

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:	7 December 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 note the report.

3.0 Progress

a) Masterplan and Delivery Plan

Blackpool'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 January 2024. A detailed review of the masterplan for Silicon Sands (formerly Knowledge Quarter) [replacing former airport operational facilities] has commenced and will also be completed by end of January 2024 in parallel with an ongoing study into future utility requirements.

In particular, this is also looking at possible impacts and opportunities presented by the proposed routing of Morecambe and Morgan Windfarm transmission routes via the airport and confirmation by Electricity North West of the location for the agreed 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 Road.

A revised Delivery Plan for financial year 2023/24 was approved by Blackpool Council's Executive in December 2022 – noting an anticipated whole life spend of c£80m plus the cost of prudential borrowing against a projected income (reflecting 40% 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. An updated delivery plan and expenditure and income forecast will be considered by Blackpool Council Executive in December 2023, this is expected to reflect a further increase in costs of construction and associated delivery, and a small reduction in income reflecting high material cost inflation in the past 12 months and delays in progressing the delivery of Common Edge. Extensive value engineering will be required to enable all planned objectives to be achieved within the Enterprise Zone lifetime.

The currently approved business plan does not take direct account of the value of retained assets on completion of the Enterprise Zone project, particularly the Airport and new sports facilities constructed to release land for commercial development at Common Edge. A continuous review of the delivery plan model is undertaken along with value engineering of all planned infrastructure works as part of a robust expenditure approval process to mitigate the anticipated impact of high material costs inflation. As much of the development is funded in the early years by Prudential Borrowing the recent increases in interest rates applicable to borrowing have had a significant negative impact on the viability of the overall project. Work is underway to identify areas of investment that can be deferred or removed from the programme without significantly affecting income generation from retained business rates growth and land sales. Progression of future phases will be dependent on ability to generate sufficient income to cover 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 and marketing consultants. A refresh of the Enterprise Zone websites is underway with the Blackpool EZ marketing manager undertaking the lead in the refresh and the first steps in the process should be completed by the end of the calendar year. A major presence at UK REiIF on 16-18th May 2023 saw a relaunch of the Common Edge/Eastern Gateway marketing and a soft launch of the Digital prospectus, and Blackpool will again be exhibiting at REiIF in May 2024, as will Lancashire County Council.

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

Both the Enterprise Zone rates relief and Enhanced Capital allowances (ECA) fiscal incentive have now ended. The five year period of rates relief in particular which some companies continue to benefit from played a significant role in re-establishing business confidence in the Enterprise Zone and securing the large numbers of new jobs recorded. Between 2016 and 2022 Blackpool Council (as the accountable body for the Enterprise Zone 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 new floodlit rugby league pitch being handed over in November. The new £3m pavilion opened on the 30th June 2023 following completion of the Division Lane Junction improvement works. 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, voted the best competition of its type in Europe for a second year. The tournament will return to Blackpool in 2024.

The existing Jepson Way changing facilities will be utilised as the construction compounds and offices until Q4 2025 when they will be demolished and make way for a small c36 unit residential development.

Extensive site investigations have informed the detailed design of the highways across a challenging site with large areas of peat and a high water table subject to tidal influence. With design 99% complete early contractor involvement has seen progression toward an agreed contract price and programme – with the construction contract on an 18 month programme close to agreement. All pre-commencement planning conditions have now been submitted for approval and the contract price will be agreed in December allowing award of contract and start on site for January 2024. Statutory undertakers are fully engaged for diversion of existing services and provision of new connections, which alone will exceed £3.5m in cost, with their activities co-ordinated with the main contractor. The first diversion works of trunk telecommunications cables has commenced and will be completed mid-December.

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. Work is now underway to discharge the 39 appended conditions. A detailed design guide to shape the public realm and the overall arrangement of buildings in the Eastern Gateway will be complete by the end of January 2023.

A second planning application was submitted to Fylde Council in August 2023 to secure consent for the realignment of the junction from Amy Johnson Way to provide access to the eastern sector of the Airport and enable development of new hangar accommodation. A decision on the application is anticipated in January.. The provision of new hangar accommodation accessed from the new private roads will allow the commencement of releasing land on the Squires Gate frontage for new development. The application seeks 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 totalling 90,000 sqft. 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 up to three 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 2 MW substation to serve the proposed first smaller data centre for the Airport Silicon Sands development whilst engagement with Electricity North West is seeking to agree the optimum location for the new 32MVA primary substation. 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 engagement with BP and Offshore Wind regarding the delivery of the Morgan and Morecambe offshore windfarms 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 of the impact that construction of the transmission assets may have on airport navigational aids and indeed on of operations. It is hoped that commercial negotiations will result in some direct benefits as well as improved social value outcomes for the Fylde, with a possible power purchase agreement benefiting not only the data sector at the Enterprise Zone but the wider populations.

Phase 1 of the Silicon Sands is progressing, with feasibility studies and concept drawings showing that a three story, c30,000 sqft, detached facility is deliverable on the site of the former airport fire engineering workshops. This project is being fiscally appraised and delivery method discussed. If successful with a funding submission, it is possible development of this facility will commence in Q3 2024.

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 increase. 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 eleven expressions of interest in the development of data centres at the Enterprise Zone in phase two, known 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 is for a 2MW facility designed to demonstrate world leading liquid immersion cooling technology coupled with a district heating system, which will substantially reduce energy consumption and operating costs whilst also enabling the use of the highest capacity servers and GPU's which cannot be fully utilised when cooled conventionally. The potential for surplus heat from a number of planned data centre facilities within the Enterprise Zone will enable the construction of a district heating system to support office and commercial development on the Airport - Phase 2 site is being explored. With support from the Connected Places Catapult a grant of £250,000 was secured from the Fast Followers Innovate UK government fund to enable the employment of a specialist officer and external consultants to develop the detailed District Heating concept for both the Enterprise Zone, commercial sites in central Blackpool and some social housing schemes.

The Connected Places Catapult has completed their road map for the delivery of an integrated Data centre and sustainable energy cluster at the Enterprise Zone, which is now guiding the development programme for Silicon Sands and has informed the first edition of the Enterprise Zone digital prospectus. The initial 2MW Edge compute data facility will provide the necessary capacity to meet local demand and to support wider industrial applications of robotics, AI, digi-health and agri-tech across Lancashire and the wider Northern- Powerhouse, with longer term ambitions that this capacity will also provide support to the likes of the National Cyber Force. This activity will allow the Enterprise Zone to be positioned as a transitional Enterprise Zone to support businesses journey toward a low carbon economy.

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 design and delivery programme for the Eastern Gateway highway is confirmed allowing proactive marketing campaigns to commence in the New Year. 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.

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.

Following two previously successful attendances at UK REiiF, the Enterprise Zone team will attend next year's event again in May 2024, and work is under way to maximise that opportunity through speaking opportunities and events related to the Enterprise Zone and wider Fylde coast economy. Blackpool Council has financially committed to the presence at this year's event, but also represents the wider Fylde coast economic interests, particularly at Hillhouse Enterprise Zone. In addition, Lancashire County Council has also committed to attend next year's event and officers will continue to work with them to support where appropriate.

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. The Enterprise Zone team also attends relevant business events promoting opportunities, sponsoring events such as a Lancashire Business View Built Environment Conference in September 2023 and a Place North West Lancashire Update in January 2024, plus supporting a paid-for media feature in NW Business Insider magazine to be published in the New Year. The Enterprise Zone team also supported the Lancashire Cyber Festival in November 2023.

Ahead of the upcoming highways construction works, a dedicated communications plan is being developed, which will map all affected stakeholders and update them throughout the project, including the potential for a dedicated community liaison officer. Given the scale of the construction, regular communications with Enterprise Zone -based businesses, and nearby residents and businesses, will be crucial to the programme, while it will also support the marketing of the Eastern Gateway to potential occupiers and investors.

The Blackpool Enterprise Zone marketing manager is now leading on the revamp of the EZ web sites commencing with those for Blackpool and Hillhouse EZ's to make them more current, interactive and functional.

Top enquiries are:

Date of enquiry	Target sector	Size	Type of enquiry	Progress to date
Oct 2023	ADM	15,000 sqft	Manufacturing	Initial Discussions – awaiting final programme of highway
Oct 2023	O	20,000 sqft	Storage	Initial Discussion
Sept 2023	FM	200,000 sqft	Production	DBT enq - Site Details sent
Sept 2023	O	10-15,000 sqft	Trade	Initial Discussions – awaiting final programme of highway
Sept 2023	O	20,000 sqft	Trade	Initial Discussions – awaiting final programme of highway
Aug 2023	ADM	40,000 sqft	Manufacturing	Initial Discussion – concept plans in design.
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 June 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 August 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 August 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 Jellymedia and Blackpool Pride of Place and Ellandi have been published through the campaign with a range of future case studies including Holiday Inn, expected throughout the year.

As detailed above, Blackpool Makes It Work was represented at the UK Real Estate and Inward Investment Forum (REiif) from 16-18 May 2023 and has committed to attend again in 2024. The event welcomed around 8,500 delegates, specifically focused at developers and inward investment. 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. Ahead of next year's event, a range of speaking opportunities are being sourced, while plans are under way for the promotion of Blackpool Makes it Work at the event. An updated video showing the main Blackpool projects will be showcased, along with an updated Growth and Prosperity prospectus. Additionally, an updated brochure for the Enterprise Zone's Eastern Gateway commercial plots will be published, along with an updated digital brochure to facilitate discussions around the Enterprise Zone's Silicon Sands

j) Blackpool Airport

Blackpool Airport has prepared 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 aviation sector interest has been good and delivery will be dependent upon provision of new enabling infrastructure and commercial hangar accommodation. The 10 year plan will be assessed by independent consultants to advise on opportunities which may arise and confirm the nature and levels of investment that will be required to achieve the targets set. 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 Civil Aviation Authority criteria. Consultants WSP have been leading a review of the airport operational masterplan and infrastructure proposals to ensure these both meet Civil Aviation Authority requirements and are operationally optimised, with locations identified for the provision of a new fire and rescue centre and new fuel farm.

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 22 September 2023 via MS Teams. The next meeting is scheduled to take place via MS Teams in mid-December.

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, the Enterprise Zone delivery team is satisfied that mitigation measures identified and implemented are realistic.

Many of the main risks are external and ubiquitous to development in the UK and are outside the direct control and influence of the Enterprise Zone team such as, the conflict in Ukraine, energy and general cost of living and interest rate pressures. This has seen a significant increase in energy and interest rate costs and logistical interruptions to supply chains adding inflationary pressure to the cost and availability of materials. Strategy to mitigate impacts from such risks is dependent on specific factors pertaining at any one time and these potential impacts are reviewed in all project meetings. Additional levels of contingency for costs inflation and extended delivery timescales are being built into delivery plan budgets.

Key Risks:

Risk and Issues	Mitigation and Actions
After short period of uncertainty, property enquiries are returning but overall lack of market demand due to Energy cost/ 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.
<p>Increased construction and material costs are affecting viability of development projects.</p> <p>Interest rates rises 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.</p>	<p>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.</p> <p>Ongoing value engineering and review of timescales for delivery to defer non critical expenditure.</p> <p>Regularly revised delivery plan budgets reflect known and anticipated price increases within contingencies whilst generic contingencies are also included within budgets, to allow flexibility to adjust contracts</p>
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.

o) KPIs and 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 Enterprise Zone (over baseline)	c260	140	145**	
No. of businesses receiving Enterprise Zone business rates relief (£ rates relief awarded)	N/A	N/A	75 (£4.3m)	
Net amount of Enterprise Zone business rate growth received (£m)	£2,373,000 (2016)	N/A	£2,205,000***	
Private Sector Investment (£m)	N/A	c £300m	c £60m	
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-22 complete March 23	Complete
No. 12 grass football pitches ready for use	Complete
40,000 sqft 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 to confirm location and costs
Proposition and identifying opportunities for data centre market /appointment of Connected Places Catapult	CP Catapult report received & digital prospectus prepared – occupier negotiations ongoing- EOI for private sector partners in preparation & discussions progressing with universities and Data Centre Academy on skills issues. Fast Followers funding secured from Innovate UK to support ambition to develop data centre powered district heating for Silicon Sands. Funding applications prepared for low carbon data centre technology demonstrator
Focussed marketing of Common Edge Phase 1 commences – launched at UK REiiFF May 2023	Complete. UKREiiF booked for 2024.
Architectural feasibility study and design work for airport complete – Silicon Sands Masterplan to complete January 2024	Ongoing –delayed by ATC review

Outline planning app for airport redevelopment (Phase 1 – Airport East) submitted August 2023	Decision expected January 2024
Outline planning app for airport redevelopment (Phase 2 – Airport West (P2 car park)) – feasibility ongoing	Q3 2024
18 month construction contract for Eastern Gateway Access road. ECI with preferred contractor (off framework) ongoing.	January 2024 commencement
Completion of airport redevelopment works (of existing accommodation)	August 2027

* *Subject to satisfactory CAA consultation*

Objectives over 2-3 years (end 2026)

- Phase 1 (common edge) infrastructure complete
- Phase 1 (CommonEdge) spec and bespoke developments commenced and pre-lets secured
- Phase 2 (airport East) infrastructure complete
- Phase 2 (airport East) developments complete and pre-lets secured
- Commenced relocation of aviation operational infrastructure to enable new development
- Commenced upgraded utilities including PV solar site, battery storage and new primary sub station
- Full data sector and sustainable energy proposition for Silicon Sands identified and implemented
- Sustainable Data Centre and Tech Demonstrator completed, let and operational

Objectives over 5 years (end 2028)

- New Air Traffic Control system agreed and actioned
- Eastern Gateway Phase 1 development complete – all plots occupied
- Residential development off Common Edge complete
- Relocation of airport existing operational property stock and infrastructure complete
- New airport spec development in planning stages
- Airport PV 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 2033)

- 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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