

Appendix 2

TELFORD AUTOMOTIVE EXCELLENCE

TELFORD PROSPECTUS

DRAFT

April 2012

FOREWORD

As a Co-operative Council, we are dedicated to working in partnership with public and private sector organisations to deliver jobs and economic activity in our Borough. We believe we have the right mix of skills, the workforce, the land, the infrastructure and the drive and desire to be a modern centre of excellence for inward investment relating many sectors including the automotive sector as part of the Jaguar Land Rover relocation to i54 in Staffordshire.

Telford & Wrekin Council has long had and continues to have a strong reputation as an innovative, 'can do Council' that works very effectively with public, voluntary and private sector partners. We believe with the significant investment in our secondary schools, the strong partnerships with Telford College of Arts & Technology, New College and Wolverhampton University we are providing opportunities to develop skills to respond to the current and future markets.

We feel that our location and accessibility provides a real opportunity for inward investment with the Borough being 13 miles from i54 in Staffordshire connected though the M54, a rail freight terminal with good connections as well as potential further improvements in northbound M6 toll connection to the M54.

With the investment in Telford Town Centre to create a heart to our town, a regional shopping centre and leisure offer, a nationally recognised conference venue in The International Centre together with high quality housing investment we are delivering growth and investment.

Telford is about growth and prosperity, creating jobs and investment opportunities. Telford, a place to visit, locate and live.



.....
Cllr Kuldip Sahota
Leader



.....
Richard Partington
Managing Director

EXECUTIVE SUMMARY

In response to plans by Jaguar Land Rover (JLR) to establish a new engine plant at the i54 site in Wolverhampton just 13 miles from Telford the Council have set out in this briefing report how Telford is best placed in the Region to support businesses in the JLR supply chain and wider advanced manufacturing sector.

Telford is in the beautiful county of Shropshire in the heart of the UK, just half an hour from Birmingham on the M54 motorway, providing the best of access to both City destinations and rural countryside.

An important growth area, offering a wealth of serviced development land, Telford's population is predicted to rise by 2026 to over 200,000. This will make Telford larger than cities like Newcastle, York and Oxford are today. This step change in the growth and development of Telford is opening up many new and diverse opportunities for businesses and investors.

Telford offers a complete package for inward investment including:

- Location
- Skilled local workforce
- Availability of Development Land and Buildings
- Financial offer and incentives
- High quality housing
- Regional Leisure and Shopping Centre
- A 'Can Do' business winning Council

All of the main business locations in Telford are within 10 minutes of the motorway providing direct access to the M6 and the national road network.

The essential ingredient in any successful location is the power of people. Telford has an established, suitably skilled labour force and the proximity of many existing parts of the advanced manufacturing sector and supply chain. Telford is also rightly proud of its many networks and support organisations that add significant value to business. There is a deeply rooted culture of cooperation and partnership between public and private sectors which ensures that people receive professional support and practical advice whether they are a multinational investor or a one person business start up.

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1.0 BACKGROUND & CONTEXT

Telford is a former New Town which has matured and grown while maintaining the quality environment and historic legacy of the Ironbridge Gorge, that are part of its attraction whether for business, tourism or as a place to live. Part of the legacy of the new town is an openness to grow and change, to adapt quickly to the demands of commerce and a willingness to invest to maintain local businesses enabling them to prosper and to attract new investors. We will listen to what the market wants and through a joined up approach we will support investors and provide incentives to make Telford work for you.

We already have many major international companies and strong links with the automotive and advanced manufacturing sectors. Through the investment being made into education, the presence of the University of Wolverhampton and Harper Adams University College our labour force is skilled and our young people are prepared for work.

Telford & Wrekin offers a complete package for inward investors unique in the Region. Combining a wealth of serviced land, a pre existing manufacturing base, high quality housing ranging from attractive market towns through to modern and innovative design to affordable new build, road and rail accessibility second to none and a 'can do, open for business' culture, the Borough offers something for everyone.

The prospectus explores these Unique Selling Points (USP) and sets out the role Telford could play in supporting the development both of the automotive and advanced manufacturing sector in the Region and within the UK. The USP show an absolute fit with the requirements of Jaguar Land Rover's Phase 2 and 3 development programmes and compliment the investment being made into i54.

2.0 JAGUAR LAND ROVER STRATEGY

Automotive manufacturing levels are set to grow to pre recession levels by 2014 and locally we have evidence that companies are building capacity to meet this growing demand (Appendix 1)

Jaguar - To meet the demands of high sales in Asia, JLR's new engine plant at the i54 site in Wolverhampton will create around 750 additional jobs within the company and an estimated further 2,200 within the supply chain. It will be created by a significant investment by JLR.

Just 13 miles from Telford, the new plant in Wolverhampton will join other Midlands based plants in Solihull and Castle Bromwich as well as the new Range Rover Evoque in Halewood, Liverpool. However, JLR is also on the brink of opening its first non-UK plant at a refurbished former Mercedes plant in Pune in India that will start producing Freelanders during spring 2012.

Sales are showing huge improvements, boosted by many upgrades – including the new Jaguar XJ and updated versions of the Land Rover Discovery and Range Rover Sport. There were more Land Rovers sold in the UK in February 2012 than in any other month in the company's 63-year history. Over the year to date, sales are up by nearly a fifth worldwide, within which Jaguar sales are up by more than 7 per cent, Land Rover by more than 25 per cent. This is all before the launch of the Range Rover Evoque, which is expected to prove as popular as the Freelander.

Supply Chain - JLR is already playing a central role in efforts to revive the UK's automotive components supply chain; an example of this is the £2.5bn worth of Range Rover Evoque contracts to the supply chain. As part of the investment in India, it has taken around a year to set up the supply chain, which involves all parts being delivered to JLR's Halewood factory, packed into a container and shipped to India for assembly. Although output may be small at first, in the longer term, the facility could meet a significant element to respond to the demand from India which will be a major customer base. JLR also sold 27,000 cars in China last year and is aiming for 40,000 in 2012.

Commitment to Research & Development - The Company has relocated 170 staff from their advanced research team to Warwick University to forge closer links and plans to spend significant resources on collaborative research over the coming years. They also have an eye on opportunities to spin off technologies developed for JLR. The kinds of trends that are likely to feature in the next 5 – 10 years include:

- Relentless pressure for lower costs and higher quality from Original Equipment Manufacturers (OEM's)
- Automation of production lines
- Development of 'Additive' or 'Layered' manufacturing techniques (3D Printing)
- Move to higher-value engineering services
- Smarter supply-chains and localised sourcing
- Collaborative Research & Development between competitors

The group already spends £1bn a year on Research & Development, a budget set to increase further with the extra 1,000 engineers currently being hired for Gaydon, not to mention the 1,500-strong recruitment drive to build the Range Rover Evoque at Halewood

3.0 A PROPOSAL FOR A CENTRE OF EXCELLENCE FOR ADVANCED MANUFACTURING: WHY CHOOSE TELFORD?

JLR will design, engineer and manufacture a completely new family of advanced low-emission, 4-cylinder petrol and diesel engines. The i54 site will eventually produce in excess of 500,000 engines per year which create the need for world class logistics solutions and new skills in the supply chain, particularly in the area where traditional mechanical engineering meets electrical engineering and electronics, a change that has already happened in the engineering teams at the most profitable OEMs. Telford is foremost in the Region in its ability to meet the needs of the businesses in the JLR supply chain and wider advanced engineering business sector. Our key strategic advantages are based around:

- Location
- The Right Business Location
 - Favoured location for Tier 1 and Tier 2 automotive suppliers
 - Business networks
- Skilled Local Workforce
- Logistics & Connectivity
- Availability of Development Land
- The Financial Offer and incentives
- High Quality Housing
- Regional Leisure and Shopping Centre
- A 'can do', Business Winning Council

LOCATION

Telford is one of the fastest growing areas in the West Midlands, located in the heart of the UK, just half an hour from Birmingham on the M54 motorway. Telford boasts a compelling strategic location with excellent connectivity to both customers and suppliers. Telford is extremely good value for money for both living and working. House and land prices, rents, business rates and employment costs are all below UK average and regional levels. The table below compares house prices in Telford again reinforces Telford's status as a cost effective location for inward investment.

Location	Average House Prices
UK	£161,588
Telford	£126,170
Shropshire	£156,146
Staffordshire	£131,419
West Midlands region	£130,323

(Average House prices in February 2012 Land Registry of England & Wales. www.landregistry.gov.uk/houseprices)

THE RIGHT BUSINESS LOCATION

Telford is a New Town with excellent schools, low crime, competitive costs and a green environment. Some 4,500 companies have chosen to locate their business in Telford including global players like Capgemini, GKN, DENSO, RICOH, Epson, Makita, AGA Rayburn, Fruit of the Loom, Heinz and Lyreco. These businesses have helped to forge a strong business culture that gives the town a unique offer and helps maintain its leading edge. The economic make up of Telford is changing and the new wave of companies include those at the forefront of technology like SmartWater, the forensic security system company and Pebblepad, producers of an ePortfolio system who are based at the £7m e-innovation centre at Wolverhampton University.

Telford is widely-recognised as a major centre for advanced manufacturing with particular strengths in the polymer sub sector. Key growth sectors for the future include the automotive supply chain, aerospace and food & drink. Telford is focused on growth and actively promotes opportunities in the JLR supply chain, raising awareness of existing locally based supplier capabilities; encouraging new entrants/re-entrants to the local area from foreign and UK opportunities especially tier 1's; and progressing OEM opportunities.

Telford is already a favoured location for a number of automotive Tier 1 and Tier 2 suppliers, these include:

- Stadco – automotive body-in-white products and services
- Denso – Air Conditioning equipment and Services
- Johnson Controls – motor vehicle body components and seating
- GKN Sankey - Driveline systems, chassis, engine internals and associated components.
- Borgers - acoustically efficient components for automobiles
- Cobra Seats – Motorsport Seating
- TI Automotive – Pumps, Tanks and Module Systems
- Grainger & Worrel – Motorsport casings
- Mahle Filter Systems – Piston, Cylinder and Valve Components

SKILLED LOCAL WORKFORCE AND RESEARCH & DEVELOPMENT

Telford has a workforce catchment of over 326,000 people within thirty minutes drive. Current employment in the Borough stands at around 82,000. Telford's workforce is more high-tech than both regional and national averages and has an allegiance towards automotive and advanced manufacturing, logistics and engineering related activities. Telford can already offer a ready pool of skilled employees to support new jobs being created at i54 but is also developing an innovative approach through partnership with the brand new Science Engineering Technology & Manufacturing (STEM) Discovery Centre at Telford College and the automotive and aero-nautical expertise at the University of Wolverhampton to expand this potential. It will focus on three key areas:

- Supporting local people with the skills needed to enter this recruitment process and supporting candidates into local jobs if unsuccessful.
- Developing the next generation of staff to fill vacancies created by local staff moving to JLR
- Creating and delivering an industry standard modular skills programme with Wolverhampton and Warwick Universities to offer the skills JLR demand to local companies

LOGISTICS AND CONNECTIVITY

“Telford is highly regarded for its good communications, proximity to Liverpool, Manchester and Birmingham, and its fresh air and greenery”. Lord Digby Jones.

Appendix 2 of this document illustrates the central location of Telford to the automotive manufacturing industry in this Region and nationally. Linked by both road and rail and with an established Rail freight Terminal linked to Ellesmere Port, the Borough offers fast, efficient, free flowing connectivity into the major motorway system.

Road Access

Telford is served by the M54, which is just 15 minutes from the national network, joining the M6 at Junction 10a, which provides access to the M5, M42 and M1 motorways. Capacity on the M54 motorway, as well as on the four M54 junctions which serve Telford (Junctions 4, 5, 6 and 7), has been shown to exceed current as well as planned developments in the Borough and as such can offer uninterrupted access to all parts of Telford. The borough is just 13 miles west of i54. Birmingham International Airport is 45 miles. As a new town, Telford has a modern main road network with little congestion. The capacity of the road network in and around our major industrial estates and prime new sites is capable of accommodating increased traffic movements. As such Telford boasts a compelling strategic location with excellent connectivity to both customers and suppliers.

Rail Access

In June 2009, Telford International Railfreight Park (TIRP) was opened. The site for this intermodal terminal was selected because of its excellent links to the highway network for modal interchange, its location close to Telford’s large industrial estate, Hortonwood, and its associated development opportunities. Operationally the terminal is highly versatile for the following reasons:

- TIRP’s operation is governed by The Telford Railfreight Terminal (Donnington) Order 2005 which came into force 4 May 2005
- Rights of access to the terminal are protected by the Office of Rail Regulation
- The terminal is capable of handling intermodal traffic, ISO containers, bulk freights, roll cages, wagons, forestry products, steel and fresh produce
- A combination of CCTV and high security fencing has enabled the site to be approved for channel tunnel traffic

The Railfreight terminal has a direct link to the West coast ports and good connections with Ellesmere Port. This makes Telford an ideal location to compliment JLR Phase 2 and 3 expansion plans relating to exports to India and China.

DEVELOPMENT LAND

A key asset for Telford is the availability of serviced development land but what makes Telford unique is the vast majority of this is in public ownership managed by the Council and the attitude and approach we take to facilitate development.

PUBLIC LAND

Telford is in the unique position of being able to offer a wealth of public owned land, primed for development and available at competitive values (Appendix 3). The availability of commercial land in Telford is far greater in relative terms than any of the other major employment centres in the West Midlands, and we are able to offer a range of flexible development packages, including turn key solutions and payment arrangements designed to deliver an environment in which companies can locate and flourish.

With a net developable area of 167 hectares the commercial sites are mostly located adjacent to adopted highway with main services and telecommunications readily available for connection, and capable of accommodating bespoke designs tailored to the specific needs of each business with 109 hectares committed for employment uses. Available throughout Telford, the sites can be grouped into four distinct categories:

1. Standard Industrial/Warehouse sites suitable for B2, B8. The sites typically benefit from excellent accessibility, are significant in size, and have similar surrounding uses.
2. Hybrid/HQ Style industrial sites suitable for B1c, B2 B8. These sites are available for high quality industrial/warehousing and will see the development of prestigious premises with which to strengthen corporate image and identity.
3. Technology Park suitable for B1 a & b. The extensive Nedge site is targeted at the technology market, and will excellent links onto the M54 is seen as containing self contained two-three storey offices as well as high technology space, likely to be a hybrid of offices and production/research/prototyping space.
4. Out of Centre offices/high tech suitable for B1 a & b. Suitable for out of town B1 space, and alternative uses (e.g. retail or roadside uses)

In addition to land, we can offer numerous choices around existing buildings which could be suitable as part of a business decision.

Telford's Prime Sites

The Nedge is located to the south east of Telford and accessible from Junction 4 of the M54 under a mile away (Appendix 4). The location comprises four plots with infrastructure, services in place, roadside frontage and offers a net developable area of 22 hectares. The site provides a unique opportunity to be part of a Technology Park and join those already enjoying the benefit including, Smartwater Technology, Synnex Information Technologies (UK) Ltd and Trac Measurement Systems Ltd.

An established location to the north of Telford, Hortonwood is a one of Telford's premier commercial areas (Appendix 5). With excellent communication links to Telford International Rail freight Terminal and Junction 5 of the M54, Hortonwood is already the choice location of a number of high profile companies, including Heinz Single Service, Hager, Creamer, Schwable and Golden Bear Products. Hortonwood offers 80 hectares of developable land, from a single hectare or up to 32 hectares and is capable of accommodating a whole manufacturing process in a single location.

The availability of large sites at both locations means that Telford is very capable of meeting demand from major companies in the manufacturing and distribution sectors with space requirements exceeding 50,000sq/ft.

Successes/Demand

Recent high profile transactions include the disposal of an 8 acre site at Halesfield to French company Saint Gobain Weber and 24 acres at Donnington Wood to Austrian firm, NOM Dairies. The former enabled construction of a brand new cement production plant extending to 8,246m², leading to the creation of 40 new jobs, whilst the Donnington Wood construction of 10,000m² of purpose built manufacturing space associated with dairy products, delivering 340 new jobs for the Borough. Both sales reinforce Telford is very much open for business to local, regional and national companies and capable of meeting the specific production requirements of all.

Arrangement with The Homes & Communities Agency

The sites available throughout Telford are being delivered to the market by Telford & Wrekin Council via a joint working arrangement with The Homes & Communities Agency (HCA). This means that there is a single point of contact and a commitment to streamline and support the acquisition and development of land in whichever public ownership.

Residential Development

Within Telford, planning permission is in place for the delivery of 9,000 new homes over the next 10 years. With annual completions bucking the national trend and sites including brand new, urban extension sites accommodating over 3,500 new homes as well as development focussed in our 6 historic borough towns, there are options suiting every taste and pocket. Traditionally house prices are lower than many parts of the region and a recent report named Telford number one for its approach to enabling and facilitating new development.

'CAN DO' CULTURE

Business & Development Charter

The Council has recently approved a Business & Development Charter (Appendix 6). A key priority of the Council is growth, job creation and economic development and this thread runs through the structure and operation of the organisation. Teams leading on planning, property, economic development, regeneration and housing are co-located into one service area and work seamlessly to deliver a client focussed service to all customers. All businesses seeking to locate or expand will be supplied through a one stop arrangement and staff will be tasked with ensuring requirements whether in relation to identifying the right land or location, achieving planning land facilitate businesses delivering the right solution. Once investment has been made in the Borough this custom tailored approach continues with a high quality aftercare service ensuring future requirements whether to source skilled employees, expand, relocate or looking at ways to support companies help themselves through business networks, are addressed.

How We Can Help You - Telford & Wrekin Council is committed to economic growth and has a range of business focussed services to enable investment and jobs growth across the borough. Want to know more about Telford as the location for your business? Telford & Wrekin Council offer:

- One Stop Shop for all investment enquiries
- Assistance to define your location, expansion or investment requirements
- Comprehensive information on available commercial sites and properties
- Provision of research to support your location decision
- Help to arrange site visits or relocation tours
- Introductions to local intermediaries and advisors
- Support to understand and navigate the planning service and free pre application advice
- Information on any financial assistance that might be available

Aftercare – how we support existing companies:

- Practical engagement with local strategic companies to understand and work to remove local barriers to growth
- Advising employers on expansion and relocation options
- Land and commercial property search facilities
- Constructive support for companies facing structural change, downsizing or closure
- Support for staff recruitment and training
- Support to access other Council services

FINANCIAL OFFER

We recognise that every investor is different and alongside our ability to accommodate wide ranging requirements for land and property we also offer a range of flexible innovative financial arrangements to businesses which can be tailored to suit individual business needs. These arrangements will seek to address cash flow pressures and give businesses the option to benefit from:

- Flexible payment terms for business rates
- Flexible payment terms for land and property

4.0 CONCLUSIONS & RECOMMENDATIONS

This briefing document sets out a business case for investment in Telford & Wrekin. To take this opportunity forward we will carry out a number of early actions:

- Establish dialogue with representatives from Jaguar Land Rover to explore in more detail the opportunities the Borough offers to compliment i54 investment and deliver on Jaguar's Phase 2 & 3 Business Plan
- Invest in the proactive targeted marketing of the combined public employment land and buildings
- Embed the Business & Development Charter, implementing the use of one stop shop for all inward investment/business customers and driving a joined up, business friendly culture of working across planning, property, economy and housing
- Explore and promote financial mechanisms including use of deferred land payments, flexible terms and business rate reductions as part of a developing policy , to maximise the attractiveness of the Borough to investors
- Progress work on Brand Telford to compliment the focus on inward investment
- Capitalise on the ready availability of a suitably skilled labour force and develop the skills agenda further working with TCAT, New College, Harper Adams, Wolverhampton University and Warwick University

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Appendix 1 – Market Opportunities for **The Local Automotive and Advanced Manufacturing Sector**

A Growth Plan for the Advanced Engineering & Manufacturing Sector, with a focus on the current opportunities in the automotive sector. This report will be completed June 2012 and will provide an in-depth analysis of market opportunities in the sector.

One of our major successes has been the high level of overseas investment. Many of Telford's largest employing companies are overseas owned and are in the manufacturing sector. Some 130 foreign firms are in Telford with a large proportion coming from the USA, Japan, Taiwan, Germany and France. These have helped to forge a cosmopolitan business culture that gives the town a unique flavour and helps maintain its leading edge.

Telford has a well established automotive supply chain cluster with a highly skilled workforce and a proven track record of high quality, low cost production. It is ideally located to meet the needs of original equipment manufacturers (OEMs) with its excellent road and rail links.

Among the Tier 1 and Tier 2 suppliers in the area are Borgers, Cobra Seats, DENSO, GKN, Johnson Controls Automotive, Maxell Moulding Services and Stadco.

Over one million vehicles and two million engines were produced in the UK in 2011. Automotive manufacturing levels are set grow to pre-recession levels by 2014 and locally we have evidence that companies are building capacity to meet growing demand. DENSO has secured a new contract with MINI for air conditioning equipment and Stadco has increasing sales to Jaguar Land Rover for body in white products and services.

Telford is within 3 hours journey time from 27 UK OEMs. Moreover, Jaguar Land Rover are setting up a new engine plant at the i54 Enterprise Zone.

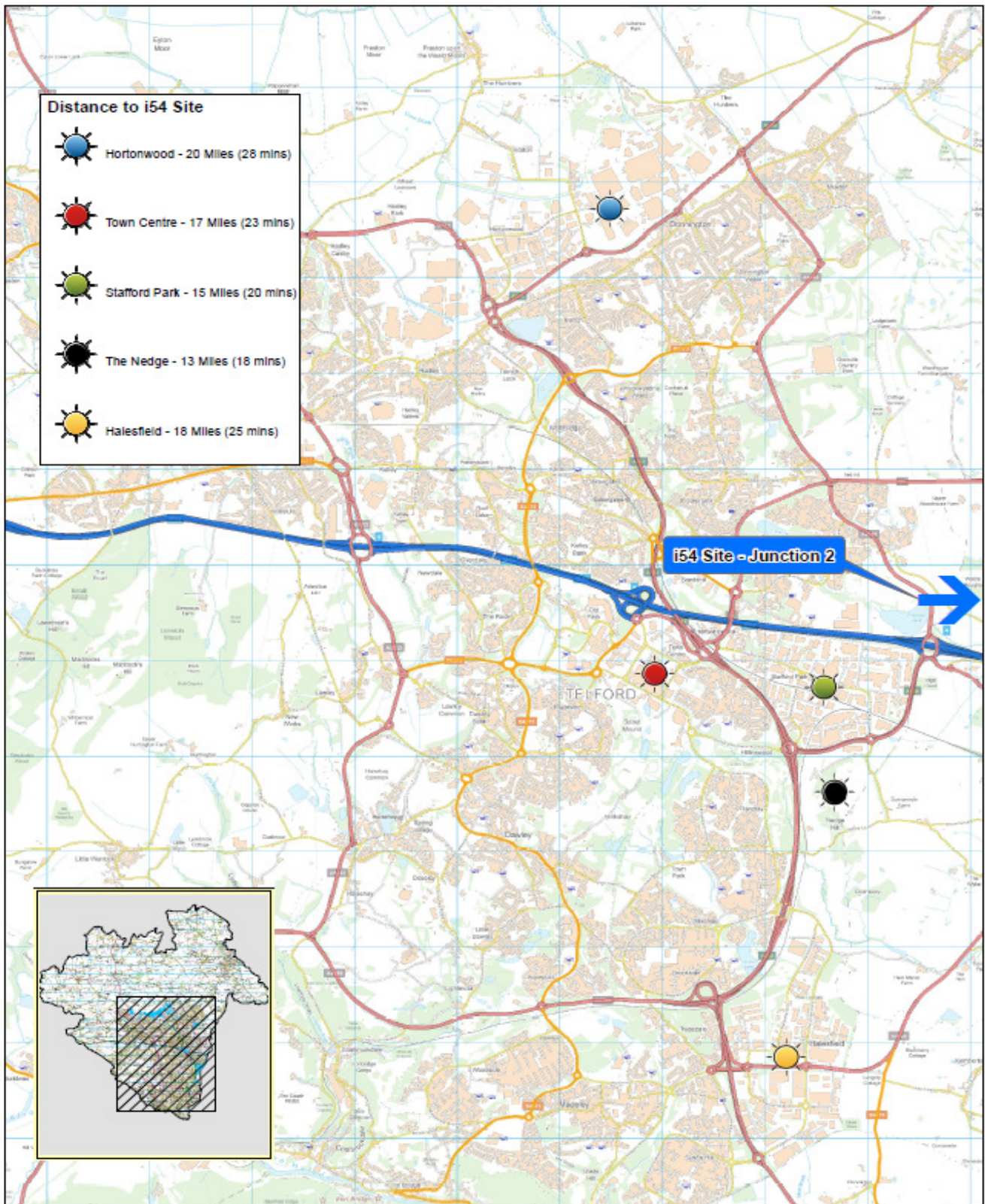
Inward investment has been a major success for Telford & Wrekin with 148 businesses providing around 20% of local jobs – approximately a third (48) of these are US-owned, followed by Germany (28), France (16) and Japan (14). Many of Telford's largest employing companies are overseas owned and are in the manufacturing sector.

Telford is a well established centre for Advanced Manufacturing with and there is the opportunity to attract further inward investment into Telford by major manufacturers to exploit the commercial opportunities which are available.

Over the years that foreign owned companies have been in Telford they have created, among local workers, a pool of knowledge of methods and working practices followed by leading manufacturing nations. As people have moved between jobs and employers they have taken this knowledge with them, spreading the culture of continuous improvement and "lean" manufacturing, encouraging a systematic approach to the elimination of waste, improving organisational quality and performance through incremental improvements and enabling organisations to react to changes in the market place.

Telford is recognised as a beacon for attracting leading edge companies in the polymer industry since the 1980s. The concentration of plastics and polymers-related businesses creates opportunities for business development and collaboration across business areas. It is home to more than 100 polymers firms plus many others using plastics within their production processes. Key polymer industry companies already in Telford include German-owned Bischof & Klein; the European market leaders in household disposables manufacture Cedo UK and Craemer Environmental Systems, one of the world's leading injection moulders.

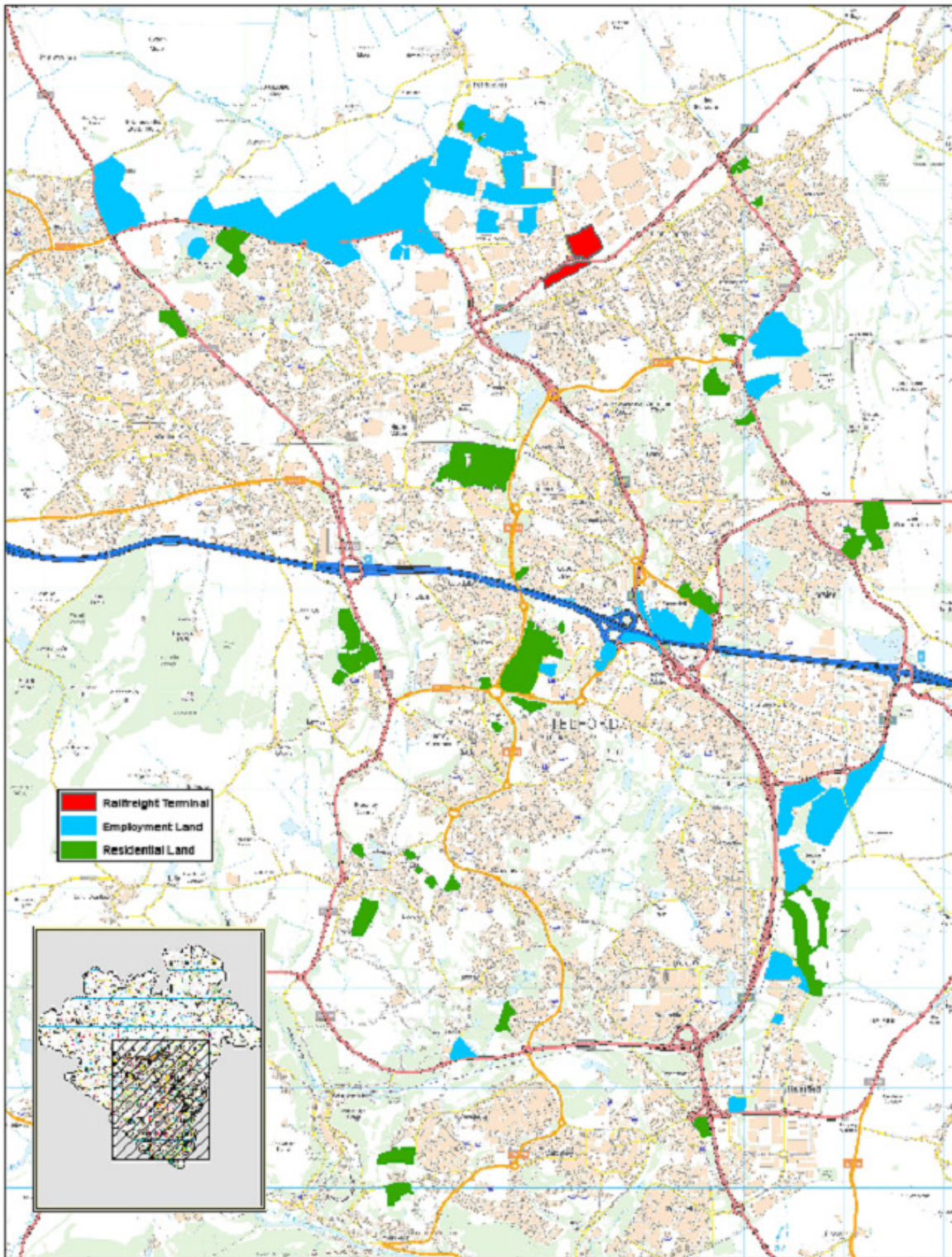
Travel Time to i54 Site



Telford and Wrekin Council
 Civic Offices
 Coach Central
 Telford
 TF3 4LF



Appendix 3 – Public Owned Land Assets

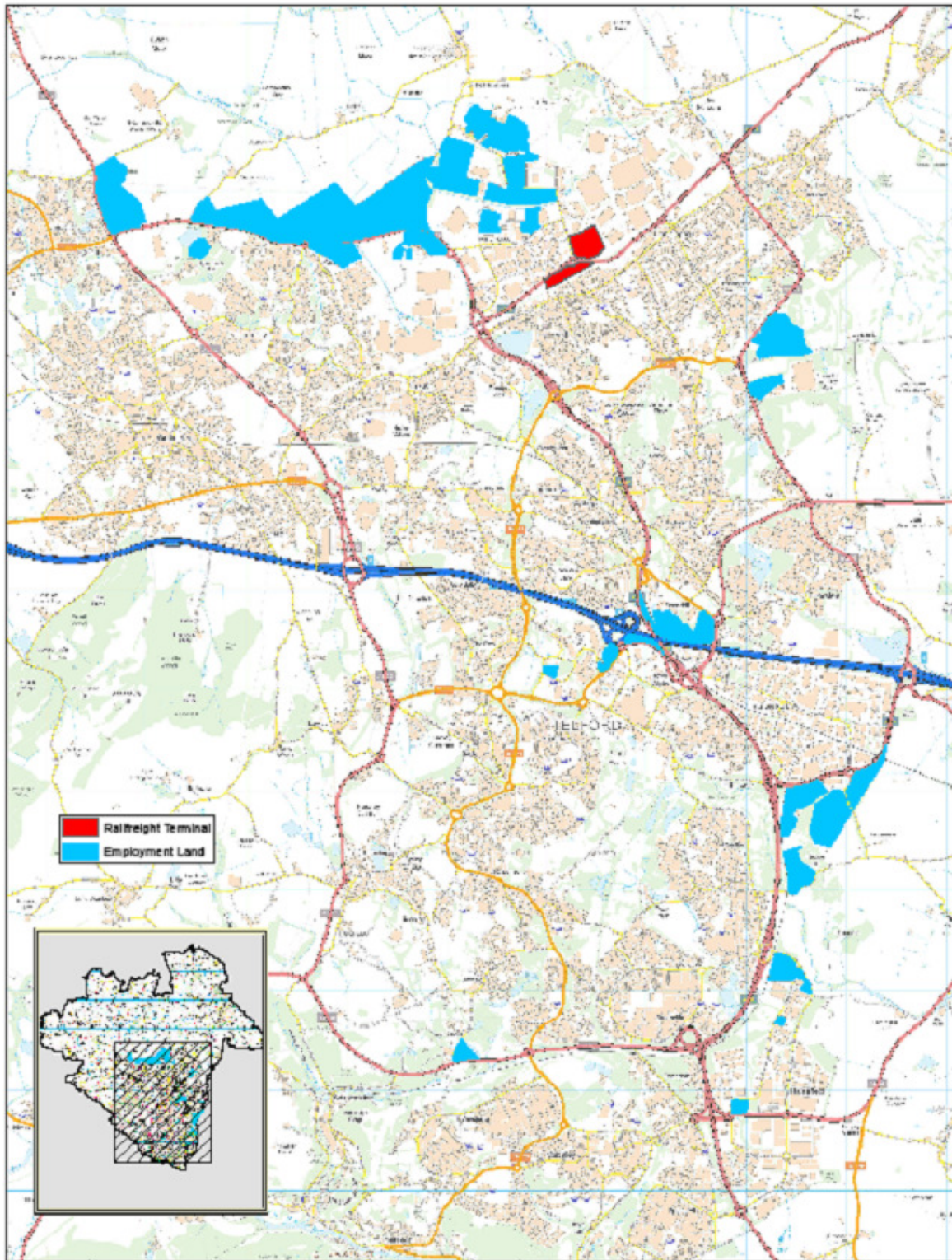


Telford and Wrekin Council
Civic Offices
Couch Central
Telford
TF9 4LP

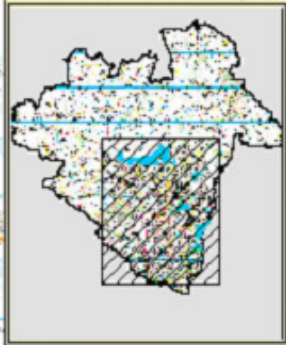
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Appendix 3 continued– Employment sites



Railfreight Terminal
Employment Land



Telford and Wrekin Council
Civic Offices
Coach Central
Telford
TF3 6LP

0 0.2250.45 0.9 1.35 1.8 Miles

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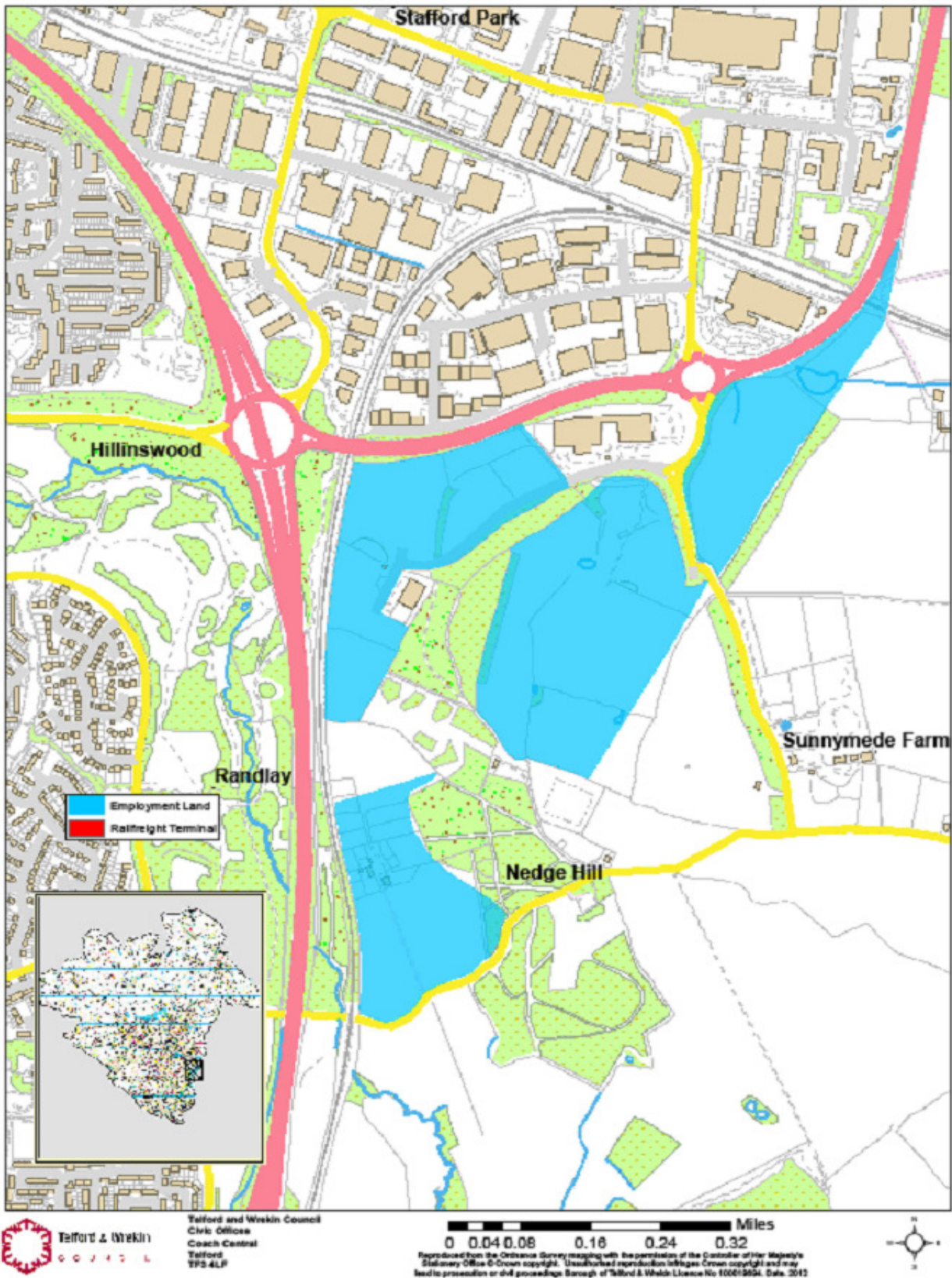


Appendix 3 continued – List of Employment Sites

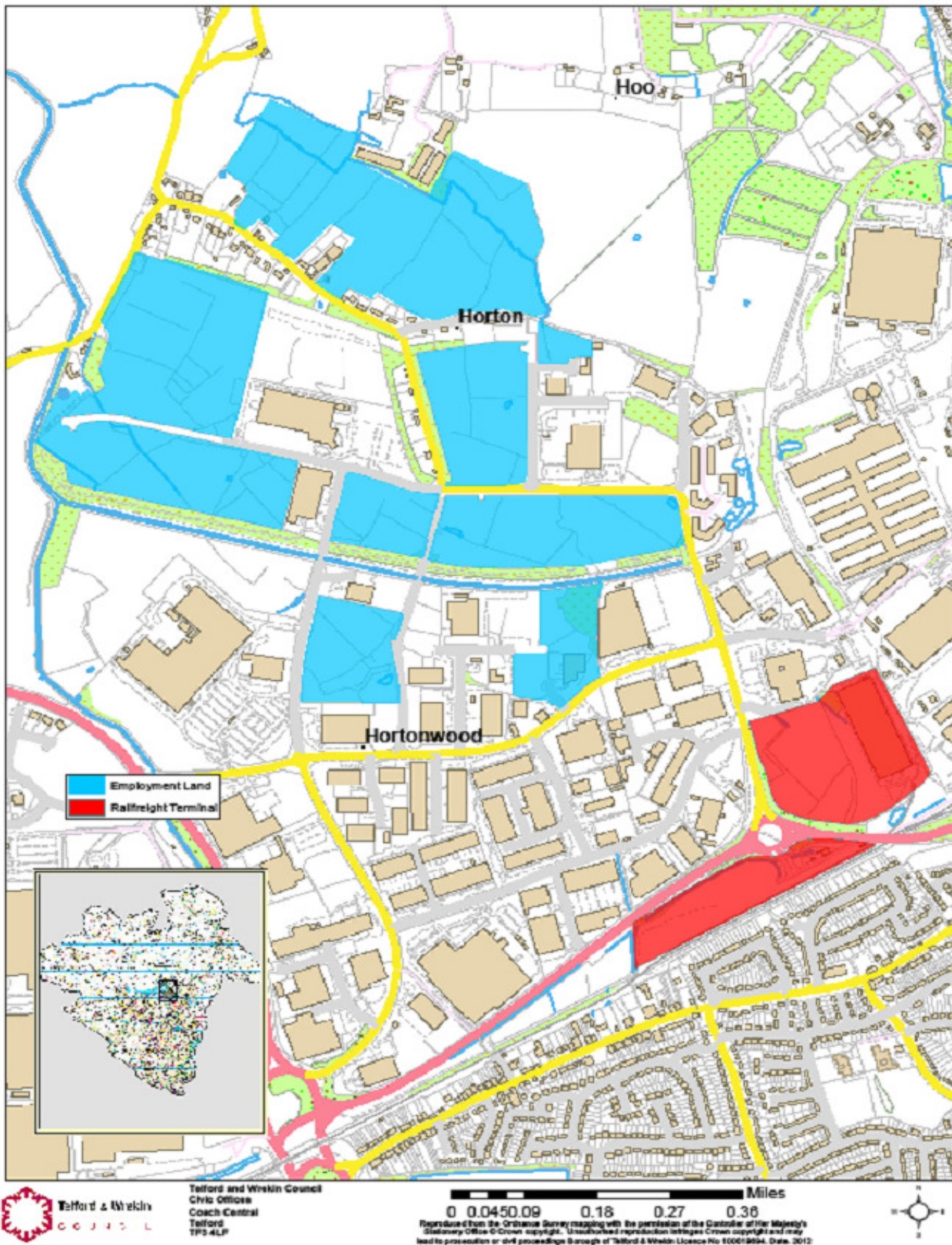
Site Location (TW REF)	Asset Ref	Gross Area (hectares)	Net Area (hectares)	Gross Area (acres)	Net Area (acres)	Net Developable Area assuming 50% coverage (m2)
Nedge	Asset Ref	Gross Area (hectares)	Net Area (hectares)	Gross Area (acres)	Net Area (acres)	Net Developable Area assuming 50% coverage (m2)
Nedge West - Plot 1	TF60061290	2.85	1.94	7.05	4.78	9,700
Nedge West - Plot 2	TF60061300	3.11	2.27	7.70	5.62	11,350
Nedge West - Plot 3	TF60061310	1.27	0.95	3.13	2.35	4,750
Nedge West - Plot 4	TF60061320	0.31	0.19	0.77	0.47	950
Nedge East Future Dev	TF60061360	14.96	11.29	36.99	27.90	56,450
Nedge West Future Dev	TF60061330	1.62	1.00	4.01	2.47	5,000
Nedge North West Future Dev	TF83390	7.47	4.45	18.46	10.99	22,250
Hortonwood	Asset Ref	Gross Area (hectares)	Net Area (hectares)	Gross Area (acres)	Net Area (acres)	Net Developable Area assuming 50% coverage (m2)
Plot 1 Hortonwood 65	TF60062070	5.53	3.64	13.66	9.00	18,200
Plot 2 Hortonwood 66	TF60062090	0.70	0.41	1.73	1.02	2,050
Plots 6 & 7 Hortonwood 60	TF60062060	6.96	5.21	17.20	12.87	26,050
Plot 12 Hortonwood 40	TF60061950	3.83	2.00	9.47	4.94	10,000
North Hortonwood, Horton Lane	TF60062200	20.11	16.00	49.69	39.54	80,000
Hortonwood West Future Dev	TF83040	32.51	32.51	80.33	80.33	16,2550
Hortonwood North Future Dev	TF83060	16.77	13.70	41.44	33.85	68,500
Railfreight 1, A518		2.23	2.23	5.50	5.50	11,150
Railfreight 2, A518 (Hortonwood 37)	TF60061850	3.83	3.83	9.46	9.46	19,150
Halesfield	Asset Ref	Gross Area (hectares)	Net Area (hectares)	Gross Area (acres)	Net Area (acres)	Net Developable Area assuming 50% coverage (m2)
Plot 1 Halesfield 18	TF60060200	2.04	1.83	5.06	4.52	9,150
Plot 2 Halesfield 24	TF60060050	0.67	0.55	1.66	1.36	2,750
Plot 3 Halesfield 23	TF60060060	0.74	0.59	1.83	1.47	2,950
Hadley	Asset Ref	Gross Area (hectares)	Net Area (hectares)	Gross Area (acres)	Net Area (acres)	Net Developable Area assuming 50% coverage (m2)
Hadley Park A (Remainder)	TF62300	0.40	0.40	1.00	1.00	2,000
Hadley Park E	TF60062340	2.26	1.77	5.59	4.38	8,850
Hadley Park West	TF60062360	6.96	6.00	17.19	14.83	30,000

Miscellaneous	Asset Ref	Gross Area (hectares)	Net Area (hectares)	Gross Area (acres)	Net Area (acres)	Net Developable Area assuming 50% coverage (m2)
Granville Rd, Donnington Wood	TF60061540	1.23	0.85	3.06	2.12	4,250
Land North of Granville Rd, Donnington Wood	TF60061560	15.13	12.15	37.4	30.3	60,750
Land & Premises, Central Park	TF60062660	1.32	1.29	3.26	3.19	6,450
SW Priorslee Roundabout	TF60061200	4.19	4.19	10.37	10.37	20,950
Land @ Priorslee Rd	TF50051100	2.21	1.99	5.46	4.92	9,950
Land @ Snedshill Rd	TF50510880	1.22	1.1	3.01	2.72	5,500
Land @ Priorslee Rd, Phase 2	TF50051111	0.9	0.76	2.22	1.88	3,800
Rampart Way West, Town Centre	TF60061100	1.7	0.65	4.19	1.60	3,250
Shawbirch East Campus Site	TF60062650	22.15	11.33	54.75	28.00	56,650
South West of Old Park Mound	TF60060864	1.15	0.93	2.84	2.3	4,650
Old Park Campus Site	TF60060850	12.8	8	31.63	19.77	40,000
Central Park B	TF80083275	0.88	0.88	2.17	2.17	4,400
Central Park C	TF80083285	0.41	0.41	1.01	1.01	2,050
Central Park F	TF80083270	3.04	3.04	7.51	7.51	15,200
Central Park A	TF80083280	4.35	2.75	10.75	6.79	13,750
Land @ Lightmoor Road (Phase 1)	TF60470	2.7	1.12	6.67	2.77	5,600
Land @ Lightmoor Road (Phase 1)	TF70671	3	3	7.41	7.41	15,000
Totals		215.51	167.20	532.63	413.48	836,000

Appendix 4 – The Nedge Employment Sites



Appendix 5 – Hortonwood Employment Sites



Appendix 6 – Business & Development Charter

Business & Development Charter

- We will provide a customer focused single point of contact for all investment enquiries being accessible and empowered to ensure good quality customer care and support.
- Create a 'One Stop Shop' to provide a single point of contact for customers, where we can support all business, planning and property enquiries.
- Through a joined up approach to economic development, property, regeneration and planning we will provide a delivery orientated service tailored to business needs, to enable investment and growth through a 'can do' approach.
- We will provide timely, appropriate and free pre planning application advice so that customers receive support promptly to enable investment decisions.
- We will maintain a consistent, fair and transparent approach to Business and Development.
- We will develop and maintain an up to date development plan including a clear, transparent and viable tariff based system of planning obligations.
- Statutory Agencies are key to development for example the Environment Agency and the Highways Agency. A memorandum of understanding will be developed so that working arrangements are defined to allow issues arising from proposed developments to be dealt with swiftly and constructively.
- We will monitor and review feedback on performance. We will report regularly on performance through agreed indicators.

