

Private Document Pack

INFRASTRUCTURE EXECUTIVE BOARD

Date: Friday 7 April 2017

Venue: SCR Executive Team, 11 Broad Street West, Sheffield

Time: 10.00 am



AGENDA

Item	Subject	Method	Lead	Page
	<u>Introduction</u>			
1	Welcome and Apologies	Verbal	Chair	
2	Minutes & Actions of the Previous Meeting & Matters Arising	Paper	Chair	1 - 6
3	Declarations of Interest	Verbal	All	
4	Urgent Items / Announcements	Verbal	All	
	<u>Business Items</u>			
5	BT Superfast Broadband	Presentation	N Ward / R Powell	7 - 24
6	Enterprise Zone Review	Paper	J Neville	25 - 46
	<u>Updates</u>			
7	SCRIP - Outturn Position	Verbal	J Neville	
8	Property Development Funding	Verbal	B Morley	
	<u>Actions and Forward Planning</u>			
9	Agree actions & Summary for Resolution Log	Verbal	Chair	
10	IEB Business Plan Progress Dashboard	Paper	M Lynam	47 - 48
11	AOB	Verbal	All	

DATE OF NEXT MEETING - 19th MAY 2017

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SCR INFRASTRUCTURE EXECUTIVE BOARD

24th FEBRUARY 2017

BROAD STREET WEST, SHEFFIELD

No.	Item	Action
1	<p><u>Welcome and Apologies</u></p> <p>Present:</p> <p><u>Board Members</u> Mayor Ros Jones (DMBC) - CHAIR Martin McKervey (LEP / Nabarro) Chris Scholey (Doncaster Bassetlaw NHS Foundation Trust / LEP) John Mothersole (SCC)</p> <p><u>Also in Attendance</u> Ed Highfield (SCC) Matt Gladstone (BMBC) Neil Firth (DMBC) Dave Armiger (BaDC) Mel Dei Rossi (SCR Exec Team) Mark Lynam (SCR Exec Team) Tim O'Connell (RMBC) Ben Morley (SCC) Gareth Finch (Peel) for item 5 Craig Tyler (Joint Authorities Governance Unit)</p> <p>Apologies were received from Board Members Cllr John Burrows (CBC) and Neil Taylor (BaDC) + Peter Dale (DMBC), Katie Jackson (SCR Exec Team) and Paul Wilson (DDDC)</p>	
2	<p><u>Minutes of the Previous Meeting</u></p> <p>The minutes of the previous meeting held on 16th January were agreed to be an accurate record.</p> <p>Clarity was requested regarding what had been agreed at the last meeting in respect of agenda item 10 – Enterprise Zone Fund Investment Strategy. It was affirmed the Board's decision was to only use viability funding to support projects within the sector-scope of the agreed EZ strategy until otherwise</p>	

	<p>determined. It was therefore requested that a report be received in 6 months' time to comment on how effective this policy has been and to facilitate further consideration of whether it might be prudent to expand the offer to cover other acceptable uses.</p> <p>Action: Ben to present the update report in 6 months</p> <p>Regarding the SCRIF Programme Review, it was noted the joint meeting between the Directors of Finance and the Economic Directors is to be convened shortly.</p> <p>It was noted the TEB meeting received an update report on the Strategic Modelling Tools project which would be of interest to IEB members.</p> <p>Action: Mel to arrange for circulation of the report to IEB</p>	<p>BM</p> <p>MDR</p>
3	<p><u>Declarations of Interest</u></p> <p>None noted.</p>	
4	<p><u>Urgent Items / Announcements</u></p> <p>None requested.</p>	
5	<p><u>Doncaster Sheffield Airport (DSA) Vision</u></p> <p>The Board was provided with a presentation on the vision for the airport and Aero Centre Yorkshire, noting DSA is one of the 4 strategic priorities for the SCR.</p> <p>The presentation covered an overview of the existing airport offer and infrastructure, passenger and freight throughput figures, the DSA Master Plan and Vision Plan, challenges associated with achieving the vision and priority actions.</p> <p>The Board noted that DSA is the 1st new full-service airport in the UK for 50 years and is the UK's fastest growing airport with 38% growth in passenger numbers over the past year.</p> <p>The Board recognised the airport should not be viewed as a transport project, but rather an essential economic driver for the SCR, and nationally a genuine opportunity to redress the north-south balance by becoming the north's 2nd intercontinental airport.</p> <p>It was noted that Aero Centre Yorkshire has been included as 1 of the Northern Powerhouse's portfolio of 13 key investable projects.</p>	

	<p>An explanation of Peel’s Plan terminology was provided. It was noted the Master Plan might be viewed as ‘bottom up’ with growth forecasting based on certainties, whilst the Vision Plan may be regarded as ‘top down’, transformational and aspirant, based on what might be achievable with appropriate regional and national support. It was noted the passenger throughput forecasts are 8m p.a. for the Master Plan and 25m p.a. for the Vision Plan.</p> <p>Consideration was given to the challenges that lie between the airport and its full potential. It was noted these include accessibility and connectivity, awareness (regionally, nationally and internationally) and availability of scheduled destinations and regulatory complications e.g. state aid.</p> <p>It was noted business plans will be produced to oversee how DSA will achieve its Master Plan and aim to achieve its Vision Plan and confirmed these will be appropriately referenced in the refreshed SEP.</p> <p>Discussing the challenges, the group noted plans to help address connectivity issues with the creation of a new rail station at the airport, facilitated by a loop on the East Coast Mainline. It was noted this proposal has been supported in principle by TEB, with the board also recognising the wider economic benefits this would deliver including the easing of congestion at Doncaster Station.</p> <p>Regarding increasing awareness, it was suggested there is an immediate requirement for Highways England to improve signposting to the airport from the motorway network.</p> <p>It was agreed that TfN recognition of the airport’s strategic potential is of paramount importance and an expectation noted that the airport will have prominence in TfN’s International Connectivity Action Plan as it is developed. It was noted that to engender this expectation, efforts continue to engage TfN representatives at all levels.</p> <p>Action: Martin to progress efforts to realise John Cridland’s attendance at a major event at the airport</p> <p>It was agreed that a prerequisite of being able to promote the airport is the need of a coherent Transport Strategy, and the Board was informed this would be facilitated as part of the Strategy’s refresh.</p> <p>Action: Mark to represent the Board’s interests in the airport as part of the refresh of the SEP and Transport</p>	<p>MM</p> <p>ML</p>
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	<p>Strategy and infusion of the airport Master Plan and Vision Plan.</p> <p>It was asserted the SCR needs to be capable of speaking with 'one voice' on matters of strategic importance such as DSA.</p>	
6	<p><u>Performance Review – Q3 Dashboard</u></p> <p>A report was received to provide an update of the performance of the Infrastructure Programme as at the end of Q3 2016/17 and to highlight any areas that require Executive Board input.</p> <p>The Board was advised the Q3 dashboard shows a forecast SCRIF funding expenditure of £35,473,962 for 2016/17 generating a gap of £38,893,038 against the 2016/17 allocation of £74,367,000.</p> <p>The Board was asked to note the remedial actions that have been taken to address the gap through the early commission call for projects with a focus of delivering spend in 16/17 which resulted in the Combined Authority's approval of 9 projects as part of the early commission to enable £28,433,000 of spend toward the forecast underspend of £38,893,038 this financial year. It was also noted two projects are still to complete the assurance/ due diligence process, with a funding requirement of up to £17,000,000.</p> <p>It was noted the Q3 returns, as submitted by the scheme promoters, indicate a cumulative in year spend of £23,716,725 of SCRIF funding. This figure has been reconciled with the figure held by the Sheffield CC Finance team who process SCR Fund claims. There is a notable difference between the two records, in part this is due to errors in the quarterly returns. Promoters to ensure that actual and forecast spend reported matches the claims made. SCR Performance team to assist in highlighting gaps.</p> <p>The Board was provided with quarterly return performance information and advised of ongoing work to address gaps in the information being received.</p> <p>Change requests were received and considered.</p> <p>The Board's attention was drawn to projects' 'rag-rated' as red and advised of remedial actions being undertaken to address matters. It was noted that ratings are generated by variance from financial profile or based on intelligence provided by the scheme promoters.</p>	

Noting that 46% of the 2016/17 programme is still to be spent in Q4, consideration was given to what actions might be introduced to avoid the back-loading of spend in future years.

The Board discussed further the actions required to achieve the planned year end outturn. MDR confirmed that the reported spend highlighted in the year end tracker was achievable; however, there is still considerable risk with 18 funding agreements to be completed before grant can be claimed.

Progress is being tracked on a weekly basis, but with 5 weeks to go legal / funding agreements need to be prioritised.

Action: All to ensure that these agreements are appropriately prioritised within each LA.

It was highlighted that 3 opportunities to claim have been agreed to year end.

- End of February – an additional opportunity to claim grant for all known invoices in relation to projects with signed agreements.
- 24th March – Final opportunity to claim grant for additional invoices.
- 30th March – opportunity to accrue for eligible costs incurred to year end.

Action: All LA's to ensure that grant claims are processed in line with the above deadlines, noting that early commission schemes will not be permitted to roll funds over in 17/18 if not claimed.

RESOLVED, that the Board:

- 1. Notes the position of the SCRIF Programme at the end of Q3**
- 2. Notes the commentary relating to the red project flags**
- 3. Endorses the change requests to the spend allocations and profile of the following projects, noting that these do not affect each project's notional allocation:**
 - **The request to re-profile £1,033,000 for spend from 2016/17 to 2017/18 for the Olympic Legacy Park**
 - **The request to bring forward £830,000 from 2017/18 into 2016/17 for M1 Junction 36 (Hoyland)**
 - **The request to bring forward £2,458,000 from 2017/18 into 2016/17 for Sheffield Retail Quarter**

ALL

ALL

	<ul style="list-style-type: none"> • The re-assignment of SCR funding from Harworth Bircotes phase 2 junction improvements to highway infrastructure works at the proposed Harworth South business development (part of the same scheme). • The change to spend profile for the Worksop Phase 2 project, accelerating funding originally allocated for post-2022 into year's 2017/18 and 2018/19 totalling £1,482,000 	
7	<p><u>Integrated Infrastructure Plan – Funding Next Steps</u></p> <p>It was reported meetings are being arranged to look at the funding options for the various IIP packages ahead of formal consideration by the Infrastructure Delivery Group.</p>	
8	<p><u>SCR JESSICA Property Fund</u></p> <p>A paper was received outlining how the JESSICA fund will continue to deliver funding to support private sector development.</p> <p>It was noted the SCR Combined Authority recently approved up to £10m of SCRIF to be invested in the SCR JESSICA to establish the “SCR Property Fund”. This funding will be available to invest across the whole SCR on a flexible basis.</p> <p>An explanation of the term ‘repayable grant’ was provided, noting these are effectively high risk loans for which some or all of the allocation is repayable if certain criteria are achieved.</p> <p>RESOLVED, that the Board notes the report and approves the Property Fund Investment Strategy</p>	
9	<p><u>IEB Business Plan Progress Dashboard</u></p> <p>Provided for information.</p>	
10	<p><u>Any Other Business</u></p> <p>No further matters requested.</p>	
11	<p><u>Date of the Next Meeting</u></p> <p>Friday 7th April, 10.00am at Broad Street West, Sheffield</p>	



Superfast South Yorkshire Priorities

- To deliver fibre coverage to at least 98.7% of South Yorkshire
- To deliver **Ultrafast** coverage at Enterprise Zones and key Business Parks.
- Support the strategy for connectivity in the City Centre.
- Develop a strategy to ensure new developments are well connected.
- Develop a local strategy aimed at achieving 100% coverage for South Yorkshire.
- Ensure businesses and residents understand the benefits of broadband and have the skills and ability to access.
- Drive take up of broadband services across South Yorkshire.

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Agenda Item 5

Delivering SFSY Priorities

- **BT Contract** - worth approx £28m with BT to deploy fibre across South Yorkshire to 98% and deliver Ultrafast at South Yorkshire Enterprise Zones and key strategic business parks.
- **Better Broadband Scheme** - vouchers for sub 2mbps premises to secure connections as an interim solution.
- **BDUK Super Connected Cities Vouchers** - over £1m secured by South Yorkshire businesses (ended).
- **OJEU Procurement** to further extend the fibre coverage across South Yorkshire and to reduce the current excluded City Core.
- **New Development sites** to ensure broadband connectivity is delivered as standard for all residential and commercial sites across SCR.

Delivering **SFSY** Priorities

- **SFSY Business** - project to raise awareness and promote the availability of fibre broadband, to educate and promote the benefits of being connected
 - Digital Conference, 3rd May 2017 at the AMP
 - Art of the Possible, May – July 2017 across South Yorkshire
 - Digital Taster sessions, from summer 2017 – December 2018

SFSY Vouchers - £1.5m funding secured from ERDF for two year scheme

To encourage SMEs to take-up faster digital connectivity

- Connection Voucher: Actual costs between £1000 and £5000 (Voucher values would be between £500 and £2500) ex VAT

To support SMEs to introduce transformational innovations to the business to improve business performance through faster digital connections

- Innovation Voucher: Actual costs between £5000 and £24999 (Voucher values would be between £2500 and £12499.50) ex VAT

Progress to date.....

Key Metrics	Delivered Phase 4	Planned Phase 4	Total project	Progress %
White Premises Passed	40,802	33,768	103,433	39%
Total premises Passed	48,828	48,254	107,725	45%
Financial spend (capital)	7,783,432	7,881,443	£19,620,192	40%
Take up	Current		Target project	Progress %
Take up South Yorkshire	17.1%		30%	57%

Areas with access to Ultrafast:

Attercliffe, Capitol Park, Zenith Park, Chase Park

Any Questions?



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BT Update

Robert Powell Regional Partnership Director, BT - Yorkshire & The Humber



Four pledges to support the UK's digital future

1 Deliver faster minimum broadband speeds

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2 Expand the reach of fibre broadband beyond 95%

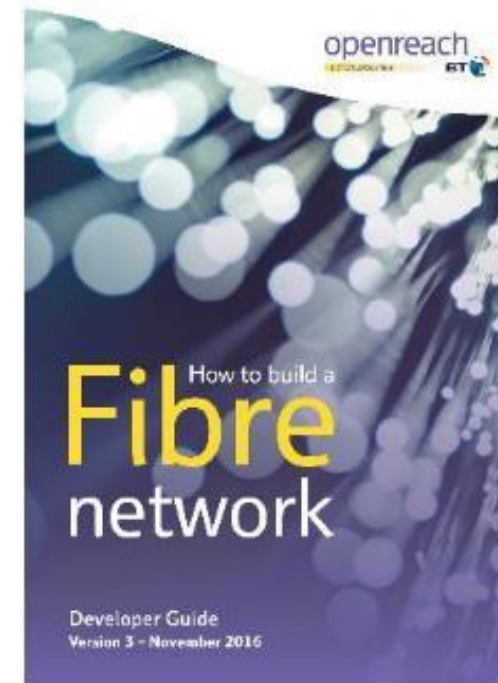
3 Take the UK from superfast to ultrafast

4 Raise the bar on service

Openreach investment

- Openreach has invested more than £10.5bn over the past decade
- Ultrafast broadband – We aim to deliver ultrafast speeds to 12 million premises by 2020, and to the majority of the UK by 2025
- Service – Improving service is our number one priority. Thousands of engineers have been recruited and we're fixing faults, speeding up appointments and installing new lines quicker than before

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Superfast to Ultrafast: G.fast broadband



➤ Openreach has announced G.fast for 10m homes and businesses by 2020, as part of making ultrafast speeds available to 12m premises by 2020

➤ G.fast is a cutting edge technology that delivers ultrafast broadband speeds (300-500Mbps) using fibre with existing copper lines

➤ Openreach is extending its G.fast pilot to 12 further locations, including Sheffield

➤ G.fast is on track to begin a UK rollout this year and this extension of the pilots, together with Fibre to the Premise (FTTP), will take our overall ultrafast footprint to half a million premises by the end of March 2017

➤ Find out more at www.openreach.co.uk/ultrafast



Superfast to Ultrafast: Fibre-to-the-Premises

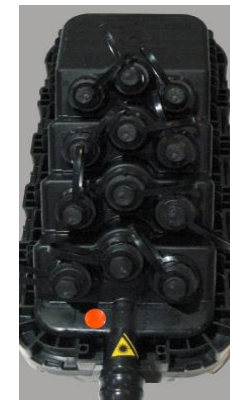


- FTTP is also central to our plans and can deliver speeds of 1Gbps or more if needed
- Businesses can currently get ultrafast speeds via dedicated lines, but our Business FTTP products will be of particular interest to SMEs who want a more affordable option
- We have been trialling new techniques – including “plug and play” technology – to deploy FTTP more quickly and efficiently across the UK



Fibre broadband for all new developments for free or co-funded

- In January 2016 Openreach announced a new policy to deliver superfast broadband connectivity to new build properties, either for free or as part of a co-funded initiative
- In September 2016 Openreach announced that FTTP will be built for free at new housing developments of 30+ homes (the previous threshold was 100+ homes)
- To find out more, and download our developer handbooks, visit <https://www.ournetwork.openreach.co.uk/>



EE 4G coverage

- EE is the largest mobile operator in the UK with over 30m connections, 15m of which are 4G
- 90%+ of the population live in locations served by EE 4G – and continues to rise
- EE has set a 95% 4G geographic coverage commitment for the UK by 2020
- EE's Emergency Services Network (ESN) contract is driving accelerated investment in new sites and 4G coverage
- Investment goes beyond standard coverage solutions. EE are innovating new ways of providing coverage – drones, tethered balloons, lighthouse micro cells to cover ferries, community led maintenance programmes, wifi calling, 4G calling



The Economic Impact of BT and EE in Yorkshire & the Humber

Key Points

6,510

BT and EE employees live in the region (FTE)

6,570

BT and EE employees work in the region (FTE)

£210 million

Total income of BT and EE employees working in the region

£290 million Spend with suppliers based in the region

£1,120 million Total GVA impact (including indirect and induced effects)



Across the (name of region) in 2015/16...

- BT and EE employed 1 in every 8 employees working in the IT and Communications sectors
- £1 in every £170 of GVA was generated directly by BT and EE
- BT and EE supported £1 in every £90 paid out salaries in the region and £1 in every £100 of GVA as a result of the two firms' full economic impact
- BT and EE's full employment impact is larger than the region's textile manufacturing sector

The Economic Impact of BT and EE in South Yorkshire

Key Points

2,689

BT and EE employees live in the region (FTE)

2,884

BT and EE employees work in the region (FTE)

£210 million

Total income of BT and EE employees working in the region

£36 million Spend with suppliers based in the region

£353 million Total GVA impact (including indirect and induced effects)



Across South Yorkshire in 2015/16...

- 1 in every 4 employees working in the IT and Communications sectors in the SCR LEP was employed by BT and EE
- 1 in every 70 employees in the private sector were supported by the two firms' full economic impact
- Total jobs supported by BT in the area 4325
- Total Turnover generated in businesses based in the area, as a result of BT's full economic impact, £632 million pa
- BT and EE's full employment impact is larger than the region's textile manufacturing sector

NGA update in South Yorkshire

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➤ Our investment of hundreds of millions of pounds means our high-speed, fibre broadband network now reaches more than 480,000 homes and businesses via commercial fibre rollout and been reached through the BDUK partnerships

➤ Think Broad Band Summary March 2017

- Sheffield Superfast and Fibre Coverage 91.2%
- Doncaster Superfast and Fibre Coverage 90%
- Barnsley Superfast and Fibre Coverage 88.6%
- Rotherham Superfast and Fibre Coverage 88.3%



NEW RECRUITMENT OF APPRENTICES AND GRADUATES

- 50 apprentices will be recruited including locations such as Doncaster and Sheffield
- 20 graduates are expected to be based in Leeds, Hull, Northallerton, Doncaster and Sheffield
- Openreach to recruit more than 115 trainees in Yorkshire and the Humber
 - Barnsley, Sheffield, Doncaster and Rotherham included in recruitment drive



BT contributing to society in the Region

- In 2015/16 over 2,300 employees in Yorkshire & the Humber gave over 2,650 work days and a further 3,350 days of their own time to support charities in their local communities
- The Supporters Club have awarded grants worth £660,000 in total to various sports associations in the region to help change the lives of disadvantaged young people through sport
- BT has helped raise more than £7 million for charities in Yorkshire & the Humber through MyDonate – BT's commission free online fundraising service for UK charities
- Through our Tech Literacy programme, as at 31st Dec 2016, 119 workshops have been held. We have engaged with 130 schools, 2,032 teachers and 53,238 pupils in South Yorkshire



INFRASTRUCTURE EXECUTIVE BOARD

7th April 2017

ENTERPRISE ZONES REVIEW

Purpose of Report

This paper provides an update on the Sheffield City Region Enterprise Zones; the activity that has taken place, the status of the sites (confirmed and replacement) and the next steps.

Thematic Priority

The report aligns with the following SCR Priorities:

1. Ensure new businesses receive the support they need to flourish
2. Facilitate and proactively support growth amongst existing firms
3. Attract investment from other parts of the UK and overseas, and improve our brand.
4. Increase sales of SCR's goods and services to other parts of the UK and abroad.
5. Develop the SCR skills base, labour mobility and education performance.
6. Secure investment in infrastructure where it will do most to support growth.

Freedom of Information

Executive Boards do not make decisions on behalf of the CA therefore are not made available under the Combined Authority Publication Scheme.

Recommendations

The Infrastructure Executive Board are asked to note the contents of the report and the outcomes of the Enterprise Zone review and identify any further issues for discussion, over and above those highlighted in the report.

1. Introduction

- 1.1 The Sheffield City Region Enterprise Zone (SCR EZ) has a clear vision:

“To build on Sheffield City Region's significant credentials and strengths in advanced manufacturing and materials to develop a Modern Manufacturing and Technology Growth Area”

The target sectors include the following uses

- Modern Manufacturing
- Creative and Digital Industries

- Healthcare Technologies
- Low Carbon and Environmental Goods and Services
- a limited number of other supporting uses/ sectors will be acceptable

It is acknowledged that whilst this is the aspiration for the EZ sites it is not always possible to enforce this vision as the sites are not always within the control of SCR and its partners.

1.2 Enterprise Zone (EZ) status allows businesses that locate on an EZ access to a number of benefits including:

- Up to 100% business rate discount (BRR) worth up to £275,000 per business over a 5-year period **OR** 100% enhanced capital allowances (ECAs) (tax relief) to businesses making large investments in plant and machinery – the type benefit is dependent upon the site
- Simplified local authority planning, for example, through Local Development Orders
- Government support to ensure that superfast broadband is rolled out throughout the zone, and, if necessary, public funding

1.3 All business rates growth generated across the EZ sites is retained by SCR, this rates retention is irrespective of the activity on the site being in line with the EZ Vision. The sites that this relates to are the original confirmed 145 hectares (ha) of SCR EZ sites that are also set in legislation.

2. Proposal and justification

2.1 The confirmed SCR EZ included 145 ha of land. Due to the alignment of initial consultation route of HS2, 60ha of the original SCR EZ were subject to blight. The greatest direct impact was likely to be on 8 of the 12 sites designated for Enhanced Capital Allowances (ECAs), this was considered particularly significant given the small number of EZs in England able to offer this type of incentive.

2.2 To address this, Government enabled SCR to agree locally a 'long list' of up to 60 hectares of replacement EZ sites to be eligible for ECAs. These sites were agreed by Treasury (HMT) which enabled SCR to market the 'long list' of ECA sites as well as the existing BRR sites until a point at which the final decision on the route of HS2 is agreed.

2.3 Following discussion with Local Authorities and Landowners, a further 60 ha of replacement sites across the SCR were identified for development as well as a further 10ha identified at Doncaster Sheffield Airport. These sites were identified to reflect the reality of the SCR economy and meet the needs of potential investors and were contained within a business case that SCR prepared. The table at Appendix 1 sets out the total list of EZ sites, confirmed sites and replacement sites with an update of development activity/ interest in each of the sites. The plans appended at Appendix 2 show the total list of sites (total 215ha of EZ sites).

2.4 Until the final route of HS2 is known, the SCR EZ includes 215ha of sites (known as the 'long list' of ECA sites and the BRR sites), whilst only 145ha of the SCR EZ sites are confirmed and contained within the Regulations. In this interim period HMT have confirmed that whilst the 'long list' is in operation, any sites that attract an 'end user' will be quickly moved from the 'long list' into the relevant Regulations. This will provide potential investors the certainty they need. For example Appendix 1 shows that there has been significant progress made at the additional EZ site at Doncaster Sheffield Airport with a development moving forward in the near future. HMT 's confirmation that they will be able to move sites from the 'long list' into the Regulations provides certainty that the end user can benefit from the ECA benefits the site offers whilst we are still in this interim period. Any sites (hectares) that take up the ECA benefits in this period will be

incorporated into the Regulations and the number of hectares subtracted from the amount available for the final 'short list'.

- 2.5** The final 'short list' of ECA sites (of around c60ha of replacement sites and 32ha of confirmed sites) will need to be agreed once the decision on the final route for HS2 is confirmed, expected July 2017. The revised preferred consultation route of HS2, if agreed, no longer causes potential blight issues for SCR's confirmed EZ sites. The only sites where there is the potential for some disturbance is at Markham Vale, adjacent to sites 28 (confirmed) and 30 (replacement) as the route for the HS2 maintenance depot is shown to follow the existing rail line in this location. The revised route and its relationship to the SCR EZ sites is shown on the plans at Appendix 3.
- 2.6** SCR is meeting with Government over the coming weeks to determine the status of the SCR EZ sites (confirmed and replacement) as until the preferred route of HS2 is confirmed the SCR EZ sites remain subject to blight. In advance of this meeting, SCR has conducted a review of the EZ sites. The results of the review are contained in Appendix 1. It is clear that there are gaps in the information being provided by different local authorities and SCR need to report to Government quarterly about the status of the SCR EZ. A formal quarterly monitoring form is being devised by the SCR Performance Team to capture the relevant information. This information could be reported to IEB alongside the quarterly Infrastructure Programme update, this will ensure that we have a consistent and coherent narrative about EZ performance and issues.
- 2.7** Summary of achievements to date of the SCR EZ (currently 215ha):
- There is 179,953sqm of new development (either completed or under construction).
 - The EZ has supported 57 new occupiers since April 2012 – the majority of which operate within modern manufacturing/ supporting sectors
 - The EZ supports an additional 1691 jobs, either on site or currently being recruited
 - Local teams are working with a number of investors to deliver a further 74,229sqm of development that is in the pipeline
- 2.8** Whilst there are a number of gaps in the information submitted as part of the review, the information collected has shown that positive development activity is taking place across the EZ, creating significant new floor space and jobs. The review has highlighted that there are some sites that have continued to stall despite EZ status, either through a lack of commercial interest and/ or ongoing large viability constraints.
- 2.9** The review has highlighted that a number of Authorities have chosen to stop marketing the replacement EZ sites as EZ sites (for example Barnsley's two replacement EZ sites Capitol Park (site 1) and Enterprise 36 (site 2) and Markham Vale replacement sites (sites 30 and 31) where Derbyshire County Council is the landowner and have stopped marketing the sites but they fall within Bolsover District Council and North East Derbyshire District Council areas). Until discussion takes place with Government neither confirmed nor replacement sites can be de-designated from the SCR EZ.
- 2.10** *Key Questions for IEB consideration in advance of SCR discussions with Government;*
- *If, once the route of HS2 is confirmed and government require the SCR EZ to remain as per its original size (i.e. 145ha), are there preferred sites from the long list of ECA sites that Local Authorities consider should remain as EZ sites –*

effectively switching allocations from confirmed ECA sites to replacement ECA sites.

- *A consistent narrative and marketing message is required across the SCR as to the status of confirmed and replacement sites.*
- *Following review, BMBC have requested that their replacement ECA sites are no longer part of the SCR EZ. Until discussion takes place with Government sites cannot be de-designated.*
- *The current governance for the SCR EZ is via the EZ Programme Board. Currently, this Board doesn't meet on a regular basis. Given the current status of the EZ and that we are approaching a final decision regarding the route of HS2 it is considered that this Board should begin to meet again on a regular basis with any issues raised at IEB.*

3. Consideration of alternative approaches

3.1 The report sets out the alternative options that have been considered.

4. Implications

4.1 Financial

Business rates accrued from the Enterprise Zone are passed from billing authorities to the SCR. This income forms over 60% of the resource available to the region to support core costs.

It is imperative that the region primes development on the existing sites, and moves quickly to have replacement sites recognised. This will ensure growth on the sites, and rates becoming available to support the region's acute budget pressures.

The SCR EZ Accelerator Fund has recently been approved and this will only apply to Enterprise Zone sites. The SCR has already agreed to make sure that the benefits of the EZ Accelerator Fund can be extended to the replacement sites as well as the confirmed sites. There is also scope to apply to the Property Fund on these sites.

The Review has highlighted that an improved dialogue is required between inward investment/ economic development teams and finance and business rates teams within Local Authorities. Local Authority finance teams provide to SCR a business rates forecast, within these forecasts have been sites that do not form part of the SCR EZ. A breakdown of the sites that the business rates uplift is attributed to is required so that this can be shared with the SCR Team to ensure accuracy.

4.2 Legal

There are no legal implications arising from this report.

4.3 Risk Management

The SCR and its partners must be clear which sites constitute EZ sites (confirmed and replacement) and be clear about the specific benefits that the sites have.

4.4 Equality, Diversity and Social Inclusion

There are no equalities implications arising from this report.

5. Communications

5.1 A number of the proposed replacement SCR EZ sites are no longer being marketed by Local Authorities or agents as EZ sites. It is essential that a clear message is provided to

landowners, investors and occupiers setting out which sites are EZ sites and what benefits apply to that site. The SCR EZ website currently includes both confirmed and replacements sites as having EZ status. Further to discussions with CLG and the EZ Governance Board an approach will need to be agreed and implemented that commits to communicating to all stakeholders about EZ opportunities as well as ensuring that we are capturing the successes being generated through activity on the SCR Enterprise Zone sites.

6. Appendices/Annexes

6.1 Appendix 1 – Summary of Enterprise Zone Site Review 2017

Appendix 2 – Maps showing the confirmed and replacement EZ sites

Appendix 3 – Maps showing the proposed revised consultation route of HS2 and its impact on SCR's EZ sites

REPORT AUTHOR

Joanne Neville

POST

Senior Programme Manager (Infrastructure)

Officer responsible

Ruth Adams

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Sheffield City Region

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Background papers used in the preparation of this report are available for inspection at: 11 Broad Street West, Sheffield S1 2BQ

Other sources and references: n/a

CONFIDENTIAL - Sheffield City Region Enterprise Zone - Review 2017

Cluster Name (site location)	Site Cluster Name (where relevant)	Individual Site Name	LA Filter	Incentive Available	Original EZ Status: Available Property/ Development Site/ Company Expansion	Actively Marketing Sites	Size of site (ha)	Size of unit(s) (sqft)	Jobs	No of businesses	Private sector investment	Current status
M1, J35-37	Capitol Park (M1, J37)	Capitol Park EZ Site (Site 1)	Barnsley MBC	Enhanced Capital Allowance ('new')	Development Site	No longer being marketed as EZ	5	n/a	n/a	n/a	n/a	BMBC has withdrawn the site from the proposed EZ allocation as, for the foreseeable future, the EZ status cannot be confirmed and no EZ benefits are available to potential site occupiers.
	Gladman Park (M1, J36)	Gladman Park EZ Site (site 2)	Barnsley MBC	Enhanced Capital Allowance ('new')	Development Site	No longer being marketed as EZ	5.2	n/a	n/a	n/a	n/a	BMBC has withdrawn the site from the proposed EZ allocation as, for the foreseeable future, the EZ status cannot be confirmed and no EZ benefits are available to potential site occupiers.
	Ashroyd Business Park (M1, J36)	Plot 1 (Nexus 36) (site 3)	Barnsley MBC	Business Rate Relief	Available Property	N/A Fully occupied		205,000	215 (88 existed prior to EZ status)	1	TBC	Euramax (manufacturer of windows, doors and shower enclosures) in occupation in 205,000sqft unit since 2012
		Plot 2 (a) (site 3)	Barnsley MBC	Business Rate Relief	Development Site	N/A Fully occupied		165,000	138	1	£12m	Universal components (advanced logistics) occupy a 165,000sqft unit. BMBC taken a 25 yr head lease and sublet to Universal components on the same terms - in order to enable delivery. Site also benefitted from a 145,000 Business Growth Fund grant from Leeds LEP to assist with fit out costs. £12m investment by Universal Components.
		Plot 2 (b) (site 3)	Barnsley MBC	Business Rate Relief	Development Site	Not actively.		n/a	n/a	n/a	n/a	Ackroyd and Abbott retain ownership of site. No active marketing currently taking place. Scope for 215,000sqft development.
		Plot 4a (site 3)	Barnsley MBC	Business Rate Relief	Available Property	N/A Fully occupied	12.3	50,000	10	1	tbc	Store First in occupation since 2013 (not eligible for EZ BRR support as Store First are a storage firm and not from one of the target sectors detailed in the EZ BRR Policy)
		Plot 4b (site 3)	Barnsley MBC	Business Rate Relief	Development Site	YES		n/a	n/a	n/a	tbc	Network Space recently acquired this plot and will consider speculative development if SCR EZ funding available to cover viability needs. Scope for 50,000sqft
	Shortwood Business Park (M1, J36)	Shortwood 1 (site 4)	Barnsley MBC	Business Rate Relief	Development Site	N/A Fully occupied		49,100	129	6	tbc	Shortwood 1: Block 1 - DHL, logistics so no BRR application submitted. 47 jobs Block 2: 1A: Rethink - 20 jobs 1B - Euroscan - 3 jobs 1C - NextGen - 10 jobs 1D - Matsuko - 2 jobs 1E&F - Depharma - 47 jobs
		Shortwood 2 (site 4)	Barnsley MBC	Business Rate Relief	Development Site	N/A Fully occupied		49,100	72	6	tbc	Shortwood 2: Unit 21 - ESCO - 3 jobs Unit 22 - Flexibitions - 2 jobs Unit 23 & 24 - Better You - 16 jobs Unit 25 & 26 - Barber of Sheffield - 34 jobs Unit 27 - BSW - 4 jobs Unit 28 - CPS - 13 jobs

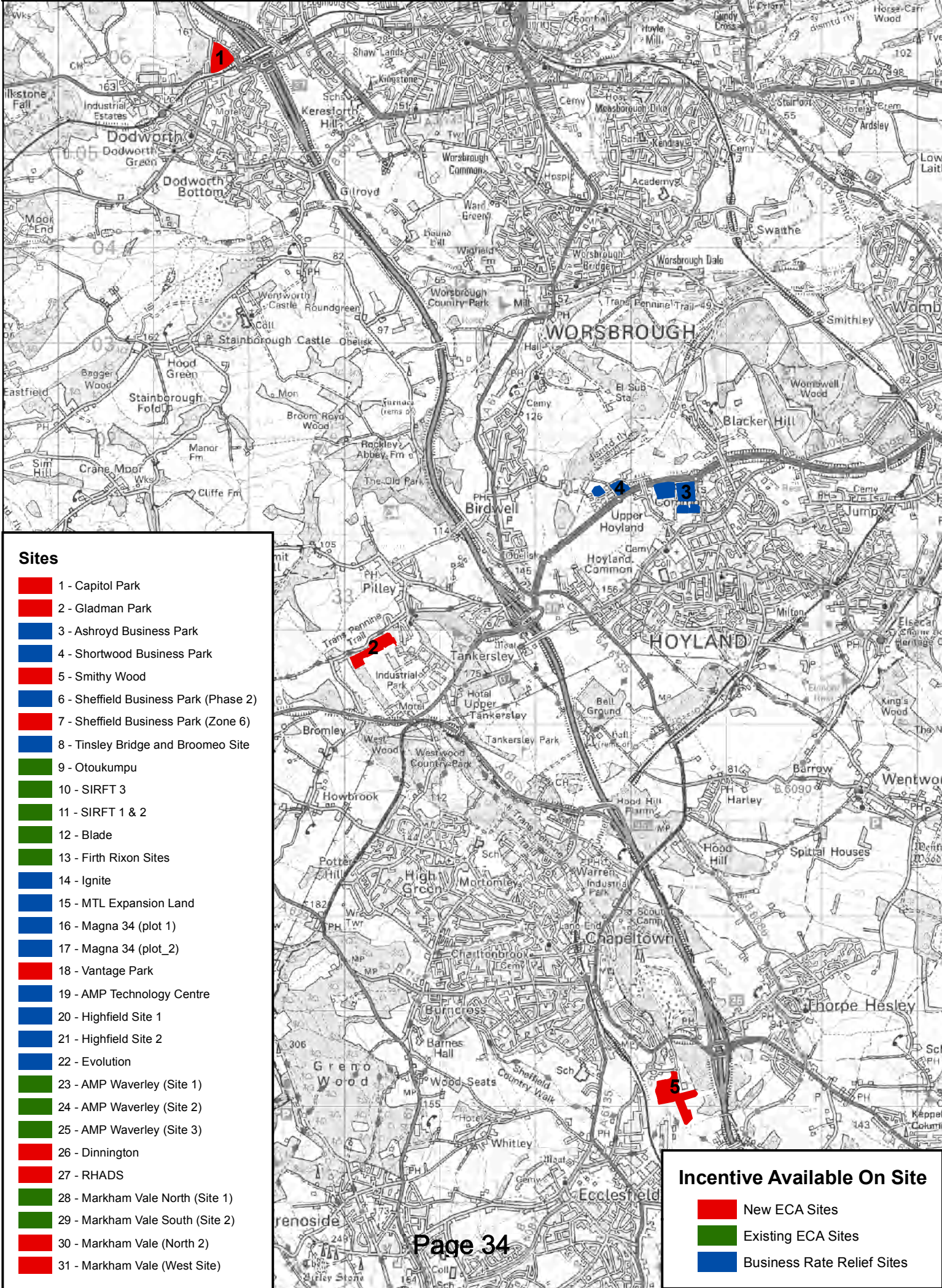
	Smithy Wood (M1, J35)	Smithy Wood EZ Site (site 5)	Sheffield CC	Enhanced Capital Allowance ('new')	Development Site	YES	10	n/a	n/a	n/a	n/a	Nothing has been developed on Smithy Wood since it was designated as a potential EZ site. The agents are promoting it on a regular basis and the infrastructure is in place with outline planning permission – the site can be brought forward fairly quickly for a potential occupier
Sheffield Business Park (M1, J33-34)		Sheffield Business Park - Phase 2 (site 6)	Sheffield CC	Business Rate Relief	Development Site	YES	15	n/a	n/a	n/a	n/a	Sheffield Business Park has sold the site to the University of Sheffield. Current enquiry for a 50,000sqft unit for an office occupier.
		Sheffield Business Park - Zone 6 (site 7)	Sheffield CC	Enhanced Capital Allowance ('new')	Development Site	YES	2	40,000	tbc	1	tbc	The site is currently under construction for a 40,000sqft unit for Tuffnells Parcel distribution centre.
		Tinsley Bridge & Broomco Site (Phases 1 to 3) (site 8)	Sheffield CC	Business Rate Relief	Development Site	YES	5.8	tbc	tbc	tbc	tbc	Tinsley Bridge currently occupy most of the site (the site also includes 0.77ha of Sheffield Business Park land) but the intention is to consolidate the existing Tinsley Bridge business into a smaller unit. Planning consent is in place for a range of units. Awaiting confirmation from agent as to interest to date.
		Outokumpu (site 9)	Sheffield CC	Enhanced Capital Allowance ('existing')	Development Site	YES	16	n/a	n/a	n/a	n/a	Significant remediation costs required (further work needed to understand specific cost estimate), considered a long way from the market to be viable. Local agents are currently marketing it.
		Sheffield International Rail Freight Terminal 3 (SIRFT 3) (site 10)	Sheffield CC	Enhanced Capital Allowance ('existing')	Development Site	NO - NOW OCCUPIED	5	tbc	tbc	tbc	tbc	Site occupied on a temporary basis (initially for 5 years) by Amey to support the Sheffield PFI Highways project. We have written confirmation that the current site occupiers will not claim EZ ECAs as they are not from one of the target sectors.
		Sheffield International Rail Freight Terminal 1 & 2 (SIRFT 1 & 2) (site 11)	Sheffield CC	Enhanced Capital Allowance ('existing')	Available Property	NO - NOW OCCUPIED	7	tbc	tbc	tbc	tbc	Site occupied by M&S distribution. M&S have signed a long lease and the investment opportunity has recently been sold on the market.
		Blade (site 12)	Sheffield CC	Enhanced Capital Allowance ('existing')	Available Property	NO - NOW OCCUPIED	5	tbc	tbc	tbc	tbc	Site occupied by Great Bear Logistics/ Distributions. EZ ECA status was not instrumental in the investment decision, and the company feel that they are unlikely to take up ECA benefits - we are in the process of obtaining written confirmation.
		[Commercially sensitive - one strategic development over three sites] (sites 13)	Sheffield CC/ Rotherham MBC	Enhanced Capital Allowance ('existing')	Company Expansion	NO - COMPANY EXPANSION	13	tbc	tbc	tbc	tbc	Three sites occupied by a single end-user from the AMM sector. The company in question has opted to receive financial support from RGF and as such is not eligible for ECA support on the same investment project. At this stage it is unclear if the pipeline of investments at these sites are able to receive maximum benefit from ECAs.
		Ignite (site 14)	Rotherham MBC	Business Rate Relief	Development Site	YES	0.7	n/a	n/a	n/a	n/a	On the market (has been for some time). No interest as yet. RIDO maintain it on their database - feedback from RIDO is that they are surprised that developer hasn't done spec build.
	Templeborough (M1,		MTL Expansion Land (site 15)	Rotherham MBC	Business Rate Relief	Company Expansion	No	3.2	tbc	tbc	tbc	tbc

M1, J31-34

J33-34)	Magna 34 [2 plots on the map] (Site 16 and 17)	Rotherham MBC	Business Rate Relief	Development Site	YES	0.8	n/a	n/a	n/a	n/a	On the market and RIDO continues to promote the site to relevant enquiries. Owner is Jaguar Estates who do not have any plans at present for any spec units.
	Vantage Park (Site 18)	Sheffield CC	Enhanced Capital Allowance ('new')	Development Site	YES	5	185,000	tbc	7	tbc	Phase 1 complete (70,000sqft) and 8 of the 9 units are fully occupied. - Interkink, Maxwell Chocolates, Cafeology, Britglass, MJ Wilson, Doorpak, Vent Direct Phase 2 (115,000sqft) will be complete in July 17 (two buildings) and October 17 (two buildings). Feedback from agent is that ECA are not attractive given the size of the units. BRR would have been more attractive.
Advanced Manufacturing Park (AMP)/ Waverley (M1, J33-34)	AMP Technology Centre (Site 19)	Rotherham MBC	Business Rate Relief	Available Property	YES	1	74,125	205	25	tbc	The AMP TC was in place/ operation prior to EZ status. Only business growth since the EZ started is counted. Full information is held by John Palfreyman (Centre Manager, AMP TC) Currently 25 companies in occupation.
	AMP Development Site (site 21)	Rotherham MBC	Business Rate Relief	Development Site > Available Property	YES	0.4	n/a	n/a	n/a	n/a	Currently a vacant site. Harworth and RIDO marketing.
	Highfield Commercial Plot 1 (site 24)	Rotherham MBC	Enhanced Capital Allowance ('existing')	Development Site	YES	4.7	n/a	n/a	n/a	n/a	Currently a vacant site. Harworth and RIDO marketing.
	Highfield Commercial Plot 2 (site 20)	Rotherham MBC	Business Rate Relief	Development Site	NO - AMRC TI	12	tbc	tbc	tbc	tbc	UoS AMRC Training Institute. (awaiting jobs figure from Andrew Nettleton)
	Highfield Commercial Plot 3 (site 20)	Rotherham MBC	Business Rate Relief	Development Site	YES as a local centre		n/a	n/a	n/a	n/a	Harworth Estates are proposing a local centre on this site to form the retail element of the Waverley housing scheme. SCR investment likely to be sought to bring this element forward. Awaiting planning approval.
	Highfield Commercial Plot 4 (site 20)	Rotherham MBC	Business Rate Relief	Development Site	YES as a local centre		n/a	n/a	n/a	n/a	Harworth Estates are proposing a local centre on this site to form the retail element of the Waverley housing scheme. SCR investment likely to be sought to bring this element forward. Awaiting planning approval.
	Highfield Commercial Plot 5 (site 25)	Rotherham MBC	Enhanced Capital Allowance ('existing')	Development Site	YES - PART OCC BY MARSTONS	2.4	tbc	tbc	1	tbc	Marstons PH on part of site (not eligible for EZ ECA support)
	Highfield Commercial Plot 6 (site 20)	Rotherham MBC	Business Rate Relief	Development Site	YES	see above	n/a	n/a	n/a	n/a	Currently a vacant site. Harworth and RIDO marketing.
	Evolution (site 22)	Rotherham MBC	Business Rate Relief	Available Property	N/A - fully occupied	1.8	tbc	168	9	tbc	Fully occupied. Companies include: Arrow Technical (9jobs)/ Eriks (?jobs)/ IIDEA (7jobs)/ Liebherr (6jobs)/ Rolls Royce Rotatives (1job)/ Sarclad (61jobs)/ SBD Apparel (?jobs)/ Struers 14jobs)/ Xeros (70 jobs)

		AMP Plot 22b (site 23)	Rotherham MBC	Enhanced Capital Allowance (existing)	Development Site/ Available Property	SITE IN ROLLS ROYCE OWNERSHIP		n/a	n/a	n/a	n/a	Currently a vacant site. Harworth and RIDO marketing.
		AMP Plot 23/24 (site 23)	Rotherham MBC	Enhanced Capital Allowance (existing)	Development Site > Available Property	YES - REVOLUTION DEVELOPMENT ON PART OF THE SITE	19.3	74,500	49	3	tbc	Revolution occupy part of the site Revolution Phase 1 (52,000sqft) - complete and occupied (Metalysis & Ex-cel (42 jobs) + Nikken (24500 sq. ft. 7 jobs) Revolution Phase 2 - on site due for completion April 2017. Two speculative build developments totalling 52,000sqft (2 units X 26,000sqft) McIaren - approximate 75,000sqft unit. £50m investment and £12m SCR investment. 200 jobs.
		AMP Plot 25/26 (site 23)	Rotherham MBC	Enhanced Capital Allowance (existing)	Development Site > Available Property	YES - AMPLIFY DEVELOPMENT		n/a	n/a	n/a	n/a	Known as 'Amplify' potential for a 465,000sqft unit. Opportunity currently being marketed.
	Dinnington (M1, J31)	Dinnington Site (now called 31 East) Site 26	Rotherham MBC	Enhanced Capital Allowance ('new')	Development Site	YES	15	n/a	n/a	n/a	n/a	Site has been marketed for a long time. CPP/ CBRE are the agents and brochures are prepared (marketed as an EZ site with ECA). Most of the routes to the site have been improved, improving the site's attractiveness.Site is accommodate 450,000sqft unit.
M18, J3 - J3a - J4	Doncaster-Sheffield Airport (M18, J3 - J4)	Doncaster-Sheffield Airport EZ Site (site 27)	Doncaster MBC	Enhanced Capital Allowance ('new')	Development Site	YES - branded as Aerocentre Yorkshire	10	n/a	n/a	n/a	n/a	10hectares available. Positive interest received for speculative developments, currently being promoted as an EZ. Interest shown for 40,000sqft of speculative industrial development by a local developer (Benal Investments) on the strength that the site may be more attractive to future tenants as they could benefit from ECA's. Planning permission underway now and start on site envisaged spring 2017. In addition Company adjacent to site looking at expanding onto site with 5K sq ft new build in 2017
Page 33 M1, J29a	Markham Vale (M1, J29a)	Plot 1 - North (site 28)	Derbyshire CC	Enhanced Capital Allowance (existing)	Development Site	Occupied (plots remaining)	6.6	480,000	400	1	tbc	Great Bear 2 under construction (480,000sqft) creating 400 jobs. Further space within overall plot to accommodate a further approx 100,000sqft. Ongoing interest in remaining sites.
		Plot 1 - 'Green Giant' (site 29)	Derbyshire CC	Enhanced Capital Allowance (existing)	Development Site	Occupied	13.2	580,250	500	2	tbc	Two occupiers: Great Bear logistics(1) 480,000sqft unit nearing completion to create 400 jobs and Inspirepac occupy 100,250 sq ft, creating 100 new jobs
		Plot 2 North (30)	Derbyshire CC	Enhanced Capital Allowance ('new')	Development Site	Not currently marketed as EZ	12.9	tbc	TBC	tbc	tbc	Planning consent in place for plot 15 (68,000sqft unit) and plot 16 (90,000sqft unit for food distribution/ logistics). DCC have been clear that the site does not benefit from EZ status when marketing.
		West Site (site 31)	Derbyshire CC	Enhanced Capital Allowance ('new')	Development Site > Available Property	Not currently marketed as EZ	5	50,000	20	1	tbc	Meterprovida occupy a 50,000sqft unit on the site. In total there is approximately 200,000sqft space remaining.

Enterprise Zones (Cluster: M1, J35-37)



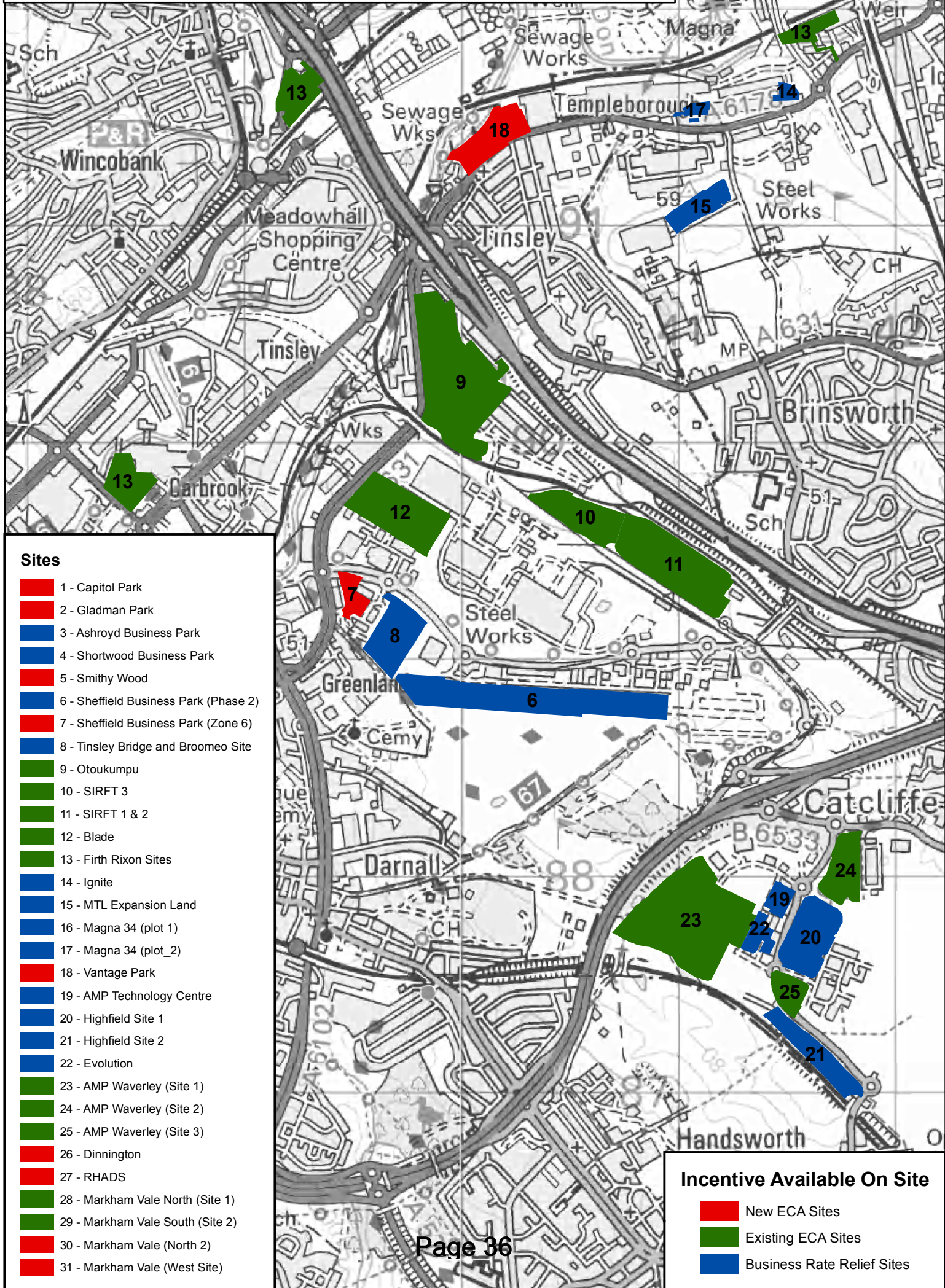
Sites

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- 2 - Gladman Park
- 3 - Ashroyd Business Park
- 4 - Shortwood Business Park
- 5 - Smitty Wood
- 6 - Sheffield Business Park (Phase 2)
- 7 - Sheffield Business Park (Zone 6)
- 8 - Tinsley Bridge and Broomeo Site
- 9 - Otokumpu
- 10 - SIRFT 3
- 11 - SIRFT 1 & 2
- 12 - Blade
- 13 - Firth Rixon Sites
- 14 - Ignite
- 15 - MTL Expansion Land
- 16 - Magna 34 (plot 1)
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- 20 - Highfield Site 1
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- 23 - AMP Waverley (Site 1)
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- 25 - AMP Waverley (Site 3)
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- 27 - RHADS
- 28 - Markham Vale North (Site 1)
- 29 - Markham Vale South (Site 2)
- 30 - Markham Vale (North 2)
- 31 - Markham Vale (West Site)

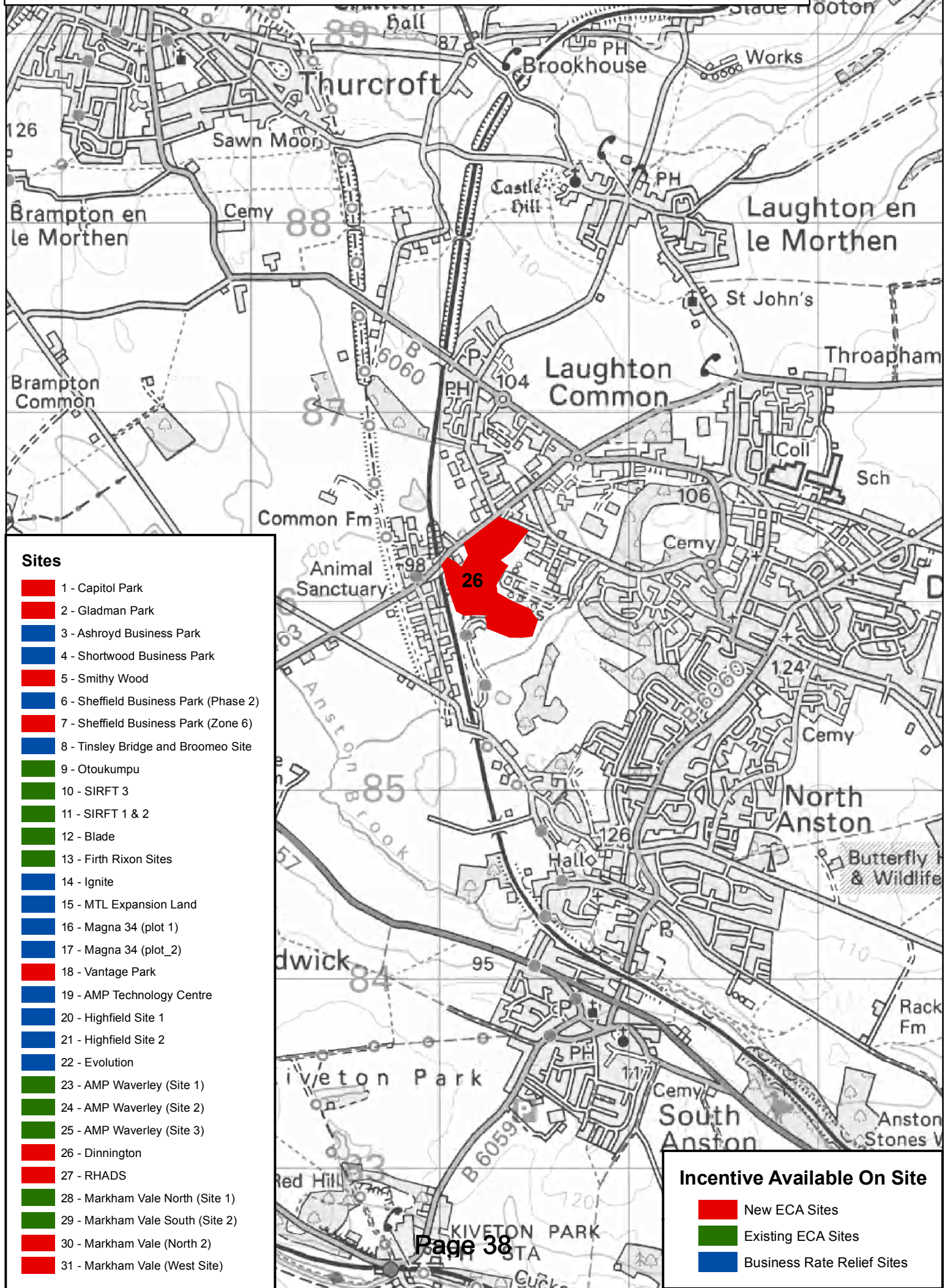
Incentive Available On Site

- New ECA Sites
- Existing ECA Sites
- Business Rate Relief Sites

Enterprise Zones (Cluster: M1, J31-34)



Enterprise Zones (Cluster: Dinnington M1, J31)



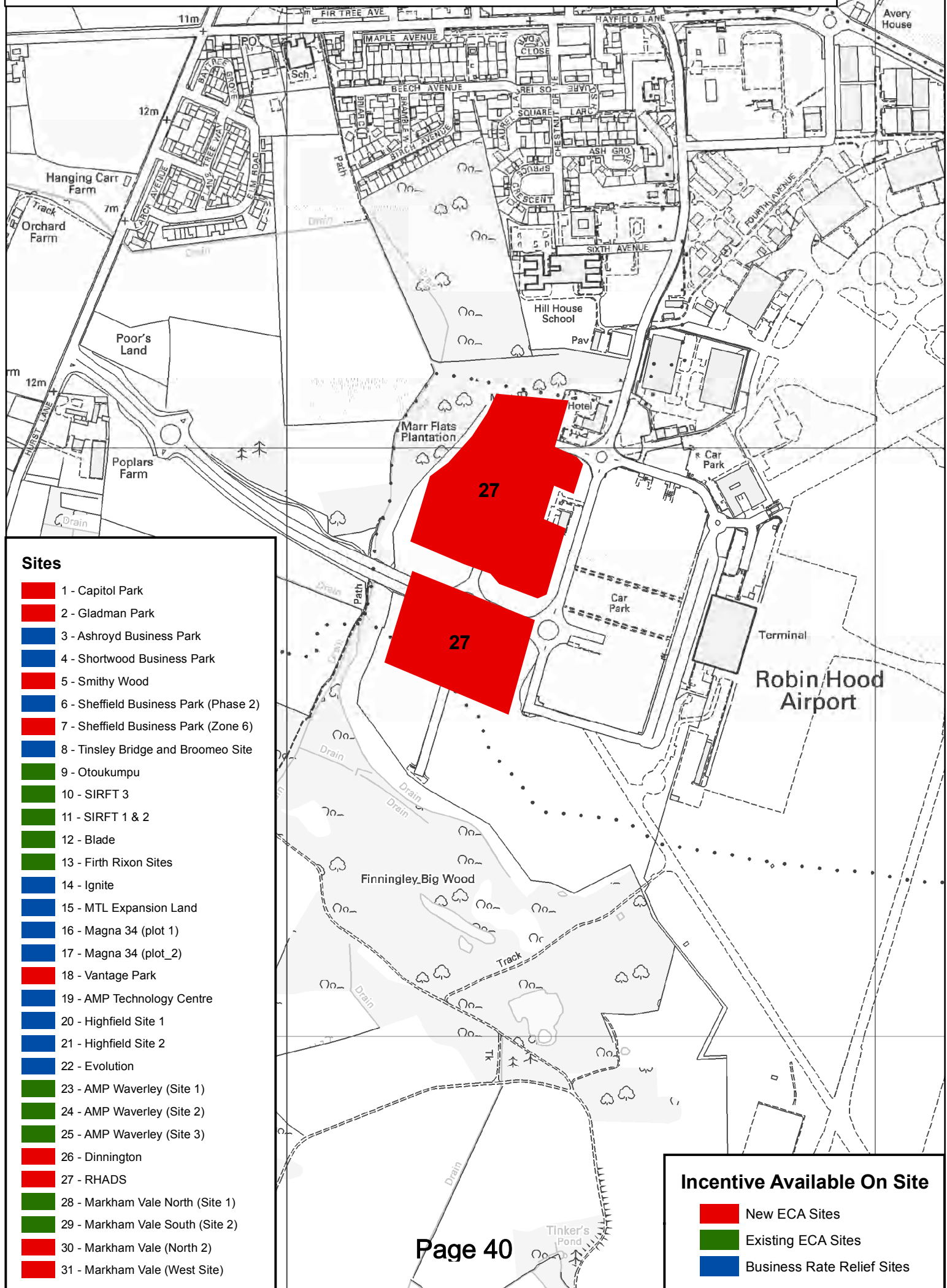
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- 31 - Markham Vale (West Site)

Incentive Available On Site

- New ECA Sites
- Existing ECA Sites
- Business Rate Relief Sites

Enterprise Zones (Cluster: RHADS M18, J3 - J4)



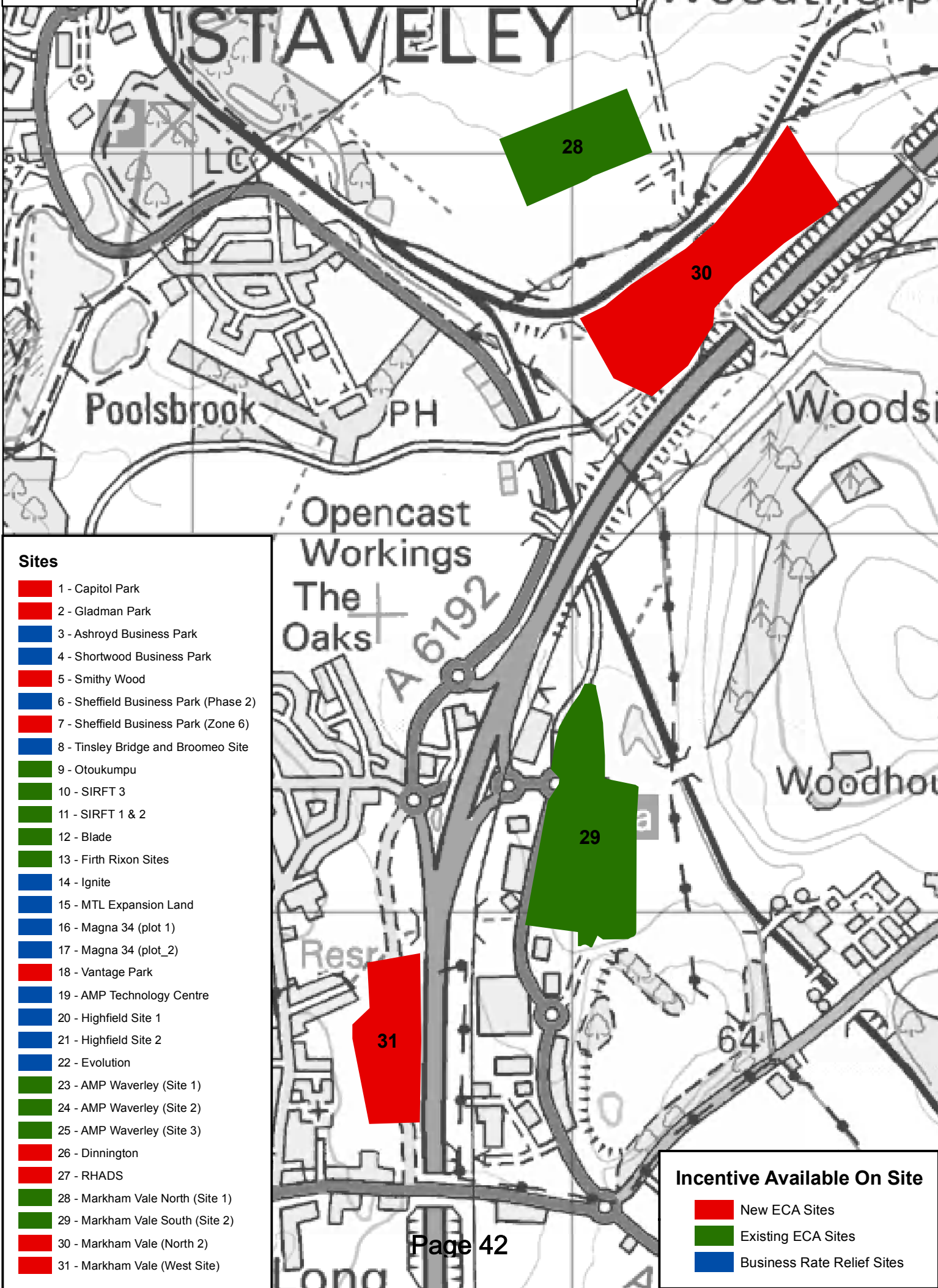
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Incentive Available On Site

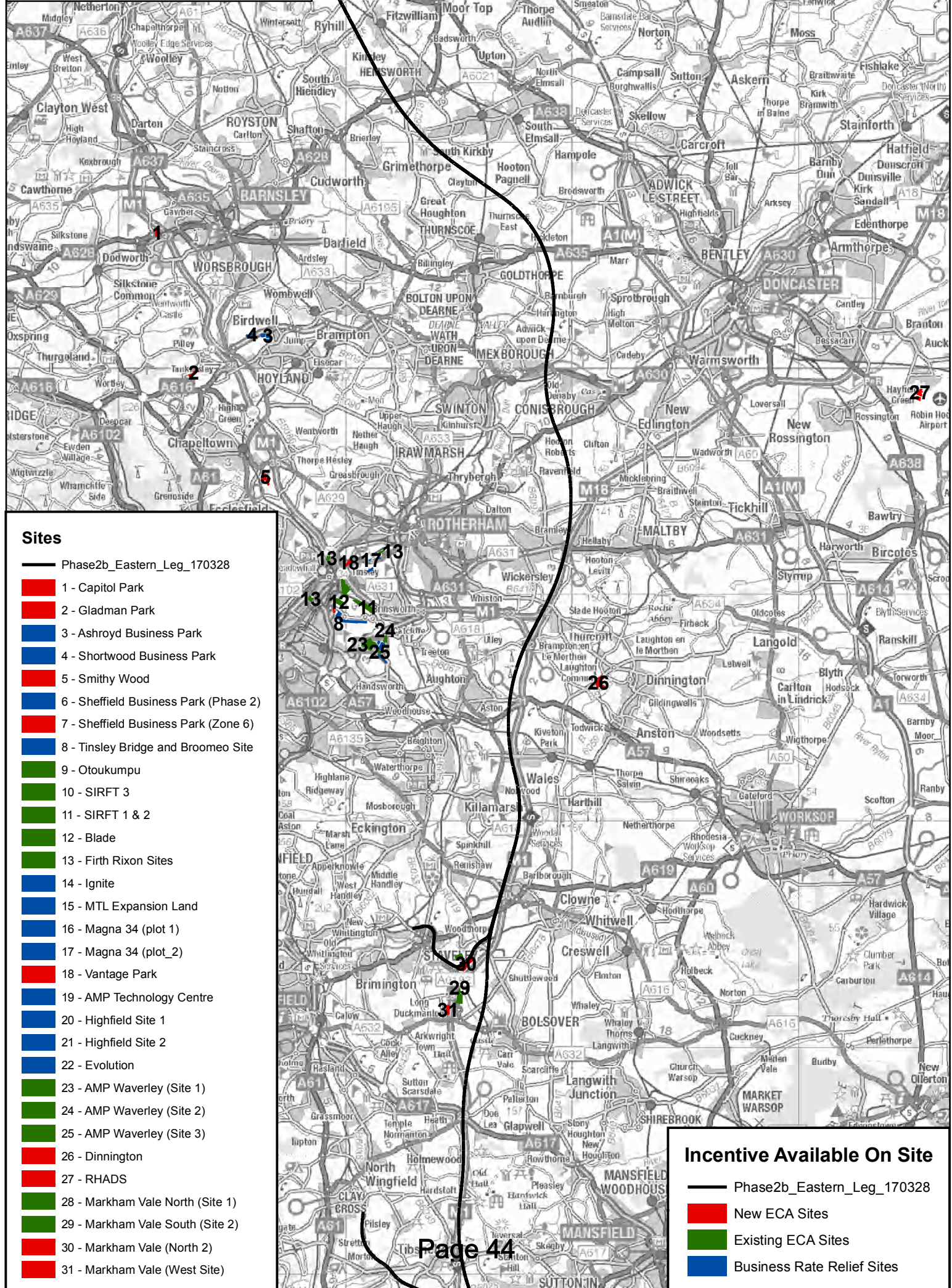
- New ECA Sites
- Existing ECA Sites
- Business Rate Relief Sites

Enterprise Zones (Cluster: M1, J29a)



Enterprise Zones

Appendix 3



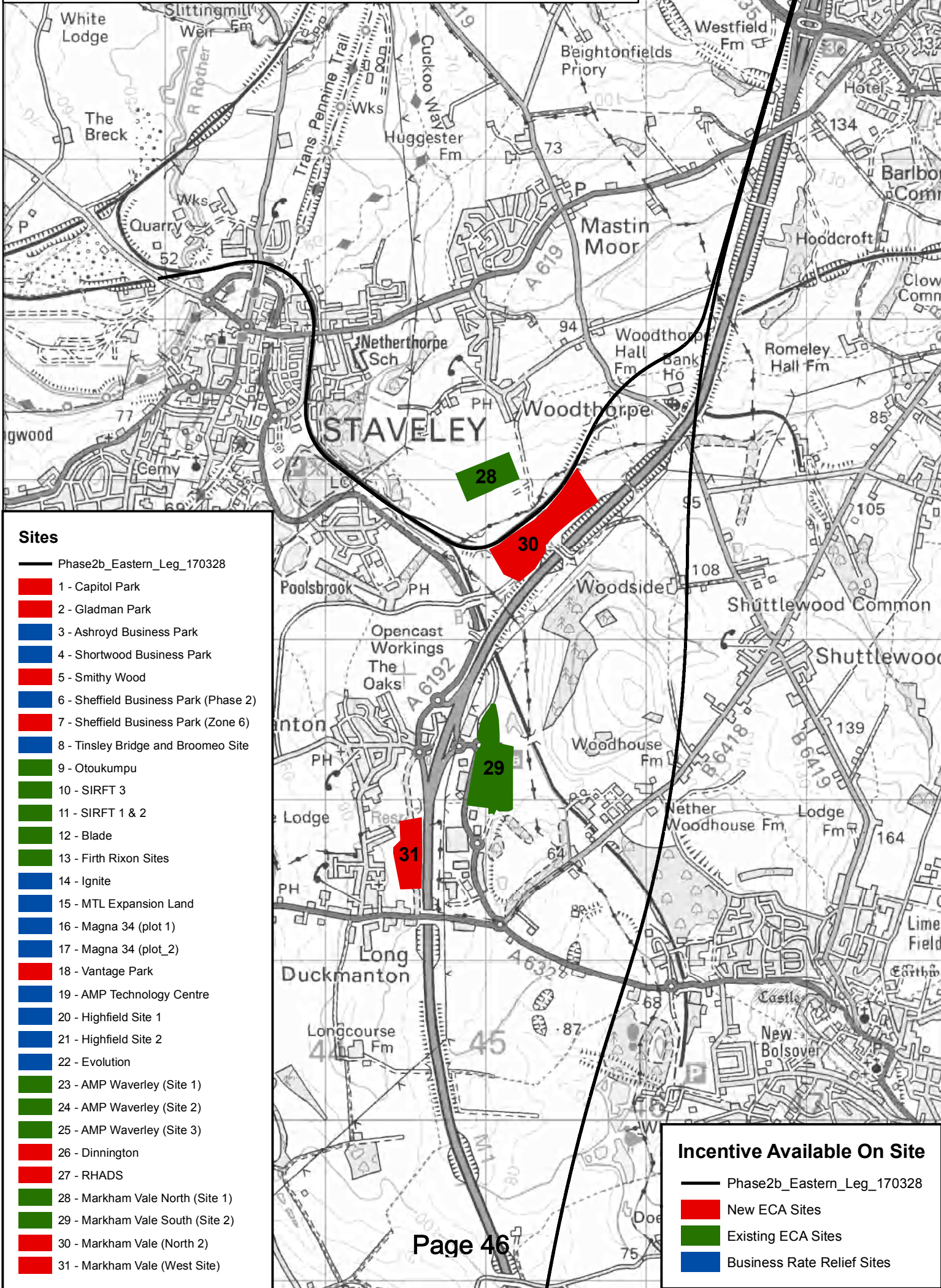
Sites

- Phase2b_Eastern_Leg_170328
- 1 - Capitol Park
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Incentive Available On Site

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- New ECA Sites
- Existing ECA Sites
- Business Rate Relief Sites

Enterprise Zones (Cluster: M1, J29a)



Business Plan Progress Tracker
INFRASTRUCTURE EXECUTIVE BOARD
7th April 2017

Project/ Scheme/ Workstream	Summary of Latest Position	Traffic Light Rating (see notes)	Mitigating Actions/ Priority & Sequencing (where required)	Future Key Milestones
Integrated Infrastructure Plan	<p>The IIP is published and launched and progressing towards delivery phase. The IEB have previously agreed the approach of collaboratively working up more detail of the spatial priority growth areas and progressing other complimentary work related to network infrastructure. This is underpinned by exploring investment options linked to identify the SCR's most investable propositions</p> <p>In the absence of gainshare (revenue funding) progression on work to develop the spatial packages is delayed.</p>	Amber	<ul style="list-style-type: none"> An IDG meeting is arranged for 11th April 2017 to discuss how and whether to progress in light of funding pressures. 	<ul style="list-style-type: none"> Determine timescales for future IIP commissioning Identify nature of call(s)
Enterprise Zone Accelerator Fund	<p>The Combined Authority has approved £5m EZ fund to progress to full approval and entering into funding agreement. The IEB have agreed the investment strategy for the fund and the funding agreement is now in place and the fund is live.</p> <p>A review of the EZ sites (existing and proposed) is reported to 7th April IEB meeting.</p>	Green	<ul style="list-style-type: none"> Funding agreement is in place. A session with Local Authorities has been organised by SCC and CBRE for 25th April 2017 to promote the fund. 	<ul style="list-style-type: none"> Provide detailed analysis of each investment opportunity to determine nature and scale of funding Review of EZ Accelerator fund investments/ interest due August 17. Update regarding EZ sites following HS2 preferred route confirmation.
Property Development/ JESSICA Fund	<p>The Combined Authority has advanced the JESSICA investment fund £15m of LGF capital to be invested as per the fund's objectives. The 18th Nov IEB meeting agreed the investment parameters / criteria to be used by JESSICA fund managers for the onward investment of the CA's loans to the Fund. The Fund is in advanced discussions with a number of potential developments that will be in a good position to take advantage of the £15m over the forthcoming months.</p> <p>A further amount of up to £10m has been approved by the CA as part of the early commission process and the funding agreement is now in place.</p>	Green	<ul style="list-style-type: none"> Future paper to IEB to provide an update with progress. Funding agreement now in place for £10m Property Fund. A session with Local Authorities has been organised by SCC and CBRE for 25th April 2017 to promote the fund. 	<ul style="list-style-type: none"> Progress paper to be presented to IEB in due course. Verbal updates to be presented otherwise.

Business Plan Progress Tracker
INFRASTRUCTURE EXECUTIVE BOARD
7th April 2017

<p>SCRIF</p>	<p>SCRIF has its own programme dashboard which is presented to the IEB on a quarterly basis.</p> <p>Current headlines include:</p> <ul style="list-style-type: none"> • Significant slippage in current programme, spend moving to future years, creating issues with shortfall in funds in future years. Early commission has sought to address underspend for 16/17 and is on target to achieve 100% spend in 16/17 with all funding agreements either completed or nearing completion and claims submitted. • FBC submitted this cycle includes SCC Claywheels Lane 	<p>Amber</p>	<ul style="list-style-type: none"> • Weekly CEX SCRIF Contract progress tracker sent out for existing programme projects with spend in 16/17 and early commission projects • Quarterly monitoring with scheme promoters. 	<ul style="list-style-type: none"> • Quarterly monitoring reports to IEB • Individual Business case approval to be presented to IEB
<p>Notes: Green: Activity on track in line with the key milestones set out in the Business Plan/ agreed with the Board Amber: Activity underway but not in line with key milestones set out in the Business Plan/ agreed with the Board Red: Activity not progressing at this time</p>				

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