

Report to:	Blackpool, Fylde and Wyre Economic Prosperity Board
Report Author:	Rob Green, Head of Enterprise Zones, Blackpool Council
Title:	Blackpool Airport Enterprise Zone: Progress Report
Date of Meeting:	28September 2023

1.0 Purpose of the report:

To review the work of the Blackpool Airport Enterprise Zone and its future work and priorities against its role and remit.

2.0 Recommendation

That the Board notes the report.

3.0 Progress

a) Masterplan and Delivery Plan

Blackpool Council's Executive approved the refreshed Enterprise Zone Masterplan in December 2020. The Masterplan for the Eastern Gateway development has been fixed, with the detailed technical masterplan for relocation of airport infrastructure being finalised by October 2023. A detailed review of the masterplan for Silicon Sands (formerly the Knowledge Quarter - replacing former airport operational facilities) has commenced and will be completed by December 2023, in parallel with an ongoing study into future utility requirements. In particular, this is also looking at impacts and opportunities presented by the proposed routing of Morecambe and Morgan Windfarm transmission routes via the airport and confirmation by Electroof their provision of the new 32MVA Primary substation. The plan retains flexibility to respond as new opportunities arise, particularly from the data energy and aviation sectors. A full review of the Masterplan will be undertaken in 2025/26, following completion of the enabling infrastructure to phase one centred upon Common Edge.

A revised Delivery Plan was approved by Blackpool Council Executive in December 2022 – accepting an anticipated whole life spend of £80m plus the cost of prudential borrowing against a projected income (reflecting 30% optimism bias) of £72m. New spending of up to £21 m, to the end of financial year 2023/24 was also approved, bringing the level of anticipated total investment to £44m by March 2024, which includes the cost of acquiring Blackpool Airport. However, delays in progressing the new Eastern Gateway link road and in securing planning for an access road and new hangars at the airport will see a lower spend incurred in the financial year to March 2024. An updated delivery plan and financial forecast is in preparation and will be presented for consideration by the Executive in December 2023. The current approved business plan does not take direct account of the value of retained assets on completion of the Enterprise Zone project. As much of the Enterprise Zone development is funded in the early years by Prudential Borrowing the increases in interest rates applicable to borrowing will, along with high building material cost inflation, have had a significant negative impact on the viability of the overall project. Work is underway to identify areas of intended investment that can be deferred or removed from the programme without significantly affecting income generation from retained business rates growth and land sales.

Therefore, the pace of future phases will be dependent on ability to generate sufficient income to cover the cost of delivery.

The approved marketing strategy will continue to be implemented for the Enterprise Zone and where appropriate will be updated in line with the revised masterplan and emerging opportunities and guidance from Marketing Lancashire. A refresh of the Enterprise Zone websites has commenced, with new digital prospectus having been produced alongside a marketing brochure for the Eastern Gateway development, and marketing activity is being supplemented via the Blackpool Makes it work campaign..

b) Project Management

The Enterprise Zone delivery team presently comprises five full time staff, with part time financial officer support. The core team is supported by other team members of Blackpool Council's Growth and Prosperity team and external consultants, Cassidy and Ashton and WSP.

c) Fiscal Incentives

Whilst the EZ rates relief fiscal incentive ended from 31st March 2022 – the Enhanced Capital Allowances remain available in designated areas the Enterprise Zone until November 2023.

Between 2016 and 2022 Blackpool Council (as the accountable body for the EZ and on behalf of Fylde Council) awarded a total of £2.7m in business rates relief to 75 local Fylde and Blackpool businesses, supporting more long term, sustainable and highly skilled jobs for the local community, and helping businesses to grow and prosper. The Councils are committed to awarding a further £1.6m in legacy relief until 2027, taking the estimated total to £4.3m over the lifetime of the scheme.

d) Phase One current activity

The Common Edge Sports Village is now complete with the last element the floodlit rugby league pitch having been handed over by the contractor in the last week. The new pavilion opened on the 30th June 2023 following completion of the Division Lane Junction improvement works, which was delayed by a number of unforeseen issues. The new grass pitches have completed their second season of use – and again hosted a very successful Blackpool Cup youth tournament over Easter and May bank holiday weekends. Traffic management during the junction works was hampered by the unexpected collapse to an Lancashire County Council Highway drain, which required temporary reopening of Midgeland Road access to Division Lane East prompting some divisions in the local Community, about 50% of whom want the access permanently reinstated, and which has prompted a new consultation amongst local residents and businesses which will commence and complete before Christmas.

The existing Jepson Way changing facilities will be utilised as the construction compounds and offices until late 2024 when they will be demolished and make way for a small circa 36-unit residential development.

Following completion of site investigations, the majority of design work has been completed, the horizontal alignment of the road has been fixed and the remaining design activity is focussed on the highway foundation. Early Contractor Involvement is now at an advanced stage, working also with the key statutory undertakers to finalise the programme and contract value and to identify cost savings. This involves close collaboration with statutory undertakers for diversion of existing services and provision of new connections, which alone will exceed £3.5m in cost. Final contract award is

anticipated in December 2023 with commencement of work on an anticipated 15-month build for the Eastern Gateway and School Rd/Common Edge up-grade, commencing in January 2024, once gas monitoring and pre-commencement planning conditions have been satisfied. The pacing item for commencement of main construction being the ability of the key statutory undertakers ENWL, UU Cadent and Zayo to undertake their diversion and protection works to programme, before the main construction activity can commence.

The outline planning application for the new Highways, submitted in March 2022 was approved by Blackpool Council in October 2022, and Fylde Council in early November 2022 with the Secretary of State confirming on the 10th November 2022. The Final planning decision notice was provided by Fylde Council in July.

A second planning application has been submitted in August to Fylde Council in respect of new highway access from Amy Johnson way to the eastern sector of the airport, and seeks outline planning consent for five aircraft hangars and a small office facility. Fylde officers have requested design details for the proposed hangars before the application can be validated. Whilst the hangars will ultimately be designed and constructed by third party investors – work has commenced to produce indicative designs. The award of planning consent is therefore likely to be delayed and may not be secured until the end of March, which will in turn affect the route for contract award. The eventual provision of new hangar accommodation will allow the commencement of releasing land on the Squires Gate frontage for new development. The application will seek consent for the re-alignment of the existing highway, a new estate road, a new business premises, three aircraft hangars of 20,000 sqft each and two ‘Code C’ hangars of circa 90,000 sq ft. Initially only the roads, the business facility and two northernmost hangars can be constructed. The access road will open up the potential for developing land to the west of the ‘J-Max’ hangar for Code C hangars capable of accommodating aircraft up to A321 and B737 size.

Work has also continued with support from consultants WSP, to determine power requirements to serve future phases of the Enterprise Zone – with specific focus on opportunities to provide sustainable power solutions with a combination of onsite Solar PV, battery storage and potential connections to offshore wind farms. Design studies are also underway for the provision initially of a new 2MW substation to serve the first smaller data centre for the Airport Silicon Sands, whilst engagement with ENWL has seen them agree to construct the new 32MVA 2N primary substation and associated grid reinforcement at their own costs. Discussions continue to finalise agreement and to ensure that the new infrastructure will serve and benefit the planned new solar farm and battery storage.

The pace of discussions with BP and Offshore Wind regarding the delivery of the Morgan and Morecambe offshore windfarms and a potential routing of transmission cables via the airport has stepped up with the establishment of specialist working groups to review technical issues and commercial arrangements. There are a number of very significant concerns over the impact that construction of the transmission assets may have on airport navigational aids and indeed on the continuity of operations, which will have to be mitigated. It is hoped that commercial negotiations will result in some direct benefits as well as improved social value outcomes for the Fylde, with power purchase agreements benefiting not only the data sector at the Enterprise Zone but the wider populations.

e) Social Value and Environmental Activity

Social value outputs are monitored for all activity at the Enterprise Zone with Social value comprising 20% of all tender assessments.

The Eastern Gateway design guide will establish clear requirements for the provision of bio-diversity net gain, the utilisation of suds in all drainage – with the Eastern gateway access road incorporating drainage swales to either side – as part of a balanced drainage design which will limit surface water run off to existing greenfield run off rates.

f) Town Deal

The Eastern Gateway highway and plot development project has secured £7.5m funding from the Blackpool Town Deal allocation of £40m, as a contribution to an initial £18m project, additional works particularly around service diversions and new connections plus a 26% in material costs has seen the overall project price escalate to in excess of £22m . The costs of the increase in match funding met by Blackpool Council will be funded by way of prudential borrowing. The Town Deal project covers the remodelling of Common Edge Road between School Road and Division Lane incorporating traffic signalled junctions, and the construction of the Eastern Gateway access road to link Amy Johnson Way and Common Edge, opening a further 10.5ha land for commercial development. The project will also enable two new access points to be constructed off Amy Johnson Way to the eastern side of the airport to support development of new aircraft hangars.

These works as outlined above have secured planning consent with the first works underway, whilst slightly behind the original programme the works will complete before the fund deadline on March 2026.

g) Communications and digital Infrastructure

The Aquacomms base station facility is operational. There are now nine expressions of interest in the development of data centres at the Enterprise Zone in phase two which has been branded as Silicon Sands – the largest being for a 20MW facility. The pace of negotiations will be escalated as soon as the timescales for availability of power from the grid via the new primary substation are confirmed. The most advanced project within Silicon Sands is for a proposed 4MW facility designed to demonstrate world leading liquid immersion cooling technology, which will substantially reduce energy consumption and allow surplus heat to be utilised for an EZ district heating. This project, which is presently being led by Blackpool Council's ICT and EZ delivery team, proposes to include research facilities for Lancaster University and Innovation/commercial floorspace. The intention is to finalise the concept and identify the site and then seek expressions of interest from a range of interested parties, from whom delivery and operational partners will be selected. The site, which can accommodate a building of up to 24,000 sq ft, has been identified, with initial clearance work of old garages completed and work in hand to relocate and upgrade the existing airport administration offices and VSP. Opportunities for grant and other funding to support the project /Lancaster University are being explored.

With support from the Connected Places Catapult a grant of £250,000 has been secured from the Fast Followers government fund to enable the employment of a specialist officer. Dr Andy Pickard has now commenced in post, and external consultants engaged to develop the detailed District Heating concept for both the Enterprise Zone, commercial sites in central Blackpool and some social housing schemes.

Work will continue with the Connected Places Catapult and Lancaster University to refine and deliver development opportunities for an energy efficient data sector cluster at the EZ providing both Edge computing capacity to meet local demand and to support wider industrial applications of robotics, AI, med-Tech /digi-health and agri-tech across Lancashire and the wider Northern-Powerhouse. Longer term ambitions are that this capacity will also provide support to the likes of the National Cyber force and in the sphere of command and control requirements for the emerging UAV / drone delivery sector. This activity will allow the Enterprise Zone to be positioned as a transitional Enterprise Zone to support businesses journey toward a low carbon economy.

A new and more detailed Masterplan for Silicon Sands is in preparation utilising consultants WSP and Cassidy and Ashton, and will be presented to a future meeting of the Economic Prosperity Board along with the interrelated proposals for the reconfiguration of Blackpool airport to release land for the Silicon Sands development.

h) Marketing

Industrial enquiries have reduced in the light of the recent economic turbulence but are expected to pick up once stability returns to the markets and once the final specific plot design for the Eastern Gateway highway is confirmed, allowing proactive marketing campaigns to commence. The Enterprise Zone team continues to keep dialogue open with interested parties whilst work moves forward to opening up new development land. Several existing Enterprise Zone occupiers are also looking to move to larger units as they continue to grow and expand. A drinks manufacturer who was also interested in a c70,000 sqft manufacturing facility has taken short term leases of alternative accommodation within the Enterprise Zone as they could not wait for new development to be available – they do however continue to consider the need for a future new build.

Overall demand is still far greater than the present availability of stock or development plots. Whilst financial viability of new development in the current period of rapid inflation and higher interest rates remains the greatest barrier to translating enquiries into delivered development. Marketing support will also be available to assist the developers of the three smaller unit schemes, which have recently secured planning consent.

Enterprise Zone delivery spearheaded Blackpool's attendance at UK REiIF in May, which saw the launch of the digital prospectus and the marketing campaign for the Eastern Gateway development. In addition to the Blackpool Enterprise Zone, the team also promoted the opportunities for Hillhouse EZ as well as and supported a wider Lancashire consortium on the adjoining stand. Blackpool has committed to attend next year's event in May 2024, as have Lancashire County under the Marketing Lancashire banner.

An updated masterplan graphic of the Enterprise Zone has been created to give a more recent version incorporating new and upcoming developments while a refreshed marketing approach has increased reach and impressions on social media, whilst the Enterprise Zone also features in a new 'fly through' of Blackpool's major regeneration development.

A critical piece of marketing work that needs undertaking is refreshing the Enterprise Zone website, which is still in the phase one state from its initial creation. As a result, content is outdated and isn't optimised to promote enquiries or interest in the site. Unfortunately, there has been little recent progress made following Colliers appointment as international marketing agents and property advisers for all four Lancashire Enterprise Zones, with a proposal submitted by them for a 12 month

international marketing plan awaiting approval and funding, with the design agency Richard Barbers andCo to assist Marketing Lancashire in the development of the web sites and additional marketing collateral focussed on the international market. As a result, Blackpool Airport Enterprise Zone will be looking to update the website content itself and obtain prices for some small development work to support the marketing of the site.

Top enquiries are:

Date of enquiry	Target sector	Size	Type of enquiry	Progress to date
May 2023	AV	20 acres	Aviation Manufacturing	Initial Discussion
March 2023	DC	4 acres	Data / Energy Campus	Initial Discussions.
February 2023	DC / E	15,000 sqft	Data / Energy	Initial Discussion. Progress subject to progression of Knowledge Quarter.
January 2023	DC	5-30,000 sqft	Data Facility	Initial Discussion. Follow up meeting due in October 23.
January 2023	ADM	25,000 sqft	Manufacturing Facility	Initial discussions undertaken. Awaiting refined plans.
December 2022	ADM	10,000 sqft	Manufacturing Facility	Initial discussions undertaken. Awaiting refined plans.
November 2022	L	10,000 sqft	Leisure Facility	Early stage discussions. Concerns with planning.
November 2022	O	20,000 sqft	Self Store facility	Early stage discussions
November 2022	O	20,000 sqft	Showroom facility	Early Stage discussions
October 2022	O / E	20,000 sqft	Office facility for a Energy company	Early stage discussions
October 2022	E	7-10 acres	Data campus	Early stage discussion
September 2022	ADM	30,000/60,000 sqft	Aviation parts manufacture and distribution	Early stage discussions.
September 2022	FM	70- 100,000 sqft	Food sector manufacturer	Initial discussions on Design and Build options in progress
March 2022	E	16,000 sqft	Warehousing, manufacturer renewable energy	Initial discussions initiated
Feb 2022	ADM	20,000 sqft	Furniture manufacturer	Initial discussions
Feb 2022	ADM	7-10,000	Signage manufacturer	Initial discussions

Jan 2022	ADM	20,000 sq ft	Roofing merchants/trade counter	Initial discussions
July 2021	DC	Up to 30,000 sq ft	D&B LH for data centre facility, adjoining tech hub using green energy	Update October 2022: Discussions ongoing and preliminary design commenced pending planning application
Nov 2021	O	20,000 sq ft	Online bank	Discussions ongoing
Sep 2021	ADM	25,000 sq ft	Springs manufacturer and engineering	Discussions ongoing
June 2021	ADM	15,000 sq ft	Engineering	Discussions ongoing
June 2021	ADM	8-12,000 sq ft	Storage and manufacturer of flues	Discussions ongoing
Nov 2020	FM	70,000 sq ft	D&B lease for fast growth, local target sector company	Discussions ongoing
Dec 2020	ADM	50,000 sq ft	D&B sale for established local manufacturers constrained at existing premises	Update October 2022: Contact re-established, discussions ongoing with overseas parent company

SECTORS: ADM - Adv. Manufacturing & engineering, AV - Aviation, OA - Office administration, FM - food manufacturing, E - Energy, DC – digital and creative, L – Leisure, O - Other

i) Blackpool Makes It Work

The new Blackpool Makes It Work website, www.businessinblackpool.com went live in August 2022, aimed at promoting inward investment to the Fylde coast. Work is now taking place to increase web traffic, awareness and engagement in the campaign, with a view to generating more inward investment enquiries. This work includes creating a strong portfolio of case studies and videos from businesses across the area, plus strategically attending key events to raise the profile of local investment. Recently, interviews discussing local investment and opportunities with Jane Cole, Blackpool Transport, and Mark Dickinson, Inspired Energy, have been published through the campaign. Future case studies are expected throughout the year.

Blackpool Makes It Work was represented at the UK Real Estate and Inward Investment Forum (REiiF) from 16-18 May 2023. The event welcomed around 8,500 delegates, specifically focused at developers and inward investment. For the second year, Blackpool Makes It Work exhibited at a specific stand, while a Lancashire consortium of local authorities also took the adjacent stand.

The event was a success from Blackpool's perspective, with plenty of useful conversations being progressed following the event, both with existing and potential new developers. In addition to the exhibition stand, Blackpool led on a range of speaking opportunities throughout the conference, including investment facilitation sessions, a roundtable discussion for the built environment media, and a specific conversation on building the digital economy.

For the event, a range of materials were updated to promote the current activity and opportunities in Blackpool. A video showing the main Blackpool projects was given its first viewing at the event, along with an updated Growth and Prosperity prospectus. Additionally, an updated brochure for the Enterprise Zone's Eastern Gateway commercial plots was published, while a new digital brochure was also created to facilitate discussions around the Enterprise Zone's Silicon Sands

In addition to Blackpool's presence at UK REiif, a consortium of Lancashire's Economic Development Directors exhibited a stand at the conference, and held one speaking panel, involving representatives from Lancashire County Council, Lancaster Council, Preston Council, Blackburn with Darwen Council, Burnley Council and UCLan.

j) Blackpool Airport

Steve Peters, the new Managing Director has agreed a ten year business plan with shareholder, Blackpool Council to return the airport to profitable operation, with the emphasis on securing new commercial opportunities. Initial interest has been good and delivery will be dependent upon provision of new enabling infrastructure and commercial hangar accommodation. The plan will see the focus on growing existing business sectors with increased executive/corporate aviation, MRO activity and aviation training, with the ability to resume regional air services also possible. The energy issues following the Ukraine conflict are also likely to see an extension in the life of the Irish Sea gas operations by Spirit and ENI. Discussions are ongoing with a number of parties interested in constructing and occupying the proposed larger new Code C hangars on the eastern and western flanks of the airport – these proposals are presently being assessed against CAA criteria, whilst a planning application for access roads a small business units and five aircraft hangars was lodged with Fylde council in August. Discussions are also progressing with a number of aviation businesses keen to explore Blackpool as a base for aircraft engineering support, and for aircraft painting, with one announcement possibly due within the next month.

Consultants WSP have been leading a review of the airport operational masterplan and infrastructure proposals to ensure these both meet CAA requirements and are operationally optimised, with locations identified for the provision of a new fire and rescue centre and new fuel farm – with the intention that the latter provides facilities to cater for future electric/battery powered aircraft and Hydrogen cell technology.

k) Business Enquiries and Jobs

To date:

- A review of all live enquiries is ongoing to assess the viability of each requirement. An internal matrix of enquiries has been developed to identify the top enquiries based on potential investment, deliverability, size of development, job creation and strategic implications.
- Some 145 businesses have located to the Enterprise Zone since April 2016.
- A gross cumulative total to date of 2471 new jobs have been enabled on the Enterprise Zone, this figure includes jobs new to the area, safeguarded jobs within Blackpool and construction full time equivalent jobs.

l) Project Team

The latest meeting of the Blackpool Airport Enterprise Zone Stakeholder Panel was hosted online on 9 June 2023 via MS Teams. The next meeting is scheduled to take place via MS Teams on Friday 22 September.

m) Risk Register

The Blackpool Airport Enterprise Zone risk register is reviewed regularly with Blackpool’s corporate risk team, the Project Board and the Programme Board (EPB) every quarter (see summary below)

Many of the main risks are external and ubiquitous to development in the UK and outside the direct control and influence of the Enterprise Zone team such as, Brexit and latterly the conflict in Ukraine which has in recent months seen a significant increase in the cost of living, energy and interest rate costs and logistical interruptions to supply chains adding inflationary pressure to the cost and availability of materials. Strategies to mitigate impacts from such risks are dependent on specific factors pertaining at any one time and these potential impacts are reviewed in all project meetings. As a standard practice construction contracts now all include clauses relating to delays from pandemics and promised delivery date have to extend to account for this, whilst additional levels of contingency for costs inflation are being built into delivery plan budgets.

Key Risks:

Risk and Issues	Mitigation and Actions
Slight delays to construction due to Covid-19 or other imposed working restrictions	Safety guidelines in place and work continuing.
After short period of uncertainty, property enquiries are returning but overall lack of market demand due to Covid-19/Brexit/Energy cost/Interest rate stability, Cost of living issues and market uncertainty and the commercial viability of development.	Clear marketing strategy defined and implementation underway with robust delivery schedule for serviced plots with specific emphasis on future data/digital sector opportunities external marketing lead by dedicated in-house team.
Increased construction and material costs are affecting viability of development projects. Interest rates rises will adversely impact upon cost of delivering enabling infrastructure and will reduce short term demand and business confidence. High 26% plus inflation cost for construction materials – risk project affordability and financial viability.	Work with contractors and architects on regular value engineering to ensure viability and ensuring that adequate contingencies are built into estimates –ECI undertaken on highway contracts. Ongoing value engineering and review of timescales for delivery to defer non critical expenditure. Regularly revised delivery plan budgets have included 25% allowance for material cost inflation.

Due to delays in ability to progress the Common Edge infrastructure, interest may find alternative sites.	Regular communication with prospective occupiers and interested parties - work scheduled to commence January 2024 – now allows more accurate project planning in negotiations.
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o) KPIs & Milestones

KPI / Metrics	Baseline (2016)	Target (2041)	Actual (2016-2022)	RAG
Jobs created / Jobs Safeguarded (FTE)	C1150 (2018 figures recorded at 1800)	5,000	2471 (inc 150 construction fte jobs). Full business occupier job survey undertaken March 2023.	
Construction Jobs	N/A	N/A	c150	
New Commercial / Employment Space (SQM)	N/A	450,000 sqft	c198,000 sqft	
Refurbished Commercial / Employment Space (SQM)	N/A	N/A	1,900,000 sqft (primarily the former Wellington Bomber Factory)	
New businesses located on EZ (over baseline)	c260	140	145**	
No. of businesses receiving EZ business rates relief (£ rates relief awarded)	N/A	N/A	75 (£4.3m)	
Net amount of EZ business rate growth received (£m)	£2,373,000 (2016)	N/A	£2,205,000***	
Private Sector Investment (£m)	N/A	c £300m	c £41m	
Public Sector Investment (£m)	N/A	c £80m	£44m*	
Gross Value Added (£m)	N/A	£2bn cumulative	N/A	

*current financial approval of £44m committed to be prudentially borrowed to cover initial costs of new road and infrastructure, following further approval of Delivery plan on the 5th December 2022 February.

** this figure includes a significant number of smaller businesses occupying space within the existing small unit developments and at Squires Gate Industrial estate

*** this is the net figure after accounting for backfilling shortfalls against the baseline (i.e. due to voids and Covid-19 reductions).

Milestones	Dates
Appoint international marketing agents LAMEC brand	Complete
Changing rooms and car park/3G pitch planning application decision	Complete
Changing rooms and 3G pitch contractor appointed – start on site 6 th Sept- complete March 23	Complete
No. 12 grass football pitches ready for use	Complete
40,000 sq ft development handover for client fit out (Multiply)	Complete
Design and submission of outline planning application for eastern gateway access	Complete
Land / property acquisitions x 4	Complete
Release of existing sports pitches and commencement of highway and utility infrastructure	Complete
Site investigations commence on upgrades to junction at CER & Division Lane	Complete
Appointment of engineer	Complete
Outline planning approval for highways (Approved Nov 2022)	Complete
3G pitch designed and tendered	Complete
Airport Control tower, system review commenced	Complete second stage study underway together with funding review
Proposition and identifying opportunities for data centre market /appointment of Connected Places Catapult	CP Catapult report received & digital prospectus published – occupier negotiations ongoing- EOI for private sector partners in preparation
Focussed marketing of Common Edge Phase 1 commences – launched at UK REiiFF May 2023	Complete. UKREiiF booked for 2024.
Architectural feasibility study & design work for airport complete – Silicon Sands Masterplan to complete December 2023	Ongoing September 23 –delayed by ATC review
Outline planning app for airport redevelopment (Phase 1 – Airport East) submitted August 2023 (validation awaited)	Expected January 2024
Outline planning app for airport redevelopment (Phase 2 – Airport West (P2 car park)) – feasibility ongoing	Q1 2024

12 month construction contract for Eastern Gateway Access road. ECI with preferred contractor (off framework) ongoing.	January 2024 commencement on site anticipated
Completion of airport redevelopment works (of existing accommodation)	August 2027

** Subject to satisfactory CAA consultation*

Objectives over 2-3 years (end 2026)

- Phase 1 (airport) infrastructure complete
- Phase 1 (airport) spec and bespoke developments commenced and pre-lets secured
- Phase 2 (airport) infrastructure complete
- Phase 2 (airport) developments complete and pre-lets secured
- Commenced relocation of aviation operational infrastructure to enable new development
- Commenced upgraded utilities including PV solar site and new primary sub station
- Full data sector and sustainable energy proposition for Silicon Sands identified and implemented
- Sustainable Data centre tech Demonstrator completed and operational
- New Air Traffic Control system agreed and actioned

Objectives over 5 years (end 2028)

- Eastern Gateway Phase 1 development complete – all plots occupied
- Residential development off Common Edge underway
- Relocation of airport existing operational property stock and infrastructure complete
- New airport spec development in planning stages
- Airport Solar Power development underway (outside of designated Enterprise Zone)
- First phase of the 'Silicon Sands' ongoing with a number of small 'demonstrator' plots developed.

Objectives over 10 years (end 2032)

- Continued spec development of remaining plots airport site
- Continued development of the Knowledge Quarter
- Squires Gate Industrial Estate – spec proposals for future development

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