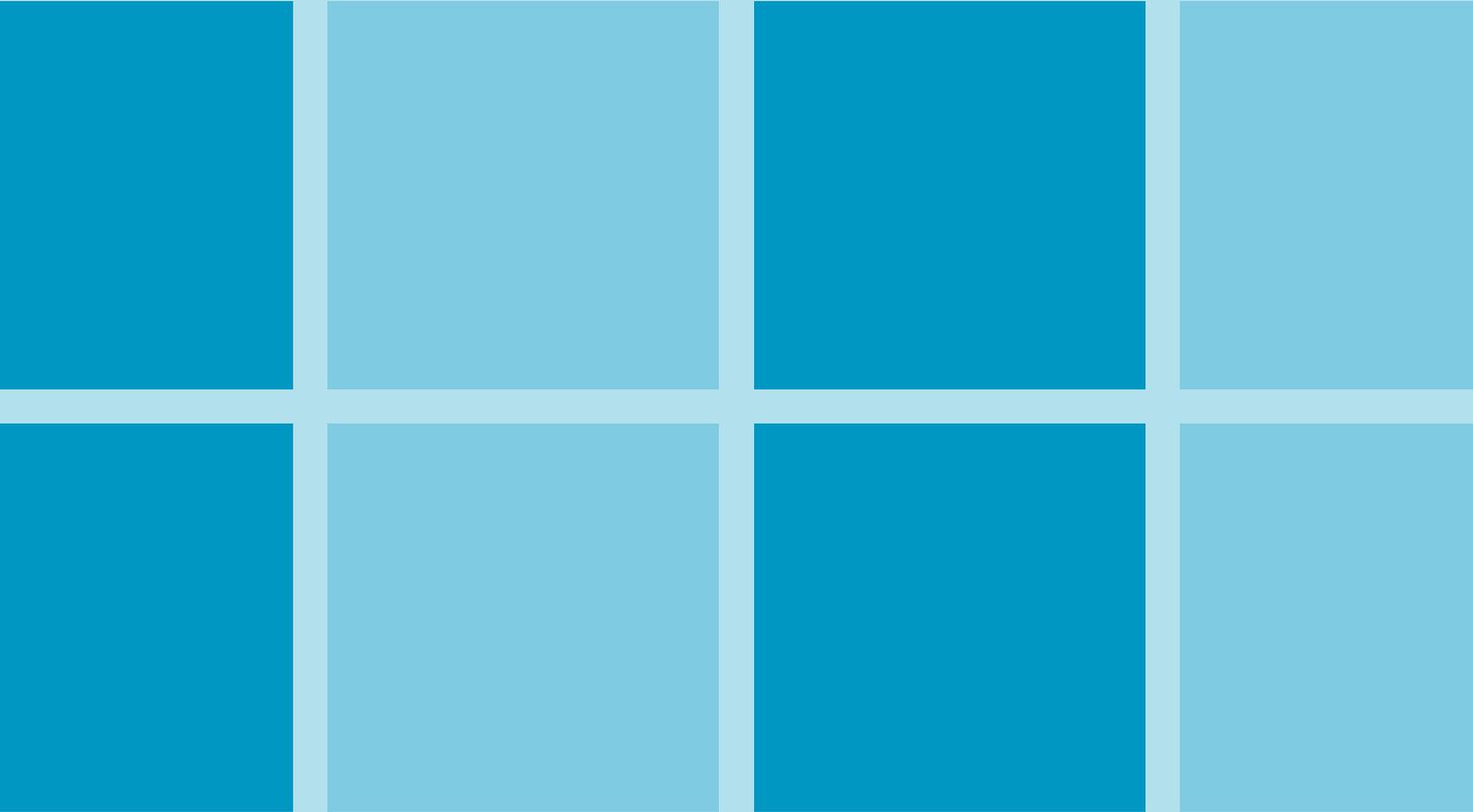


# Technical Paper - Employment



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## 1 Introduction and structure of paper

**1.0.1** This paper has been prepared to demonstrate that the Council has complied with its obligation to plan for future employment land in the Local Plan with an aim of setting out how policies and allocations relating to employment land have been identified and developed. For the avoidance of doubt, employment land means land within the B Use Classes or other sui generis uses that are concerned with manufacture, industrial processes. A separate paper has been prepared around retail policy which covers the borough's shopping centres.

**1.0.2** Section 2 of this paper reviews the national policy context for plan making. Section 3 provides an economic profile of the borough and recent employment land delivery. Section 4 of this paper sets out the borough's employment land requirement based on the objectively assessed need for the borough which was established on the basis of empirical research. Section 5 of the paper explains how the borough's employment land requirement has been calculated. At Section 6, the paper explains how the Council will deliver this ambitious employment land target. Finally, Section 7 identifies the policies in the Local Plan that will help deliver economic development in the borough.

## 2 National policy and regional initiatives

### National Planning Policy Framework (the NPPF)

**2.0.1** The NPPF places great emphasis on the planning system proactively driving and supporting sustainable economic development to deliver the homes, jobs, business and industrial units a borough needs. It is a core planning principle in national planning policy.

**2.0.2** Having regard to economic development and employment land, the NPPF requires that Local Plans:

- set out a clear economic vision and strategy for their area which positively and proactively encourages sustainable economic growth;
- set criteria, or identify strategic sites, for local and inward investment to match the strategy and to meet anticipated needs over the plan period;
- support existing business sectors, taking account of whether they are expanding or contracting and, where possible, identify and plan for new or emerging sectors likely to locate in their area. Policies should be flexible enough to accommodate needs not anticipated in the plan and to allow a rapid response to changes in economic circumstances;
- plan positively for the location, promotion and expansion of clusters or networks of knowledge driven, creative or high technology industries;
- identify priority areas for economic regeneration, infrastructure provision and environmental enhancement; and
- facilitate flexible working practices such as the integration of residential and commercial uses within the same unit.

**2.0.3** The NPPF also has the following requirements in terms of the evidence base which must underpin the plan. It says Local Planning Authorities should assess:

- the needs for land or floorspace for economic development, including both the quantitative and qualitative needs for all foreseeable types of economic activity over the plan period, including for retail and leisure development;

- the existing and future supply of land available for economic development and its sufficiency and suitability to meet the identified needs. Reviews of land available for economic development should be undertaken at the same time as, or combined with, Strategic Housing Land Availability Assessments and should include a reappraisal of the suitability of previously allocated land;
- the role and function of town centres and the relationship between them, including any trends in the performance of centres;
- the capacity of existing centres to accommodate new town centre development;
- locations of deprivation which may benefit from planned remedial action; and
- the needs of the food production industry and any barriers to investment that planning can resolve.

**2.0.4** The NPPF is supplemented by the Planning Practice Guidance (PPG). The PPG gives more detail on certain parts of the NPPF. Under the title 'What is the role of a Local Plan', it gives the following information:

"National planning policy places Local Plans at the heart of the planning system, so it is essential that they are in place and kept up to date. Local Plans set out a vision and a framework for the future development of the area, addressing needs and opportunities in relation to housing, the economy, community facilities and infrastructure – as well as a basis for safeguarding the environment, adapting to climate change and securing good design. They are also a critical tool in guiding decisions about individual development proposals, as Local Plans (together with any neighbourhood plans that have been made) are the starting-point for considering whether applications can be approved. It is important for all areas to put an up to date plan in place to positively guide development decisions."

### **Local Enterprise Partnership (LEP)**

**2.0.5** The borough falls within the Marches Local Enterprise Partnership administrative area. The principal document that will steer the LEP's economic growth is its 2014 Strategic Economic Plan. The vision for the Strategic Economic Plan is to create 70,000 new homes and almost 40,000 new jobs to 2034 and to provide opportunities for all who live and work in the LEP area.

**2.0.6** Telford & Wrekin will play a big part in helping delivery the Strategic Economic Plan vision. It is identified as an "Urban Powerhouse" with substantial land available for development. It will also be able to build on other major employment activity outside of the borough for example at the i54 site in South Staffordshire.

**2.0.7** One of the first projects supported by the Marches LEP Growth Deal is the £17.4m Telford Growth Package, which has guaranteed funding for 2015-16 and 2016-17. The Telford Growth Point Package, started in early 2016, involves amendments to a series of junctions located along the strategic highway network in Telford and on site infrastructure that will open up additional housing and employment sites at Muxton, Shawbirch and Hortonwood.

## **3 Borough economic profile**

**3.0.1** The following section reviews the borough's urban economic base with regard to Telford and Newport and then considers the rural economy.

## 3.1 Current employment base including sectors

### Urban economy

#### Telford

**3.1.1** Telford hosts the largest manufacturing sector, as a proportion of the local economy, in the West Midlands, equivalent to over a fifth of locally-produced Gross value added (or GVA). Although in absolute terms manufacturing in Telford is equivalent to 5% of total regional manufacturing output, the relative concentration in the borough has provided the basis for the development of a cluster of high-technology manufacturing enterprises.

**3.1.2** Overall, the local economy is comparatively well balanced across the four principal sectors, namely production (27%), logistics (31%), services (22%) and societal (20%), with 20,000 employees in the public sector, the greater proportion of employment of the 77,000 labour force is in the private sector. The logistics sector, namely: wholesale and retail; transportation and storage; accommodation and food service activities; as well as information and communications technology is also one of the strongest in the region, as a proportion of the local economy. This has been reinforced by Telford's success in securing the future of Donnington as the MOD's logistics centre.

**3.1.3** The strength of the logistics sector is a result of a number of factors, not least the fact that Telford has good connectivity to the national economy, one of England's principal export markets, Ireland, and to international destinations via Birmingham and Manchester Airports.

**3.1.4** Telford Output Structure can be summarised as follows:

- Production 27% - made up of manufacturing 20%, construction 4%, other 3%
- Logistics 31% - made up of distribution 22% and IT 9%
- Services 22% - made up of business services 9%, real estate 9%, finance 4%
- Societal 20% - made up of public 18%, other services 2%

**3.1.5** It is the concentration of information and communications technology (IT) enterprises that is one of the most striking features of the local economy, equivalent to 9% of local GVA and comprising 6.5% of regional GVA in the sector. Given the scale of the manufacturing sector, there is considerable evidence that the IT sector is significantly integrated with manufacturing.

**3.1.6** The business services sector in Telford is proportionately larger than the regional average at close to 9% of GVA than most other parts of the West Midlands, but rather than being legal and accounting services, these business services in Telford are more likely to be design, prototyping and engineering consultancies that are more heavily integrated with manufacturing. This is reflected in the industry employment structure with close to 45% of employment in production and the production related services sector.

### Rural economy

**3.1.7** The Council's last review of the rural economy was conducted in 2013. Drawing on this data, Table 1 (below) shows a split of businesses in the rural area that demonstrates the importance of agriculture by the number of businesses.

**Table 1 Breakdown of businesses in the rural area by sector (2011 to 2012)**

Sector	Number of businesses
Agriculture, forestry & fishing	155
Wholesale & retail trade, repair of motor vehicles	105
Professional, scientific & technical services	85
Construction	85
Tourism and recreation	50
Public Administration, Education and Health	55
Administrative & support service activities	45
Manufacturing	50
Other	130
<b>Total</b>	<b>755</b>

**3.1.8** The 2011/ 2012 data for the rural area shows that 10 businesses (or 1.7%) had between 50 and 249 employees. The rest were small and medium size enterprises, meaning they had between one and 49 employees. The economic profile of the borough's rural area will have changed recently as a result of the decision by Dairy Crest to close their operations at Crudgington.

**3.1.9** Farming nonetheless continues to be the predominant land use function of the rural area taking up over half the borough's rural area. As of 2013, an estimated 18,879 hectares of land is in agricultural use, a fall of 1.4% since 2010 . Food production continues to be the main agricultural use (including wheat, potatoes, dairy and livestock) but there has also been a growth in non food crops too. The number of holdings continues to fall from around 340 in 2007 to 283 in 2013 (Table 2).

**Table 2 Farm holdings in Telford & Wrekin (by size) 2010 and 2013**

Size of holding in hectares (ha)	Year 2010	Year 2013	Difference %
Less than 5 ha	137	138	+1
5 <20 ha	44	40	-9
20 <50 ha	29	29	0
50 <100 ha	26	21	-19
> 100 ha	56	55	-2

**3.1.10** Over the same period, agricultural employment in the borough fell by over 10% from 655 to 583 people.

**3.1.11** Linked to this sector, Harper Adams University makes a significant contribution to the rural businesses and other agricultural related businesses in urban areas of the borough. It is ranked as one of the top ten ranked universities in the fields of agriculture, forestry and related subjects. The university has recently invested in new facilities including an Agricultural Engineering Innovation Centre, Veterinary Services Centre and Entomology laboratories and Dairy Crest has built a new food innovation centre for its product development staff which opened late 2015. Nearby Newport has a cluster of businesses serving the agricultural sector. Research conducted as part of the Local Plan suggests that between eight and nine hectares of land be allocated for employment uses that will in part support the rural economy. The Local Plan has identified 10 hectares of land to enable the borough to provide flexibility of choice.

**3.1.12** Rural based micro and small businesses are at a marginal disadvantage with regard to fuel and distribution costs. With the exception of Harper Adams University, the absence of a local higher education base and the lack of institutional capacity limits potential growth of a higher skilled workforce. The LEP identifies other challenges affecting the set up and operation of rural businesses, including restricted access to the road and rail network, difficulties in attracting skilled workers and patchy broadband access.

**3.1.13** On the matter of broadband, the Council is working on a £5.6m project in partnership with Broadband Delivery UK (BDUK) and British Telecom to enable more than 9,300 residents and businesses that cannot currently access faster fibre broadband to be able to do so through an open access network of Internet Service Providers. The programme aims to ensure that 98% of homes and businesses in the borough will be able to access superfast broadband by the end of 2017.

**3.1.14** The 2011 Census records that around 7% of rural residents aged between 16 and 74 worked from home. This is double the rate of the rest of England and nearly three times as much as the average across the borough but consistent generally with other rural areas across England. Research by the Office for National Statistics confirms that home workers in rural locations tend to be engaged in skilled activity.

## 3.2 Legacy of the new town

**3.2.1** The distribution of the employment land in the borough reflects Telford's new town origins. Telford has a high segregation of land uses with a number of designated industrial areas and large stand alone 'campus' sites. In developing these sites it has been practice to provide the main infrastructure and offer a range of sites in varying sizes across the parks to meet developer's requirements. This has led to a random distribution of development within the parks with the remaining vacant sites distributed across their area limiting their development potential for alternative uses.

## 3.3 Trends

**3.3.1** Table 3 below shows the historic completion rates of employment land over the last ten years.

**Table 3 Completion rates from Annual Monitoring Reports (AMR)**

Year	Amount delivered (net)
2015	31812sqm or 3.18Ha
2014	15519sqm or 1.55Ha
2013	-1149sqm or -0.11Ha
2012	9150sqm or 0.91Ha (Includes data from 2011)
2011	Figures not monitored and completions included in 2012.
2010	11623sqm or 1.16Ha
2009	53796sqm or 5.38Ha
2008	6868sqm or 0.69Ha
2007	2915sqm or 0.29Ha
2006	21429sqm or 2.14Ha

**3.3.2** The figures contained within the table above relate to the net floorspace completed on the sites through extensions, mezzanines, new builds and change of uses. This could be over several floors and does not include the whole site area. In reality the site areas are much larger with space for existing buildings, car parking, landscaping and potential expansion land. The floor area ratio (FAR) for land in Telford is generally quite low with few high rise office blocks and sites having green buffers.

### **3.4 Future employment base**

**3.4.1** Given the existing clusters of advanced manufacturing and the strength of its connectivity, Telford has a platform and potential for solid growth in a number of key sectors. Telford is already the base for a number of automotive components suppliers and the dramatic expansion that has been sustained in the automotive sector is expected to be maintained as the major oil-importing economies receive a stimulus from more subdued oil prices. With major automotive and aerospace developments taking place at i54 in neighbouring South Staffordshire/Wolverhampton, this is stimulating components and logistics demand in Telford and has generated a number of investment enquiries in the pipeline.

**3.4.2** Similarly, the creative industries, such as those focussed on ICT, augmented reality, prototype simulation, product refinement and skills applications have the potential to take advantage of the opportunities available. Telford is already taking a lead in automotive product efficiency, via weight reductions and recyclability, while products are increasingly dependent on software management systems.

**3.4.3** As transport vehicle producers increasingly use composites in their manufacturing process, Telford's already proven expertise in polymers, rubber and plastics will also come to the fore. Telford is home to RAPRA (the Rubber & Plastics Research Association research

facility) with the University of Wolverhampton Telford campus providing facilities for rapid prototyping and composite tool-making. The development of Telford as a European centre for 3d printing adds to its attractiveness as a manufacturing location.

**3.4.4** Advanced manufacturing techniques are also significant in the food and drink sector, with Telford a national, if not European centre, for dairy production and with other food manufacturing and processing sectors also key. Harper Adams University has established a regional Food Academy and is now developing a national agri-engineering centre that will stimulate private sector investment from agri-tech and high value manufacturing sectors, creating the potential for significant numbers of high value added jobs.

## 4 Employment land requirement

**4.0.1** The amount of employment land required to be delivered within the plan period is derived from several key pieces of data. The Objectively Assessed Need paper (OAN) prepared to inform future housing and employment land need in the borough sets out a required need in line with the amount of dwellings needed. Two reports are considered below. The first covers the whole of the borough and the second one Newport in particular.

### 4.1 OAN

**4.1.1** The OAN report sets out requirements needed over the plan period for dwellings. Linked to this, the report also states how much employment land would be required to provide enough workers to support the area's expected job growth.

**4.1.2** The Local Plan has to work out the relationship between jobs and employment land. To translate job numbers into demand for employment space, the OAN went through three stages:

- Sector to land use: to identify those jobs that are based in 'employment (or B-class) space – which means industry, warehousing and offices, plus uses which are physically similar such as car repairs and certain utilities;
- Jobs to floorspace: multiply jobs by floorspace per worker (the inverse or employment density), to estimate the demand for floorspace; and
- Floorspace to land: multiply floorspace by plot ratios to estimate the demand for land. (The plot ratio is the ratio of floorspace to site area.)

**4.1.3** Within Telford & Wrekin in 2011 it is estimated that 38% of jobs were in industrial/warehouse space, 16% in offices and the remaining 46% in non-B sectors.

**4.1.4** To translate jobs into floorspace, the Council used the following ratios of jobs to gross external floorspace (GEA):

- Offices 15 sq m per job
- Industry and warehousing 67 sq m per job

**4.1.5** To translate jobs into floorspace the Council used plot ratios of 4,000 sq m per hectare for industry/warehousing and 6,000 sq m per hectare for offices. These plot ratios are supported by the available evidence.

**4.1.6** The office ratio is based on the Home & Communities Agency (HCA) Employment Densities Guide (2010) – which shows 12 sq m net internal area (GIA) per job for ‘general offices’. To convert this into gross external area, which is the measure of floorspace used in planning, we have assumed that net internal area is 80% of gross external area.

**4.1.7** The industrial/ warehouse ratio of 67 sq m per job is taken from a detailed study produced by Peter Brett Associates for the former Regional Development Agency Yorkshire Forward in 2010. The ratio is based on large-scale survey research in the Yorkshire & Humber region. But the study also looked at relative densities between regions and found that the figure for the West Midlands was very similar.

**4.1.8** Using these assumptions, the OAN produced Table 4 'Net change in employment space needs 2011-2031 (OAN)' to show what the immediate needs were for employment land.

**Table 4 Net change in employment space needs 2011-2031 (OAN)**

	Jobs	Floorspace per job sqm GEA	Employment floorspace sqm GEA	Plot Ratio	Employment Land Ha
Industrial/Warehousing	3,566	67	238,929	40	60
Offices	6,202	15	93,031	60	16
Non-B uses	7,255	-	-	-	-
Total	17,023		331,960		76

**4.1.9** This shows that there is a need for 76 hectares of employment land to be delivered within the borough over the plan period.

**4.1.10** In setting plan targets for employment as for housing the need that has been assessed should be considered a minimum. In line with the NPPF local planning authorities should not under-provide need unless they lack sustainable capacity. However, there is nothing in national policy to discourage land provision in excess of need as long as plans are deliverable and provision for housing, infrastructure and other land uses is consistent with that for employment uses.

## 4.2 Newport Employment Land

**4.2.1** In November 2013, Telford & Wrekin Council published the document 'Newport: The Need for Employment Land'. This document was written by Peter Brett Associates (PBA) on behalf of Telford & Wrekin. The document reviews the requirement for employment space in Newport.

**4.2.2** The document identifies several key themes to support Newport's economic base over the lifetime of the Local Plan. This include:

- To expand the economic base of Newport and attract inward investment.
- At the same time, to support existing businesses in the town.

- Whilst recognising the primacy of Telford, to promote a shift in economic development towards the key rural market towns, and especially Newport.
- To ensure an improvement in the portfolio of land for new business activity by promoting an enhanced range and choice of employment land sites.
- The consequence of these four initiatives should be to enhance Newport's role as a successful service centre both for the town itself and the adjacent hinterland which it serves.
- And finally, these initiatives are intended to achieve an increased proportion of local working within Newport and its hinterland, so as to reduce the current high incidence of out commuting for work.

**4.2.3** The document noted that there was no or little development in the pipeline and there is virtually no B use Class land available for development at the point in time it was written.

**4.2.4** It was also noted that most of the existing space that was available was outmoded and therefore out of step with the market's needs. For that reason – not for the lack of demand but for the lack of space to accommodate it – changes of use from B use class to other uses (e.g., fitness businesses, hostels, student accommodation) are commonplace and the stock of B use class property is shrinking. B use class businesses as a consequence are forced to locate elsewhere, and the slump in the economy and vacancy levels attendant on that slump offer a short term fix: businesses that otherwise would be content to remain or locate into Newport might meet their needs in better specified property elsewhere.

**4.2.5** The deficiency of supply in the town – both premises and land – is constraining economic and employment growth in Newport that would otherwise be achievable. The result is to exacerbate the already high proportion of residents who have no option but to commute of Newport for work. Moreover, outmoded premises also compromise the efficiency of business operations and therefore their competitiveness.

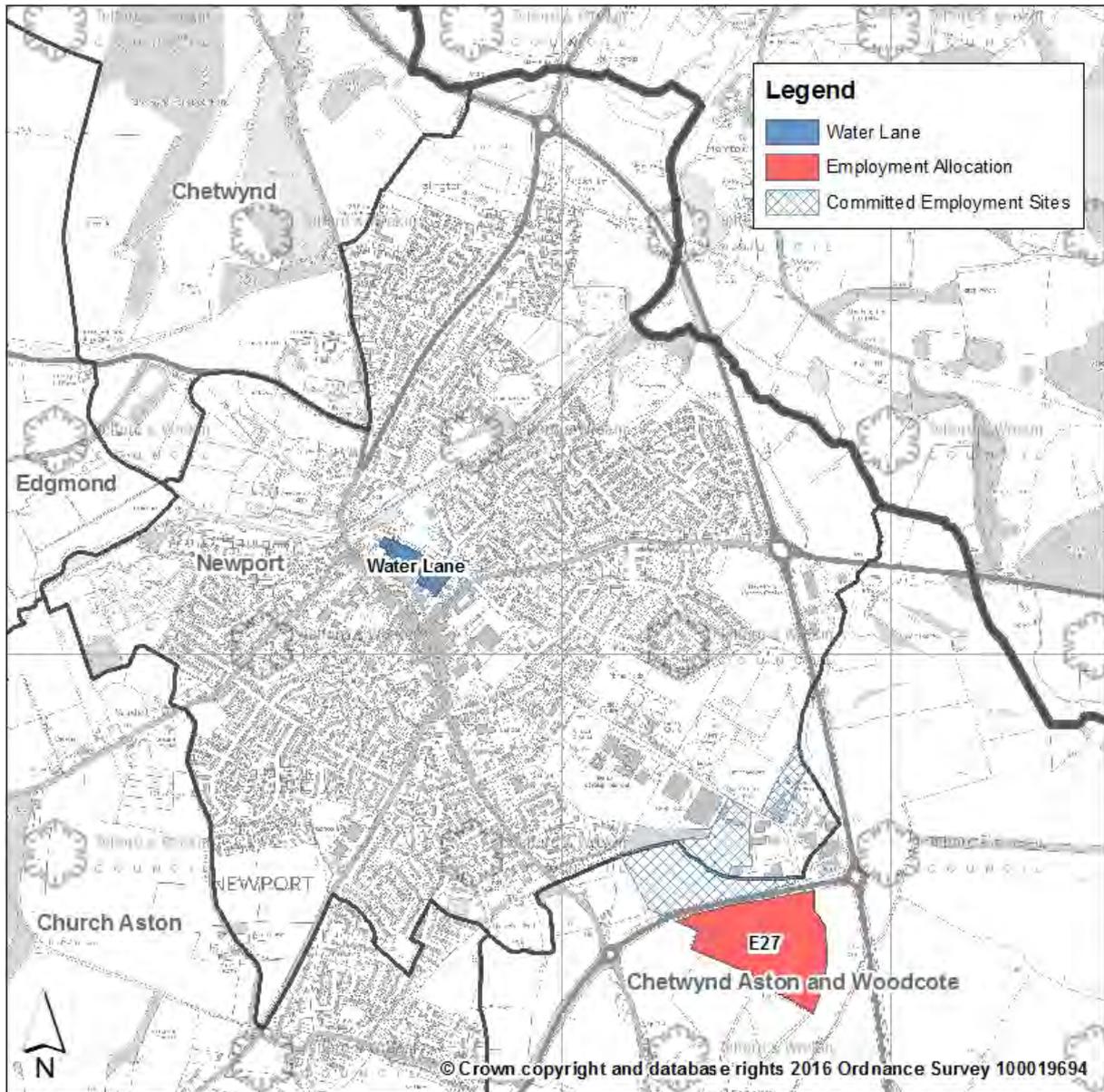
**4.2.6** The document looked at three scenarios for demand including historic take up rates, employment forecasts and forecast in the growth of the resident workforce. This concluded that on a reasonable assumption that there is a requirement for approximately 8 to 9Ha of B use class land at Newport.

**4.2.7** With this in mind the Council sought to identify two sites (shown on Map of sites considered within Newport as 1 and 2), within the Proposed Housing and Employment Sites (PHES) consultation. Through this consultation it became apparent that the sites were not appropriate for employment development due to physical constraints on the land and potential access. The sites are also considered as valuable green space within town and therefore are now allocated as Green Network in the Telford & Wrekin Local Plan.

**4.2.8** Limited other sites were identified as potential employment land. Therefore the council sought to identify further land within the town itself but no sites of an appropriate size were available. Therefore a site was considered to the south of Audley Avenue that would link well with the existing industrial estate plus the proposed development in that area as well as deliver attractive employment land in an accessible location. The site is over 9 hectares in size and will therefore adequately deliver B use class employment land within the area as well as encouraging improvements at the existing industrial estate.

**4.2.9** Although the site is beyond the A518, there is a buffer between the land and the village of Chetwynd Aston and this prevents the further expansion through ad-hoc development. Elsewhere on the edge of Newport does not benefit from this natural buffer.

**Map 1 Map of sites within Newport**



**4.2.10** It is anticipated that further sites may arise within Newport, such as Water Lane. Whilst development here will provide regeneration to the area, it is unlikely to provide a significant net gain of employment space. Therefore, although the Council would like this to come forward for redevelopment, it is unlikely to be worthy of allocation.

### 4.3 Demand/Enquiries

**4.3.1** Telford has a proven capacity to attract inward investment. This has varied from portfolio investments from global institutional investors in infrastructure facilities to direct investment from major international industrial corporations, to the effect that there are currently 128 foreign-owned enterprises employing over 16,000 staff.

**4.3.2** There are 14 significant inward investment enquiries in the pipeline, with the potential to create around 2,500 new jobs and 18 of the borough's existing large employers are currently looking to expand or move to new premises within the borough.

**4.3.3** Demand will continue to be stimulated by the promotion of the destination through a collaborative public-private sector Enterprise Telford strategy. It will be supported by increasing promotional activity at a regional level. Of the £5m allocated for the Midlands Engine from central government, £2m is earmarked for investment and £3m will be used for a series of 20 trade missions over the next three to four years. Five of these events will take place in 2016/17.

**4.3.4** UKTI's Regeneration Investment Organisation (RIO) went to to MIPIM in March 2016 to promoting a Midlands Engine "pitchbook" including Telford promoting the borough's T54 site.

## 4.4 Opportunities

**4.4.1** As part of the Marches Local Enterprise Partnership (LEP), Telford & Wrekin's sector strengths and opportunities for growth are also reflected in the LEP's Strategic Economic Plan (SEP).

**4.4.2** Through the LEP, Telford is able to access a share of Local Growth Funds through the Growth Deal. The Marches Growth Deal has secured investment from the Government's Growth Fund into a series of infrastructure investment projects to accelerate delivery of new jobs and homes. Successful Telford projects have included the Telford Growth Package and Eastern Gateway, junction and utility improvements which will accelerate delivery of employment land at T54 and Hortonwood and open up a number of housing sites. To date Telford has benefited from almost £19m of Growth Deal funding and will be submitting further infrastructure projects in 2016 to secure additional funding for 2019/20 and 2020/21. Those projects will include a further Growth Point package of junction and access improvements to employment and housing sites, as well as new infrastructure to facilitate the development of T54 as a flagship investment site for advanced manufacturing and also infrastructure to bring forward a new science and enterprise employment site at Newport.

**4.4.3** Building on the Marches Growth Deal, which saw more than £83m invested across the Local Enterprise Partnership area, DCLG, HCA and Telford and Wrekin Council have now agreed a further deal which will see up to £44.5m in Homes and Communities Agency land asset proceeds reinvested back into Telford and Wrekin. The deal will directly support the delivery of up to 2,800 homes, 8,500 jobs and 300,000sqm of commercial floorspace. This deal is truly innovative and one of a kind in its nature.

## 4.5 Economic strategy

**4.5.1** Telford's economic development strategy, 'Enterprise Telford - Driving growth and Prosperity', is available within the Appendix. The strategy reflects the Council's view that all areas of the Borough have the potential to benefit from economic growth, but also the need to create balanced job growth in both high value employment, and in high volume employment, reflecting the needs of our local communities. The strategy reflects the opportunities for growth from the automotive, logistics, ICT and agri-technology sectors, but also Telford's ambitions to raise its profile through the creation of centres of excellence in the digital, agri-technology/agri-environmental and automotive composites sectors.

**4.5.2** The strategy also highlights Telford’s associate members of the West Midlands Combined Authority (WMCA) which helps raise Telford profile regionally, nationally and internationally. Opportunities for collaboration with other WMCA authorities are already being explored.

## 5 Site allocations selection

**5.0.1** The Local Plan has allocated land for employment development. The sites have been derived from those identified within the Employment Land Review (ELR) and assessed as part of the Proposed Housing Employment Sites (PHES) consultation in May/June 2014, to obtain views. Further consultation then continued through the Telford & Wrekin Local Plan - Consultation Version.

### 5.1 ELR

**5.1.1** The 2012 update to the ELR provides the latest assesment of available employment sites in the borough. This included 66 sites across the borough. The supply of employment land included in the 2006 review provides the basis for the 2012 ELR. Land that was identified in 2006 and which has remained undeveloped at April 2012 has been brought forward in to the updated supply. Further new land has been identified as potentially available for employment development from the following sources:

- Land that was allocated for employment development in the Central Telford Area Action Plan (adopted 2011).
- Land that was advertised as having potential for employment development in the Estates Gazette on 1st April 2012.
- Land from earlier related studies that has remained undeveloped and without planning permission on 1st April 2012.
- Land that was identified as suitable for employment development by those who responded to the SHLAA call for sites in 2012.

### 5.2 Selection of sites

**5.2.1** The PHES document took 46 of the sites forward for consultation which were considered appropriate due to there proximity to the existing arc of employment with more remote sites and those with permission removed. PHES Employment sites assessment criteria shows a more in depth view of the criteria used to assess the sites.

**Table 5 PHES Employment sites assessment criteria**

Criteria	Justification
Setting:	<ul style="list-style-type: none"> <li>• Employment Park</li> <li>• Industrial Estate</li> <li>• Rural – fringe</li> <li>• Rural – settlement</li> <li>• Rural – stand alone</li> <li>• Stand alone</li> <li>• Town centre</li> </ul>
	Identifies the existing surrounding land uses

# Technical Paper - Employment

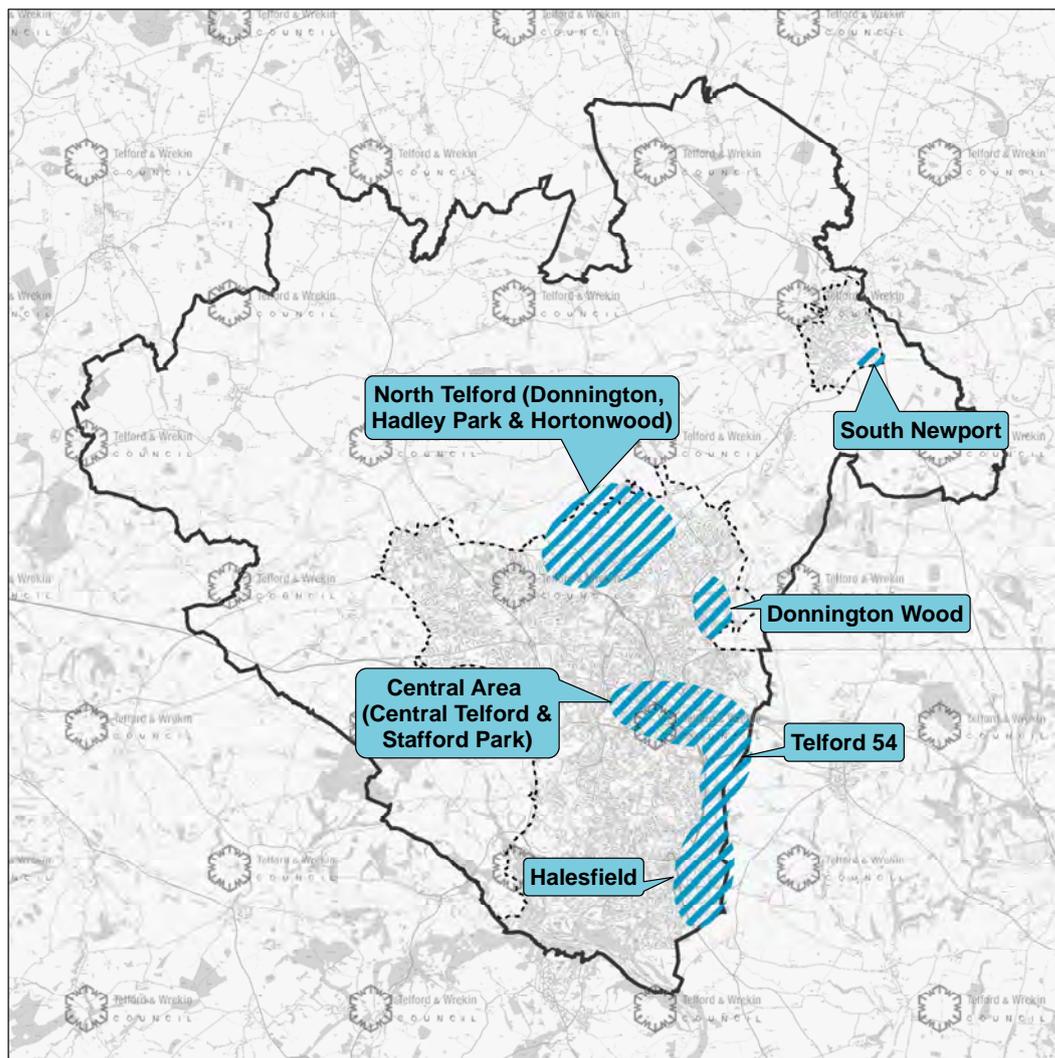
Criteria		Justification
Adjoining Uses:	<ul style="list-style-type: none"> <li>• B1a (offices)</li> <li>• B1b (research &amp; development)</li> <li>• B1c (light industrial)</li> <li>• B2 (general industrial)</li> <li>• B8 (storage and distribution)</li> <li>• A1(shops)</li> <li>• A2 (financial &amp; professional services)</li> <li>• C3 (dwelling houses)</li> <li>• D1(non-residential institutions)</li> <li>• Agricultural land</li> <li>• Woodland etc.</li> <li>• None</li> </ul>	<p>Sites that adjoin other similar employment uses may benefit from clustering of complementary industries.</p> <p>Considering adjoining uses also helps to identify where 'incompatible uses' such as housing may adjoin the site. Other uses such as woodland may be beneficial where this would help to screen and landscape development.</p>
Existing Use:	<ul style="list-style-type: none"> <li>• Cleared site</li> <li>• Vacant site</li> <li>• Agricultural land</li> </ul>	<p>Sites with no current use will be more preferential</p>
Greenfield/Previously Developed Land:	<ul style="list-style-type: none"> <li>• GR</li> <li>• PDL</li> </ul>	<p>Previously developed land is preferential to greenfield land</p>
Planning Status:	<ul style="list-style-type: none"> <li>• Allocated</li> <li>• Committed</li> <li>• None</li> <li>• Green Network</li> <li>• Green Space</li> <li>• Tree Preservation Order (TPO)</li> <li>• Outside suitable settlement</li> <li>• Allocation requirements (e.g. pedestrian links)</li> <li>• New Town Planning Permission</li> <li>• None</li> </ul>	<p>Sites with a planning status help to identify whether a site should be allocated.</p> <p>Sites with designations, such as with a TPO, are generally considered less preferable, unless evidence suggests otherwise.</p>
Road Connection and Access to the Strategic Highway Network:	<ul style="list-style-type: none"> <li>• Primary road</li> <li>• Secondary road</li> <li>• Service road</li> <li>• No connection</li> <li>• Direct access</li> <li>• Within 5 mins</li> </ul>	<p>Sites with a road connection are more preferable than those without.</p> <p>Sites located closer to Strategic Highway Network are more preferable.</p>

Criteria		Justification
	<ul style="list-style-type: none"> <li>• 5-10 mins</li> <li>• 10-15 mins</li> </ul>	
Potential for Rail Access:	<ul style="list-style-type: none"> <li>• Yes</li> <li>• No</li> </ul>	Sites that are connected by rail or have the potential to be connected are more preferable.
Site Conditions:	<ul style="list-style-type: none"> <li>• Flat</li> <li>• Sloping</li> <li>• Undulating</li> <li>• Flood Zone 2</li> <li>• Flood Zone 3</li> <li>• Mineshaft(s)</li> <li>• Landfill</li> <li>• Spoil</li> <li>• None</li> </ul>	<p>Flatter sites will typically be easier and potentially more viable to develop than sloping or undulating sites.</p> <p>Sites with potential risks from flooding, contamination or previous mining will be less preferable than those with no identifiable risks.</p>
Actively Marketed:	<ul style="list-style-type: none"> <li>• Yes</li> <li>• No</li> </ul>	Sites that are being actively marketed will be more readily available for development.

**5.2.2** Telford & Wrekin's employment land is mainly clustered around several areas which were originally identified as part of the new town's designation. Some of these areas now include ageing properties in need of renewal and regeneration in general. These areas include industrial estates such as Halesfield, Hortonwood and Stafford Park as well as office space in Central Park and around Central Telford.

**5.2.3** These existing areas form an arc of employment around the north and east of Telford urban area with a small area to the south east of Newport as shown in Arc of Employment.

Map 2 Arc of Employment



**5.2.4** To improve the existing employment in Telford & Wrekin, the Local Plan supports an arc of employment around the east of Telford. This arc links well with existing infrastructure such as the M54 and the railfreight terminal. The sites from the PHES consultation, and others submitted at that stage, that support this existing arc have been considered and assessed. This is considered to plan positively for the location of future employment uses, whilst promoting the clusters of employment within those areas, which will in turn promote a network of businesses. The location of development within these areas will help towards the enhancement of infrastructure and regeneration.

**5.2.5** Sites were then assessed against a set of constraints criteria. The sites which had physical constraints, such as large areas of flood zones, have been removed. This left just under 150 hectares of employment land.

**5.2.6** Rather than reduce this figure further, it has been considered appropriate to allocate all of these sites. This will ensure that the borough is able to adequately deal with the demands of industry as well providing flexibility and as ensuring that the council can continue to promote economic development in appropriate areas.

**5.2.7** Also, none of these sites could or should be considered for other land uses. It would be wholly inappropriate to consider the sites positioned centrally on the industrial estates for uses other than Use Class B1, B2 and B8 activity given their surrounding uses. Retail development would run counter to initiatives that seek to promote the county borough's existing centres. The provision of housing on other sites would be detrimental to surrounding businesses. Finally, it is not unreasonable to promote or make provision for more sites than the local need given the desire to make the borough an attractive location for a range of potential employers and investors with the widest range of business premises on offer.

**5.2.8** The majority of this land is on or around existing employment areas and produced a wide range of types of sites. To be able to continue to provide a wide range of types of employment land to offer to the market, this range of sites have been included for allocation. This includes several accessible sites capable of large format employers, smaller sites and sites that could be subdivided for SME's as well as prime office space in central Telford. Further breakdown of the types of sites included is available within Table 6 'Areas of Employment for allocation'.

**Table 6 Areas of Employment for allocation**

Group of Sites	Justification
Central Telford	Two sites have been identified within Central Telford that are close to the Town Centre. Within this accessible location it is considered that they will be able to deliver office uses to compliment the existing offer already provided in the area.
Donnington Wood	There has been two sites identified at Donnington Wood. Both are accessible within the existing industrial area. The area contains a number of existing warehousing and general industrial units and therefore these uses will be considered appropriate on these plots.
Hadley Park	Hadley Park has two smaller sites which look to link with the existing use of the area for smaller start up units and offices.
Halesfield	Seven sites have been identified on Halesfield. These are all smaller sites under 2 hectares and would be considered suitable for smaller format industrial uses. The sites are all within the existing industrial area.
Hortonwood	The largest allocation of sites are on Hortonwood. Ten of these are small to medium sized infill plots around the existing employment area and are considered suitable for various employment uses. To the south of the employment area there is a smaller site that is adjacent to the rail freight terminal and therefore preferred for storage and distribution uses. There has also been a large accessible site identified adjacent to Hortonwood, this will add to the range of sites available by delivering a site the could have a more varied type of uses.
Newport	One site has been identified to the south of the A518, adjacent to the existing Audley Avenue industrial estate. The site has the ability to link well with Audley Avenue and ongoing works in the area.

Group of Sites	Justification
Shawbirch	One site has been identified at Shawbirch. This is a large site in a highly accessible location. The site would therefore be capable of accommodating most types of employment development - from smaller industrial units to larger format factories and warehouses
T54	T54 is a large development site in a prime position with close proximity to the A442 and M54. The site is currently being marketed as 6 plots, with a woodland area in the middle protected from development.

## 6 Delivery of allocations

### 6.1 Promotion of sites and phasing

**6.1.1** Telford is enjoying a period of growth with potential for further growth being generated by a number of factors. The number of company expansions across the Borough is increasing, with growing demand for land and property to accommodate expansion. In the last two years we have supported the expansion of 13 of the Borough's strategic businesses who have made multi-million pound investments.

**6.1.2** In March 2016 the Council signed a unique Land Deal with HCA and DCLG which, over the period of April 2015 until March 2025, will see Government commit £44.5m from land sales in Telford into site preparation and infrastructure to deliver growth. In return the Council will take responsibility for the marketing and disposal of all HCA residential and commercial land assets working with investors and existing businesses through Enterprise Telford to develop bespoke investment opportunities and driving delivery of 2,800 new homes and 8,500 new jobs.

**6.1.3** The Telford Land Deal between TWC, HCA and DCLG will drive growth through asset disposal. This deal will enable us to recycle land value up-lift into site preparation and infrastructure improvements that will underpin growth, increase competitiveness of our land offer beyond Enterprise Zones and will allow us to ensure that the jobs created are accessible to and benefit our local communities, including those furthest from the workforce.

**6.1.4** Furthermore, emerging from this and from the Governments intention, declared in June 2015, of handing power back to the people of the Midlands, is the concept of a 'Midlands Engine' to overarch Combined Authorities as well as LEP's. The Midlands Engine will focus on themes of cooperation where this will significantly impact on the economic growth potential of the Midlands, such as transport and inward investment. Government has already committed £5m of investment into a Midlands transport strategy and to enhanced promotion of the Midlands to foreign direct investors through UKTI.

**6.1.5** Whilst there are challenges to be met, Telford is uniquely well placed to capitalise on these emerging regional changes, because of its predominantly urban nature, its geographical location and its strength in manufacturing.

**6.1.6** The West Midlands represents a highly connected economic market and Telford can benefit from closer working on a number of key issues, including transport connectivity. With growing international competition from new and emerging markets, and the threat of future off-shoring of the automotive supply chain, the promotion of the West Midlands in a more joined

up manner is beneficial. Telford has the potential to support the economic objectives of both the West Midlands combined authority and the Black Country LEP as our competitively priced and ready to go land offers potential to overcome an obstacle to growth in the wider West Midlands area.

**6.1.7** Telford can also benefit from its position as the urban focus of growth in the Marches. The Borough’s potential for housing and jobs growth gives us strength in competing for scarce Government funding, but also our location makes us a gateway to Wales & Ireland which is a key trading partner for the UK and the wider European Union.

**6.1.8** The Council is also seeking the devolution of powers to the Borough that will support its approach to growth, and we will continue to engage with the West Midlands Combined Authority to ensure that Telford is recognised as a key partner and player in the West Midlands Engine.

**6.1.9** The Council has successfully secured £17.4m of Growth Deal funding through the LEP to deliver strategic highways works and onsite infrastructure to unlock industrial development, specifically at Hortonwood West (site allocation E3) and T54 (site allocation E19). Work is on site for these projects which will deliver both deliver over 60,000sqm of employment floor space. The Council will continue to apply for further funding as and when appropriate to support the delivery of other site.

## 6.2 Current Site Status

**Table 7 Allocated Employment Sites**

Site Ref	Employment area	Address	Locality	Site size (ha)	Preferred Uses	Current status
E1	Hortonwood	Hortonwood 45	Hortonwood	9.27	B1b, B1c, B2, B8	
E2	Hortonwood	Hortonwood 45	Hortonwood	4.15	B1b, B1c, B2, B8	
E3	Hortonwood	Hortonwood West	Hortonwood	21.78	B1b, B1c, B2, B8	Site has planning permission with a resolution to grant.
E4	Hortonwood	Hortonwood 45	Hortonwood	2.15	B1b, B1c, B2, B8	
E5	Hortonwood	Hortonwood 40/45	Hortonwood	2.59	B1b, B1c, B2, B8	The site has a consent under the New Towns Act.
E6	Hortonwood	Hortonwood 40	Hortonwood	3.77	B1b, B1c, B2, B8	
E7	Hortonwood	Hortonwood 35	Hortonwood	0.86	B1b, B1c, B2, B8	The site has a consent under the New Towns Act.

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Site Ref	Employment area	Address	Locality	Site size (ha)	Preferred Uses	Current status
E8	Hortonwood	Hortonwood 50	Hortonwood	1.39	B1b, B1c, B2, B8	Has a consent under the New Towns Act, has recently had full permission for industrial on the site which has since expired.
E9	Hortonwood	Hortonwood 60	Hortonwood	3.34	B1b, B1c, B2, B8	The site has a consent under the New Towns Act.
E10	Hortonwood	Hortonwood 65	Hortonwood	4.02	B1b, B1c, B2, B8	
E11	Hadley Park	Hadley Park East	Hadley Park East	1.91	B1a, B1b, B1c	The site has a consent under the New Towns Act.
E12	Hadley Park	Hadley Park East	Hadley Park East	1.56	B1a, B1b, B1c	The site has full planning permission for industrial units.
E13	Hortonwood	Hortonwood 1	Hortonwood	1.30	B2, B8	The site has a consent under the New Towns Act.
E14	Hortonwood	Land at Telford International Railfreight Terminal	Hortonwood	2.48	B8	
E15	Donnington Wood	Granville Road	Donnington Wood	3.30	B1b, B1c, B2, B8	
E16	Donnington Wood	Deer Park Court	Donnington Wood	2.74	B1b, B1c, B2, B8	
E17	Central Telford	Telford Way	Snedshill	3.13	B1a, B1b	

Site Ref	Employment area	Address	Locality	Site size (ha)	Preferred Uses	Current status
E18	Central Telford	Colliers Way	Old Park	1.16	B1a	
E19	T54	Naird Lane	Nedge Hill	35.57	B1b, B1c, B2, B8	Three quarters of the site now has planning permission.
E20	Halesfield	Halesfield 25	Halesfield	1.64	B1b, B1c, B2	
E21	Halesfield	Halesfield 25	Halesfield	1.30	B1b, B1c, B2, B8	The site now has full planning permission.
E22	Halesfield	Halesfield 1	Halesfield	1.38	B1b, B1c, B2, B8	Majority of the site now has full planning permission.
E23	Halesfield	Halesfield 24	Halesfield	1.97	B1b, B1c, B2, B8	
E24	Halesfield	Halesfield 2	Halesfield	0.50	B1b, B1c, B2, B8	A full planning application is awaiting determination on the site.
E25	Halesfield	Halesfield 15	Halesfield	1.46	B1b, B1c, B2, B8	
E26	Halesfield	Halesfield 10	Halesfield	1.77	B1b, B1c, B2, B8	
E27	Newport	Land South of A518	Newport	9.68	B1a, B1b, B1c, B2, B8	Planning application is expected to be submitted soon.
E28	Shawbirch	Land off A442 Queensway	Shawbirch	22.35	B1b, B1c, B2, B8	

## 7 Employment policy

### Local Plan Objectives

**7.0.1** The reviews of national planning policy, the borough's employment base and local initiatives to promote regeneration and inward investment present a clear justification for identifying a number of initiatives to promote employment. As such, the first aim of the Local Plan is to **Promote prosperity and opportunity for everyone.**

**7.0.2** The first seven objectives of the Local Plan support this aim.

1. Support the delivery of at least 76 hectares of employment land on a range of sites across the borough;
2. Support and enhance the network of urban centres as the focus for local business, shopping, community facilities and residential development well served by public transport, walking and cycling, with Telford Town Centre being the sub-regional centre for the borough;
3. Consolidate and strengthen Newport's role as a Market Town;
4. Support and enable the development of rural enterprises;
5. Expand the leisure, tourism and business visitor offer supporting Destination Telford;
6. Support actions to sustain business and equip the local workforce for future opportunities;
7. Support measures which reduce youth unemployment and promote employment.

**7.0.3** On the basis of the aim and objectives, policies have been prepared to cover the following matters:

- Promotion of strategic employment allocations that will deliver the bulk of the borough's new jobs (Policy EC1);
- Policies to determine how the Council will consider development elsewhere in the urban areas of the Telford and Newport (Policy EC2); and
- A policy to support/ clarify the types of employment the Council will support within the rural areas of the borough (Policy EC3).

**7.0.4** Policy EC1 is also supported by a schedule of employment allocations listed in Appendix B to the Local Plan.

### 7.1 Strategic Employment Areas

**7.1.1** The Council places great importance on strategic employment areas delivering the bulk of the borough's new jobs within the B Use Classes. They also ensure that there is appropriate separation between conflicting land uses. To ensure they continue to deliver this, Policy EC1 states that B use classes along with similar industrial and ancillary uses.

## Policy EC 1

### Strategic employment areas

The Council recognises the importance of the strategic employment areas throughout the borough. The areas, as shown on Map 2 and the Policies Map, are expected to deliver B Use Classes along with similar industrial uses and ancillary uses.

It is anticipated a minimum addition of 76 hectares of employment land will be required to be delivered over the lifetime of the Local Plan. To meet this need, the sites shown on the Policies Map and listed in Appendix B are allocated for employment uses to meet the needs of the employment sector within the borough.

**This policy contributes towards achieving objectives 1, 3, 4, 6 and 7.**

**7.1.2** The Council has identified a schedule of 28 allocations including a reserve of sites which exceeds the 76 hectare figure in the Local Plan. Most of the sites are on former brownfield land or on land which the former New Town Corporation designated for employment and which benefits from Section 7(1) consent under the New Towns Act 1983.

**7.1.3** One allocation on greenfield land has been proposed south of Newport (Allocation E27). This is appropriate given the lack of land within the town for employment based activity. The allocation would take advantage of a new link onto the A518 via the Station Road development, along with potential for a secondary access linking directly to Audley Avenue.

**7.1.4** From the outset the Council accepted the figure of 76 hectares to be ambitious. However, it is suggested that none of the sites in the Telford area could or should be considered for other land uses and that their inclusion should be made in the Local Plan for activity within the B Use Classes. By way of example, it would be wholly inappropriate to consider alternative uses in the Telford T54 area (Allocation E19) - the biggest allocation - given the site's proximity to the motorway network and the fact that parts of the site have already been built out already for industrial uses. Retail development would run counter to other initiatives that seek to promote Telford Town Centre as a sub regional centre. Developing parts of the site for housing would be detrimental to surrounding businesses and fail to take account of the fact that other sites are more appropriate. Finally, it is submitted that it is not unreasonable for councils to promote or make provision for more sites than they actually need given its desire to make the borough an attractive location for a range of potential employers and investors with the widest range of business premises on offer and especially given the fact that the Telford allocations benefit from Section 7(1) consents. On balance, the designation of these sites for employment represents the optimal land use designation.

## 7.2 Employment in the urban area

**7.2.1** It is noted that some businesses will need to develop elsewhere in the borough throughout the plan period. Whilst the Local Plan does not wish to inhibit growth, it must ensure that development is sustainable. Within Policy EC2, the Local Plan sets out a criteria for employment development within the urban area to ensure that it is delivered in a sustainable manner, whilst not being over prescriptive.

## Policy EC 2

### Employment in the urban area

Where possible employment sites should be located within close proximity to the strategic employment areas. In addition the Council will assess applications having regard to the following criteria:

- i. It provides adequate access including walking, cycling and public transport, and parking;
- ii. It has access to appropriate infrastructure;
- iii. It does not have a significantly adverse impact on adjacent land uses; and
- iv. It does not adversely affect the character of the area.

There is a preference for the use of previously developed land (PDL) in order to bring it back into use. Greenfield sites will be considered where it can be demonstrated that no appropriate PDL is available.

**This policy contributes towards achieving objectives 1, 3, 4, 6, 7 and 25.**

**7.2.2** Given the extensive amount of land allocations identified in Policy EC1, it is not appropriate to promote additional employment land on greenfield land and Policy EC2 reflects this.

### 7.3 Rural area

**7.3.1** It is recognised that the urban area is not appropriate for all businesses. Therefore limited appropriate development is allowed under Policy EC3. This is appropriate given the rural area's relatively poor access to road and other infrastructure.

## Policy EC 3

### Employment in the rural area

The Council will support new employment development in the rural area where it involves the re-use of previously developed land or the conversion/re-use of redundant buildings or the extension of existing sites where:

- i. Development relates to agriculture, forestry or assists in the diversification of the rural economy (such as education and research, leisure, culture and tourism activities);
- ii. The local highway network is capable of accommodating the traffic generated by the proposed development; and
- iii. The proposal is supported by an appropriate business case which demonstrates that the proposal will support the local economy and help sustain rural communities.

Where it can be demonstrated that no suitable building capable of conversion/re-use is available or the re-use of previously developed land is not available or is unsuitable, new development will be supported provided that development complies with the above criteria and the design is responsive to the local context.

**This policy contributes towards achieving objectives 1, 4, 6 and 7.**

**7.3.2** The preferred range of businesses reflect the changing nature of the rural economy and national strategies such as Lord Taylor chaired "The Rural Challenge" set out in 2010.

## 8 Review of Submissions Received

**8.0.1** The Council's policies have gone through two drafts in the Regulation 18 (Consultation) and Regulation 19 (Publication) versions of the Local Plan.

### Review of Regulation 18 Consultation comments

**8.0.2** Overall, submissions received on employment land were broadly supportive as were the submissions on the allocations.

**8.0.3** EC1 Employment Site Allocations: An issue was raised over the amount of employment land required and how this was linked to the housing requirement. One respondent raised concerns over the siting of similar industrial uses such as waste transfer. Newport residents who responded to the consultation were split on the employment site allocation E27 on land to the south of the A518 and a suggestion was made that land to the east of the A41 be promoted for employment instead. They were also concerned with Newport not being promoted enough as an employment destination. Residents of Old Park raised concerns over parking around the E18 site allocation (Central Way, Telford).

**8.0.4** One objection was received in relation to Policy EC2: Employment uses on unallocated sites which stated that reference should be made to promoting Class B uses in the central area of Telford. Other submissions raised general comments on the policy or suggested other potential sites (Water Lane, Newport; central Telford; Land at Hortonwood; and land at Apley). Two

objections were received in connection with Policy EC3: Employment in the rural area. One comment suggests the policy does not support economic growth in the rural area and another representation stated that the policy should emphasise more protection of Grade 2 and Grade 3 agricultural land. Other representations made other suggestions to improve the plan including a reference to the Wappenshall Wharf restoration.

**8.0.5** As a result of these submissions, Policy EC1 was amended with a reduction in the minimum amount of employment land expected to be delivered over the lifetime of the Local Plan from 110 ha to 76 ha. This reflects the anticipated delivery of new employment land linked with consultants' advice in establishing the Objectively Assessed Need that has informed the borough's housing requirement. Other employment policies have been redrafted to emphasise support for waste related uses on some employment site allocations and other uses that are ancillary to B Use Class activity. Such an approach prevents the Council from having to allocate specific sites for waste related uses.

## **Review of Regulation 19 Exhibition comments**

**8.0.6** Policy EC1 Strategic employment areas: There were mixed comments on this policy. The HCA supported the policy but other respondents have raised objections to both the area based employment requirement and specific allocations. One group stated that the requirement to deliver 76 ha of employment land is incompatible with the housing requirement of 15,555 homes. One submission suggested that there was evidence that more land could be released for employment. One Telford based developer did not consider that the Strategic Urban Extension Housing Allocation H1 should have to deliver employment uses given its proximity to other strategic employment areas. A number of Newport based groups challenged the approach to land allocation. One landowner suggested that the allocation Site E27 (south of Newport) be removed. Two submissions stated that land to the east of the A41 be promoted for employment instead. One councillor gave support for the principle of promoting employment land in Newport regardless of location and the Newport Regeneration Partnership stated that is inappropriate to release employment land at Water Lane for social housing.

**8.0.7** One comment was received in relation to Policy EC2: Employment in urban area. It suggested that the allocation of up to 149 ha of land for employment against a smaller employment land requirement is inconsistent with the Council's approach to its housing requirement.

**8.0.8** A mix of comments were received in connection with Policy EC3: Employment in the rural area. One landowner wrote to support the policy. Harper Adams University have sought a modification to give clearer support for any development proposals on its campus. Another representation stated that the policy is too restrictive and would not boost rural jobs contrary to government policy.

## **Responses to submissions made**

**8.0.9** The Council has carefully considered all representations made on this section. It proposes minor modifications to address submissions where it is necessary to do so to improve the clarity of a policy. The two minor modifications are: first, to make clear that in addition to the allocation of site E27, the Council will expect development at Water Lane; and, secondly, the Council has asserted its support in principle for appropriate development on the Harper Adams university's campus.

**8.0.10** The Council maintains that it is not appropriate to promote employment land to the east of the A41.

## **9 Conclusion**

**9.0.1** The Council has had careful regard to national planning policy and relevant primary legislation in the drafting of its employment policies. This paper shows the Council has a good understanding of its urban and economic base and has drafted a suite of policies that reflect local conditions. It has attempted to address relevant representations where it is expedient to do so for reasons of soundness and to help clarify policies.

**9.0.2** The Council recognises there is an outstanding objection around employment allocation E27 but has clarified its policy position and explained why it cannot support them.

## **Appendix A Economic Strategy**



# Driving growth **and prosperity:**

**Economic Development  
Strategy 2016**





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# Foreword

**This strategy for growth and prosperity has developed through a partnership between Telford & Wrekin Council and the Telford Business Board, which is playing a strong and growing role in driving economic growth at both a local and regional level.**

As partners, we are ambitious for Telford's residents and businesses and we value our borough for its diverse communities, the strength and potential of our economy and for the quality of both our urban and rural environment.

In this document we have set out how, through a collaborative approach between the public and private sectors, we will encourage enterprise and innovation, enabling our business community to flourish and to drive economic growth. It is only through economic growth that we can create secure employment and lifestyle outcomes that will strengthen families and raise levels of economic independence for the benefit all of our borough's households and communities.

But, we will not over-promise and are taking a simple approach to our economic strategy; too many strategies are over-complicated and do not deliver their ambitions. At a time of limited resources, we will focus on actions that have the greatest potential to deliver jobs and growth for Telford.

We are calling our approach to growth 'Enterprise Telford', which reflects our view that all communities across our Borough can contribute to and benefit from

economic growth. We believe that by harnessing Telford's strengths in terms of business, people and place we can unlock jobs and create growth that will improve the lives of all our residents and support business productivity.

With a diverse business base and as a key contributor to the West Midlands economy, Telford is ideally positioned to be an important player in new and emerging regional partnerships. We believe that, working together, the Council and the Telford Business Board have a vital role to play as enablers, bringing together partners and organisations in the Borough. However, we also have a vital role as ambassadors for Telford, speaking up for the Borough on the regional and national stage.

We do not underestimate the challenges, but we will work hard together and with our other partners in the private, education and third sectors to exploit the clear opportunities that exist for our Borough.



**Cllr Shaun Davies**  
Cabinet member for  
Business, Neighbourhood &  
Customer Services,  
Telford & Wrekin Council



**Paul Hinkins**  
Chair,  
Telford Business Board



# Vision and strategy

**At the heart of Enterprise Telford is our shared vision:**

***'To promote Telford's role as a major contributor to the West Midlands economy; to focus on those things that will do most to unlock jobs and create growth that will improve the lives of all of the people who live in our Borough and; to make Telford a natural home for investors, innovators and entrepreneurs'.***

Enterprise Telford does not restrict our aspirations for growth to a specific zone or employment site; it recognises the potential of our whole Borough to contribute to economic growth.

There are three things that underpin Enterprise Telford and will help us deliver our vision:

**Business** meaning a 'business friendly' operating environment for businesses across our Borough. This includes the critical issues that underpin business growth such as clear and effective business support, access to finance, the local regulatory environment (particularly relating to planning) and inward investment.

**People** meaning the workforce within our Borough and how the skills of our workforce are aligned to business needs and opportunities both now and in the future.

**Place** meaning the sense of place and the infrastructure that underpins growth including transport connectivity, broadband access, our employment areas, housing and employment land, environment, cultural assets and quality of life.

Linked to these are six key actions that will enable us to deliver our vision for Telford:

- 1 Create business friendly conditions to increase the number of successful businesses.
- 2 Grow sectors around opportunities and support sectors that underpin employment across the Borough.
- 3 Stimulate and support innovation across all business sectors.
- 4 Improve the skills and talent pool of the Borough to make it business relevant.
- 5 Transform physical and digital connectivity.
- 6 Optimise all the assets of the Borough to make it a first-class place to live, work and invest.

We should not underestimate the significant assets of our Borough, from strategically important businesses and a continuous rich heritage of innovation, to one of the top conference venues in the country. We have unparalleled environmental assets in a World Heritage Site and the largest Town Park in the West Midlands. Added to these we have growing digital capacity, increasingly connected transport infrastructure, a skilled workforce and a growing number of graduates.

Through our unique growth deal with the Homes & Communities Agency we also have control over 400 acres of employment land and sites for close to 3000 new homes and the commitment from Government to invest over £44m into site preparation and essential infrastructure to deliver this land to the market - giving Telford all the ingredients essential for growth.





## Regional Context

Government's policy of increasing the devolution of powers to the regions presents a number of challenges and opportunities for the Borough which will require us to speak up loudly for Telford on both the regional and national stage.

The Local Enterprise Partnership (LEP) model was established by Government in 2011 with the intention of increasing the private sector's influence and role in creating and directing economic strategy at a local level. Telford & Wrekin is a partner in the Marches LEP with Herefordshire and Shropshire, and the Chair of the Telford Business Board also sits on the LEP Board.

The Marches covers a huge geography which brings challenges, not least created by the predominantly rural nature of Herefordshire and Shropshire whose focus is on rural market towns. The economic strategy for the Marches LEP is set out in its Strategic Economic Strategy 2014, which is currently being updated with refreshed data.

Whilst we will continue to promote Telford's interests as part of the Marches LEP, a potential realignment of powers is emerging with a radical shift of power away from Whitehall as a result of the new West Midlands Combined Authority (WMCA). This is the new government structure being initiated for the West Midlands by the 7 Metropolitan Authorities, which will act together to deliver their economic and transport objectives and co-ordinate the functions that deliver them.

The Combined Authority will be in a strong position to negotiate with Government the devolution of power and resources from the national to the local level. Telford's businesses and communities retain strong connections into the conurbation with supply chain links growing as the Borough's automotive sector benefits from proximity to investors like JLR. It is for this reason that we have become a Non Constituent Member of the WMCA.



Furthermore, emerging from this and from the Government's intention (declared in June 2015), of handing power back to the people of the Midlands, is the concept of a 'Midlands Engine' to overarch Combined Authorities as well as LEP's. The Midlands Engine will focus on themes of co-operation where this will significantly impact on the economic growth potential of the Midlands, such as transport and inward investment. Government has already committed £5m of investment into a Midlands transport strategy and to enhanced promotion of the Midlands to foreign direct investors through UKTI.

Whilst there are challenges to be met, Telford is uniquely well placed to capitalise on these emerging regional changes, because of its predominantly urban nature, its geographical location and its strength in manufacturing.

The West Midlands represents a highly connected economic market and Telford can benefit from closer working on a number of key issues, including transport connectivity. With growing international competition from new and emerging markets, and the threat of future off-shoring of the automotive supply chain, the promotion of the West Midlands in a more joined up manner is

beneficial. Telford has the potential to support the economic objectives of both the West Midlands Combined Authority and the Black Country LEP as our competitively priced and ready to go land offers potential to overcome an obstacle to growth in the wider West Midlands area.

Telford can also benefit from its position as the urban focus of growth in the Marches. The Borough's potential for housing and jobs growth gives us strength in competing for scarce Government funding, but also our location makes us a gateway to Wales and Ireland which is a key trading partner for the UK and the wider European Union.

The Council is also seeking the devolution of powers to the Borough that will support its Enterprise Telford approach to growth, and we will continue to engage with the West Midlands Combined Authority to ensure that Telford is recognised as a key partner and player in the West Midlands Engine.

# Local context

**We have described how at a regional level Telford has the potential, with its central location and supply of ready to go development land, to compete strongly for inward investment and to be a key player in the West Midlands Engine.**

Locally, Telford is enjoying a period of growth with potential for further growth being generated by a number of factors. The number of company expansions across the Borough is increasing, with growing demand for land and property to accommodate expansion. In the last two years we have supported the expansion of 13 of the Borough's strategic businesses who have made multi-million pound investments.

In 2016 the Council signed a unique Land Deal with HCA and DCLG which, over the next 10 years, will see Government commit £44.5m from land sales in Telford into site preparation and infrastructure to deliver growth. In return, the Council will take responsibility for the marketing and disposal of all HCA residential and commercial land assets working with investors and existing businesses through Enterprise Telford to develop bespoke investment opportunities and driving delivery of 2,800 new homes and 8,500 new jobs.

Telford's offer to investors is being enhanced by the expansion of our two Universities. The Telford Innovation Campus of Wolverhampton University is making significant investments into its engineering and manufacturing faculty, with a particular focus on automotive manufacturing and the international renown of Harper Adams University with its food and drink academy will grow further with the opening of its agri-tech research centre which has significant backing from the private sector.

Our successful campaign to keep the MOD in Donnington, with its historic links to the community and significant number of local jobs, means that we now have an expanding facility including a £70m MOD fulfilment centre that is a major enhancement to Telford's position as a centre for the logistics sector.

Telford's physical and digital connectivity is a key part of our strong offer to inward investors and supports economic activity and growth through access to markets nationally and internationally. Transport funding secured through the Government's Growth Deal is enabling the Council to deliver the infrastructure needed for transport growth and to ensure skills capacity. The Council and its partners BDUK and BT are jointly funding the Superfast Telford programme which will bring superfast coverage to at least 98% of the Borough by 2017.

The strength and development of the Telford Business Board is another positive for the local economy as its role expands as a key player in supporting growth and inward investment.

No consideration of economic growth should forget the significance of our heritage, leisure and cultural assets, with our World Heritage Site, Town Park, new Southwater development, expanding Shopping Centre and our attractive Borough Towns creating a strong and varied offer for the local, day and tourist visitor. There are local challenges however, and these need to be addressed if we are to drive growth.

Whilst Telford has an impressive supply of land, there is a shortage of certain categories of property, particularly for manufacturing and warehouse space for small to mid sized businesses. The cost of a new build can be prohibitive for these businesses, some of whom struggle to find funding or to meet the increased cost of rent.

Telford also has issues of unemployment and underemployment and business partners highlight skills shortages across sectors and an ageing workforce in some sectors that could hamper growth.

The 2015 update of the Index of Multiple Deprivation shows that Telford needs to address deprivation and

levels of NEETS, demonstrating the need for a balance in the types of employment that we generate.

If we are to generate growth that will benefit all of our communities, it is vital that we support our Borough Towns to maximise their potential. In common with high streets across the country, some of our Borough Town high streets are struggling with empty retail premises and with under utilisation of living space above them. These high streets need to attract the local and day visitor if they are to survive and this will require innovation and imagination. We must do more to 'capture' the visitor when they visit our World Heritage Site, to ensure that they appreciate our whole visitor offer, spreading economic benefit.



# Making it happen

**Bringing together partners and organisations across the Borough and working collaboratively with our LEP and regional neighbours where we share priorities and opportunities, the Council and Telford Business Board will act as enablers of growth.**

We will use resources to guide investment into priorities which support our Enterprise Telford approach and will embrace the third sector as a significant partner with the potential to support growth.

Our focus will be on six key actions, each of which is now explored in detail.

## Growing the number of successful businesses

We want to see more successful start-ups, attract more entrepreneurs, support home grown entrepreneurship, see greater volumes of international trade and have stronger businesses, employing more, local, people. Successful businesses are essential if we are to provide a better deal for all of the Borough's residents, improving health outcomes, improving skills levels and providing more and better paid jobs.

We are committed to creating the conditions and support for business to flourish, to become more competitive, and increase productivity and profitability.

Our 'business supporting' approach was first set out in 2013 when we launched 'Invest in Telford' and created a strong team of business support and inward investment professionals dedicated to helping our businesses to grow. Co-located with teams responsible for public sector land and property, planning and skills since 2013 this coordinated approach has supported the creation of 630 new jobs and secured in excess of £2m grant funding for businesses across all sectors and at all stages of development.

At a national level, Government has now recognised that the business support landscape is overcrowded and confusing and so have started the process of

streamlining and simplifying support through their Business is Great campaign and website.

At a local level, LEP's have been tasked with creating Business Growth Hubs, which will streamline support through a local website and physical 'hubs'. The principle behind the physical hub model is that they become a 'one stop shop' for support that is delivered through a wide range of national, regional and local providers.

We believe that the Growth Hub model offers a great opportunity for us to deliver support in an accessible way, and that is appropriate for all our companies from early stage to SME, right through to global players.

In Telford, the Growth Hub is being delivered through a collaboration between the Council's Business Support and Investment team, Telford Business Board and the University of Wolverhampton and the Marches LEP. We want businesses to think of the Hub as a 'junior partner' in their business - there to support and enable, with a great network of connections, links to in depth knowledge of business and access to investment finance whether in the form of grants, loans, equity, or crowd sourcing.

### Business Growth Hub, Telford

Telford's Business Growth Hub is located at the Telford Innovation Campus, Priorslee. The Hub offers a welcoming and inspiring environment and is managed by staff from the Council's Inward

Investment and Business Support team who will ensure that support meets the needs of our local businesses and that the support on offer from local, regional and national schemes is complementary and co-ordinated. The Hub is also open to use by businesses whether for hot-desking, meetings or webinars, with a visualisation suite that offers state of the art digital facilities.

### Networks and collaboration

The role of the Telford Business Board in the Growth Hub is central to its success and to effective collaboration between the public and private sectors. The Board's Sector Champions are creating networks of business people who can share knowledge, experiences and ideas to accelerate growth in their own businesses and each others. These networks will all be connected through the Growth Hub – strong networks mean better business and successful businesses understand the value of collaboration.

The University of Wolverhampton is hosting the Growth Hub at the Telford Innovation Campus, Priorslee. The University is leading the field and has an international reputation of knowledge transfer. Through the Growth Hub, the University can engage with businesses in collaborative research and development which will generate new commercial opportunities.

### High growth start-ups

Almost all businesses in the UK (99.9% in fact) are small or medium sized. Through the Hub we recognise that the term SME encompasses a broad range of businesses, from the sole trader to the high end manufacturer and our support reflects this. We offer support that is tailored to the stage of development and potential to grow of each business or potential business that we engage with.

However, within our SME's there will be a small number of exciting and promising companies with the potential to have a significant impact on economic growth and job creation; it is universally recognised that the success of companies like these has a disproportionate effect on economic output. Successful places are those that focus on these high growth companies; their success tends to be based on

innovation and the jobs they create are usually more highly skilled and highly paid. The knock-on effect of their growth is therefore felt not just from more employment but also from the benefits of higher tax receipts which helps to fund public, social and infrastructure spending.

Through the Hub we are creating the environment and are delivering the support that these start-ups need to expand and make the transition from start up to mature company. This might be access to finance, support with skills and recruitment, coaching and mentoring, support to export access to research and development facilities through expertise locally as well as the regional and national Catapults.

### Bespoke sector support

Through the Hub we will increasingly bespoke business support for sectors with targeted programmes of activity that reflect the diversity of our business base. The Council's Business Support and Investment team will work increasingly closely with the Telford Business Board and Sector Champions to support the identification and removal of barriers to growth across all sectors.

### The digital age

The UK is world class in many aspects of the technical and digital economy, including digital advertising and marketing, data management and analytics, software development and e-commerce. However, not all businesses are making the most of the digital opportunity with many not appreciating the benefits or thinking that being online isn't relevant to their business; 36% of SME's in the UK have no website,



however those businesses that have developed their on-line capacity all report an increase in sales.

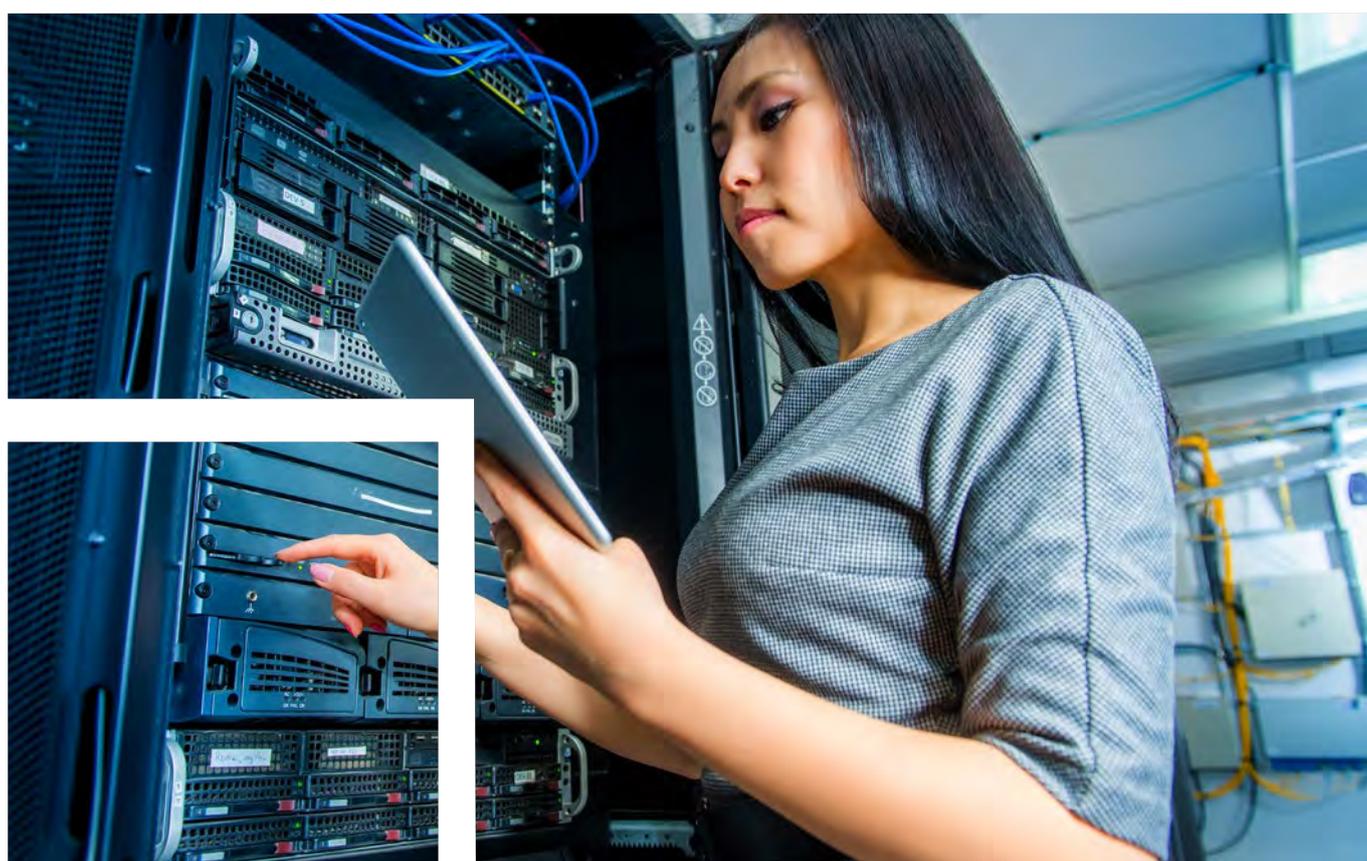
Through the Hub we will help Telford businesses to unlock the value of the digital age from cloud services to back up data and support for project management. We will help businesses to see how social media can create brand awareness and grow supply chain relationships and its a good way for businesses to share information and influence opinion as well as strengthen relationships.

Businesses of all shapes and sizes can find ways to benefit from the digital age, even some traditionally lower-tech companies can see the benefits and in more industrial settings progressive manufacturers are using all sorts of high-tech solutions to support smart production processes.

## Cyber-security

By 2017 the estimated value of the cyber-security sector will be £3.4billion. This is an indication of the importance of this sector to business growth and security and is why we will be working with the University of Wolverhampton and the nationally recognised Malvern Hills Cyber Security Centre, as well as West Mercia Police to support and protect our businesses.

Through the Hub businesses will have access to Cyber Essentials, making sure that they have effective firewalls, passwords and access restrictions in place. Our support will recognise that a businesses workforce is often the weakest link in cyber security and so will give access to workforce training for smaller businesses through a 'cyber-bites' programme.



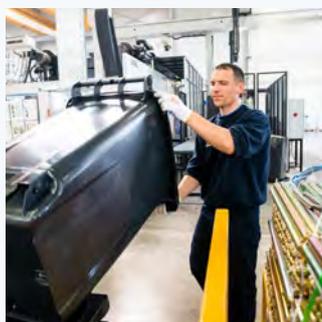
## Building on our sector strengths and opportunities

We must make the most of the opportunities that we have. We want to see growth in high value, high potential sectors to underpin long-term prosperity and we want to keep diversity in our economy to future proof against sector failure (such as potential over-heating in the automotive sector) and we want to capitalise on the social enterprises and trading third sector organisations which already exist in our Borough.

Alongside this, we must address still unacceptable levels of unemployment particularly NEETs, under-employment and poverty by promoting growth in areas where significant and sustainable job creation can be achieved.

Finally, we must attain the best possible results from Foreign Direct Investment (FDI) by linking our FDI strategy to sector opportunities.

The Borough's economy is relatively well diversified and well represented in a number of growth sectors, both manufacturing and service.



With all this in mind, we will focus on a three track approach to supporting business growth. Within each of these categories there will be particular opportunities, but the approach reflects the realities of our economy in the short to medium term and also our potential for longer term prosperity:

**High Growth, High Value Added** to provide high skill, high salary employment. This will include advanced manufacturing, particularly automotive and 3d printing, digital and agri-technology.

**High Volume, High Job Creation** to create larger numbers of low to medium skilled employment. This will include some food and drink and construction employment and tourism, retail and hospitality.

**High FDI Potential** with greatest potential for new investment such as automotive, food and drink manufacturing (including agri-tech) and logistics.

Within these categories, Telford has some strong potential for sector growth and new investment and our inward investment activity will be carefully targeted at opportunities within the following sectors:

### Manufacturing and advanced engineering

Telford's sector diversity and resilience is revealing and dispels the idea that the UK is a country that no longer makes anything. Despite an increasingly competitive global environment, strong domestic demand is boosting production levels across a wide range of manufacturing activities and investment in new facilities, machinery, research and recruitment by Telford manufacturers is creating a solid outlook for growth.

Telford has seen investment from global players such as BAE, GKN and Stadco and these offer a solid platform for growth, but other manufacturing businesses still have to reach their full potential.

Our Growth Hub and Telford Business Board Sector Champions will support Telford manufacturers to achieve their potential by collaborating to strengthen supply chains and by supporting businesses to commercialise and take up the latest technological processes. The Hub will also recognise the increased



'servitisation' of the advanced manufacturing sector, where increasingly businesses offer technical services outside their core activity requiring specialist skills such as digital and marketing.

Advanced manufacturing also offers potential for new investment, particularly FDI from the automotive sector. UKTI has recognised the potential for growth in the automotive supply chain by the establishment of the Drive West Midlands initiative, which is promoting the region internationally. Telford is working in partnership with Marketing Birmingham, Invest Black Country and with Stoke and Staffordshire to position our Borough as a key player in this initiative.

### Food and drink (including Agricultural technology)

Food and drink companies are the toast of the UK economy, bringing 16,000 new products to market each year. In Telford these companies range from micro businesses to major businesses with internationally known brands such as Muller and Dairy Crest.

In Telford this sector has the advantage of the proximity of Harper Adams University College which has enhanced its international reputation with the establishment of the Regional Food Academy and who are now developing a national agri-engineering centre. These could stimulate private sector investment from agri-tech and high value manufacturing sectors, creating the potential for significant numbers of high value added jobs in for example agri-tech research and development and niche food and drink production.

The strength of the Harper Adams 'brand' offers a unique opportunity for Newport, where we have employment land allocated that is ideally placed to benefit from sector growth. We have created an inward investment proposition for Newport that will link the Harper Adams 'brand' to new employment sites, offering the proximity of Harper Adams and access to its research, development and technical support as part of this proposition. We will continue to work closely through the UKTI Agri-Tech Organisation to promote this sector through trade missions and events and support the sector supply chain through the Telford Growth Hub and Sector Champion.

### ICT and digital

We have already shown how digital optimisation is essential for business growth and government research identifies ICT as a key growth area.

Telford has yet to develop a strong cluster for the ICT and digital sector that can compete for investment at a national level. We have the benefit of the E-Innovation Centre at the Telford Innovation Campus where around 40 small businesses use digital technologies based in incubation space and at the other end of the scale we have Capgemini as the largest private sector employer in the Town. However, digital start ups are now out-growing their incubation space, and recent changes to the delivery of HMRC's contracts has changed the landscape potentially risking local jobs and impacting on this key sector, although the establishment of Telford by HMRC and Capgemini as a regional digital centre is reassuring.

Growth in this sector is essential if Telford is to retain and attract highly skilled sector workers; and if we are to support the increased 'servitisation' of the advanced manufacturing sector. There are opportunities and we will work to maximise these. We are prioritising the safeguarding of jobs with our largest ICT employer by promoting Telford as an ideal regional base for HMRC, offering excellent value for money and high quality office space, the skills and the location to compete strongly with the rest of the West Midlands.

Telford is now home to UKTI's ICT and Digital 'dealmaker'; Tim Luft of Woote is promoting the West Midlands internationally as a destination for investment in this sector and he is also the Telford Business Board's Sector Champion. We will continue to work with him and the Board to attract new investment, but also to support growth in our existing ICT and Digital businesses by securing for our Growth Hub a partnership with the national Digital Catapult, which is seeking to expand to outposts across the UK. This would create a strong incentive to investment, but would also support growth in our existing businesses through direct access to sector research and technical support.



## The Enterprise Telford Pledge:

### Our offer to investors

Enterprise Telford does not restrict our aspirations for growth to a specific zone or employment sites; it recognises the potential of our whole Borough to contribute to economic growth.

Since the launch of our Invest in Telford campaign in 2013, we have secured significant new investment in our Borough. However, like all UK destinations, we face challenges from rapid global urbanisation. This trend is increasing purchasing power which will open new markets for our products, but may also close doors as manufacturing is shifted closer to the source of consumption.

For this reason, we must continue to work to raise Telford's profile and must have a competitive offer to add to the strengths that form the core of all of our sector propositions: our competitive and ready to go land and affordable and flexible office space; our central location and accessibility; our skilled workforce and lower labour costs; our balance of urban centre and quality rural and semi-rural surrounds.

We have therefore developed an Enterprise Telford 'pledge' to business, that will offer both new investors and existing businesses (across all sectors) with the potential to grow and benefits that will compete strongly with the Government's Enterprise Zone initiative. These will apply wherever in the Borough a business proposes to invest.

Through our Enterprise Telford pledge investors will benefit from our unique experience of successfully matching investor expectations to tailor-made support. Our 'business winning, business supporting' approach brings together all the Council's business facing teams - planning, property, design, skills, business rates and business support - through a dedicated account manager. Support could include:

**Access to finance:** through our Growth Hub we will support businesses from start-ups to larger SME's to access a range of grant funding (particularly through the European Funding Programme 2014-2020) that will support initial investment, expansion or diversification into new products or processes.



**Enhanced intervention levels:** with 10 of our Wards across the Borough benefiting from Assisted Area status, our Hub will support SME's to achieve higher grant intervention levels. Assisted Area status also means that new investors larger than SME's can benefit from Regional Aid.

**Consultancy support:** we will offer free, professional consultancy support to assist potential or existing and growing investors to access grant finance and to advise on all types of risk capital such as private equity, public equity, venture capital money, crowd sourcing and business angel investment.

**High quality infrastructure:** we will ensure that wherever a business chooses to invest in our Borough, we have high quality infrastructure provision in place to support their investment including access, energy and broadband provision.

**Business friendly planning regulation:** we will ensure that investors benefit from quick planning validation, comprehensive and timely planning advice including planning obligations and conditions that maximise certainty prior to major investment.

**Workforce support:** through the Growth Hub we will help investors attract and recruit staff with access

to state of the art digital facilities to assist with recruitment. Our Growth Hub will provide a one stop brokerage service to meet all skills, training, work experience and apprenticeship needs.

**Tailored business support:** through the Growth Hub we will offer a tailored programme of business support, access to Business Sector Champions and collaborative business networks and to high quality research and development support through our Universities.

**A red carpet welcome:** together with our business partners and through our experienced Investment and Business Support Account Managers we will offer a red carpet welcome to investors.

We offer a fast and efficient property service through our Inward Investment and Asset & Property teams and working with local Property Agents, arrange quick and flexible property viewings. We offer opportunities through our Telford Growth Fund to acquire land and buildings and deliver bespoke accommodation solutions with leaseback options and long term property management services.

The Growth Hub will offer free hot-desking and meeting facilities to assist new investors during their

relocation, with full business support on hand. Where more space is needed during relocation or while new premises are under construction, new investors can benefit from up to 12 months rent free office space, subject to availability.

The Council's in-house Design & Build service, can project manage a client's construction of new, purpose-built premises and offer a complete relocation support package and our Building Control team offer experienced support. Both of these services can attract discounts depending on the scale of investment and job creation.

### **Inward investment marketing:**

Through our Enterprise Telford marketing activity we must effectively promote the Borough as a premier location for inward investment and business expansion.

The Council's investment since 2013 in a specialist team of Account Managers has paid dividends, with more than 130 investment or expansion enquiries handled since 2013 and 21 business investments secured, creating over 350 jobs. This level of activity looks set to continue with economic growth driving increased productivity and expansion potential for existing companies and with FDI enquiries and investments in the UK outstripping other comparable EU economies.

Our Investment Team will continue to prioritise account management, engaging with our Top 150 FDI and home grown companies, supporting them to achieve their growth potential and ensuring that those looking to expand stay in our Borough.

The Team will build on our unique selling point, developing bespoke propositions for new employment sites, particularly Newport and T54, which have the potential for strong growth in the food and drink and advanced manufacturing sectors.

We will market these sector opportunities through UKTI's specialist teams, particularly working with the Automotive Investment and Food and Drink/Agricultural Technology Organisations. We will also collaborate with partners across the West Midlands in attendance at key industry exhibitions and events where we have a shared interest, such as the Advanced Manufacturing Exhibition

and Automechanika, where we will seek to generate leads and develop relationships with intermediaries such as land and property agents. We will seek funding through the European Funding Programme 2014-20 to support our inward investment marketing activity.

UKTI outward trade delegations are a particularly good way to generate leads and we will work with them targeting India (where investors are looking for joint ventures, mergers and buy-outs), America, Mexico (where there are at least 6 large and expanding body in white companies), China and South America. We will also use the international reputation of Harper Adams University to promote Telford through the Universities activities in South America and China.

Finally, the team will utilise the Growth Hub as a key feature of our investment propositions, but also using it as a means to link to overseas destinations and promote Telford businesses through webinars and other interactive events.



## Stimulate and support innovation

We recognise the importance of innovation led businesses to Telford's economic growth and the power of collaboration between businesses and universities to generate new commercial opportunities. More than 8,000 knowledge transfer partnerships between universities and businesses were formed in the last decade and Government has recognised the importance of this by investing £89m of new funding in the UK Catapult network.

We understand that in business, innovation is driven by three things:

- a wish to commercialise new discoveries
- a commercial challenge or an opportunity to improve or develop a new product or offer
- customer demand for improved products and services.

Each of these needs a different approach and we will work with partners through the Growth Hub to develop a range of actions that will encourage innovation in products, processes, services and business processes.

**Access to finance:** through the Growth Hub we will work to ensure that Telford businesses (at all stages of development) are able to access the wide range of funding that will be available through the European Funding Programme 2014-2020, which can support research, product development and new processes that will lead to growth and create new jobs.

**University partnerships:** the Growth Hub will work in partnership with the two leading Universities in our Borough; Wolverhampton with its reputation for knowledge transfer in advanced manufacturing and Harper Adams with its international reputation for food and agricultural technology. The Growth Hub will also link Telford businesses with national centres of excellence such as the catapults.

**High growth business support:** we will use the significant funds available through the European Funding Programme to enhance SME competitiveness

by creating programmes of support. Telford Business Board Sector Champions and industry specialists will contribute to the design of these programmes, with a particular focus on innovation and increasing new products and processes.

**Centres of excellence:** we will recognise Telford's existing strengths and seek to support and capitalise on these to create 'centres of excellence' that can compete on a national and international level. In particular, we will focus on:

### Rapid prototyping and composites:

Many Telford businesses are using leading-edge technologies in the production of their products and we will support and strengthen this by ensuring strong relationships are forged between businesses and the University of Wolverhampton.

The manufacturing services of the University at the Telford Innovation Campus are the subject of significant new investment which will have the potential to give local manufacturers a competitive edge. In particular, 3d or additive printing which is transforming manufacturing (the global 3d printing market is expected to be worth \$16.2 billion by 2018) and which can accelerate prototyping and testing and drastically speed up time to market and responsiveness to changes in consumer demand.

### Resource efficiency-environmental technologies in advanced manufacturing:

Many manufacturing sectors are highly dependent on raw materials which may become scarcer in the future as a result of environmental pressures and increasing competition from developing economies. By 2030 the increased global population will need 140% more water and 250% more land.

Manufacturers could halve product costs by re-using materials and components and EU research suggests that simple resource efficiency measures could reduce costs by 10billion Euros across the EU manufacturing sector.

Through the Growth Hub and Sector Champions we want to support collaboration across supply chains



to help manufacturers make more efficient use of resources and to re-use and re-cycle. We want to help our businesses explore markets for sustainable products, design out waste, use lightweight materials and manage supply chains better.

With our Universities and businesses we believe that there is an opportunity for Telford to position itself as a Centre of Excellence for Environmental Technologies in Advanced Manufacturing. In Ricoh, we have a Telford based company that is leading the way in this field and is recognised by Pinsent Masons in its recent report on the key trends for manufacturing in the next 20 years. Ricoh has cut its CO2 emissions and use of resources by using technology to work in different ways: it now aims to deal with 20% of customer calls remotely, so reducing fuel use and CO2 emissions; it has reduced the amount of stock carried by engineers by allocating them to particular customers and; is recirculating more components back into the supply chain reducing its dependency on raw materials and saving money.

We will ensure that the support and assistance is available through the Growth Hub to encourage collaboration and networking between our businesses to spread and encourage the adoption of new ideas and technology and will promote and market Telford to achieve recognition for our strength in this field.

## Improve our skills talent pool

A skilled workforce and increased productivity are essential to driving growth in existing businesses and securing inward investment. Telford businesses, particularly in the manufacturing sector, need to meet the twin challenges of an ageing workforce and changes in the kinds of skills they need. In common with businesses across the UK, our businesses need to address the current productivity gap, which can be the result of a blend of factors including low levels of capital investment and insufficient expenditure on research and development, but is also a result of low workforce skills.

We want to see aspiration increased and far more opportunities created to reduce inequality and promote inclusion. In particular, we want to ensure

that young people and adults are given the skills to succeed in employment and this should include higher level skills as offered by our colleges and universities. We know that key to success is the need for far greater alignment between employers and training providers to create a demand-led skills system.

We recognise that the employment and skills system is highly complex; too complex for people in businesses to navigate without support and that support can be biased towards certain provision that may or may not be in the best interests of the individuals or businesses being supported.

We are supporting the alignment and simplification of support to both individuals and businesses with an explicit connection between the two. We are focussing on the identification of current and future employment opportunities and supporting local people to access those opportunities whether they are in formal education, in work or unemployed.

## Brokerage service

### Removing barriers to engagement

Through the Growth Hub we will deliver an innovative brokerage service focussed on encouraging business engagement and support for local schools to ensure employers gain a stake in their potential employee's future. This 'Life Ready Work Ready Programme' will broker links between schools and employers that will create real-world work opportunities and help to substantially grow the number of apprenticeships and access to work experience and employment schemes offered to our young people.

Our brokerage service will increase employer level input into careers advice (starting from primary age), linking schools, colleges, employers, careers and enterprise organisations. This will be complementary to the National Enterprise Company approach and also to our Job Box Programme which has had great success in supporting young people into work and training and is to be continued and broadened to support job seekers of all ages. The Programme forms a key part of the Enterprise Telford pledge, delivering bespoke skills programmes that will deliver a pool of suitably trained local people to meet business needs.

## Apprenticeship challenge

An apprentice is a huge asset and at a national level all political parties have recognised that apprenticeships will play a significant part in ensuring that we are able to meet the increasing demands of business. Locally we are challenging the undeserved perception of apprenticeships as the poor relative to university for young people and an overly bureaucratic system which has made it extremely difficult for some small businesses to participate. Through the work of the Hub and our local apprentice grant scheme alongside Government plans to give employers more say over the workings of the system from 2017, we're committed to significantly increasing apprenticeship development and growth of STEM take up in schools .

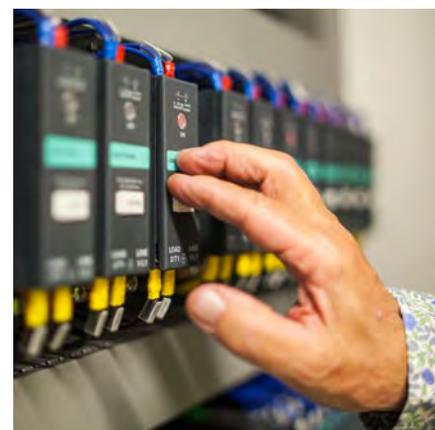
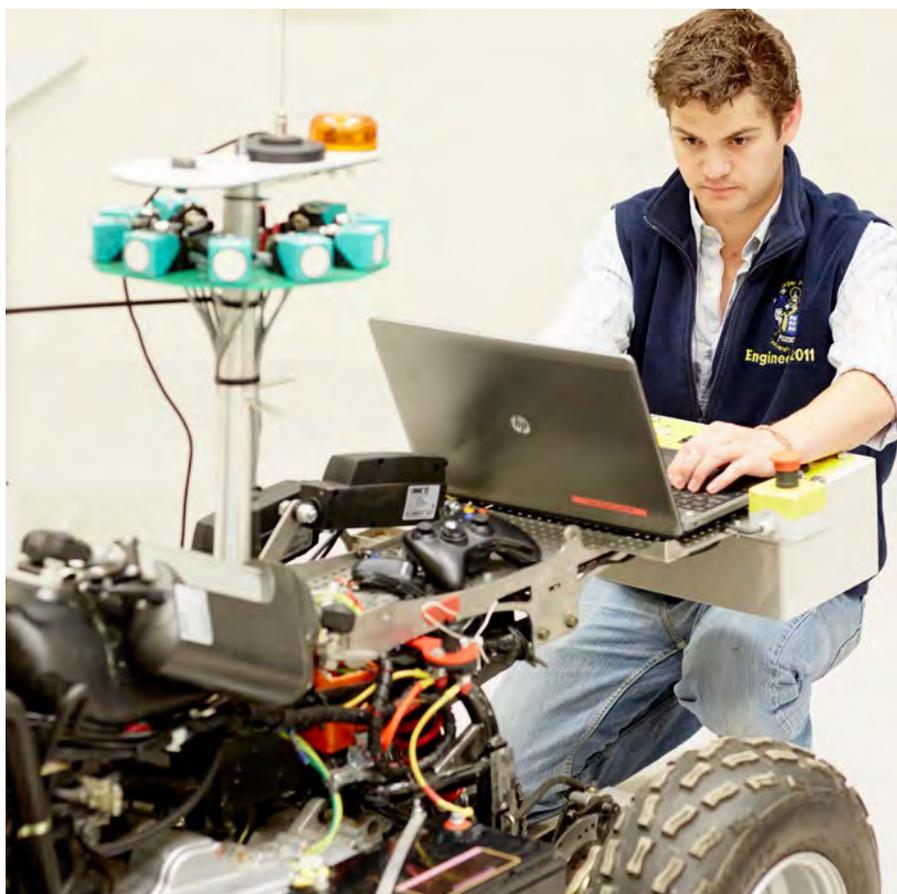
Through the Growth Hub brokerage service we are working with businesses to help them recognise the huge advantages that an apprentice could bring. We will also continue to give practical assistance and grant funding to help smaller companies take up or

share apprenticeships, removing the red tape that is a barrier to businesses.

## Sector specific business support

Our targeted business support activity (referred to in Section 1) will include the design of support modules to address the skills challenge, particularly for our manufacturing sector. By 2030 our manufacturers will need fewer manual workers and more people with broader capabilities across IT, design, data analytics and customer service, who may well cost more to employ. Automation and intelligent robots will then add further complexity, whether they replace workers entirely or are used to enhance their performance.

Working with our Sector Champions and linking with schools and local colleges, we will look at how promoting STEM subjects and new training and retraining schemes can secure the future capabilities manufacturing will need, including hybrid skills. We need to recognise that increased automation need not represent a negative scenario as it could bring





opportunities and new workforce skills benefitting both workforce and businesses.

We will also work with businesses and our universities to tap into the raw talent of graduates to generate new ideas. The breadth of solutions being pioneered by knowledge partnerships is wide-reaching and they give students the commercial experience and skills they need to get their foot on the first rungs of the career ladder.

### Strengthening families

We see our skills strategy in the context of the challenges that Telford still faces with significant pockets of deprivation where levels of unemployment are still high and levels of educational achievement are poor.

We are determined to address these challenges to ensure that all our communities can be part of Telford's growth and will ensure that we support businesses of all sizes and across the borough, to retain a balance in our local economy. We are working with partners to transform public services through a 'strengthening families' model which will address a legacy of worklessness and support families to economic independence.

### Improve our physical and digital connectivity

Telford's central location and connectivity to both the wider West Midlands and beyond is a key part of our strong offer to inward investors. We recognise this and the essential role that transport and digital connectivity play in supporting economic activity and growth: it enables access to markets nationally and internationally; improves labour market efficiency; unlocks employment and housing sites; reduces the costs of doing business and; stimulates business investment and innovation.

### Transport connectivity

Our strategic approach to transport connectivity has secured over £40m of Government funding since 2011 to maintain, improve and create infrastructure needed for growth across the Borough. Our 'Transport

Growth Strategy' sets out the future transport needs of the Borough to 2031 and it will inform our continued lobbying (within the context of the Marches LEP) to benefit directly from the more than £70 billion worth of investment in transport infrastructure that Government has committed to deliver over five years to 2020.

We want to continue to improve the quality and reliability of connectivity within the Borough, which is a key enabler of supporting people into work and sustaining employment. Telford enjoys purpose built infrastructure including serviced employment parks designed to sustain industrial and business growth, however the New Town legacy (the separation of employment and residential development and the reliance on car travel) has created a barrier to communities in our more deprived estates where car ownership rates are lower.

We will also lobby at a regional and national level for integrated rail and rapid transit networks that connect Telford with quick, frequent services and that increase business access to HS2 stations and Birmingham Airport but also that strengthen route development West through Wales to Ireland. We will lobby for an increase in the number of train services and the electrification of the Shrewsbury to Wolverhampton line to provide faster services to Birmingham and London and unlock the freight potential of the Telford International Rail Freight Terminal. We will do this by influencing the work of Midlands Connect through our membership of the Marches LEP transport body, but also through our Associate Membership of the Combined Authority for the West Midlands.

### Digital connectivity

Digital connectivity is essential for business growth and we are ensuring through our Superfast Telford programme that 98% of our Borough will have Superfast broadband coverage by 2017 and aspire to achieve 100% coverage by 2020.

We will go further than this by working through the Growth Hub to ensure that businesses optimise the benefits of Superfast connectivity. Effective use of digital technology can improve the efficiency of factories, enable service-based business models and

allow producers to get closer to customers and to collaborate across the supply chain. Through the Hub we will deliver a broadband optimisation programme that will support our high growth businesses to understand the huge value of digital connectivity to business.

## Optimise our physical, cultural and environmental assets

To ensure that our whole Borough benefits from our Enterprise Telford approach, we need to deploy all of our physical, cultural and environmental assets to maximum effect to ensure that the Borough is a vibrant place to live, work, visit and invest.

### Land for growth and leisure

Telford has the benefit of extensive commercial and housing land which makes us stand out from our competitors regionally and nationally; we have a 5 year land supply and permission for 13,000 new homes and 400 acres of ready to go commercial land. We recognise the importance of this to our inward investment offer and are building on our successful role as agent acting for the Homes & Communities Agency (HCA).

The Telford Land Deal between the Council, HCA and DCLG will drive growth through asset disposal. This deal will enable us to recycle land value up-lift into site preparation and infrastructure improvements that will underpin growth, increase competitiveness of our land offer beyond Enterprise Zones and will allow us to ensure that the jobs created are accessible to and benefit our local communities, including those furthest from the workforce.

We recognise the importance of brownfield sites and are investing in bringing forward more constrained public sector sites to support growth. At the same time, we are recognising the contribution of green space to the environment and quality of life of our residents with our 'green guarantee' programme which will safeguard over 100 green sites of community value for the future.

### Energy security

Increased pressures of population growth mean that energy security will be an important consideration for future growth. We have already outlined how we will work with our businesses to improve their resource efficiency. We will also continue to take practical steps, working with the private sector, to secure the long term energy security of our Town. We have already developed a successful solar farm and the Southwater District Heating system is providing low cost energy. We will now review the potential of the Southwater system to expand and will continue to roll out low energy LED streetlighting across the Borough.

### Culture and tourism

Visit England suggests the potential for strong growth in England's visitor economy over the next decade and both business and leisure tourism are important components of the Borough's economy.

Through our Destination Telford programme we will deploy all of our cultural and environmental assets to maximum effect, ensuring that these assets are packaged, branded and marketed to achieve economic growth, particularly from the local and regional visitor markets.

We will identify the particular assets of our key Borough Towns including Newport, Wellington and Oakengates and work in partnership with local bodies and communities to develop these. We will work with partners in the Town Centre, Southwater and Ironbridge Gorge to develop complementary activities and offers that will create wider economic benefit.

We will also recognise the importance of business related tourism to the Borough, working with the Telford International Centre, Town Centre hotels and other partners to promote our business tourism offer and to maximise the conversion of business visitors to leisure tourists. We will continue to develop our 'Ambassador' programme, harnessing the potential of business leaders to attract new events, conferences and exhibitions to the Borough.

We will prioritise raising the quality of life for all of our residents by creating access to high quality and locally responsive cultural programmes and will build through this a strong shared sense of identity and increasing engagement in civic life.



# Measuring success

**We recognise that we must measure success if we are to understand the impact of our Enterprise Telford approach.**

Across our six priority activities, these are the indicators that we will measure against 2016 benchmark figures:

## 1 Create business friendly conditions to increase the number of successful businesses

Increased number of new business start-ups and growth in take-up of business support through the Growth Hub

Increase of school activity to encourage entrepreneurship from an early age

## 2 Grow sectors around opportunities and support sectors that underpin employment across the Borough

Higher levels of start-ups through sector specific and targeted support and an increase in GVA and productivity levels

Increase in inward investment enquiries and number of existing business expansions

## 3 Stimulate and support innovation across all business sectors

Increase in grant funding secured by businesses for diversification, expansion and innovation

## 4 Improve the skills and talent pool of the Borough to make it business relevant

Increased take-up of apprenticeships and increased progression rates

Increased number of higher level apprenticeships and graduate placements

Reduction in unemployment levels and in particular of NEETS through co-ordinated and locally driven support programmes

An increase in the percentage of the working age population with NVQ3+

Reduction in the percentage of employers reporting skills gaps by 2020

## 5 Transform physical and digital connectivity

Superfast Broadband infrastructure to 100% of the Borough

Increase in transport capacity to accelerate delivery of new homes and employment sites

## 6 Optimise all the assets of the Borough to make it a first-class place to live, work and invest

Maximised availability of high quality, readily available brownfield development for housing and employment

Increase in membership of the Visitor Economy Forum

Increase in leisure and business visitors to the Borough



## **Enterprise Telford**

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