Gravity

Smart Campus

Gravity LDO Environmental Statement

Volume 2 – Appendices

Appendix 9.4 Draft Monitoring and Management Plan

Gravity Monitoring and Management Plan

Introduction

This is Gravity Ltd, known as 'Gravity', is the UK's first commercial smart campus, creating a blueprint for a smarter, cleaner future - faster. It will deliver a new era of possibility by supporting companies making a difference socially, economically and environmentally, driving the UK's transition to a cleaner economy.

With its unique scale and immediate availability as a 616-acre enterprise zone, excellent connectivity to national and local infrastructure including Bristol port and airport, and, the Site is located at the heart of a South West innovation cluster comprising Bristol University's Smart Lab, the Bristol Robotics Lab, the National Composites Centre, the Institution of Advanced Automotive Propulsion (IAPPS), creating a centre of excellence in the UK for transport decarbonisation and innovation.

With dark fibre in place, and working with Cellnex, Gravity can offer digital connectivity as well as an accessible talent pool including four top-tier universities and a high performing college close by to meet workforce needs. With on-site water provision, national scale energy, including renewable and low carbon energy infrastructure and energy management solutions, Gravity provides occupiers with the ability to invest, transform and create a new era of green jobs driven by advanced manufacturing, as part of a 4th Industrial Revolution.

Gravity establishes the foundations for accelerating and transforming the economy whilst simultaneously cutting greenhouse gas emissions, creating good jobs, integrating low carbon homes and realising positive social outcomes for local communities. Gravity will be a low carbon campus generating between approximately 7500 green collar jobs, depending on the final occupier(s), providing both a strategic economic stimulus to drive economic renewal, shaping and connecting to a green supply chain across the UK. Home to international business, start-ups and SMEs, Gravity will be a home for Clean Growth and green industries, creating the space to innovate and create sustainable solutions from energy solutions to smart homes and new smart mobility choices. Gravity is a UK destination for international occupiers and will drive the delivery of the Sedgemoor, Somerset, and Heart of the South West Local Enterprise economic, climate change, and Local Industrial Strategy: delivering transformational investment opportunities, unlocking connectivity through infrastructure, and bringing new higher value employment and skills opportunities to the South West as a whole.

Gravity is being taken forward through a Local Development Order (LDO) which is a route to planning permission. LDOs are a positive planning tool and a marketing tool for the locality and site. They create a more certain planning environment for investors and potential occupiers, and thereby make inward investment more attractive. They embody a fundamental shift on the part of local authorities from waiting for the market to come to them with a proposal, to initiating development by granting permission for the kind of development that they want to come forward on a site. The Gravity LDO is therefore informed by the market to be highly responsive in a national and international context and will help Sedgemoor, Somerset and the South West region compete for scarce investment against other national and international competitors.

The function of a Local Development Order (LDO) is to accelerate delivery though public and private sector collaboration. They are about adopting a local solution to simplifying planning and provide local authorities with a flexible tool to address particular circumstances in return for business rates retention. Over 100 LDOs now exist across 80 authorities who wish to be proactive in attracting investment. The Gravity LDO will further demonstrate Sedgemoor District Councils' proactive

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approach to economic development and being 'open for business'. As such, in adopting the Gravity LDO Sedgemoor will add a management tool for the EZ delivery, to compliment the Development Plan, to achieve corporate, economic and planning policy objectives to the benefit of the local, regional and national economy providing maximum benefit to the Sedgemoor and wider Somerset community.

Governance Overview

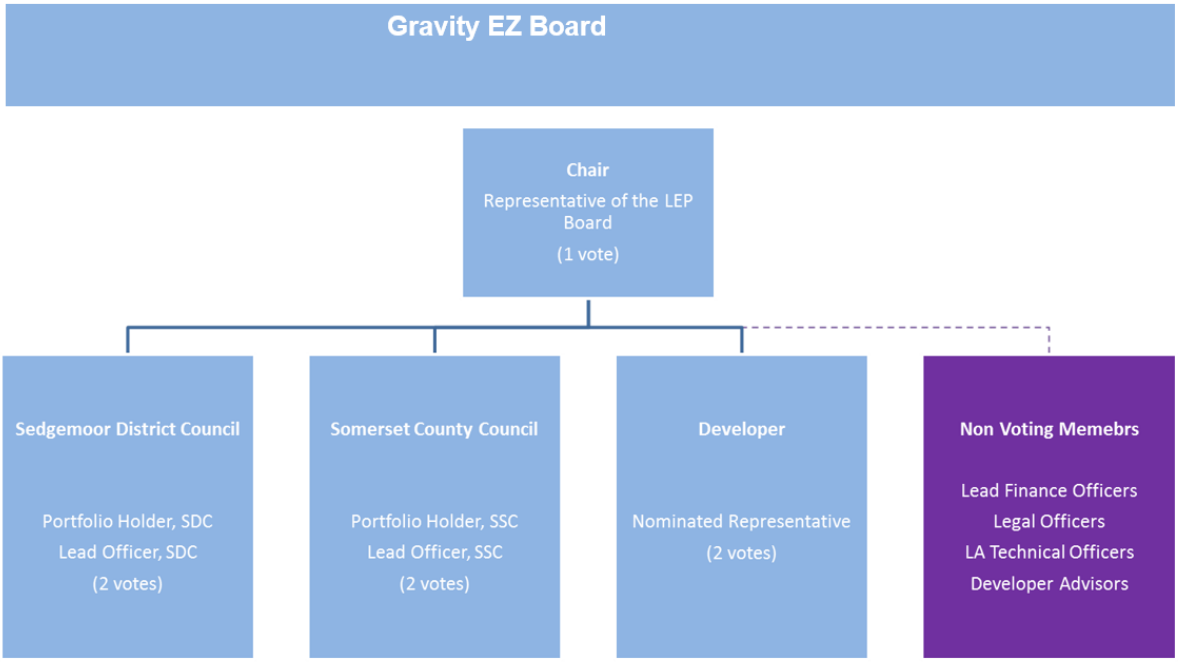
This plan sets out the governance arrangements for the delivery of the Gravity enterprise zone through the LDO regime including a monitor and manage approach which will be employed at Gravity to provide a strategic oversight of the implementation and delivery of the enterprise zone and work collaboratively to achieve outcomes and long-lasting transformational benefits in the wider locality.

Governance

Huntspill Energy Park EZ Board

The Gravity EZ Board provides the primary governance of the Gravity EZ on behalf of the LEP Board, and is responsible for its delivery, securing relevant funding, taking forward associated prioritisation and day-to-day operation. The Board is in operation and includes representatives from the LEP, SDC, SCC and This is Gravity Ltd supported by officers and advisors.

Governance Model for Gravity Enterprise Zone



The Board currently operates to:

- Oversee and assist with the delivery of the site, including oversight of delivery of relevant project activity such as highways and property projects, business support matters, management of the rates relief scheme and other site matters.
- Monitor and scrutinise delivery, monitoring and scrutinising outcomes and outputs from the site, both related to overall delivery and site-specific projects which may require scrutiny.
- Agree the strategy for prioritisation of relevant funding generated, acting as the directing group for funds retained from the site and preparing and agreeing the investment strategy for receipts generated for the site. This will in turn be governed by a broader funding agreement setting out the broad parameters for future expenditure between the three primary bodies involved (the LEP, SCC and SDC)[1].
- Agree the Strategy for the Enterprise Zone's Rate Relief Programme, agreeing the broad rate relief policy to be pursed through the site and then acting as decision making body for the policy, including relevant appeals and challenges.
- Oversee the communications and marketing strategy related to the site, acting as the coordinating body for communications and marketing activity, and agreeing relevant priorities on an annual basis.

These functions of the Board are still relevant albeit there is scope to refresh and update to reflect the current position and can be appropriately utilised to ensure the board can carry out the necessary rolls and functions in respect of the Enterprise zone implementation in ensuring delivery of the project, including infrastructure and initiative delivery, as well as monitoring and agreeing any required ongoing reactive mitigation to improve outcomes and reduce impacts.

It is proposed that the EZ Board is also informed in this function by four sub-groups;

- Gravity Strategic Management and Delivery Team (GSMT)
- Gravity Operational Delivery Team (GODT)
- A Transport and Infrastructure Management Group (TIMG), and,
- An Environmental and Social value Group (ESG).

Gravity Strategic Management and Delivery Team

The Gravity Strategic Management and Delivery Team (GSMT) will provide strategic oversight and take specific responsibility for liaison with Occupier(s), understanding the business needs, workforce development / skills charter, innovation, supply chain / business charter to ensure economic transformation.

GSMT shall adopt and monitor the Locality Investment Plan (LIP) to deliver the objectives in the EZ Implementation Plan (EZIP) setting out the approach to managing the use of business rates income derived from the EZ status including the identification of candidate schemes to support the delivery and mitigate the impacts of the Proposed Development.

The GSMT shall on a quarterly basis

- make recommendations for expenditure of business rates for the delivery in a timely manner of priority projects including but not limited to site wide and off-site infrastructure, structural landscaping, bespoke transport services, workforce development, training, biodiversity and staff resources and candidate schemes within the LIP.

[1] *Note: this is to be reconsidered in the context of the unitary decision - does this move to an 80%/ 20% split?

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- monitor and manage the discharge of obligations agreed by the Council and the Occupier in accordance with the signed Mitigation Checklist.

Gravity Operational Delivery Team

The GSMT will establish a multi-agency Gravity Operational Delivery Team (GODT) that forms an agile core group of technical support aligned to expedite delivery and can effectively respond to work programme and critical path issues.

Transport and Infrastructure Management Group

The TIMG will report to the GSMT and will be established to lead and coordinate transport and infrastructure related matters in respect of Gravity mobilisation and implementation and particularly in respect of infrastructure delivery, and the monitoring and management of the transport effects of the project through oversight of the travel plan framework, individual travel plans, and related construction traffic management plans.

Infrastructure may include for example, transport infrastructure including road, rail, public transport, walking and cycling, as well as EV charging, utilities including grid strengthening, and digital.

Subsequently during operation, the need for any investment/ interventions / measures / mitigation which may be required to implement the Enterprise Zone to meet occupier requirements, manage those effects and ensure the successful operation of the campus within the locality The connectivity between the main site and the residential location of the wider workforce, and the location of the supply chain, and wider economic assets such as the port and airport should also be considered.

The funding and delivery of mitigation and wider infrastructure investment measures will be multifaceted and may come from various sources and over various timescales. This may be via Government funds, Highways England direct activity, local authority led bids for Community Renewal Funds and the Town Deal, which may have direct and indirect effects on the Gravity project.

The Gravity enterprise zone has been agreed to establish simplified planning in exchange of business rates retention. This will provide the income for the locality to respond to infrastructure solutions and enable action / initiatives to achieve socio-economic and environmental outcomes. The TMG will therefore make recommendations to draw down business rates from the Enterprise Zone board to fund or match fund bids to deliver and then implement in a timely way to support and mobilises occupiers.

To provide clarity on partner roles, accountabilities, objectives and scheme criteria and priorities a Locality Investment Plan will provide a coordinating focus to consider phasing, timescales and integration to avoid duplication, and optimise business case development.

Note: It may be further complicated if a Special Development Order is considered and additional investment and works are agreed by the Government to meet a particular occupier need within a defined timescale to enable operations, that then requires direct Government funding and delivery.

The TIMG shall comprise:

- A Transport Co-ordinator appointed by the group and funded via business rates;
- one representative to be nominated by the County Council/ District Council / unitary authority
- one representative to be nominated by the Highways England/ Department of Transport;
- one representative from Network Rail, and

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- up to two representatives to be nominated by This is Gravity or subsequent landowner/ occupier,
- Transport Operator in the supply chain / Chamber of commerce/ local business representative
- or such alternates as may be nominated by those representatives.

Additional attendees to be considered on a task and finish or observing basis, aligned with a focus and priority on implementation and delivery for example, Bristol Port, Bristol Airport, Cellnex, National Grid, Western Power, Wessex Water / Albion.

The objectives of the Group are:

- To ensure the efficient and effective coordinated delivery of the infrastructure required to enable the enterprise zone and meet occupier needs.
- To consider the need, timing, commissioning (design, cost) of infrastructure delivery to enable delivery aligned with enterprise zone build out/ business needs.
- To have oversight of the development and evolution of the travel plan framework and its implementation and monitoring.
- To be solutions orientated and seek deliverable options/ schemes that represent good value for money and provide long term legacy for the locality.
- To work to ensure solutions aid ad accelerate transport decarbonisation, and digital connectivity and are inclusive.
- To ensure that delivery arrangements contribute to objectives on local workforce development and supply chain utilisation to create a positive cycle of local investment and benefit to host communities.
- To seek opportunities to add value through initiatives for example through trials to showcase innovation and product development as a demonstrator on clean and inclusive growth.

The TIMG shall meet a minimum of every six months with effect from 30 days from the adoption of the LDO and as required in response to enterprise zone delivery and occupier priorities.

A multi-agency transport monitoring report will be coordinated and provided every six months on LDO implementation setting out progress on infrastructure delivery and providing an update on the evolution and implementation of the travel plan framework, and the success of activities and initiatives. The report will evolve during the occupation of the enterprise zone and may include the monitoring findings of multi modal data collected against LDO assumptions.

The TIMG shall then be required to review, approve, amend and monitor the implementation of mitigation measures proposed by This is Gravity Limited (TiGL), the County Council and/or Highways England to reduce impacts and optimise positive outcomes.

TIMG shall report to the GSMT who will inform the EZ Board on progress and seek approval from the Board to drawn down direct or match funding from retained business rates that may be required to deliver investment to enable enterprise zone implementation. The TIMG will in the short / immediate term have control over the use of transport related mitigation / contributions which will be mirrored from the HEP s106 (42/13/00010) (i.e., Local Transport Infrastructure Development Funds, Bus Services Contribution, Dunball Roundabout Contribution) in order to ensure delivery of necessary and appropriate mitigation to mitigate the effects of Gravity in an evolved context.

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These mitigation / contributions will evolve in inclusion within a new s106 within the LDO by removing mitigation already completed (link road, junction 23 signalisation), and taking account of the TIMG and Locality Investment Plan.

Environmental and Social value Group

The ESG will report to the GSMT and shall be established to liaise on environmental and social value related matters in respect of Gravity and particularly in respect of the collaborative partnership effort to shape and secure positive outcomes and capture these through monitoring and management of the social value achievements the project delivers, informed by the Clean and Inclusive Growth Strategy, related environmental and social governance policies of occupiers, and the delivery of objectives of the Skills and Business Charters, specifically in respect of employment and skills plans as a mechanism to ensure workforce development.

This will need to clearly differentiate between:

i) specific on-site implementation and reporting, and
ii) the wider legacy and community benefits off site, which may be facilitated through the use of business rates retained to secure investment in educational infrastructure, achieve local labour force training to enable local communities to access jobs, through to accelerated progress on climate action including natural capital expansion.
iii) Opportunities to work with occupiers to help them achieve their ESG ambitions.

Social value is inherently difficult to define and limiting if defined. The important priority being it is not numbers or target driven but geared to helping and supporting individuals to achieve their ambitions from improved confidence, new training and development pathways, linked to workforce opportunities, through to digital skills for older people, key worker homes for younger people, a new 37 Club and helping to achieve the super nature reserve at Avalon, as potential Gravity specific examples.

The ESG shall comprise;

- one representative of Sedgemoor District Council/ Unitary
- Bridgwater and Taunton College;
- Natural England;
- Environment Agency;
- Somerset Chamber of Commerce
- up to three representatives nominated by TiGL/ landowner/ occupier,
- Chamber of Commerce
- or such alternates as may be nominated by those representatives from time to time.

The ESG objectives are:

- To ensure the effective coordination of the social and environmental infrastructure required to enable the enterprise zone and meet occupier needs.

- To consider the need for socio- economic and environmental priorities to be part of a revolving infrastructure fund to anticipate and enable phased delivery aligned with enterprise zone build out.

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- To have oversight of the development and evolution of occupier employment and skills plans and corporate environmental and social governance policies, their deployment on site, and their implementation and monitoring.
- To be solutions orientated and seek deliverable options, approaches that represent good value for money and provide long term legacy for the locality.
- To work to ensure solutions aid and accelerate positive action to address climate change and genuinely deliver a local focus and new opportunities to local communities, businesses as well as occupiers and their workforce
- To ensure that delivery arrangements contribute to objectives on local workforce development and supply chain utilisation to create a positive cycle of local investment and benefit to host communities.
- To seek opportunities to add value through initiatives for example through trials to showcase innovation and project development as demonstrators on clean growth.

The ESG shall meet a minimum of every six months with effect from the commencement of the LDO informed by a report setting out progress in implementing the Skills and Business Charters, as well as stimulating and engaging in opportunities to achieve wider legacy opportunities.

Responses to operationalising the Skills Charter, Business Charter will be set out in quarterly reports and will be reported on annually within a single ESG Report, which may be contain an ESG dashboard which partners, stakeholders and occupiers may report into.

The ESG shall report to the EZ Board on that monitoring to set out the social value being realised by the Gravity project. Specific areas which are to be reported on could include;

i) specific on-site implementation and reporting, including

- Completed Employment and Skills Plans (construction and operation)
- CITB Headline KPI Reports
- Number of contracts awarded to Sedgemoor, Somerset, South West, UK Companies.
- Value of contracts awarded to Sedgemoor, Somerset, South West, UK Companies.
- Total Value of inward investment secured.
- Number of new local businesses created, or growth supported in clean growth sectors.
- Number of trees planted
- Areas of land safeguarded/ retained as undeveloped.
- Other:

ii) the wider legacy and community benefits off site which may be facilitated through the use of business rates retained to secure investment in educational infrastructure, achieve local labour force training to enable local communities access jobs, through to accelerated progress on climate action including natural capital expansion.

iii) Opportunities to work with occupiers to help them achieve their ESG ambitions.

- Occupier ESG policies and priorities

The ESG will also provide a forum for organisations to work together to manage and mitigate the impacts of the Project on and maximise benefits for the local community and for TiGL to take account of the reasonable representations of the members of the ESG.

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Business Rates Retention

This strategy represents an evolution of the principles set out within the 'Heart of the South West Enterprise Zone - Huntspill Energy Park: Implementation Plan March 2017' and agreed between the Council's and HMCLG in the Enterprise Zone Memorandum of Understanding dated 30 September 2016, to better reflect the Gravity vision and LDO.

In respect of retained business rates the MoU states that,

> *'The Heart of the South West will work closely with lead authorities to ensure that any rates generated by the Enterprise Zone will be utilised to reinvest in growth. First priority for related funding however will be in the growth and full optimisation of the Enterprise Zone.*
>
> *As set out, partners intend to recycle an element of rates generated by the Zone into enabling infrastructure in the first instance. Projects to be funded include site access and infrastructure, innovation, business development and programme management capacity.'*

This agreed approach is expanded upon within the Implementation Plan, which states,

> *'Whilst further work is still required to identify the specific projects which will be supported over the lifetime of the Enterprise Zone, the Heart of the South West Local Enterprise Partnership, Sedgemoor District Council and Somerset County Council have agreed the following key issue related to prioritisation:*
>
> > *• Site first led approach - When revenues are generated, partners will seek firstly to prioritise investment into Huntspill Energy Park's immediate capital costs, facilitation and infrastructure needs to open up the site and generate further income. A sensible and reasonable level of investment into the site will be agreed and secured to allow the two authorities to realise its value and to generate future income. It is anticipated that 15% of the site value will be sufficient to open up the site. Initial items are likely to include contributions towards the access road and onsite infrastructure. The level of investment will need to be consistent with State Aid legislation. As the delivery of the site progresses this is also likely to include activities that ensure maximum benefit is realised in terms of economic growth, conceivably including support for key staff, marketing activity, business support and onsite investment into complementary escalator / grow on space and other priorities.'*

Since the time of preparing this document, much more information is now available on the scale of solutions required to attract an international occupier, the cost and delivery challenges. Therefore, the above assumptions will need to be refreshed and updated.

The LDO is supported by a Locality Investment Plan which sets out high level potential schemes and interventions which will be required to support this 'site first led approach' with particular reference to infrastructure requirements to realise the full delivery of the EZ which in turn will ensure the full environmental, social and economic benefits of the EZ are realised.

Business rates are currently being predicted on the basis of the new LDO scenario and the total estimate will vary considerable at this early point in time in respect of delivery, with rates only being

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payable on occupation. Therefore, the timing and phasing of business rate expenditure must be market led and be driven by occupier requirements.

Business rates expenditure aligned to mitigation priorities and the successful achievement of planned and transformational outcomes for infrastructure, delivery and to achieve social and environmental value will be key to overall success for the locality, communities and the occupiers within the Gravity smart campus.

Timely delivery of mitigation through delivery partners will be vital to enable and expedite solutions to meet business needs and achieve positive local outcomes.

Conclusions

This note sets out draft high-level principles for the governance of the monitoring and management of the Gravity LDO through transport and infrastructure, and environmental and social value related reporting and any associated responses.

It may need further refinement.

The reporting mechanism will need to be agreed between the partners identified herewith and that detail may need to be included within the LDO (potentially the s106 agreement).

There will also need to be a section 106 link / heads of terms in respect of preparation and updating of a Local Investment Plan via the enterprise zone board to inform and prioritise business rates retention and recycling to ensure a phased and timely delivery of infrastructure, and to enable the full development of the enterprise zone and to secure wider socio-economic and environmental benefits as occupiers are secured.

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