

Chair

Hereford Enterprise Zone Board



Hereford Enterprise Zone Ltd is seeking to appoint a non-Executive Chair from the private sector to provide strategic leadership through the next exciting phase of its development.

Following a successful bid from the Marches Local Enterprise Partnership, Enterprise Zone status was awarded to Skylon Park in 2011, covering over 100 acres of employment land at Rotherwas in Hereford. The Company was created to take the work of the Zone forward, connecting the land owners into the wider supporting partnership, including the business community.

The Zone is proving a considerable success. Over 60 acres have been sold or developed, with over 600,000 sq ft of new development hosting over a thousand jobs. In particular, two new major business assets, the Shell Store and Cyber Quarter came on stream this year.

This is a unique opportunity to lead the Enterprise Zone and to act as an Ambassador to promote its work to prospective clients and partners. The Chair will make a significant contribution in encouraging further investment and identifying new opportunities, maintaining and promoting strategic relationships with the landowners and key stakeholder partners.

The successful candidate will also become a Director of the Marches Local Enterprise Partnership which provides an opportunity for the candidate to influence business and investment decisions over a much wider area.

The Chair will be a highly respected individual with a proven track record in the business community, passionate about the economic well-being of Herefordshire and able to provide dynamic, high profile leadership for the Zone. A knowledge of or background in commercial property would be valuable, but this should not be a deterrent to otherwise suitably qualified candidates.

The appointment will be for a period of 3 years. The commitment is expected to be approximately 2 - 3 days per month and is not remunerated. Travel expenses will be met if required.

The appointment will run from 1 April 2022, with the expectation of a comprehensive hand over in the early spring as the current Chair prepares to step down at the end of a successful and extended full term.

A candidate's pack can be obtained from the Enterprise Zone Managing Director on 07484 368766 or by emailing mark@skylonpark.co.uk

Completed submissions should be returned by 5.00pm on 24 January 2022.



Skylon Park, Hereford Enterprise Zone

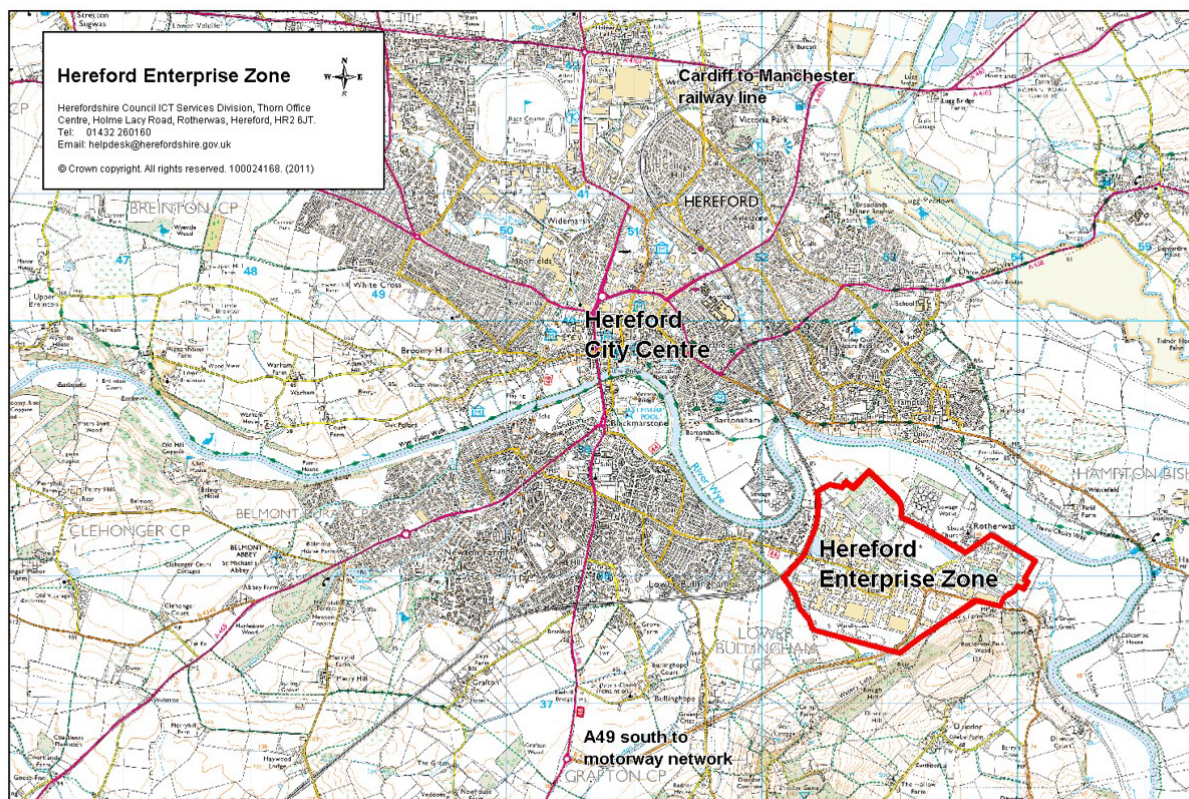
BRIEFING NOTE

Background

Skylon Park, Hereford Enterprise Zone is the Enterprise Zone for the Marches Local Enterprise Partnership. We were selected through a local, then a national competition and were one of the first round of EZs designated in 2011. The primary objective for EZs is to become a catalyst for enhanced economic growth.

Skylon Park is 110 acres of industrial land enveloping the Rotherwas Industrial Estate, already the largest such estate in the County. 80% of the land is owned by Herefordshire Council and 20% by local farming family trusts.

Rotherwas was used as a munitions factory in the First and Second World Wars. The land is largely brownfield, often contaminated. The land is in close proximity to the River Wye to the West and North, and faces constraints on the A49 trunk road north across the City. Access roads and services were largely absent, inadequate or in the wrong places.



Approach

A specific company, Hereford Enterprise Zone Limited has been set up to drive forward progress.

The aim has been to maximise the speed and quantum of private sector investment of the right type, using EZ status, profile and benefits to do that.

The Board has taken a deliberate policy of welcoming local businesses wishing to expand and grow their workforce, as well as businesses from further afield. We prioritise specific growth sectors such as defence

and security, through a placement strategy designed to encourage an uplift in the quality of employment and wage levels.

The Board has set out to make investment decisions and transactions as easy as possible. There are streamlined sales and transactional arrangements in place, particularly in terms of planning through the Local Development Order, which gives outline planning permission for B1 (now E (g)), B2, B8 usage.

Skylon has sought to make land ready for immediate building construction once the purchase is concluded. Investment has been made in demolitions, site clearance, remediation, ground raising (for flood mitigation) and infrastructure including access roads and cycleway/walkway networks, together with all utilities at the right capacity and locations to enable easy connections at a plot level, including an ultrafast broadband network.

The Board has also aspired for sustainable, high quality development. For all investors there are design standards, expectations in terms of the HEZ's own sustainability standards (based on BREEAM and other appropriate standards, and a requirement for company specific sustainable travel measures drawn from an overarching, all reinforced through the Local Development Order process.

Achievements

We have made considerable progress so far. At the end of October 2021 over 60 acres of land had been sold or was committed to development. Over 60,000 sqm of workspace had been developed or committed. This represents over £65 m of investment value. 60 businesses have moved onto the Zone and are currently employing almost 1,100 people. A further 1,000 job opportunities are expected to be generated from the total project investment to date.

This year, saw investment in two key assets come to fruition, designed to provide facilities and hence opportunities to access specialist business support and networks to catalyse local business start-up and growth.

Shell Store



This award winning project refurbishes one of the keynote redundant WWI buildings on site. It provides over 2,100 sqm of business incubator and grow on space (the first such facility in the County), together with facilities such as Conferencing and meeting space and a cafe. There is room for up to 40 businesses at a time.

Opening in the late summer, it is already a quarter full and the facilities have already hosted a number of events and activities for business.

Cyber Quarter, Midlands Centre of Cyber Security



Herefordshire Council has entered in a joint venture with the University of Wolverhampton in developing a Cyber Security Centre at the South Magazine of the Zone.

The 2,200 sqm Centre provides 3 elements:

- Offices/workshops/specialist laboratories for tenant cyber-related companies and incubation space for start-up companies (space for up to 16 companies)
- Advanced, secure facilities for the University and partners' cyber space research and development and commercialisation of intellectual property
- Secure training and educational facilities to provide specialist cyber security training for businesses and organisations

Priorities

This year's priorities are based around implementation of infrastructure to make plots development ready, to continue with land sales and facilitate construction and to promote the Shell Store and Cyber Quarter to encourage participation and tenant uptake.

Herefordshire Council's Role and Involvement

Herefordshire Council is the principal landowner on the Zone and hence the principal stakeholder in Skylon Park. Support from Herefordshire Council is fundamental to continued activity and success.

In order to sell land at the Zone, it needs to be made ready, which requires significant upfront investment in terms of infrastructure, before capital sales receipts can be secured and increased business rates generated. The Council has been providing that forward investment (latterly we have been successful in drawing down significant LEP funding to accelerate that infrastructure investment).

In addition, The Council funds the small, EZ support team and various procured professional experts and provides wider support from within the authority from economic development, property services, legal, planning, transport project management and finance functions, all essential to keep activity moving.

Hereford Enterprise Zone Limited

Hereford Enterprise Zone Limited is a company limited by guarantee which has been created to take the work of the Zone forward. It is a non-trading company.

The Company's governance structure provide for a Members Board, which meets twice a year to agree the priorities for the year and to review progress in implementing these. This gives the opportunity to link into the Marches LEP.

An Executive Board meets six times a year to take forward the operation of the company, overseeing progress, receiving detailed reports from the MD. The board is currently 10 strong, led by the private sector with landowner representation.



Skylon Park
Hereford Enterprise Zone
November 2021

RESPONSIBILITIES, ROLE AND PERSON SPECIFICATION FOR BOARD CHAIR

Key responsibilities

- To lead the EZ Board, ensuring that it fulfils its responsibilities for the governance and strategic direction of the Enterprise Zone and acts in compliance with its governing document, company law and other relevant legislation
- To provide strategic guidance to the Managing Director in achieving the aims of the Enterprise Zone
- To foster effective relationships between Landowner, Stakeholder and Associate Directors, Herefordshire Council and Goodwin Trust, and working with the private sector Vice Chair, share responsibilities and maintain the appropriate profile in the business community, with stakeholders, the media and all interested parties.

Role Description

Leadership – Promoting and achieving the Enterprise Zone vision

- Chairing Board meetings and ensuring that Board members are given the opportunity to contribute fully
- Work with the Managing Director to ensure that Directors develop a long-term strategic vision for the organisation with objectives that can be monitored
- To provide leadership and stewardship to the Board ensuring that Directors fulfil their responsibilities for the good governance of the Company

Policy – Strategy, Delivery and Results

- To ensure the Board sets and implements the Enterprise Zone's strategic vision and direction, obtaining approval for this as necessary
- Monitor progress with the delivery of the annual business plan, working with the MD to ensure resources are deployed appropriately including contracts/external advisors
- Ensure that the actions and decisions of the Board are in line with the Company's strategic aims and comply with its Articles of Association and relevant legislation
- Evaluate results and impacts and ensure these are reported on, and inform continuous improvement
- Take action, within the authority of the Board, for urgent matters that arise between Board meetings in consultation with the Vice Chair and Managing Director where practicable, and report back to the Board
- Work with the Managing Director on agendas for meetings
- Ensure that the decisions of the Board are implemented

Governance Process – People, Finance, Systems

- Ensure that Board members act reasonably, in the best interests of the Company
- Ensure that a register of interests is kept for all Directors and any potential conflict of interest is dealt with appropriately
- That appropriate accounts and other required corporate documents are filed on time
- With the Vice Chair and Managing Director, lead on the development of the Board and ensure that Directors receive appropriate advice, training and information relating to their role

Ambassador role

- Act as an ambassador to help promote the Company to stakeholders and potential client investors, representing it at key events and meetings. This to include attendance at Marches LEP Board meetings, as HEZ Chair is ex officio a Board member of the LEP
- To support Board members to act as appropriate, as ambassadors for the Enterprise Zone

Person Specification

Must have:

- Private sector background and experience – strong business leadership, commercial focus and acumen
- Familiarity and experience of operating at a corporate level with a good understanding of Board governance/operational frameworks and the responsibilities of Directors
- Good understanding of, and familiarity with, a Chairman's role and purpose and the skills and behaviours required to deliver this
- Credible ambassadorial/representational experience
- Knowledge of, familiarity with, and passionate about the economy and business networks of Herefordshire.

Nice to have:

- Familiarity and experience in the commercial land sales and property development sectors
- Experience of, and involvement with, public/private sector partnerships or ventures especially related to economic development or regeneration

Term of office

Tenure of office as Chair will last for an initial fixed term of three years

Appointment for a further period or periods thereafter is possible.

Time commitment

An average of 2 – 3 days per month.

The Executive Board meets six times a year and will provide reports and updates to the Member Board which meets twice a year.

The LEP Board meets six times a year.

The role is unpaid. Reasonable travel expenses will be paid for attendance at Board meetings and other meetings which the Company requires you to attend