**

<b>Proposed Sites</b>	<b>EZ</b>	<b>District / Local authority Ward</b>	<b>ECA</b>	<b>BRD</b>	<b>BRR</b>
Phase 2, Lancaster Way, Ely		<b>EAST CAMBRIDGESHIRE DISTRICT COUNCIL</b>	<b>NO</b>	<b>YES</b>	<b>YES</b>
Haverhill Research Park		<b>ST EDMUNDSBURY BOROUGH COUNCIL</b>	<b>NO</b>	<b>YES</b>	<b>YES</b>
Phase 1, Northstowe		<b>SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL</b>	<b>NO</b>	<b>YES</b>	<b>YES</b>
Cambridge Research Park, Waterbeach		<b>SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL</b>	<b>NO</b>	<b>YES</b>	<b>YES</b>
Cambourne Business Park		<b>SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL</b>	<b>NO</b>	<b>YES</b>	<b>YES</b>

**DRAFT**

## **SCHEDULE 5 – 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 in 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 floorspace was constructed on the zone in this quarter?
- Q15** What commercial floorspace was refurbished on the zone this quarter?
- Q16\*** “What was the market rate for leasing commercial floorspace on the Enterprise Zone as of the current date?”
- Q17** What land sales were there on the zone this quarter?

**DRAFT**