

Tamworth Borough Council

Employment Land Review

Stage 1: Assessment of existing employment land situation

And

Stage 3: Identification of Suitable Portfolio of Employment Land for the future

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Introduction

In accordance with guidance set out in the WMRSS-Phase Two Revision Local Planning Authorities are required to undertake a regular review of existing employment land and future development land to establish both the continued suitability of sites for employment development and to ensure the continuing supply of readily available and attractive sites. This forms part of the evidence base to assist in the production of the Core Strategy.

This paper covers section 1 and 3 of the guidance note on Employment Land Reviews (DCLG, 2004). It provides an assessment of the existing employment land situation and linked to these findings, identifies a portfolio of sites for the future. Section 2, an examination of how much employment land may be required for the future has been previously carried out by Staffordshire County Council. The key findings of this document are summarised on page 54.

Policy Context

Local Plan

The Tamworth Local Plan 2001-2011 was adopted in July 2006. In November 2007, as a consequence of a high court challenge the allocated sites were removed. These consisted of the following sites amounting to 4 hectares in total:

- | | |
|--|--------------|
| • North of Bonehill Road 1 | 0.7 hectares |
| • Land off Magnus, Tame Valley Industrial Estate | 0.4 hectares |
| • Land off Sandy Way | 0.3 hectares |
| • Stonydelph (Retained Land) | 2.6 hectares |

In July 2009 certain policies within the Local Plan were saved, however as a result of the High Court challenge the following policies were removed;

- EMP1: Provision of Employment Land
- EMP2: Provision of Employment Land – Allocated Sites

The saved policies consist of:

- EMP3: Uses within Established Employment Areas. This policy highlights that within established employment areas
- EMP7: Working from Home

Furthermore EMP4 and EMP5 were removed as they are adequately covered by EMP3.

Structure Plan

The following Structure Plan policy related to Employment was saved on the 27th September 2007.

Saved policy E1

The Structure Plan requirement from 1 April 1996 to 31 March 2011 is for 120 ha of additional employment land in Tamworth. As at 31 March 2009, in terms of commitments, under construction and completions, 56.33 ha had been provided.

Regional Spatial Strategy

The West Midlands Regional Spatial Strategy (formerly Regional Planning Guidance 11) was initially published in June 2004. However the Secretary of State suggested several issues which needed to be developed further as part of a revision process. This is being undertaken in three phases, of which the second covers issues including employment land.

The West Midlands Regional Spatial Strategy Phase 2 revision draft was examined in public in Spring 2009. The Panel report is set to be published later in the year.

West Midlands Regional Spatial Strategy (WMRSS)- Phase Two Revision Draft

The following employment policies are outlined in the WMRSS Phase 2 revision draft which the Core Strategy will need to take account of.

Policy PA6-Portfolio of Employment Land and Premises

Local Authorities should aim to provide and maintain a range and choice of readily available employment sites as well as ensuring an appropriate stock and supply of business premises of all types and sizes to meet the needs of the Regional economy

Policy PA6A- Employment Land Provision

Tamworth Boroughs requirement is for a 14 ha rolling five year reservoir and an indicative long term requirement of 42 ha over the period 2006 to 2026

Policy PA6B-Protection of Employment Land and Premises

Employment and premises are a valuable resource to the economy of an area and should be protected from competing uses where it can be demonstrated that they make an important contribution to the portfolio within an authority's area.

Economic Background

Employment Base

Tamworth's Employment base has developed from coal mining, textiles and heavy metal working. Manufacturing has been an important employment sector for Tamworth and has included agricultural machines, papermaking, aluminium ware and motor vehicles. The car maker Reliant produced cars in Tamworth until 1999.

However, in the mid to late 1990s Tamworth experienced job losses in a number of the Town's larger manufacturing firms including:

- Reliant Cars
- Britvic Soft Drinks
- Camlaw
- Darwell Engineering
- Doultons
- Tame Valley Alloys
- Newell Furnishings

This led to an economic restructuring of the Town's employment base with a shift from a manufacturing to service sector based economy.

Focusing on the economic structure as at 2006 (NOMIS), Tamworth Borough had 31,500 employee jobs, the third lowest number of employee jobs of the eight districts councils in Staffordshire. However when focusing on these figures relative to working age population, the position is more favourable, at 2006 Tamworth had a working age population of 48,400, 0.65 jobs per resident of working age this is comparable to Lichfield with a working age population of 58,400 and 37,000 employee jobs, 0.63 jobs per resident. Tamworth Borough has grown modestly in terms of jobs with an additional 800 jobs in the District between 2001 and 2006, which equates to a 2.6% increase. This is similar to an increase of 2.5% but lower than a 5.7% increase in Staffordshire as a whole.

Focusing on sector based trends over the same period, the most significant changes are in the banking, finance and insurance sector, transport and communications, construction and manufacturing sectors. The banking, finance and insurance sector has the highest number of employee jobs in the Borough with 8,200 jobs representing 25.9% of the total jobs, significantly higher than the average for Staffordshire (14.9%), the West Midlands (17.8%) and Great Britain, between 2001 and 2006 this increased significantly by 2,200 jobs, 34%.

The manufacturing sector has declined by 34%, with a reduction of 2,300 jobs. This sector accounts 14.3% of the total which is slightly lower than the average for Staffordshire (15.6%) and the West Midlands (14.7%) but above the UK average (10.9%).

The transport and communications sector has increased by 19% and accounts for 8.0% of jobs and the construction sector has increased by 57% accounting for 7.1% of all jobs.

In addition there has been a slight decline in the distribution, hotels and restaurants (-200 jobs, 2.4%) which now accounts for 25.6% of all jobs, and public administration education and health sectors (-200 jobs, 4%) which accounts for 14.5% of all jobs. This sector is significantly under represented compared to Staffordshire (25.9%), the West Midlands (26.6%) and the UK average (26.9%).

Employment Rates

Focusing on current unemployment rates (Staffordshire Economic Bulletin, August 2009), the most recent data taken during the economic downturn shows the West Midlands region being the worst affected of any region. Focusing on Staffordshire and specifically Tamworth at July 2009, there has been a considerable growth in unemployment with the claimant rate at 4.9% which is second to Cannock Chase, the highest rate at 5.1%.

However there is evidence across Staffordshire that these trends are fluctuating on a monthly basis highlighting a particularly volatile economy during the current economic downturn which is not necessarily an indication of the long term situation.

Transport Links

Tamworth's transportation links are excellent, as it is located close to the M6 Toll Road, Junction 10 of the M42, the A38 and A5, with a 25 minute road journey to Birmingham. Tamworth Railway Station is positioned on the West Coast Main Line and the Cross Country route. Services run to nearby Lichfield Trent Valley and direct to London, Crewe, the North and local stations to Birmingham. These operate frequently within the day, promoting access to Tamworth.

Improvements through the West Coast Mainlines' Modernisation Programme have been completed, reducing journey times and increasing the number of passengers and freight capacity through Tamworth.

In addition, Tamworth is situated within close proximity to two airports, Birmingham International, (Solihull) and East Midlands, (Nottingham), both of which serve Europe and intercontinental routes as well as holiday destinations.

Tamworth's accessible location by road, rail and air connections makes the Town a viable and therefore, important location for business development. Tamworth's proximity to major population centres and the East and West Midlands transport infrastructure opens up local, national and international business markets. In particular the M6 Toll road represents a significant development opportunity for Tamworth as well as the M42.

Commuting Patterns

The following information comes from the Staffordshire Journey to Work analysis based on 2001 Census:

- Tamworth has a significantly smaller workforce compared with number of employed residents living in the town
- Tamworth has very strong linkages with North Warwickshire and Lichfield District, but the strongest linkage is between the Borough and Birmingham, with a third of residents that travel out from the Borough for work purpose commuting to Birmingham
- Of all the Districts in the County, Tamworth has the lowest percentage of residents working from home in the County with 7.5% of employed residents working from home
- In total 20% of employed residents living in Tamworth travel in excess of 20km to work, this is the second highest proportion in the County. Therefore out-commuting is an issue for Tamworth.
- In terms of transport modes (ONS, 2001), the car is the dominant mode of transport with 72.1%, 7.3% use public transport (5.8% bus and 1.5% train) and 11% use 'green' modes (8.2% walk and 2.8% bicycle). This is demonstrated in Table 1 below, showing the travel to work patterns of Tamworth residents.

Table 1 Travel to Work Patterns

Work mainly from home	7.5%
Train	1.5%
Bus	5.8%
Motorcycle	1.1%
Car (as driver or passenger)	72.1%
Taxi	0.8%
Bicycle	2.8%
Walk	8.2%
Other	0.2%

Source: 2001 Census, ONS

Stage 1: Assessment of existing employment land situation

This review of employment land within Tamworth Borough has been undertaken using current monitoring data, an assessment of existing sites with planning permission and a comprehensive update of established employment areas as outlined in the Tamworth Local Plan.

New Land Available for Development

Table 2, the 2008-2009 'Availability of Employment Land' shows requirements for both the Structure Plan (SP) and the Regional Spatial Strategy (RSS) Phase 2 Revision. Both have been included as the RSS Phase 2 revision is currently in the process of examination and consequently there is some uncertainty regarding the figures. Location maps of the sites included in the table are located in Appendix 1.

Table 2 Employment Land Availability

Structure Plan (SP) Requirement, 1 April 1996 – 31 March 2011	120 ha
RSS Requirement (RSS), 1 April 2006 – 31 March 2026	42 ha long term 14 ha rolling 5 yr supply
Completions, 1 April 1996 – 31 March 2008 (SP)	31.92 ha
Completions, 1 April 2006 – 31 March 2008 (RSS)	0.59 ha
Completions, 1 April 2008 – 31 March 2009	0.0 ha
Under Construction (position as at 31 March 2009)	0.4 ha
Sites vacant with planning permission (New employment sites, position as at 31 March 2009)	24.01 ha
Local Plan Allocation Sites (excluding those with planning permission, under construction and completed) All Local Plan Allocation sites have been removed as a consequence of a High Court challenge in November 2007	0.00 ha
Total Provision (SP)	56.33 ha
Total Provision (RSS)	25 ha

In terms of available employment land, the table shows that within Tamworth there is currently 24.01 hectares of additional employment land available. Alongside sites completed and under-construction, the total provision of readily available employment land in accordance with the RSS (since 2006) is 25 ha. Therefore there is an oversupply in terms of the rolling five year reservoir requirement, but an undersupply of 17 ha of employment land to be found within the Borough based on the requirement of 42 ha (as at July 2009).

Focusing on Local Plan sites, the table gives reference to a high court challenge in November 2007. Prior to their removal, the Local Plan sites amounted to 4 hectares.

In order to address the shortfall in identified long term employment land requirement a review of existing employment land is required and an assessment of the need for redeveloped employment land and new employment land. As part of this process a comprehensive assessment of the current employment areas has been carried out. This was based on site visits carried out during June. The assessment of market supply and demand was based on current data and interviews with the main letting agents who operate in the Borough.

Existing Employment Areas Profile

Methodology

The data was collected through site visits in June 2009 carried out by members of the Development Plan and Economic Development Team. During the site visits the use class of units was collected through visual assessment and discussion with site managers. This information was used to update the employment area database. Furthermore, an overall quality assessment was carried out as per the Planning Guidance on Employment Land Reviews¹. This report is set out to reflect the 'clusters' of industrial estates that are located throughout the Borough.

The unit's size was derived from GIS therefore reflecting the floor space of the unit at ground level rather than the gross or net floors space for the units as a whole.

When analysing types and quantity of commercial property in Tamworth, and occupancy rates, we have broken this down into 4 separate size categories.

- 0-300 sqm
- 301-3000 sqm
- 3001-9000 sqm
- 9001 sqm and above

These categories are based on those used by Staffordshire's inward investment agency Instaffs, and also replicates patterns of enquiries received from smaller locally based business to larger national organisations.

¹ Employment Land Reviews Guidance Note (DCLG 2004, page 56)

Furthermore the quality assessment, carried out on site is outlined in Appendix 2. It is based on criteria set out in Planning Guidance on Employment Land reviews (DCLG, 2004, p. 56) and assesses the following in order to assist in evaluating employment area performance and redevelopment potential:

- Strategic Access
- Site prominence (signage)
- Local Amenities
- Character of Area
- Environmental Quality
- Security

The Market viewpoint is derived from discussions with letting agents responsible for a large proportion of the employment areas in Tamworth.

Overall Situation

There are 11 Employment Areas in the Borough of Tamworth, listed as follows;

- Tame Valley Employment area
- Lichfield Road Employment area
- Amington Employment area
- Bonehill Road Employment area
- Cardinal Point Employment area
- Kettlebrook Employment area
- Beauchamp Employment area
- Two Gates Trading area
- Hedging Lane Employment area
- Relay Park (incorporating Relay Point)
- Centurion Park Employment area

Appendix 3 shows the locations of all 11 Employment areas in the Borough of Tamworth.

There are 3 further employment areas located outside Tamworth's boundary that contribute to Tamworth's employment market

- Riverside Industrial Estate, Fazeley
- Drayton Manor Business Park
- Birch Coppice Business Park

Tamworth Borough Employment Area –Overall Analysis

The following section provides an overall analysis of Tamworth Boroughs Employment Area.

Land Use

The following graphs show the use class for Tamworth Employment Areas. Based on both floorspace and the number of units, the predominant use class is B2 (45% and 53%).

There is some variation between B1 and B8 in terms of floorspace and number of units. In terms of floorspace, B8 accounts for 38% and B1 10%. This pattern reverses for the number of units, 24% B1 compared to 10% B8. This pattern is not surprising given the considerably greater land requirement for B8 uses compared to B1.

Figure 1

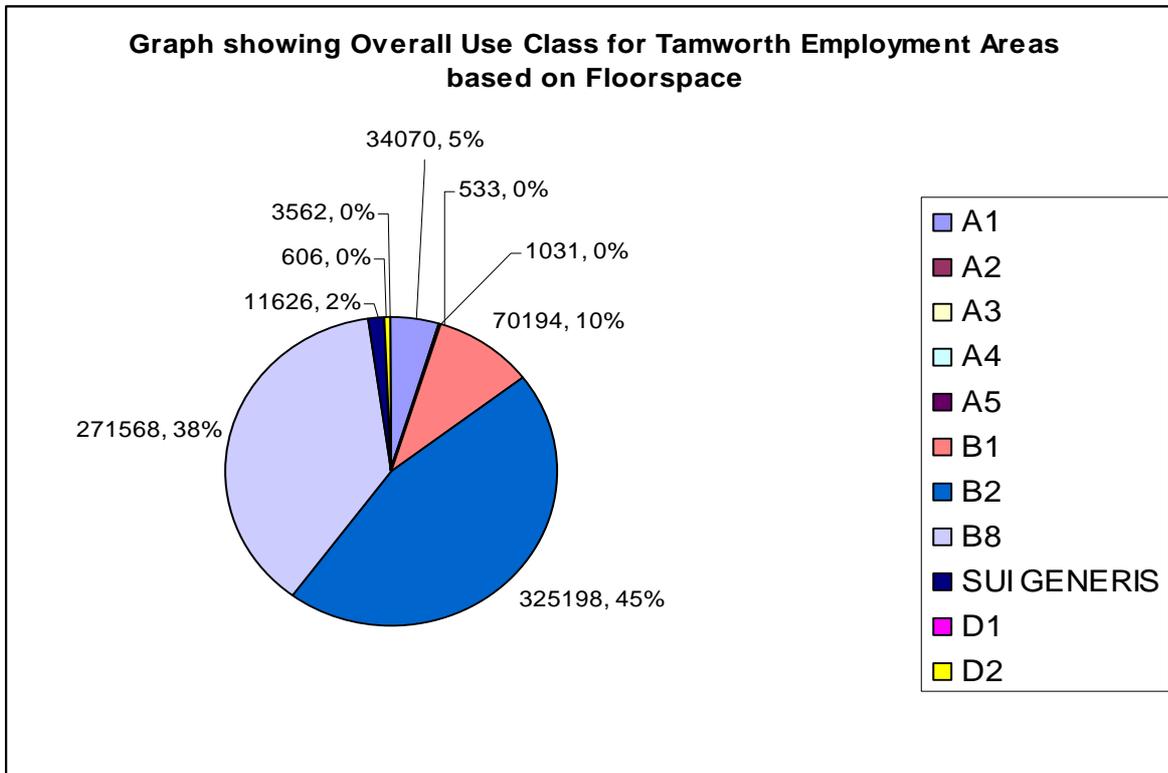
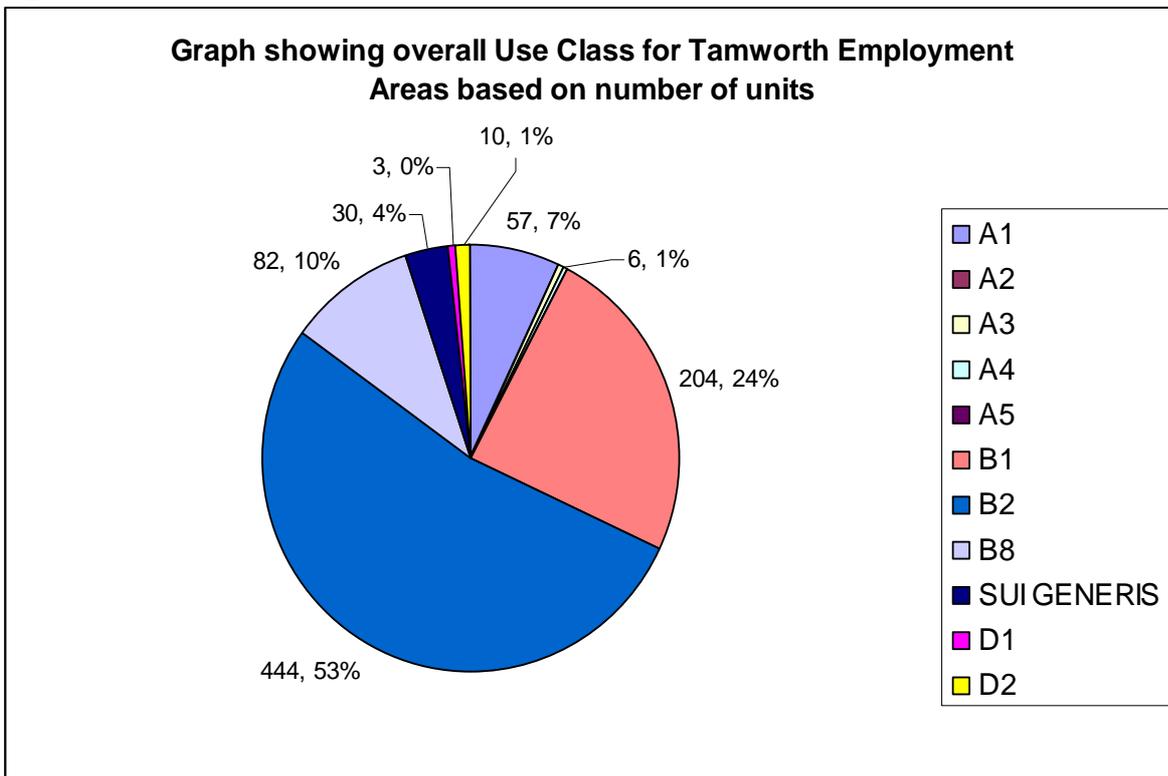


Figure 2



Unit Mix

Table 3 outlines the Unit mix for employment areas in Tamworth. There is a dominance of small and medium unit with 60% of the stock made up of units of 300 sqm or less, essentially starter units. 35% of the stock is made up of small to medium sized premises between 300 and 3000 sqm. There is far less stock of large units with only 5% of the stock over 3001 sqm.

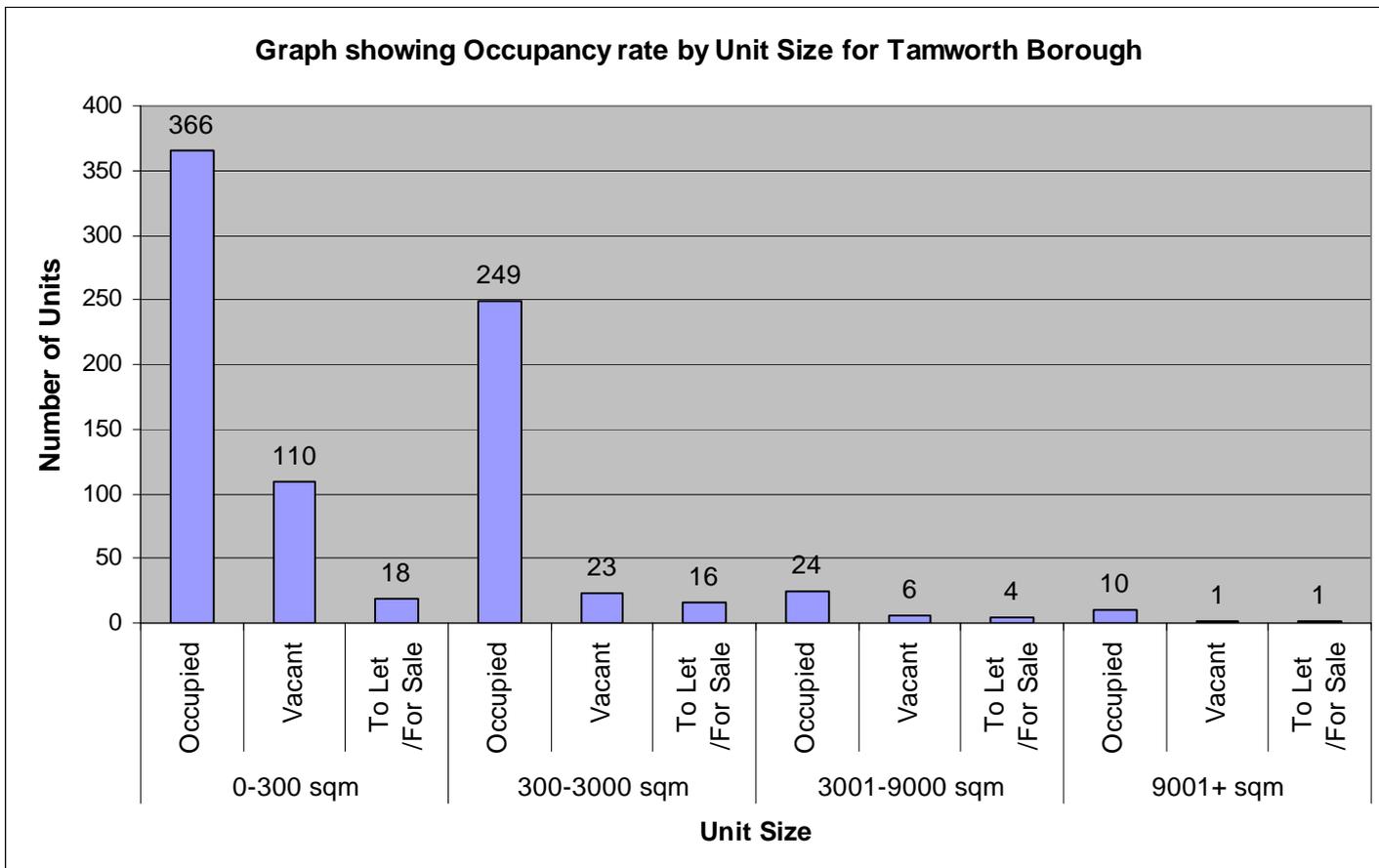
Table 3 Unit Mix for all employment areas

Unit Size	Number of Units
0-300 sqm	494
300-3000 sqm	289
3001-9000	34
9001+	12

Occupancy

Based on assessments made during site visits, Tamworth’s employment areas have an overall occupancy rate of 83%. 10% of units were vacant or currently ‘inactive’ with 7% of units For Sale or available To Let.

Figure 3



Individual Employment Area Analysis

The following section provides analysis of each of the employment areas. Appendix 4 contains maps of the employment areas.

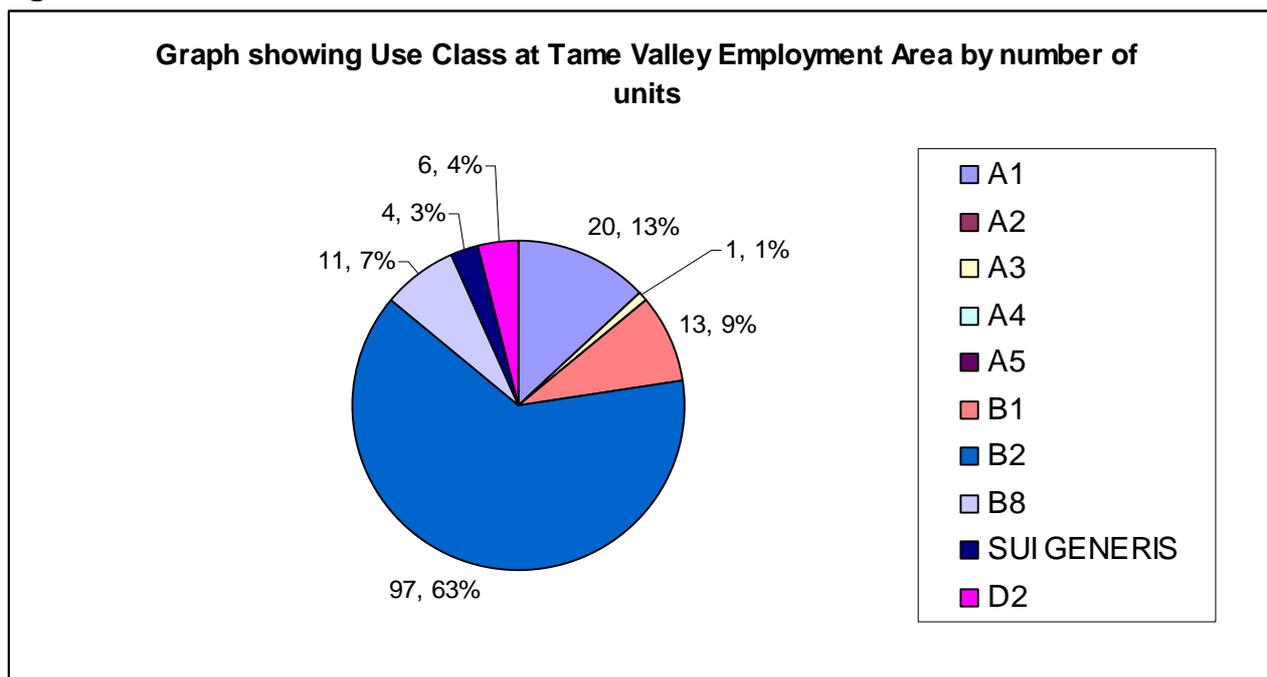
Tame Valley Employment Area

Tame Valley Employment Area is the third largest in Tamworth Borough at 30.01 hectares in size and 152 units which occupy a number of smaller 'sub-estates'. It is located towards the South of the Borough, located South of Watling Street, bordered by Ninian way to the East and the Birmingham to Nottingham train line to the West.

Land Use

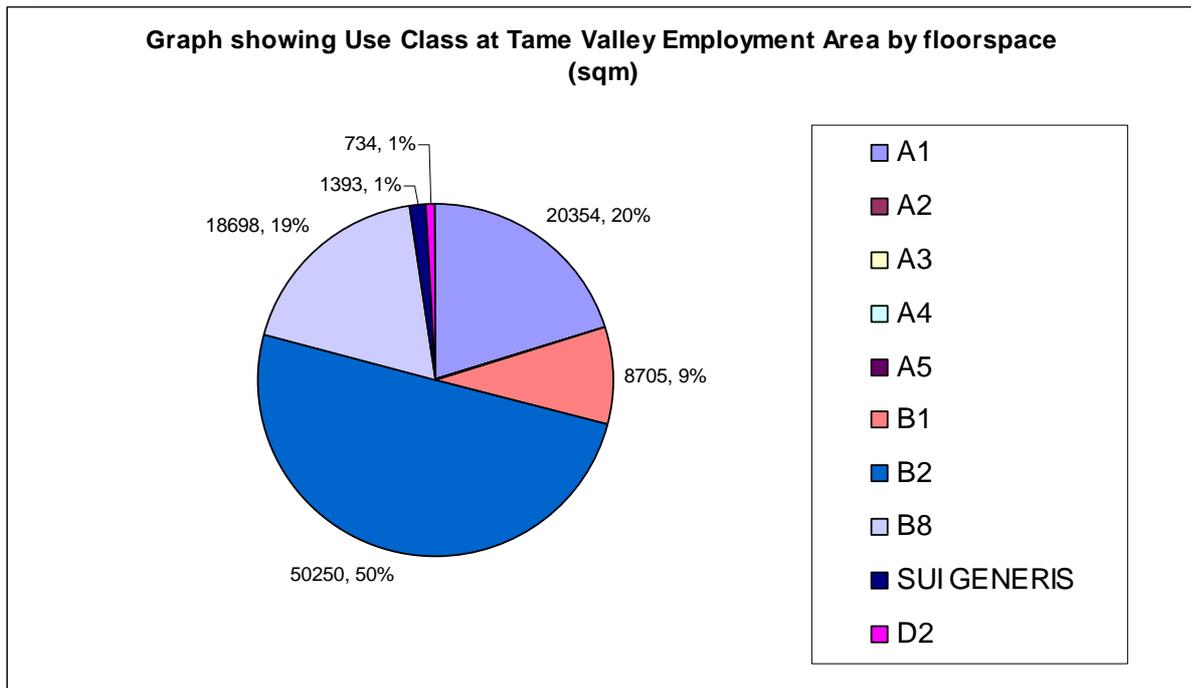
The most dominant form of use class at Tame Valley Employment Area is B2 with 97 units or 63% of all units within the site. The second largest number of units is within the A1 category with 20 units or 13% of the whole site. The layout of the site consists of small and medium units. This is shown in figure 4.

Figure 4



The size and layout of the units is an important feature of any Employment Area. Figure 5 shows the use classification by floorspace in square metres. The dominant use class in the employment area is B2, General Manufacturing, which accounts for 50% of all floorspace with 50,250sqm. B2 use accounts for 20,354 or 20% and A1 accounts for 19% or 18,696sqm. The large amount of A1 retail space is attributed to the Co-op superstore which sits in the Middle of the site. Furthermore B1 (office) only accounts for 9% or 13sqm.

Figure 5



Tame Valley’s Employment Area is made up of mainly small and medium sized units. Table 4 below shows the size and frequency of the units.

Table 4 Unit Mix for Tame Valley Employment Area

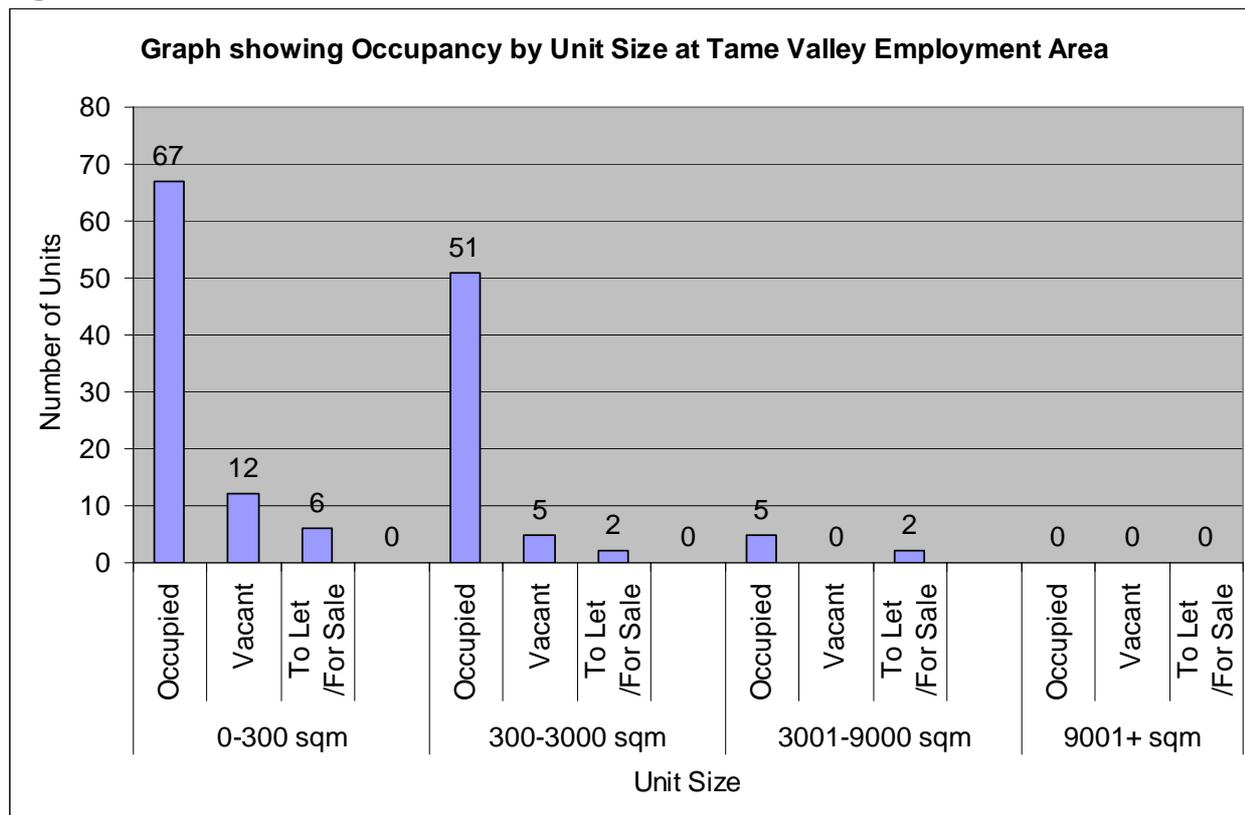
Unit Size	Number of Units
0-300 sqm	86
300-3000 sqm	59
3001-9000 sqm	7
9001+ sqm	0

Occupancy

In total, 78% of the units are occupied, 13% are available on the market (For Sale / To Let) and 9% are vacant. The majority of occupied units are under 300sqm in size, while 51 units are between 301-3000sqm. Units above 3001sqm in size amount to 5.

The number of units vacant is 12 in the smallest size (0-300sqm), 5 in the medium size (300-3000sqm) and 5 in the large size (3001-9000sqm). Units to let or for sale amounted to 10 in total, with 6 in the smallest size, and 2 in the medium and large size units. This is demonstrated in figure 6.

Figure 6



Recent Planning Application History

The majority of applications were either to remain in Employment Use or to change from A1 to employment, i.e. B1, B2, B8. There were however to applications out of employment, one change of use to a fitness centre (D2) and one to a hot food café (A3).

Transport Links

In terms of strategic road access, there is indirect access to the strategic road network, however, there may be issues over road capacity for heavy good vehicles travelling along Watling Street to the M42 junction.

There are also issues with the lack of a direct bus service running through the site and the nearest bus stop is on Watling Street, the 766 bus service, this service only runs twice, at 09:45 and 12:45. There is also a nearby rail service at Wilnecote Station however this operates a limited service.

Quality Assessment

Table 5

Tame Valley Employment Area (1=low, 5=high)	
Criteria	Score
Security	2
Strategic Access	3
Prominence (signage)	2
Local amenities	3

Character of area	4
Environmental Quality	4
Average Score	3
Development Potential	3
Additional Comments	Security is above 3 on 2 sub estates on the site (Vanguard and Ninian). Landscaping is only prominent on 2 sub estates, Tame Park and Ninian.

The quality assessment portrays Tame Valley as a site of average quality, with an average score of 3. There is potential for re-development over the medium term, largely due to the high rate of occupancy on the estate causing problems of relocating businesses alongside the higher number of small and medium sized units. The major issues for the site is the poor quality of the signage for the estate as a whole and the accessibility to certain units is poor due to a lack of car parking and limited public transport provision on the site (outlined above).

Market View

Based on discussion with letting agents, Tame Valley is regarded as a good location within Tamworth and there is an adequate level of demand on the site. The site also has potential for alternative use, in particular trade, to build on the existing cluster of trade units located within the centre of the site. However the letting agents highlighted the over supply of small units leading to the lack of potential for expansion.

Spatial Implications

The employment estate appears to be performing well and the low vacancy rate, the small and medium unit sizes (offering limited scope for sub-division) all contribute to a limited potential for site regeneration at this current stage. However the site is becoming increasingly dated and therefore is likely to require remediation work in the short term with potential for redevelopment in the medium to long term. The overall capacity at the site for land from potential redevelopment is 3.61 hectares.

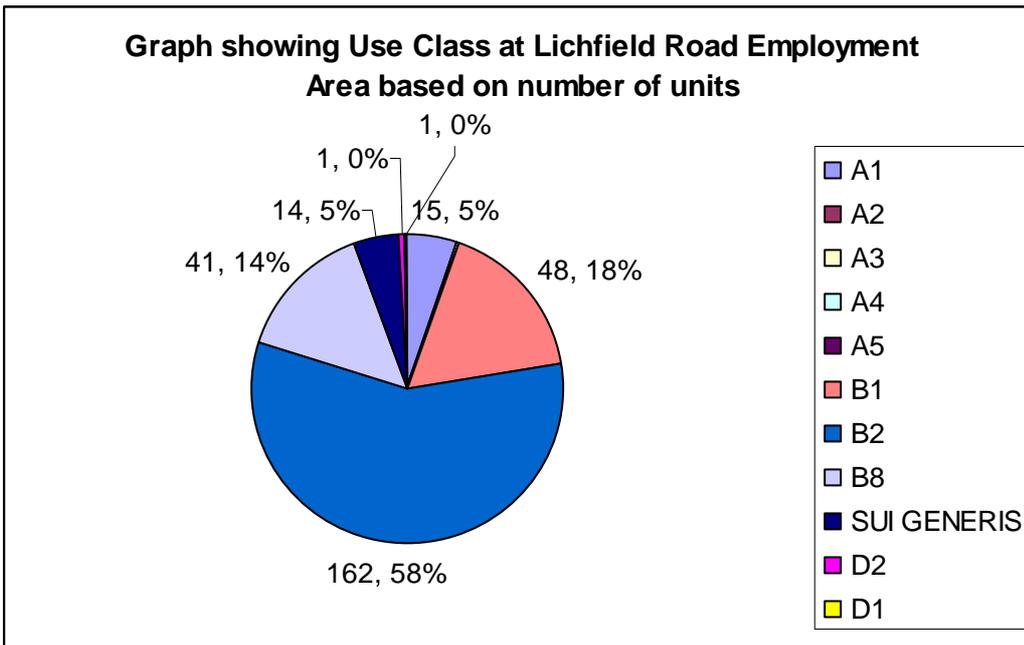
Lichfield Road Employment Area

Lichfield Road Employment Area is located off Lichfield Road to the north west of the Borough, 5 minutes walk west of the town centre. The site is surrounded by the West Coast Mainline Railway line to the north and the southern edge borders housing, a set of allotments and the River Tame.

The Employment area is the largest in the Borough at 59.35 hectares and consists of various small 'sub estates' alongside large units, with 276 units in total.

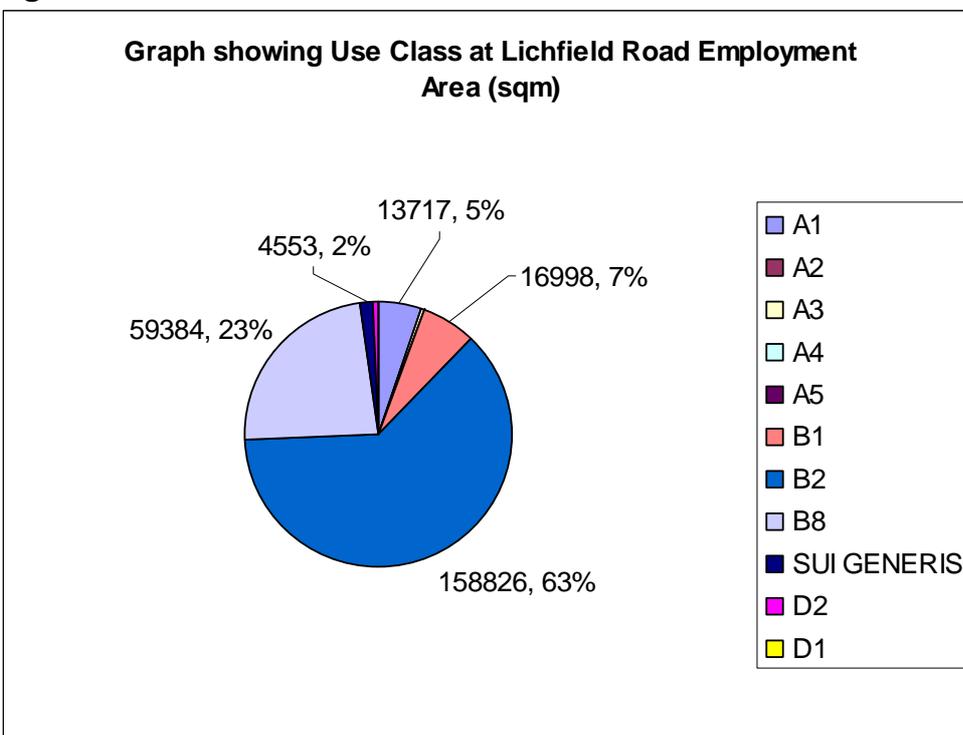
Land Use

Figure 7



Lichfield Road Employment Area has 283 units. Figure 7 shows the distribution of use classification within the site. The dominant use class is B2 with 162 units or 58%. This is followed by B1 (office) with 48 units or 18% of the site. Storage and Distribution or B8 classification is the third most popular for of use with 41 units or 14% of the whole site. The rest of the site is distributed with Sui Generis, A1 (Retail) and A3, restaurant or café.

Figure 8



The size of the units at Lichfield Road Employment Area is shown in figure 8. The largest space is for B2, General Industrial with 158,826 sqm or 63% of the whole site. The

second largest floorspace belongs to the B8 classification (Storage and Distribution) with 59,384sqm or 23% of the site.

The largest number of units in the same use classification is B2 with 162 units or 58% of all units. This reflects a similar position to Tame Valley Employment Area with a high proportion of small and medium units which are not offices. The second highest form of use class is B1 (offices) with 48 units or 18% of all units.

Focusing on the unit mix, the following table outlines the unit mix at Lichfield Road Employment area. The table shows the majority of units are small to medium in size.

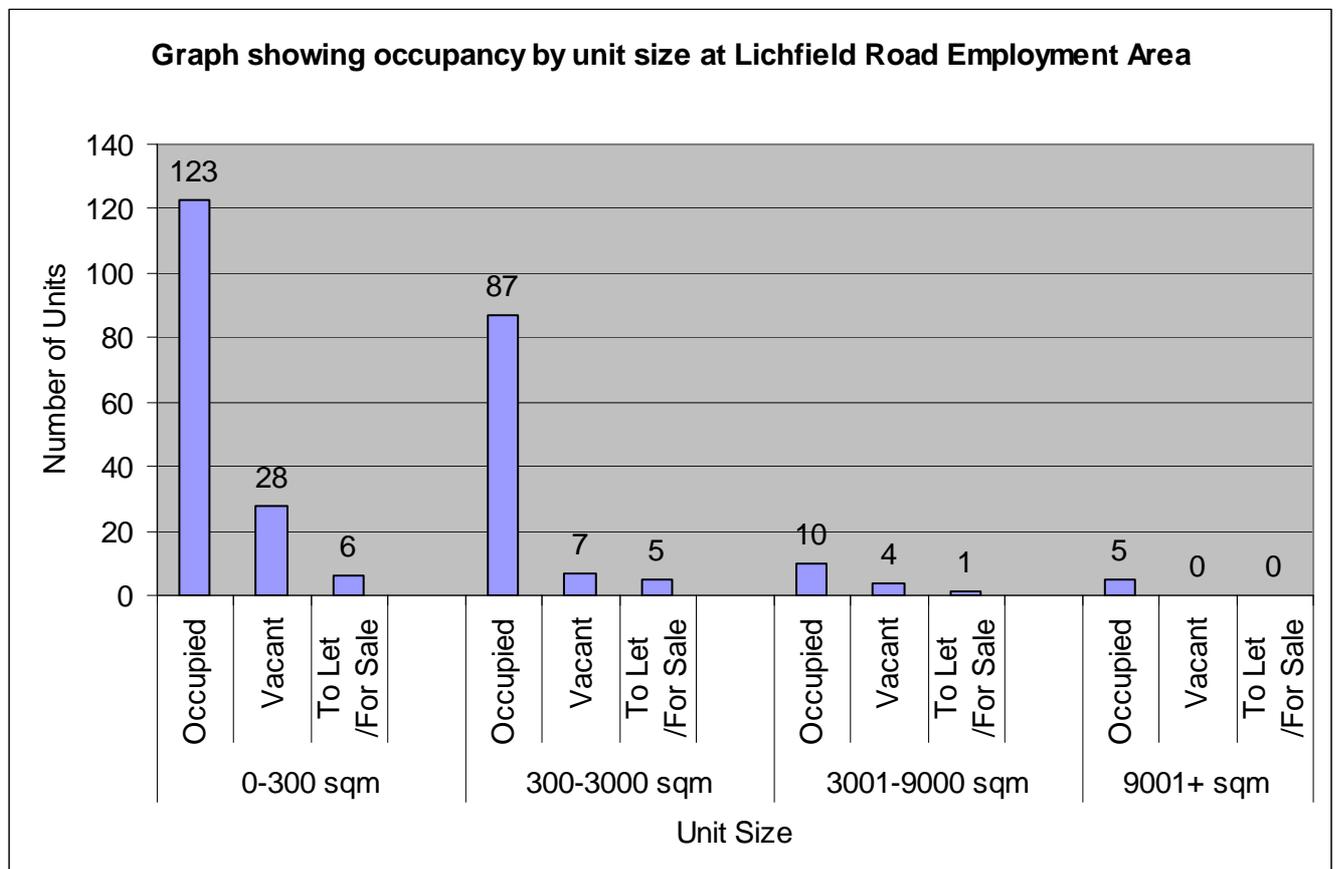
Table 6 Unit Mix at Lichfield Road Employment Area

Unit Size	Number of Units
0-300 sqm	157
300-3000 sqm	99
3001-9000 sqm	15
9001+ sqm	5

Occupancy

In total 86% of the site is occupied, 10% is vacant with 4% available on the market (To Let /For Sale). The most significant proportion of vacant units is amongst the larger units, 33% of units in the 3001 sqm to 9000 sqm are Vacant compared to 22% of properties under 300 sqm. This is portrayed in figure 9.

Figure 9



Recent Planning Application History

The majority of recent applications were changes of use to remain within employment use, principally 3 applications from B1 or B2 to B8. In addition there were applications out of employment use, one change of use from B1 to wholesale warehouse and another B2/B8 to car sales.

Transport Links

In terms of strategic road access, the site has indirect access to the strategic road network. Furthermore there are congestion issues with access to the A5 via the A51 and Tame Drive where there are congestion issues at Ventura Park island during peak periods.

Focusing on public transport provision, the site is served by one stop at the south of the site. This stop is served by the 1, 1E, 3 and 765 buses. The earliest service to the site is at 06.50 and the latest is at 23.00. The frequency of the service is good, with buses running every 15 minutes. The site is also in close proximity to the Town Centre and therefore has access to its wider transport links, in particular access to the national rail network. The employment area does have good cycle access, with cycle routes through the centre of the site.

Quality Assessment

Table 7

Lichfield Road Employment Area	
Criteria	Score
Security	2
Strategic Access	3
Prominence (signage)	3
Local amenities	4
Character of area	5
Environmental Quality	3
Average Score	3.33
Development Potential	4
Additional Comments	Large site containing numerous sub-estates, scores reflect an average score for the site

The quality assessment portrays Lichfield Road as site of average quality (average score 3.33) with potential for re-development over the short to medium term. Some of the units have been vacant for a number of years and are consequently of poor quality and therefore potential redevelopment opportunities. In terms of their spatial distribution, these units are located to the South East of the site. This links to distinct clusters of units of a particular size with larger units located towards the South East corner and smaller units on sub-estates to the North East of the site.

Further issues on the site are poor road quality both on main access roads and on sub-estate roads, this has a negative impact on the accessibility of the site and the environmental quality.

Market View

Based on discussion with letting agents, Lichfield Road is an employment area in a good location and is currently performing adequately. The site does have some issues, in particular units which are dated in appearance and design. This is currently causing issues in terms of vacant units above 2000 sqm and the site is becoming less attractive for businesses at the higher end of the market, such as Research and Development, Medical Technology and Communications. This links to the above data regarding occupancy rates as 33% of units in the 3001 sqm to 9000 sqm are Vacant compared to 22% of properties under 300 sqm.

Moreover the area has a large degree of multiple ownership at sub-estate (micro) level. This causes environmental problems such as poor road and verge maintenance due to a lack of site management which causes the areas to become less attractive. A further market issue is poor security measures on the site which is likely to have design considerations for future development.

Spatial Implications

Although the occupancy rate is relatively high (higher than Tame Valley) there is potential for redevelopment of larger units to the South East of the site, in particular those that are currently vacant or on the market.

Amington Employment Area

Amington Employment Area is located to the East of the Borough, surrounded by Amington Golf Course to the East, Glascote Road (B5000) to the South and residential properties to the North and West.

The employment area is the second largest in the Borough at 40.28 hectares and consists of 243 units.

Table 8 outlines the unit mix at Amington. The area is dominated with small and small to medium sized units.

Table 8 Unit Mix at Amington Employment Area

Unit Size	Number of Units
0-300 sqm	162
300-3000 sqm	75
3001-9000	5
9001+	0

Land Use

B1 and B2 are the two dominant use classes on the site with 46% and 42% of units, as shown in figure 10.

Figure 10

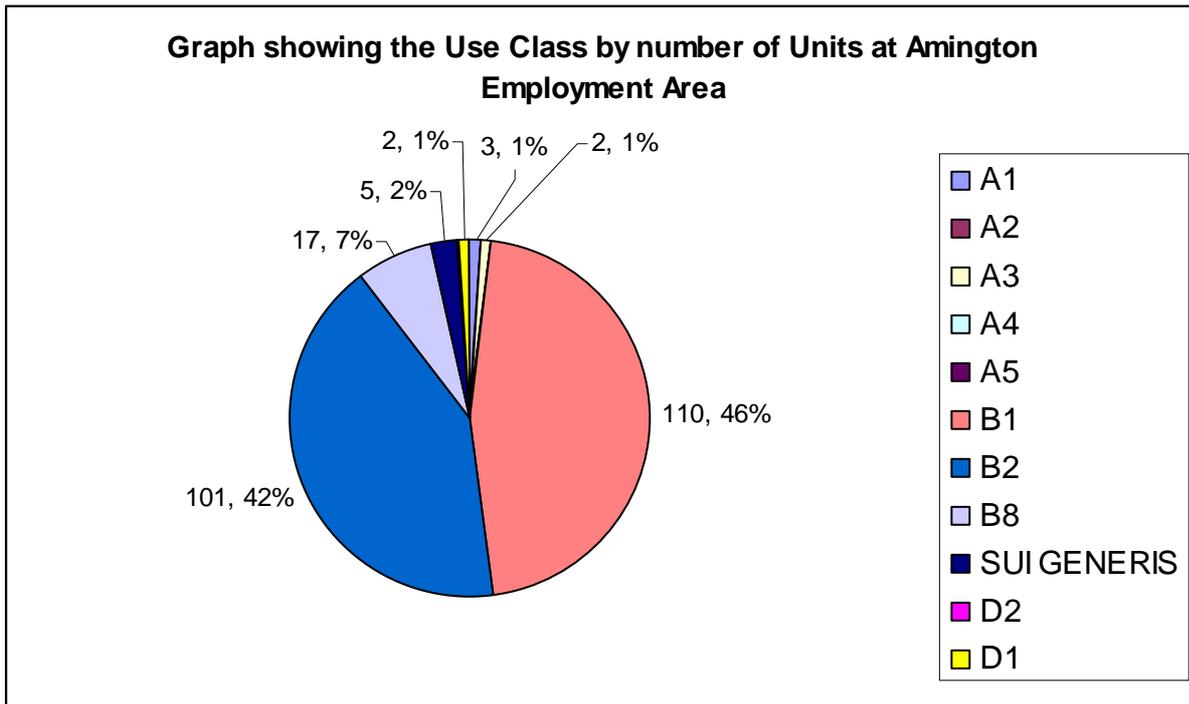
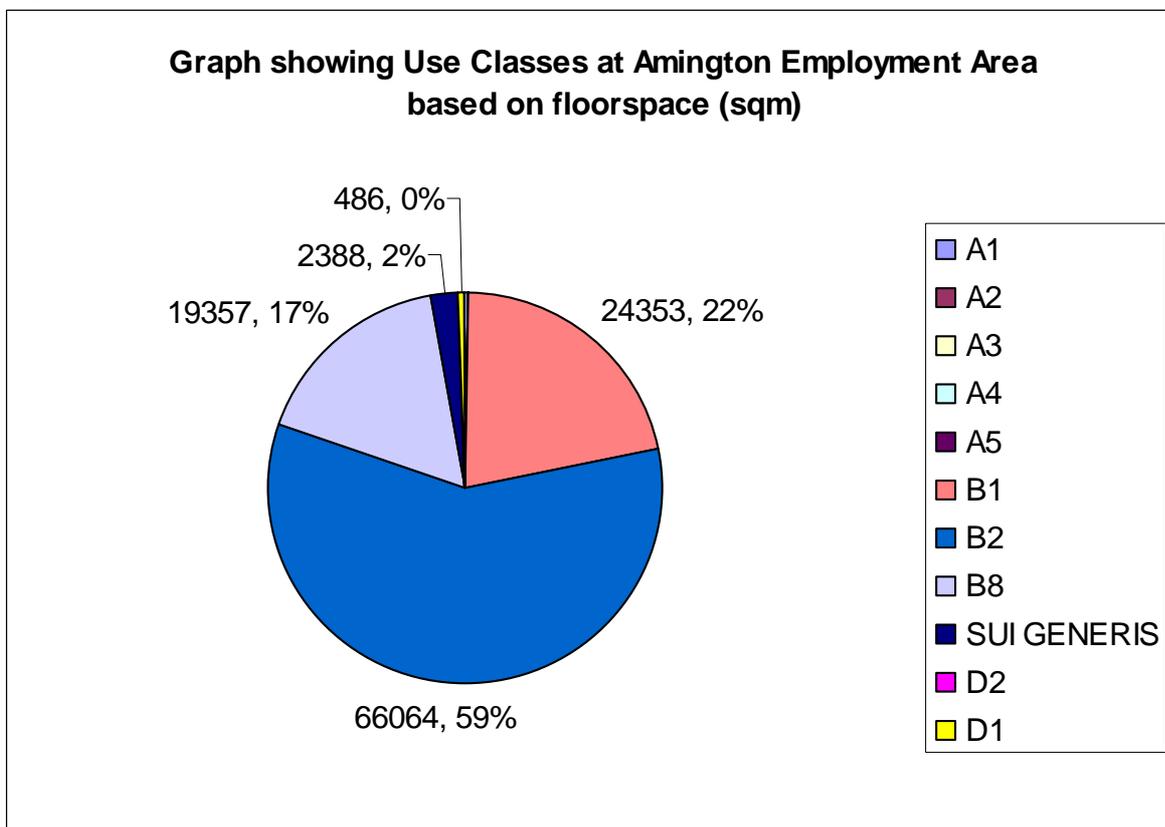


Figure 11 shows the use classification in terms of floorspace. B2 is the dominant use class with 59% compared to B1 (22%) and B8 (17%). This pattern reflects the land requirements of B2 compared to B1 and also Amington contains a large number of small office clusters to the North of the site.

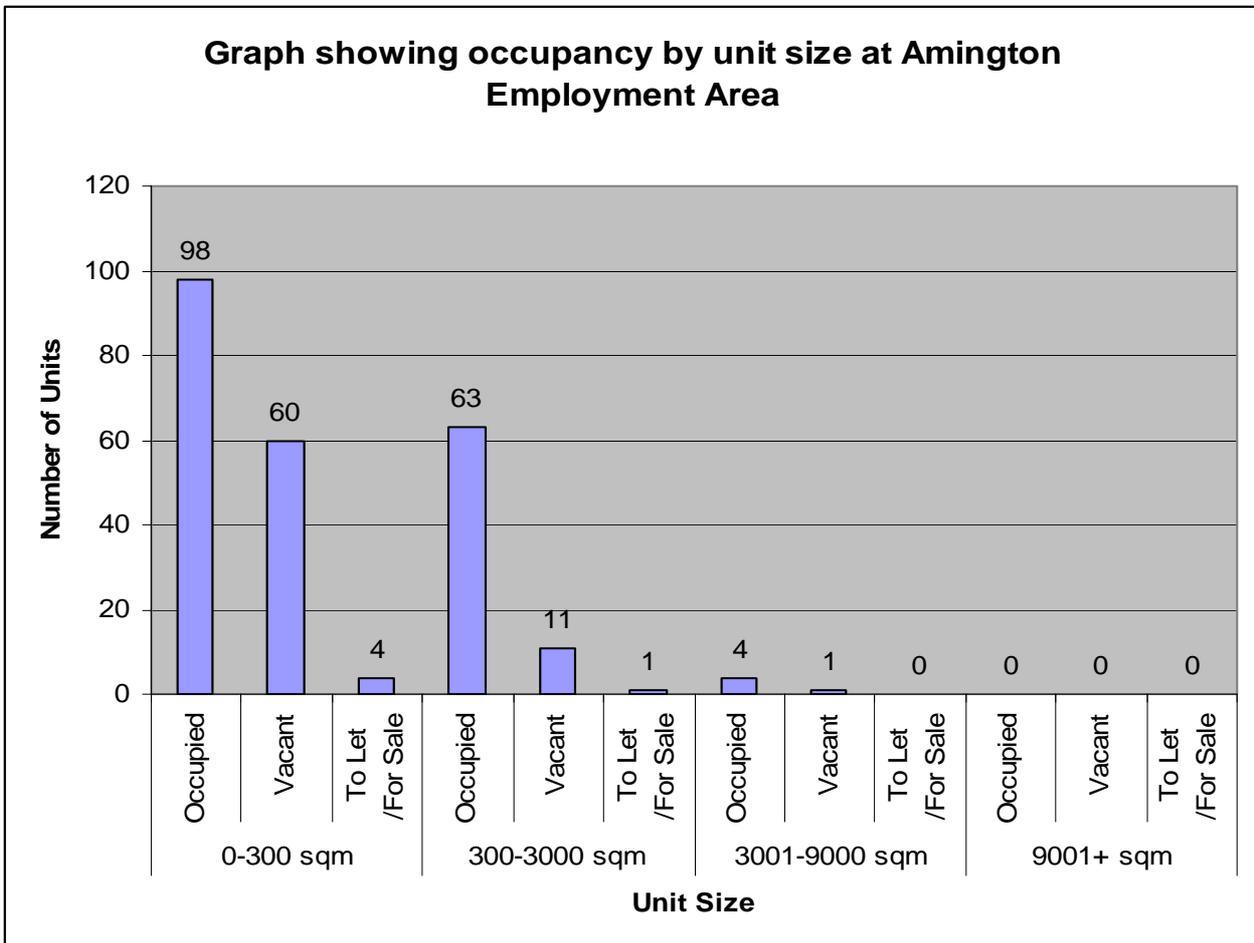
Figure 11



Occupancy

81% of the site is occupied, 18% appears vacant with 1% on the market. Based on unit size, the greatest number of vacant units are amongst the small units, which corresponds with the greatest proportion of units on the site which are made up of B1 offices and small B2 units. This is demonstrated in figure 12.

Figure 12



Recent Planning Application History

All the planning applications have been within employment use. The two main applications consist firstly of a redevelopment site for B1 use; Calico Business Park, 3922 sqm which has now been completed. Secondly a new site for B1 use; Sandy Hill Business Park, 1.31 ha has been complete or is under construction (Phase 3, 5000 sqm) with further phases amounting to 1.22 ha yet to start.

Transport Links

In terms of strategic transport links, there is no direct link to the A5 or the M42 and the access roads are B roads running through the either the Stonydelph or Glascote Heath residential areas. The road surface at most of the site is of good quality and there are varied speed restrictions on the site.

Focusing on public transport provision, the site is served by public transport and this is quite well located relative to the whole site. There are 4 bus stops, the 780 runs at the north of the site along Mercian Way and onto Sandy Way in the middle of the site. Also the

7, 776 and 786 bus runs from the south of the site. this operates regular services to the Town Centre and Stonydelph and also to Atherstone and Nuneaton. The earliest service is at 6:50 and the latest at 23:42. It would appear that with 4 bus stops at the site, Amington Industrial Area is well connected in terms of public transport. However the 780 bus, which serves the north and centre of the site does not go directly to the town centre but to Ventura park. However the bus services running at the south of the site runs to the town centre at regular intervals.

The employment area has an advisory cycle route through the centre of the site, along Sandy Way.

Quality Assessment

Table 9

Amington Employment Area (1=low, 5=high)	
Criteria	Score
Security	4
Strategic Access	3
Prominence (signage)	3
Local amenities	3
Character of area	5
Environmental Quality	3
Average Score	3.5
Development Potential	4
Additional Comments	Environmental quality is high at Pebble Close and Amber Business Village but low at Sandy Way and Tamworth Business Centre

The quality assessment portrays Amington as an employment area of slightly above average quality (3.5). The environmental quality of the site varies notably between different sub estates thus reflecting the average score. The cluster of Office units towards the North of the site have a good environmental quality with well maintained landscape features. In contrast, the B2 units at Tamworth Business Centre and Sandy Way appear run down with substantial remediation work require.

However a further issue with the office clusters is a lack of parking spaces which reflects their small size and thus may lead to capacity issues for business expansion.

Market View

Amington employment area has been described as a good quality site but there are some important issues. A key issue raised is the lack of services on the site which is likely to cause problems for additional office developments. Furthermore a large proportion of the existing office stock (clusters of offices to the North) are quite dated, inadequate for contemporary requirements, e.g. ICT and are too small. This could be linked to the proportion of small vacant units. In addition, the poor quality B2 units are likely to continue to have a negative impact in attracting high-end businesses to the area.

A further issue highlighted was the location, with indirect access to the A5 bypass and the M42 junction through residential areas which may cause problems for attracting distribution businesses.

Spatial Implications

Based on both the recent level of applications portraying a demand for office development on the employment area and the vacant units of poor quality at Sandy Way and Tamworth Business Centre there is capacity for some redevelopment at Amington Employment Area. There is additional capacity on the formerly allocated local plan site, 0.3 hectares.

Bonehill Road Employment Area

Bonehill Road Employment Area is located to the West of the Borough and is surrounded by greenfield (floodplain) to the North and West (the west is predominantly Lichfield District) and a combination of retail and residential to the East. The south of the site is bordered by Bonehill Road.

The mix of units within Bonehill Road Employment Area is given below.

Table 10 Unit mix at Bonehill Road Employment Area

Unit Mix	Number of Units
0-300 sqm	0
300-3000 sqm	7
3001-9000	0
9001+	2

Bonehill Road Employment Area has 2 very large units in the 9001+ sqm category and 7 in the 300-3000sqm category.

Land Use

The most dominant use class is B1 (office use) with 5 units or 50% of the whole site. This is followed by B2 use classification with 2 units or 20% of the site.

Figure 13

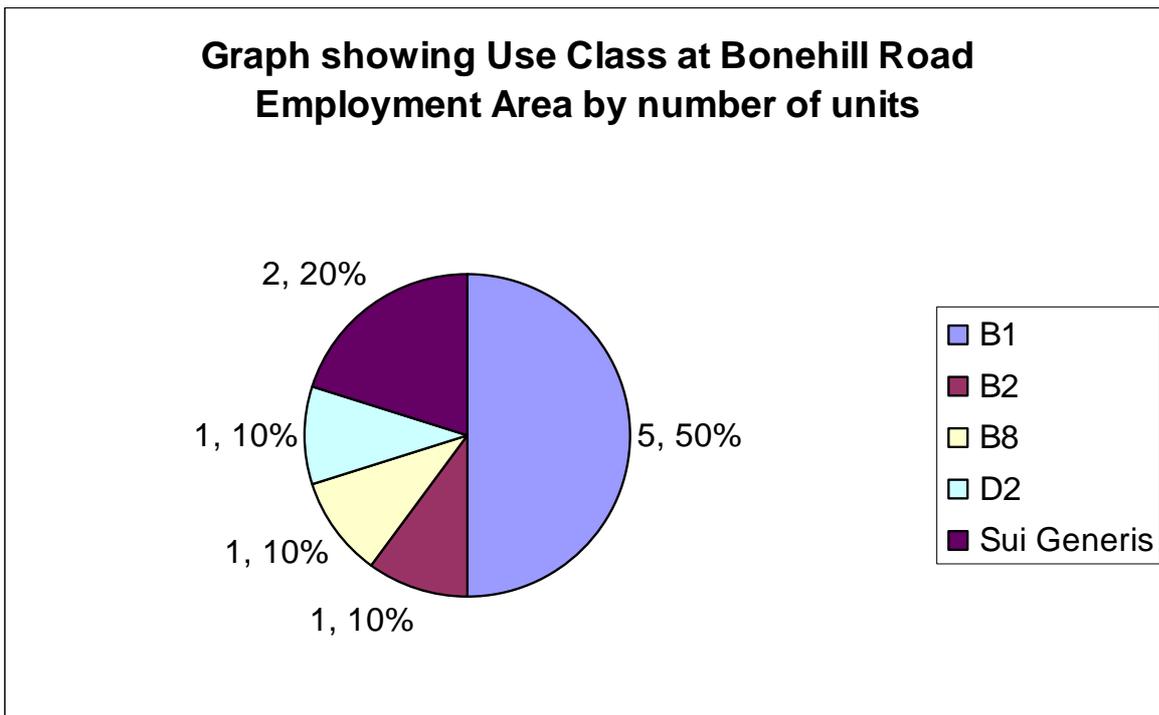
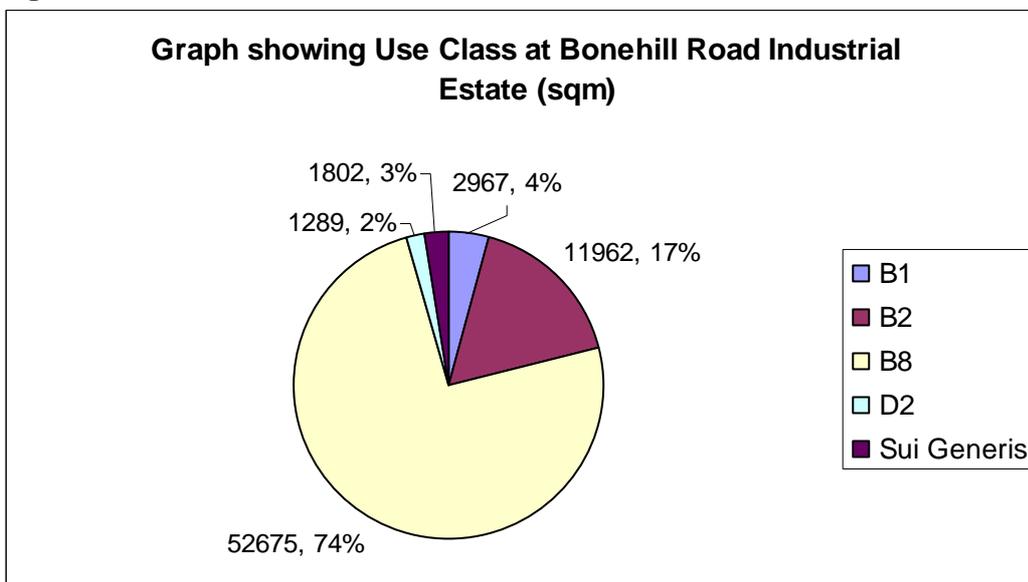


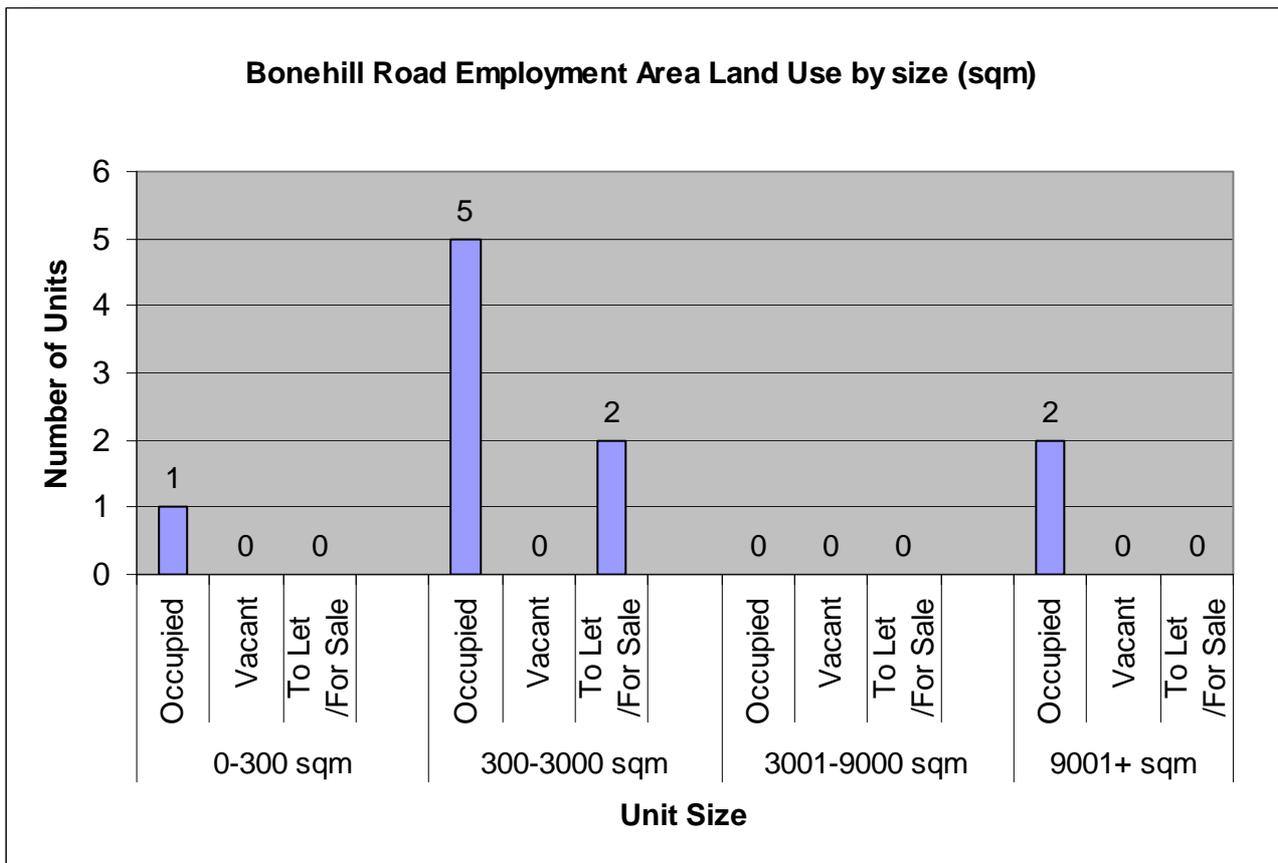
Figure 14 shows the space each use classification covers. The dominant form of space is covered by B8, storage and distribution, amounting to 52675sqm or 74%, while B2 is the second highest with 11,962sqm or 17%

Figure 14



Occupancy

Figure 15



The number of units at Bonehill Road amounts to 10. Figure 15 shows the number of units by status of occupancy and size. Five of the units are occupied and between 300-3000sqm, while two units are occupied in the larger category of 3001-9000sqm. One unit is in the smaller size category whilst two units in the 300-3000sqm range are on the market for sale or rent.

Recent Planning Application History

The planning application history features development of land to the north of the site along Dunstall Lane, 11.9 hectares for B1, B2 and B8 use which has recently commenced (March 2009). In addition a redevelopment for office use has recently been completed.

Transport Links

The area is good strategic transport links with good access to the A5 bypass. In terms of public transport there is no service running through the site but the nearest service is the 115 bus, located on Bonehill road near to Ventura Park. The earliest service is at 07.40 and the latest is at 19.25, with services on an hourly basis. There is a cycle route passing through part of the site.

Quality Assessment

Table 11

Bonehill Road Employment Area	
Criteria	Score
Security	5
Strategic Access	4
Prominence (signage)	3
Local amenities	5
Character of area	4
Environmental Quality	5
Average Score	4.33
Development Potential	5
Additional Comments	

The quality assessment portrays Bonehill Road as an employment area of good quality (4.33) with some development potential in the short term. The area has good strategic access with close proximity to the A5 bypass, good local amenities at the Jolly Sailor retail park. Furthermore the area is of excellent environmental quality and the units have high quality security consisting of CCTV, secure fencing and gate houses on the 2 larger distribution units. However signage on the area is an issue as there is no clear signage at the entrance points to the employment area.

Market View

Bonehill Road has been highlighted as an attractive area with excellent transport links and excellent links to local services, at Jolly Sailor and Ventura Retail Parks.

Spatial Implications

Due to the high rate of occupancy on the site there is little scope for redevelopment however there is capacity for additional employment land (0.7 hectares) on the formerly allocated local plan site. Furthermore there is potential for expansion of the site towards the North with a maximum capacity of 18.93 hectares (along Dunstall Lane).

Cardinal Point Employment Area

Cardinal Point Employment area is located off Ventura Park Road in the West of the Borough. The site is in close proximity to the A5 bypass with access to Lichfield and the M42. The site lies adjacent to the two main out of town retail parks, Jolly Sailor and Ventura.

The site is 9.49 hectares in size and consists of 8 units. The mix of units is outlined below. The area consists of medium sized units with one large one.

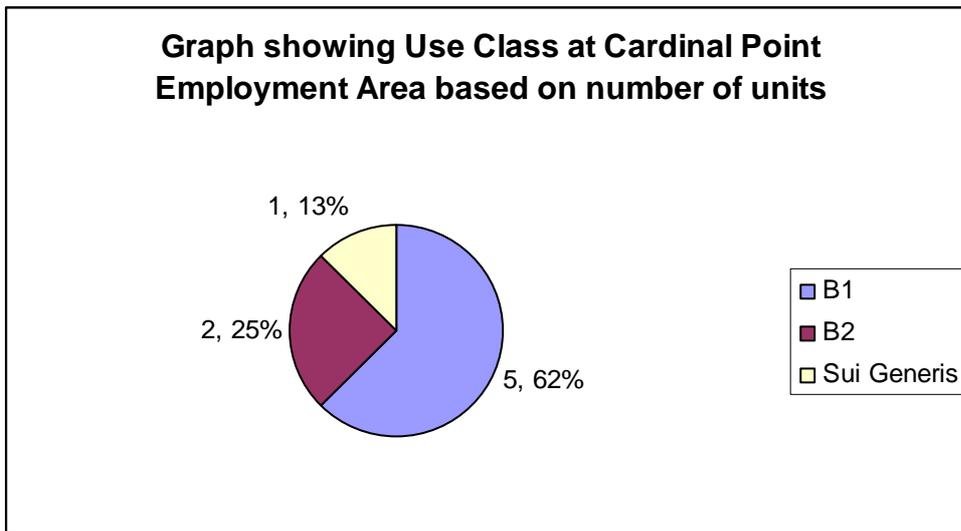
Table 12 Unit Mix at Cardinal Point Employment Area

Unit Size	Number of Units
0-300 sqm	0
300-3000 sqm	7
3001-9000	1
9001+	0

Land Use

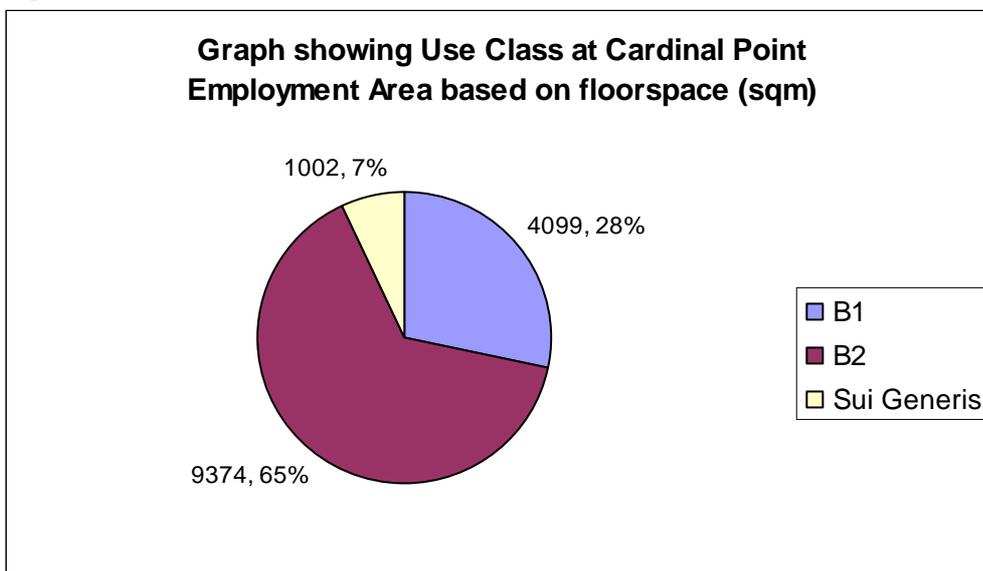
Cardinal Point has 8 units with the dominant use being B1 or office space with 5 units or 62% of the site. The second highest is B2, general industrial with 2 units or 25% of the site.

Figure 16



The amount of floorspace from the dominant use classification is 9,374sqm or 65% for land use classification B2. The second highest is for office space (B1) with 4,099sqm or 28% of all units. This is shown in figure 17.

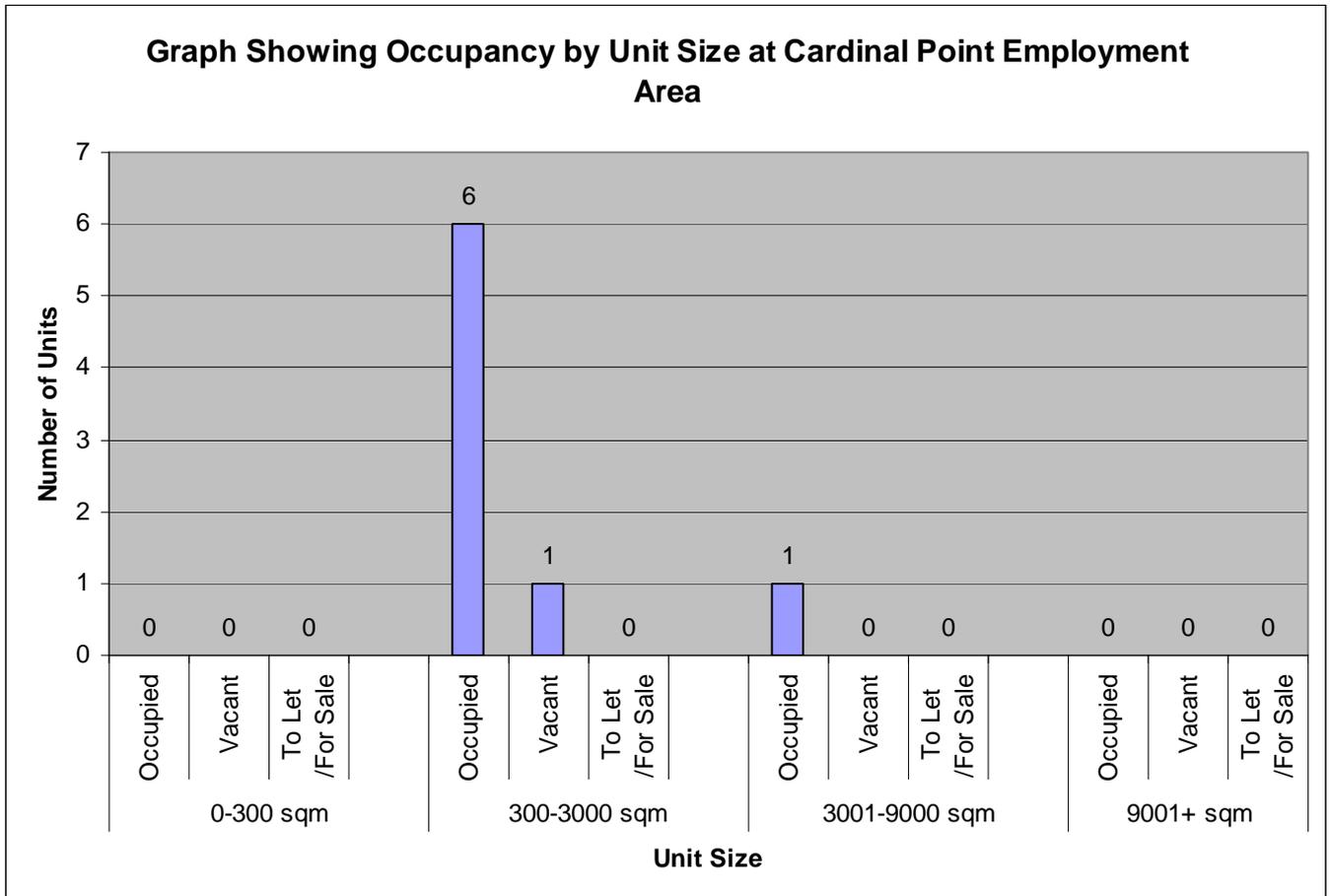
Figure 17



Occupancy

Cardinal Point Employment Area has a total of 9 units. The majority of them are occupied in the medium size (300-3000sqm) while there is 1 unit in the large size, (3001-9000sqm). One unit was vacant in the 300-3000 size category. This is portrayed in figure 18.

Figure 18



Recent Planning Application History

It is evident from recent planning applications that there is pressure on Cardinal Point for non-employment uses. Two applications for car sales have been approved, of which one has commenced. Also a large A1 non-bulky retail has been given planning approval.

Transport Links

Cardinal Point has excellent access to the A5 bypass. Looking at public transport, the site has 2 bus stops located at both ends of the site on Ventura park road, of which the 115 bus service operates from. The earliest service is at 07.40 and the latest is at 19.25, with services on an hourly basis. The site has a cycle route running through the middle of the site.

Quality Assessment

Table 13

Cardinal Point Employment Area	
Criteria	Score
Security	4
Strategic Access	5
Prominence (signage)	3
Local amenities	5
Character of area	4
Environmental Quality	5
Average score	4.33
Development Potential	5
Additional Comments	Part of the site is being developed for A1 non-bulky goods. Congestion on Ventura Park road caused by on-road car parking

Cardinal Point is a site of good quality (average score 4.33) with development potential in the short term. The site has good transport links, excellent access to the strategic road network, excellent access to local amenities at Jolly Sailor and Ventura Retail Parks. The existing units also have high environmental quality with well established landscaping and the units have secure fencing and CCTV cameras in place.

Market View

Cardinal Point has been highlighted as an attractive area with excellent transport links and excellent links to local services, at Jolly Sailor and Ventura Retail Parks.

Spatial Implications

There is little scope for redevelopment of existing units however there is potential for 2.22 hectares of additional employment land on vacant land on the site. In addition, based on planning history (see page) there is pressure on the existing employment area for uses outside of employment, i.e. non B1,B2 and B8, consequently additional development beyond that already granted should be retained in employment use.

Kettlebrook Road Employment Area

Kettlebrook Road is an employment area located in the centre of the Borough. it is surrounded by residential to the West and the cross country railway line to the East. The area is 2.66 hectares in size and consists of 37 units.

The unit mix is portrayed in the following table, showing a dominance of small units.

Table 14 Unit Mix at Kettlebrook Employment Area

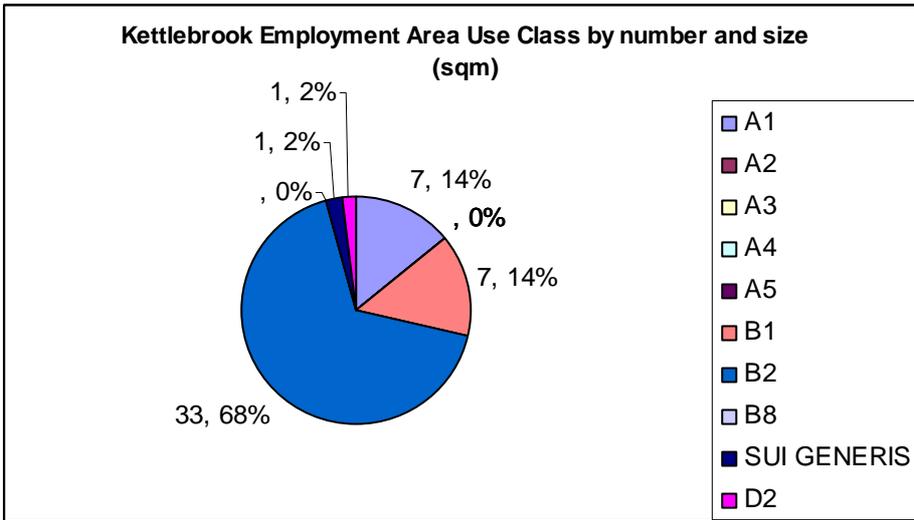
Unit Size	Number of Units
0-300 sqm	30
300-3000 sqm	7
3001-9000	0

9001+	0
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Land Use

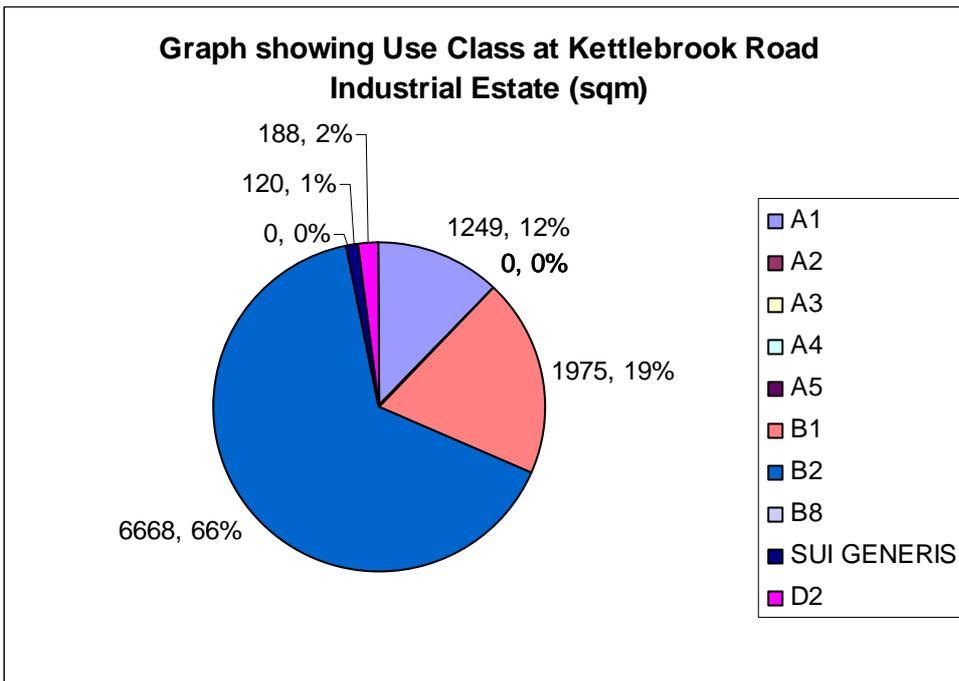
Figure 19 shows the Use Class of the units at Kettlebrook Employment Area. The dominant form of use is B2 with 33 units or 68% of the site. The second largest is B1 (office) with 7 units or 14% of the site.

Figure 19



The majority of units at Kettlebrook are under the B2 land use classification with 6,668sqm or 66% of all units. The second type of land use classification is B1 (office) with 1,975sqm or 19% of all units.

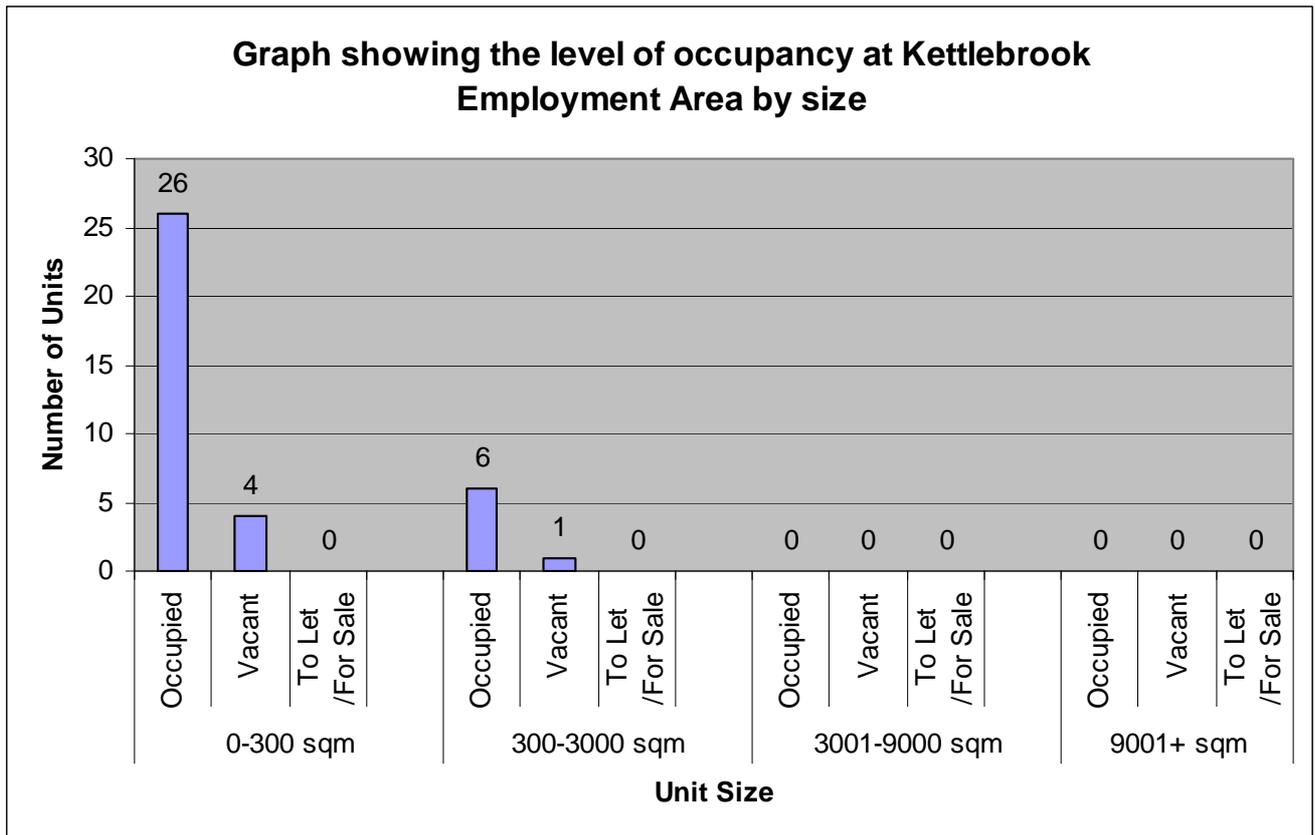
Figure 20



Occupancy

Figure 21 shows the number of units per size category and their occupation status. The majority of the units are small to medium in size, with no units over the size of 3001sqm. The number of occupied units in the 0-300sqm category is 26 with 4 units being vacant. Slightly larger units amounted to 6 within the 300-3000sqm range with only one unit vacant.

Figure 21



Recent Planning Application History

There have been two applications, both to remain within employment use

Transport Links

The site has poor strategic road access and limited capacity for access to and from the site for heavy goods vehicles. However the site does have good public transport access with the 116 bus operating at the north end of the site. The earliest service is at 06:25 and the latest is at 19.41 running at least every hour.

Quality Assessment

Table 15

Kettlebrook Road Employment Area	
Criteria	Score
Security	2
Strategic Access	2
Prominence (signage)	2
Local amenities	4
Character of area	4
Environmental Quality	3
Average Score	2.83
Development Potential	4
Additional Comments	

Kettlebrook Road can be interpreted as an employment area of below average quality (2.83). There is some potential for redevelopment in the medium to long term. The site suffers from poor strategic access, limited security measures and poor quality signage. The site does have good access to some local amenities located in the residential area adjacent to the site.

Market View

Kettlebrook Road is described as a site of lower demand as a consequence of access issues to the site. This could be linked to the introduction of the A5 bypass resulting in the redirection of the A51 which reduced the flow of traffic past the site.

Spatial Implications

Based on the unit mix (predominantly smaller units) and high occupancy rate there is limited potential for redevelopment. However based on the age of the units on the site there could be redevelopment potential in the medium to long term.

Centurion Park Employment Area

Centurion Park is located next to the M42/A5 junction at the south east edge of the Borough. The site is surrounded by greenfield land to the east (North Warwickshire Borough), residential land to the west, the A5 bypass to the north and Kettlebrook Local Nature reserve to the South. The employment area is 16.44 hectares in size consisting of 12 units.

Centurion Park consists of medium to large units with no units less than 300 sqm in size as shown in the table below.

Table 16 Unit Mix at Centurion Park Employment Area

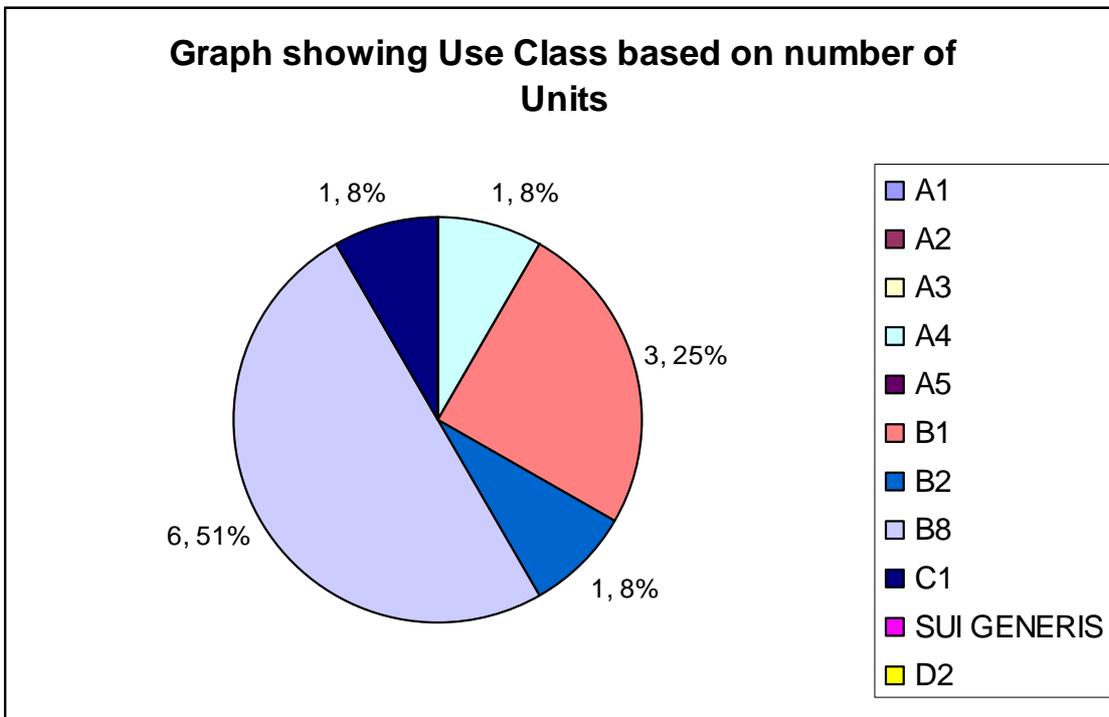
Unit Size	Number of Units
0-300 sqm	0

300-3000 sqm	5
3001-9000	4
9001+	3

Land Use

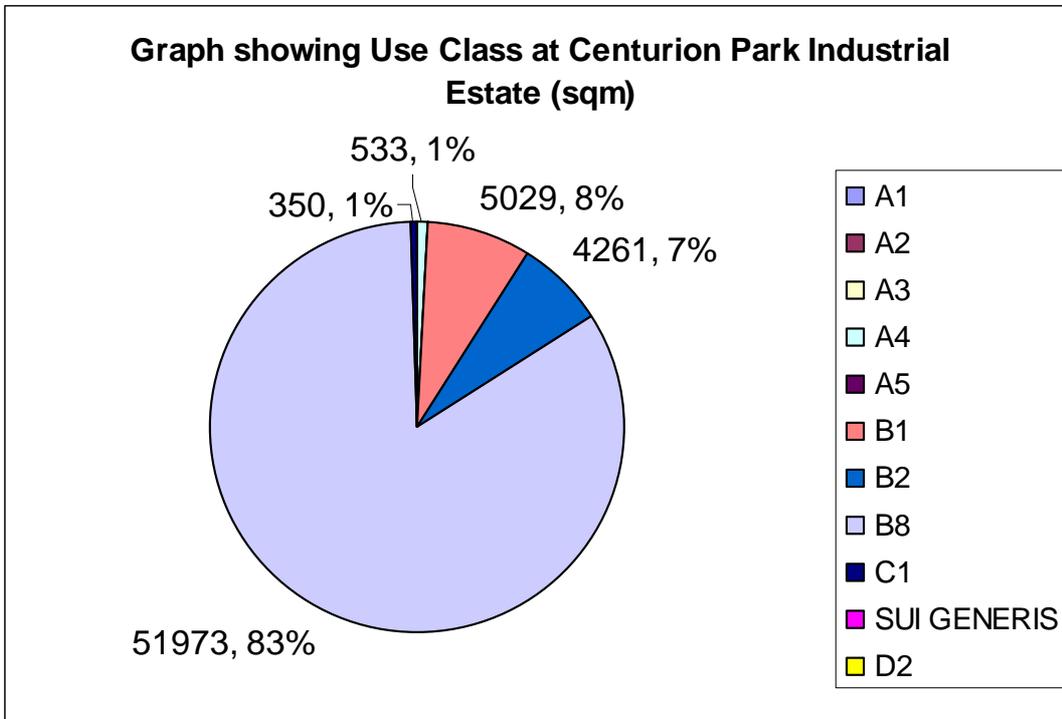
There are 12 units at Centurion Park Employment Area. The pie chart below shows the land use classifications for the site. The majority of units are B8 (storage and distribution) with 6 units or 51%. The second highest is B1, (offices) with 3 or 25% of the site. In addition, A4, C1 and B2 are represented on this site with one unit each.

Figure 22



The floorspace of the site is given below. The most space is used by B8, storage and distribution units with 51,973sqm or 83% of the total site. The second highest space is used by the B1, offices classification with 5,029sqm or 8% of the site.

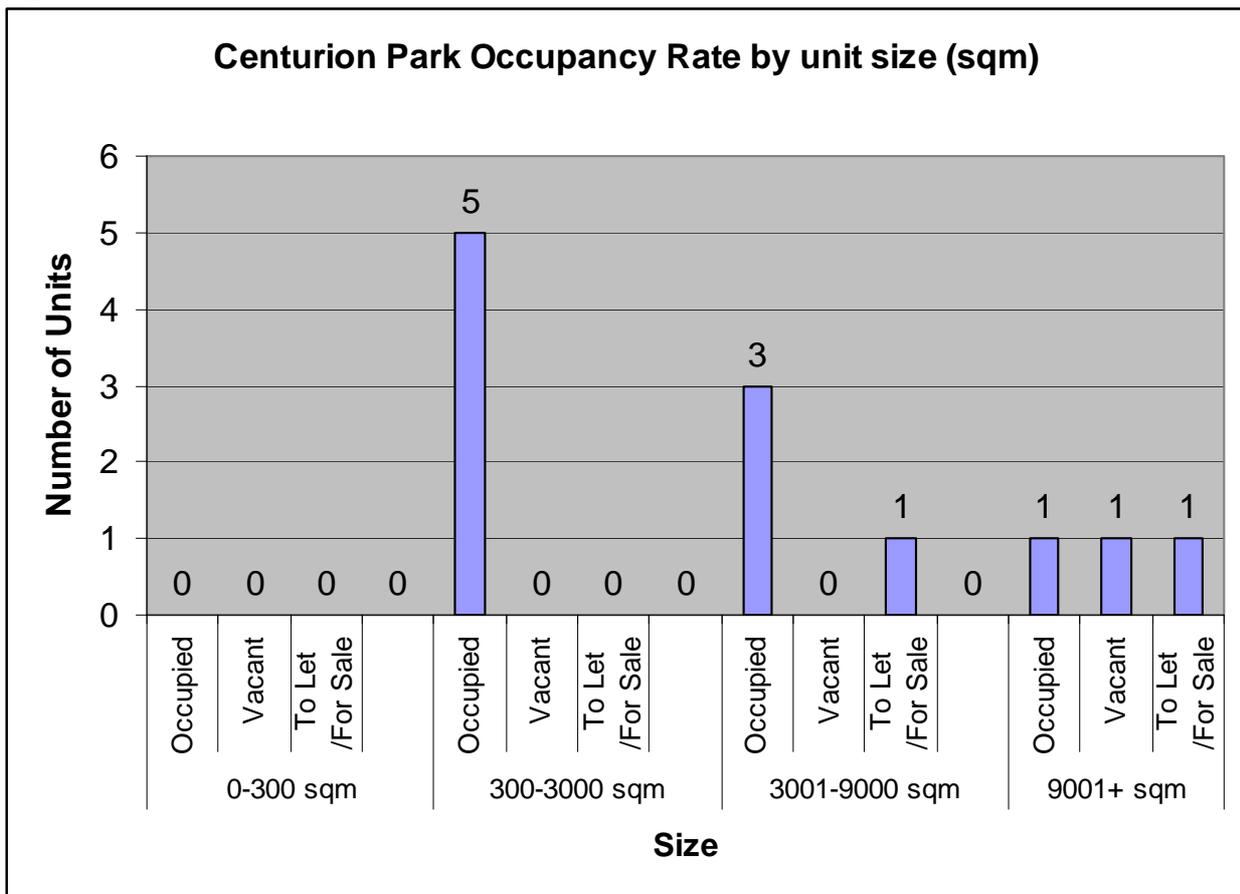
Figure 23



Occupancy

Focusing on the occupancy rate by unit size, the highest level of occupation is the medium sized units. Furthermore there are potential spatial implications of the 2 large units which are unoccupied.

Figure 24



Recent Planning Application History

There have been 2 significant applications recently. One was a hotel which has been completed on the car park of the centurion inn pub, the other is an extension of an existing unit.

Transport Links

The employment area has excellent transport links due to its location off Junction 10 of the M42 with excellent links North and South and East and West from the A5. The public transport provision at the site is poor however, only the 766 runs at the north of the site but this is at least 5 minutes walk away and not easily accessible. The 766 operates a service to the town centre only twice daily, at 1018 and 1318.

Quality Assessment

Table 17

Centurion Park Employment Area	
Criteria	Score
Security	5
Strategic Access	5
Prominence (signage)	4
Local amenities	3
Character of area	4
Environmental Quality	5
Average Score	4.33
Development Potential	5
Additional Comments	

Centurion Park employment area is a good quality employment site (4.33). Additionally there is some development potential in the short term. The site also has excellent strategic road access, environmental quality and security. However there is limited access to local amenities. There is concern given the lack of correlation between the high environmental quality and the high occupancy rate. However based on discussion with letting agents, the current occupancy rate is not perceived to be a long term issue at the site.

Market View

Centurion Park has been described as a site of excellent location however it does suffer from a lack of local services. Furthermore the current vacant units are not interpreted as a long term problem but are simply as a consequence of the current economic downturn.

Spatial Implications

There is limited potential for redevelopment at the site however there is 0.74 hectares of land which could come forward for development in the short to medium term.

Relay Park Employment Area

Relay Park is located adjacent to Centurion park to the South East of the Borough, surrounded by greenfield land (North Warwickshire Borough to the East) and the M42 Junction 10 services. The site covers an area of 20.08 hectares and consists of 9 units

Relay Park consists of medium and large units as shown in table 18.

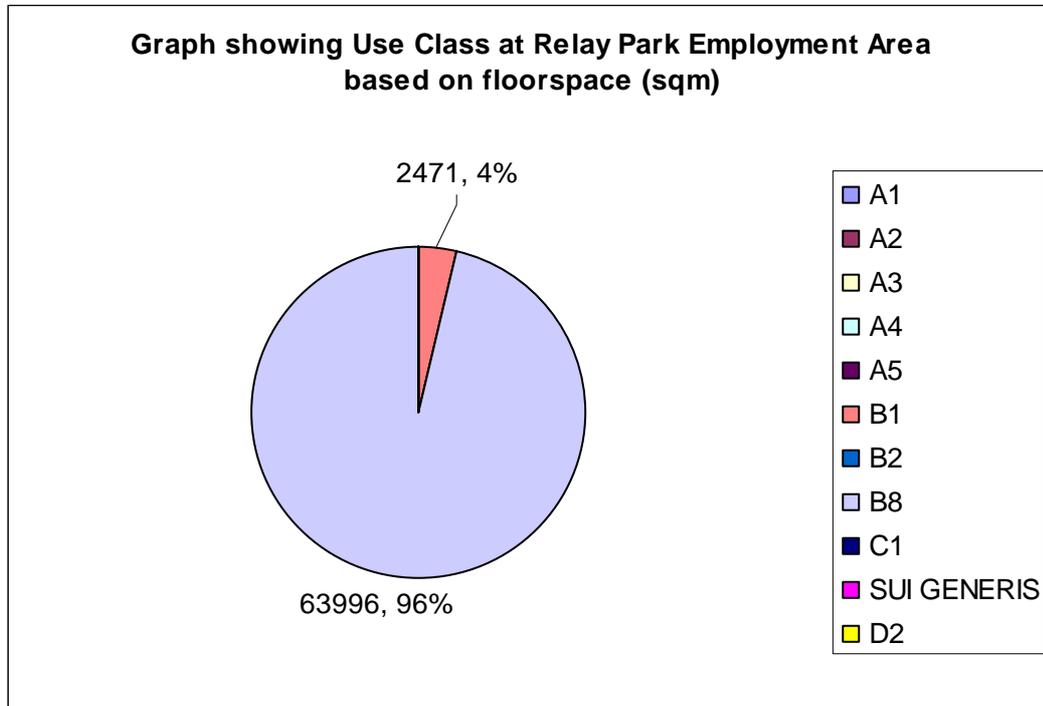
Table 18 Unit Mix at Relay Park Employment Area

Unit Size	Number of Units
0-300 sqm	0
300-3000 sqm	5
3001-9000	2
9001+	2

Land Use

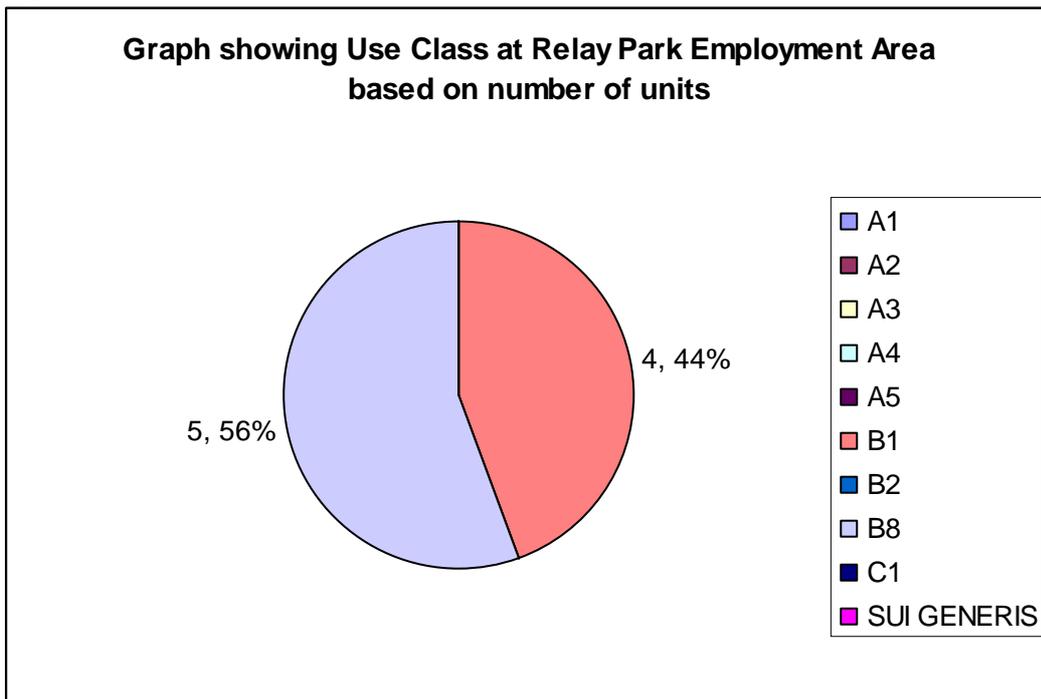
The units at Relay Park are divided between B8 use and B2. The dominant form of industry is warehousing and storage with 96% of the site taken up with this land use. The other form of land use is B1 with only 4%, as shown in figure 24.

Figure 24



However in terms of the number of units (figure 25), the Use Class is more evenly spread between B1 and B8 use classes. This pattern conforms with the nature of B8 uses requiring large areas of land. In addition, there is some office (B1) at each of the B8 uses which have not been counted as part of the analysis.

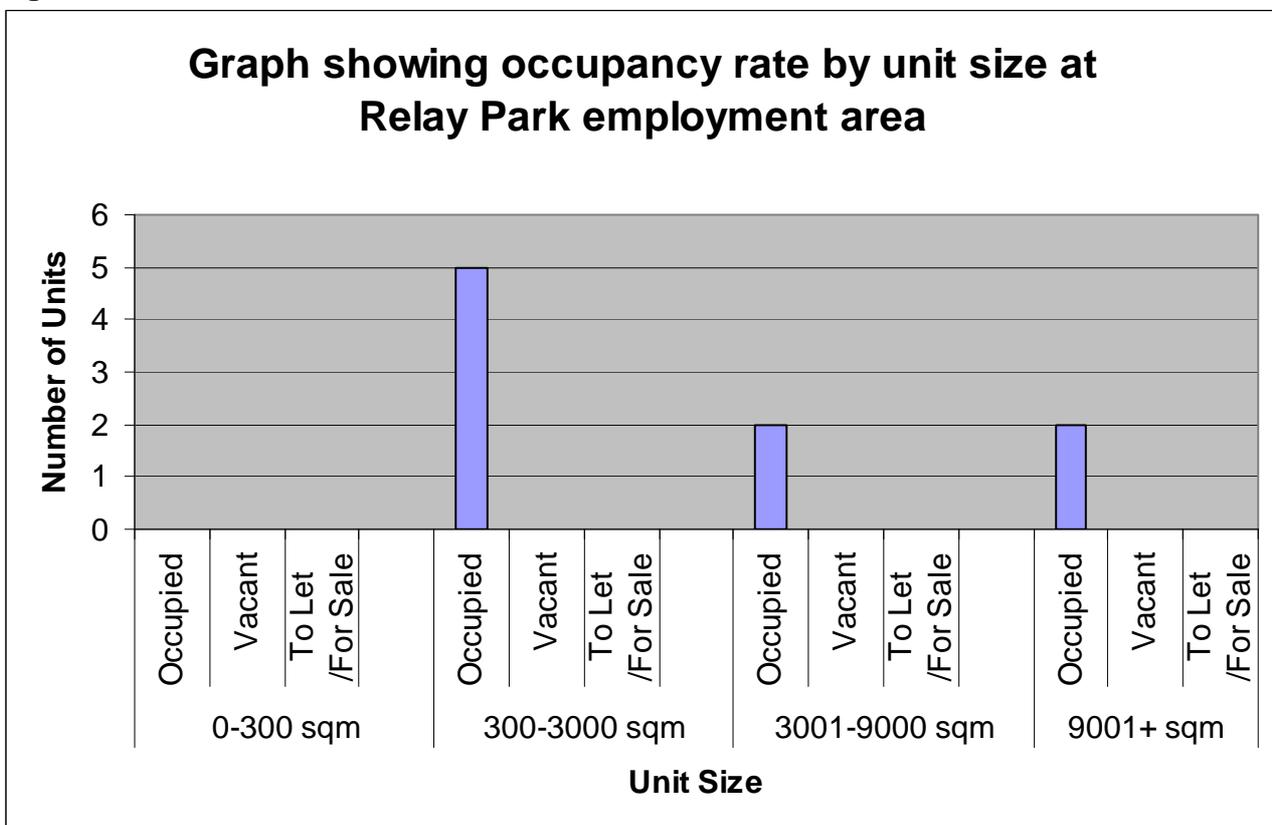
Figure 25



Occupancy

Relay Park has 100% occupancy rate, with the majority of units being occupied in the 300-3000sqm category, shown in figure 26.

Figure 26



Recent Planning Application History

There have been no recent planning applications at Relay Park

Transport Links

The employment area has excellent transport links due to its location off Junction 10 of the M42 with excellent links North and South and East and West from the A5. The public transport provision at the site is poor however, only the 766 runs at the north of the site but this is at least 5 minutes walk away and not easily accessible. The 766 operates a service to the town centre only twice daily, at 1018 and 1318.

Quality Assessment

Table 19

Relay Park Employment Area	
Criteria	Score
Security	5
Strategic Access	5
Prominence (signage)	4
Local amenities	4
Character of area	5
Environmental Quality	5
Average Score	4.66
Development Potential	4
Additional Comments	

Relay Park is an employment area of good quality (4.66). The site has excellent transport links, secure units and a high environmental quality. However the site does have poor access to local services. There is no potential for redevelopment but potential for additional development on the formerly allocated local plan site (2.6 hectares).

Market View

Relay Park has been described as a site of excellent location however it does suffer from a lack of local services. There is demand for units at the site.

Spatial Implications

There is no potential for redevelopment at the site, however given the high level of demand there is potential for additional employment land on the formerly allocated local plan site of 2.6 hectares.

Beauchamp Employment Area

Beauchamp Employment area is located centrally within the Borough, surrounded by a new residential development to the North and the A5 (Watling Street) to the South. The site is 0.63 hectares with 22 units.

Beauchamp Employment Area is made up of small units, with 22 units up to the size of 300sqm.

Table 20 Unit Mix at Beauchamp Employment Area

Unit Mix	
0-300 sqm	24
300-3000 sqm	2
3001-9000	1
9001+	0

Land Use

Beauchamp Employment Area has 27 units with the distribution of units shown in figure 28. A1 has the highest proportion with 10 units or 38% of the site followed by B2, 8 units or 31%.

Figure 28

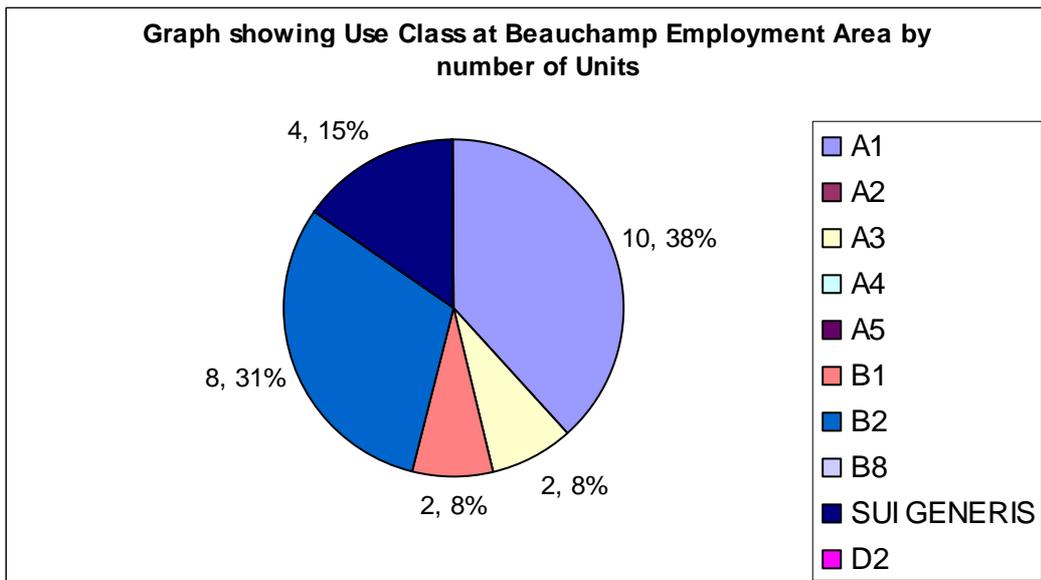
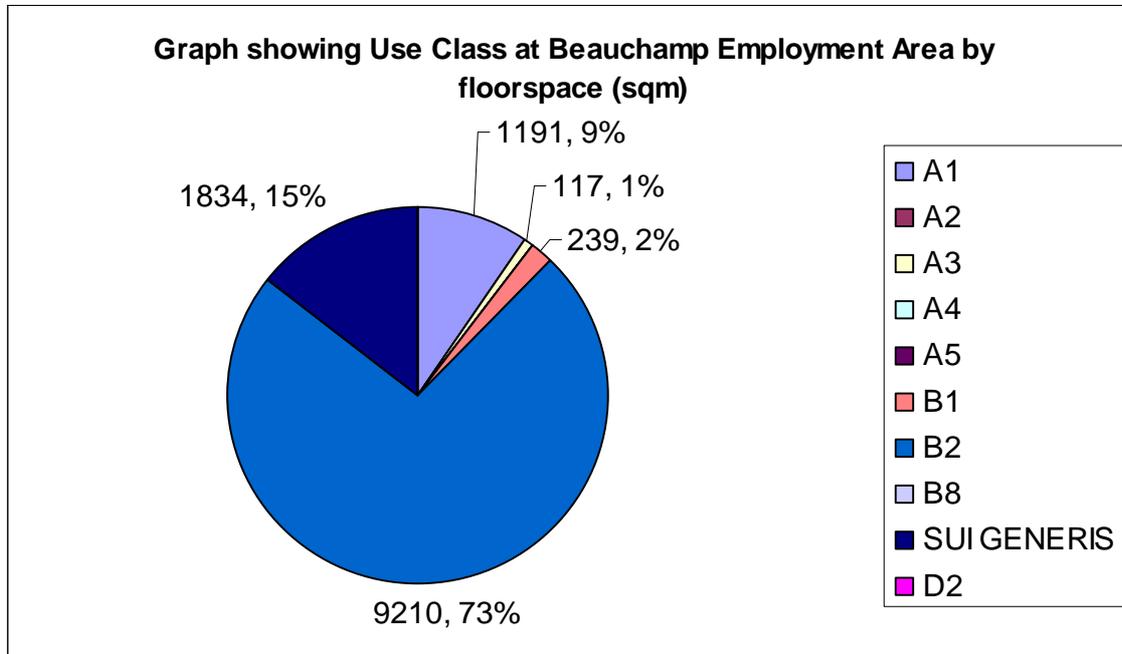


Figure 29 shows the distribution of space within each land use classification. The most space is taken up by B2, 9210 sqm or 73%. Sui Generis takes up 1834 sqm (15%) followed by A1 (9%). This is in direct contrast to the previous graph which shows the greater equality between A1 and B2 use.

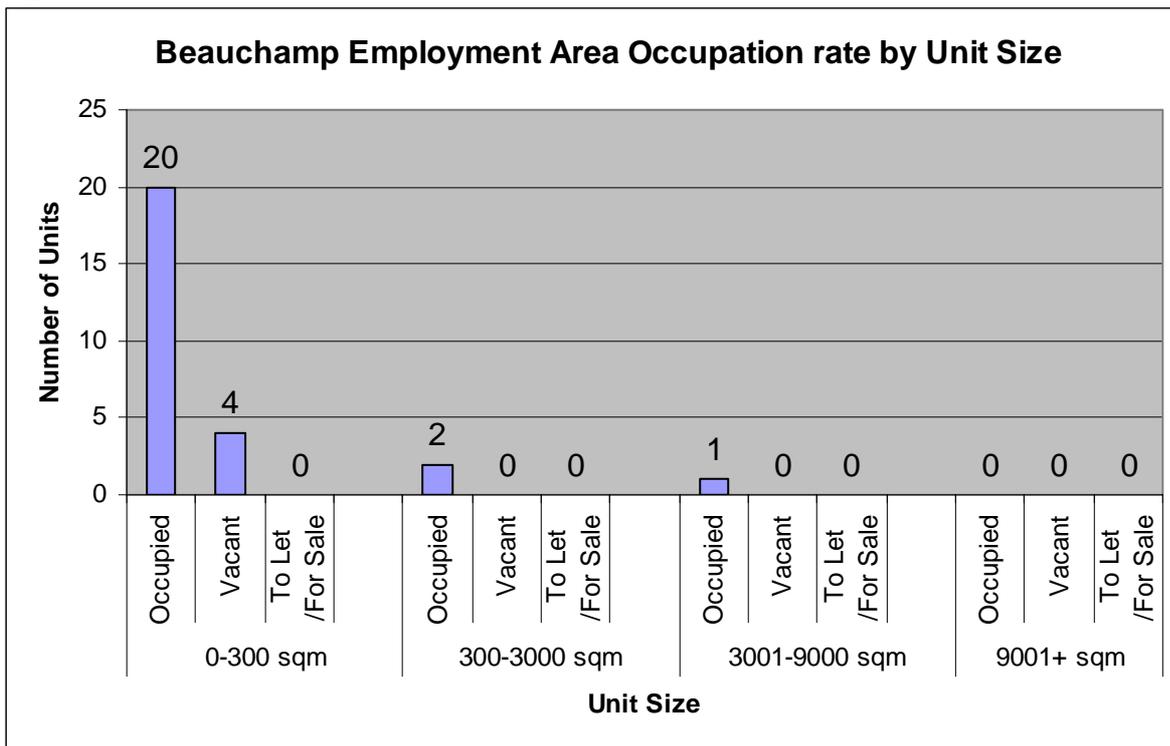
Figure 29



Occupancy

Figure 30 shows the number of units by status and size. The majority of the units are occupied with only 4 remaining vacant. The majority of units are small units with only 3 units over 300 sqm in size.

Figure 30



Planning Application History

There has been one application recently for change of use from outside employment, A1 back to employment, B2. Furthermore a large site to the North of the Employment Area was recently granted permission for housing at the site of the former Doulton Works.

Transport Links

The transport links of the site are adequate for the size of the site. Watling Street offers direct access to Junction 10 of the M42. Focusing on public transport, the 766 bus service operates on Watling Street and there are also rail links at Wilnecote Station. The 766 bus only runs twice, at 09:45 and 12:45.

Quality Assessment

Table 21

Beauchamp Employment Area Quality Assessment	
Criteria	Score
Security	2
Strategic Access	3
Prominence (signage)	4
Local amenities	3
Character of area	4
Environmental Quality	2
Average Score	2.83

Development Potential	3
Additional Comments	

Beauchamp Employment Area is a site of average quality (3). It has poor security and poor environmental quality, in particular poor road quality on the site. The site does have adequate access to local services. Overall there is limited potential for redevelopment in the short term but potential for long term development as the site becomes increasingly dated.

Market View

Beauchamp Employment Area has been described as a low demand employment area with limited capacity to attract new businesses.

Spatial Implications

There is limited capacity for redevelopment and the site is likely to come under increasing pressure for residential use as the new residential site (Marlborough Way) becomes established.

Two Gates Employment Area

Two gates employment area is located centrally within the Borough, surrounded by the A5 (Watling Street) to the North and Tame Valley Employment Area to the south. The site is 2.42 hectares with 29 units.

The majority of the units at Two Gates Employment Area are below 300sqm in size, with 20 units fitting in this category. The remaining 9 units were of medium size in the 300-3000sqm category.

Table 22 Unit Mix at Two Gates Employment Area

Unit Size	Number of Units
0-300 sqm	21
300-3000 sqm	10
3001-9000	0
9001+	0

Use Class

The number of units at Two Gates Employment Area is 31, with the majority of them being in the B2 (General Industrial) Use Classification, while 3 units are A1 (retail), 2 units are Sui Generis, the remaining one unit was a B8 Classification which is Storage and Distribution. This is shown in figure 31.

Figure 31

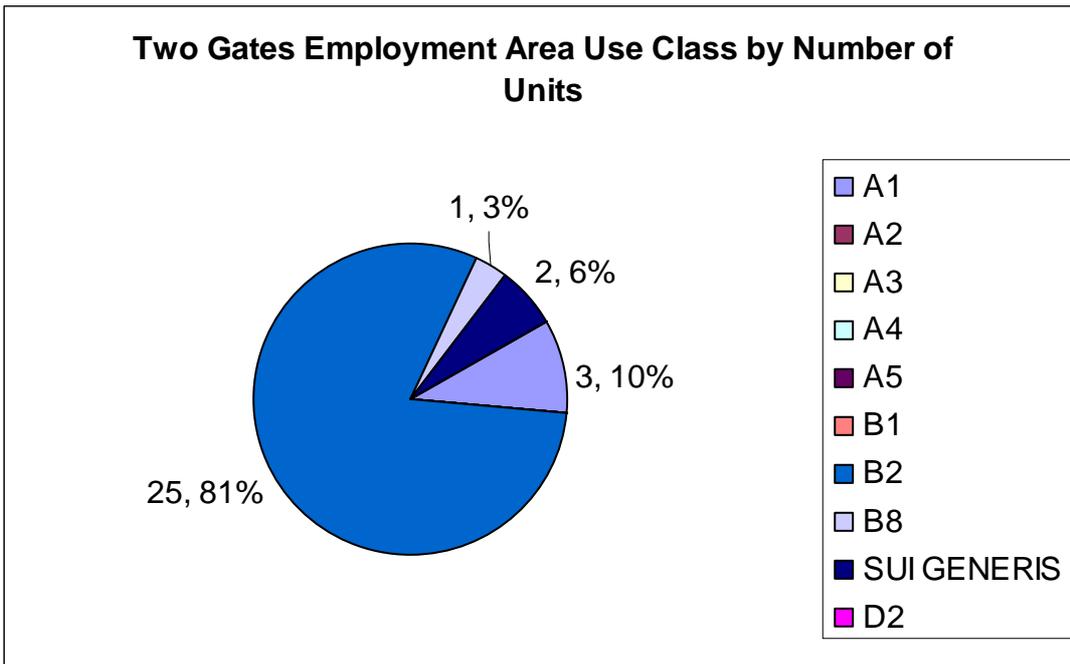
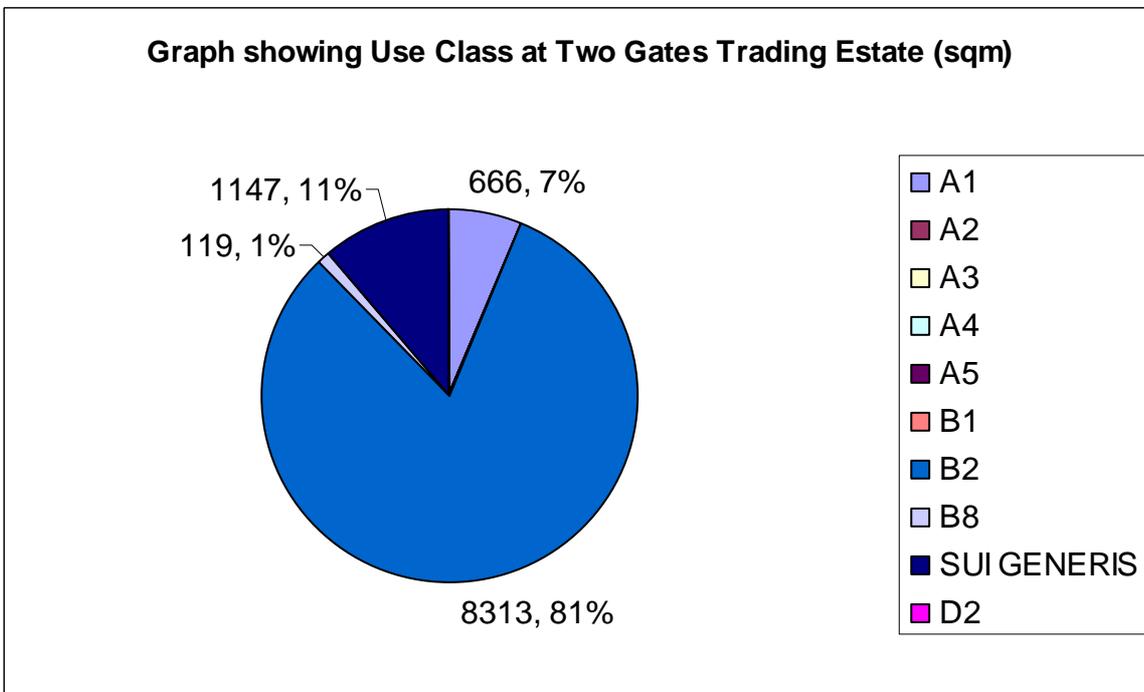


Figure 32 shows the area of units at Two Gates Employment Area per land use classification. The highest floorspace is for B2, General Industrial with 8,313sqm or 81% of the whole site. Sui Generis is the second largest floorspace with 1147sqm or 11%.

Figure 32



Occupancy

Figure 33

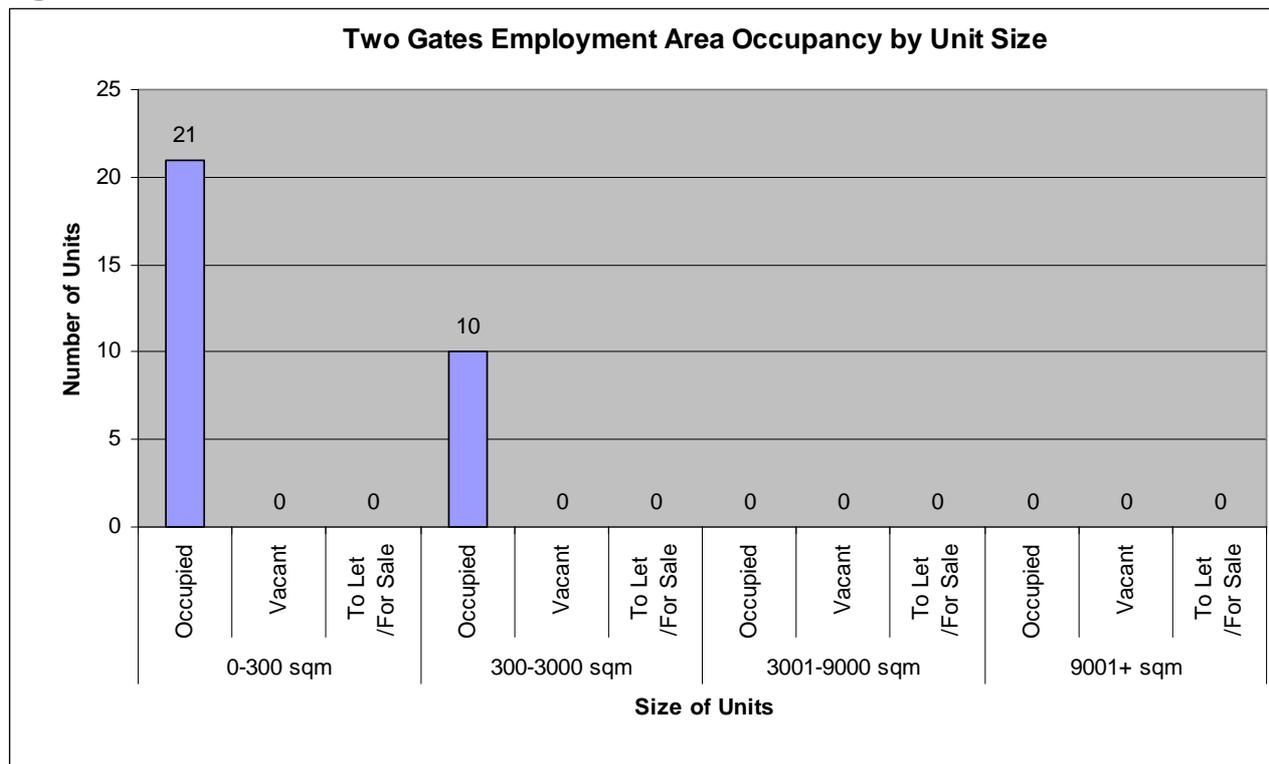


Figure 33 highlights the occupancy status of the units by size category. There are no vacancies or units for let or sale. The highest number of occupied units is in the 0-300sqm category, while a further 10 are found in the 300-3000sqm category.

Recent Planning Application History

There have been no planning applications.

Transport Links

The nearby transport links are adequate for the size of the site. Watling Street offers direct access to Junction 10 of the M42. Focusing on public transport, the 766 bus service operates on Watling Street and there is also rail links at Wilnecote Station. The 766 bus only runs twice, at 09:45 and 12:45.

Quality Assessment

Table 23

Criteria	Score
Security	4
Strategic Access	3
Prominence (signage)	3
Local amenities	3
Character of area	4
Environmental Quality	2

Average Score	2.83
Development Potential	2
Additional Comments	

Two Gates Employment Area is a site of average quality (3.16). There is limited potential for redevelopment at the site and the site has average access to local services, adequate signage and good security. There are access issues to the site due to the small nature of the site. Furthermore the site appears to be at full capacity based on the occupancy rate and inadequate parking provision on the site causing additional access issues.

Market View

The employment area is not considered by the agents to be an attractive location and there is limited demand from new employers for site because of capacity and access issues. A key strength of the site was the creation of a management company responsible for site maintenance and the introduction of secure fencing on the site.

Spatial Implications

There is limited potential for any development in the foreseeable future at the site.

Hedging Lane Employment Area

Hedging Lane is located to the south of the Borough. It is surrounded by Hedging Lane to the North and Wilnecote Quarry to the South. The development is one of the smallest industrial areas in the Borough, 2.08 hectares in size and consists of 13 units.

The mix of units at Hedging Lane Employment Area is mainly medium and small units. The largest amount of units at this site were in the 301-3000sqm category with 11 units and 2 in the smaller category of 0-300sqm.

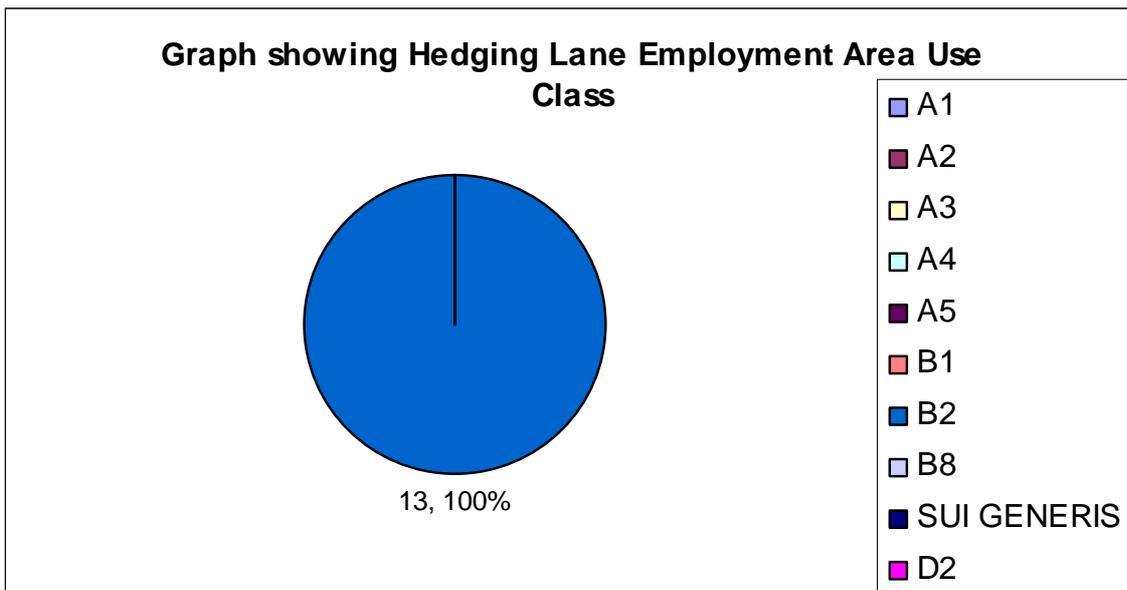
Table 24 Unit Mix at Hedging Lane Employment Area

Unit Size	Number of Units
0-300sqm	2
301-3000sqm	11
3001-9000sqm	0
9001+	0

Land Use

The whole site of 13 units at Hedging Lane are all B2 use or General Industrial.

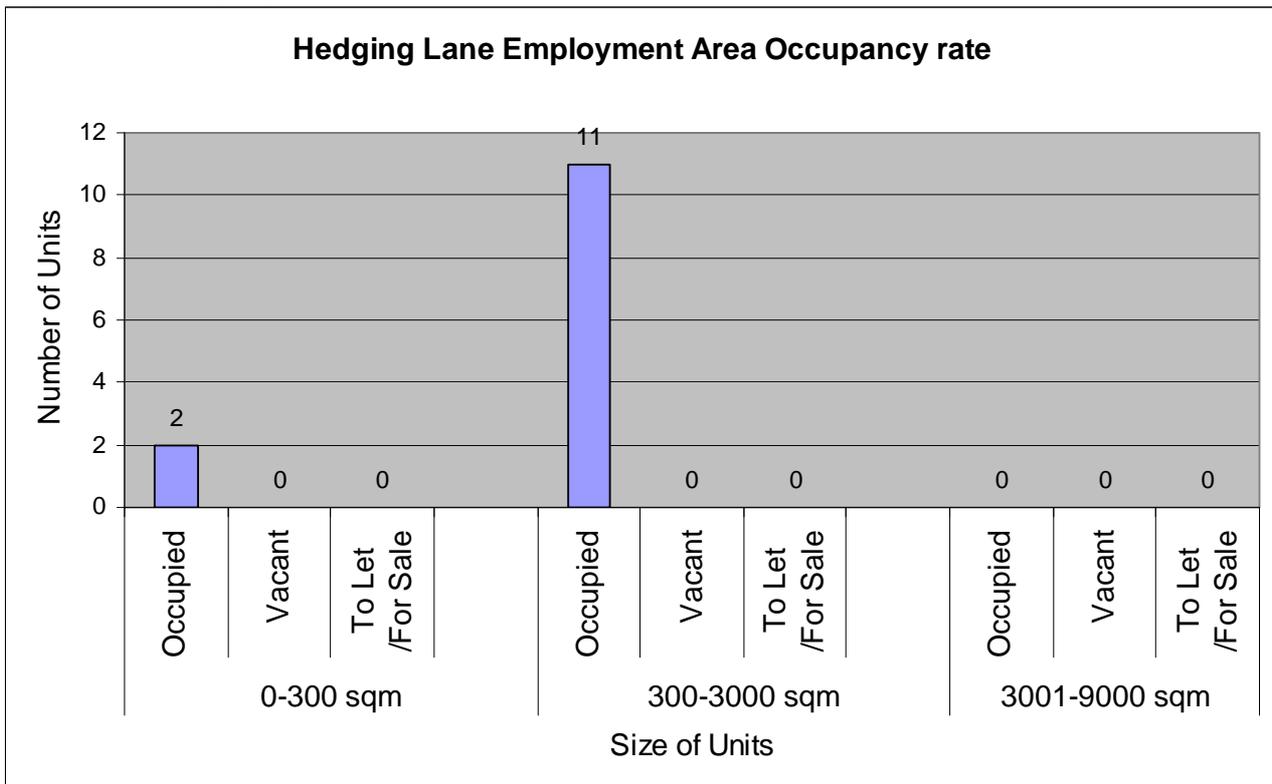
Figure 34



Occupancy

Hedging Lane Employment Area has a 100% occupation rate.

Figure 34 Hedging Lane Employment Occupancy rate



Recent Planning Application History

There have been no recent planning applications. However to the East of the site, Outline planning permission was granted in 2006 for 78 houses.

Transport Links

In terms of transport links, the site is poorly located with regards to the A5 and M42. However because the site is so small traffic generation is unlikely to cause an issue in the area. Furthermore the public transport links at the site are poor and the nearest bus service is over 10 minutes walk away.

Quality Assessment

Table 25

Hedging Lane Employment Area Quality Assessment	
Criteria	Score
Security	3
Strategic Access	3
Prominence (signage)	3
Local amenities	2
Character of area	5
Environmental Quality	2
Average Score	3
Development Potential	2
Additional Comments	

Hedging Lane is an employment area of average quality. There is limited development potential on the site due to the occupancy rate and the proximity of the site to Wilnecote quarry. The site has adequate security, but has poor transport links and access to local services and poor environmental quality.

Market View

Hedging Lane has been described as a low demand employment area with limited capacity for attracting new businesses.

Spatial Implications

There is currently limited scope for redevelopment. However in the long term, as the outline planning permission for 78 houses becomes complete there might be potential for redevelopment for residential use.

Quality Assessment Summary

Table 26 Quality Assessment Summary

Employment Area	Average Score
Tame Valley Employment Area	3
Lichfield Road Employment Area	3.33
Amington Employment Area	3.5
Bonehill Road Employment Area	4.33
Cardinal Point Employment Area	4.33
Kettlebrook Road Employment Area	2.83
Centurion Park Employment Area	4.33
Relay Park Employment Area	4.66
Beauchamp Employment Area	2.83
Two Gates Employment Area	2.83
Hedging Lane Employment Area	3

Table 26 summaries the quality assessment for all the employment areas within the Borough. Although some are performing under average and therefore require improvements, none of the employment areas are performing at a low enough level for them not to currently be retained in employment use. There are also a number of employment areas performing well, these are located in clusters at the M42 junction to the East and in Bitterscote to the West of the Borough.

Stage 2: Future Land Estimation Study

The Future Land Estimation study examined the amount of employment land required in Tamworth focusing on using 3 approaches in line with national guidance: The first approach focused on a 'continuation of past development trends' which analysed employment land completions over recent years to establish annual building rates which were factored towards estimating land requirements. The second approach looked at 'labour demand' which focused on the amount of employment land required as generated by the demand of forecasted employment change from published employment forecasts. The third approach related to 'labour supply', which focused on the amount of land required, generated by likely changes to labour forces in the district including additional housing growth.

The 3 methods yielded quite different results. In order to attempt to select an appropriate figure for employment for Tamworth it is important to focus on these results and also assess each approach.

The first approach, the continuation of past trends, highlights a supply of 36.32 hectares based on a 5 year build rate and 59.32 hectares based on a 10 year build rate. The build rates used focused on a period of a higher proportion of development in the distribution and warehousing sector, with some notable developments at Bonehill Road and towards the M42 at Centurion and Relay Park. However there are uncertainties over how much this trend will continue and therefore issues over the suitability of this approach in generating an appropriate figure. In recent years there have been very low build rates linked to a lack of allocated sites, the recession and capacity issues of Tamworth for larger schemes.

The second approach, the labour demand led approach highlights a requirement of 22.04 hectares for the period 2006-2026 which could be accommodated in the existing portfolio of employment land. Alternative scenarios have also been looked at for this approach. The highest requirement is based on assumption that all employment change takes place on B class land, this would generate 35.91 hectares. However this approach relies on an estimation of the future types of employment to be located within the Borough. This has not yet been undertaken and would require detailed work which has implications in using this approach for generating a suitable employment figure. Furthermore with the current recession and uncertainties over future job sectors it would be too risky to second guess a particular employment type at this stage.

The third approach focusing on labour supply, gave different results dependant on different scenarios of housing growth. The RSS preferred option of 2,900 dwellings leads to a negative requirement of 26.7 hectares, 6,000 dwellings leads to a negative requirement of 12.3 hectares with 9,000 additional dwellings leading to a positive requirement for employment land of 1.9 hectares. Consequently this approach could lead to a potential to de-allocate land. However there are potential sustainability issues if these figures were used as a target for employment land. With high levels of out-commuting to Birmingham by existing residents (Evidence Base, 2009) this could continue if existing employment land is lost through de-allocation. A key priority for Tamworth as outlined in the Sustainable Communities Strategy is to be an attractive place for businesses to locate and invest which will in turn provide additional jobs. Therefore maintaining a sufficient supply of employment land will be central to providing sufficient jobs to current and future residents and in assisting Tamworth to be competitive regionally in the job market.

It is clear therefore that there are issues with each approach and therefore it would be inappropriate to use either of the figures generated as an indicative figure for long term employment growth.

There is additional evidence from the West Midlands Regional Assembly (WMRA). This focuses on developing a short term indicative figure which is then adjusted based on a series of stages; development rates, allowance for small sites, comparison with previous Structure Plan provision, focusing on current policy and relationship to housing. This is used to develop a 5 year indicative figure is then multiplied by 3. The indicative figure is 14 ha and the long term requirement is consequently 42 ha.

Based on the aforementioned issues with the 3 different approaches outlined in the future land supply and the evidence outlined in the WMRA Economic Background Paper, 42 hectares can be interpreted as an appropriate figure for long term employment growth at this stage alongside a rolling target of 14 hectares in line with the WMRSS Phase 2 revision draft. If the Core Strategy is to consider a different figure to the RSS Phase 2 revision, then further consideration and justification of these approaches will be required.

However it will be important to continually monitor the provision of employment land alongside the economic situation for the Borough in order to review supply and demand in the future.

In moving towards establishing a suitable portfolio of Employment Land it will be important to look at the suitability, availability and achievability of sites to further inform the appropriateness of this target. As part of this process it will be important to examine the potential for the phased delivery of sites as part of a flexible approach.

Stage 3- Identification of Suitable Portfolio of Employment Land for the future

The consideration in Section 2 of future land requirements for the Borough showed that a range of methods of predicting need give rise to quite different potential requirements. The West Midlands Regional Spatial Strategy Phase 2 Revision draft is indicating a requirement for a 14 hectares rolling 5 year supply of land and 42 hectares for the longer term, together with an office floor space requirement for Tamworth of some 30,000 sq. metres.

Due to the constrained nature of the Borough, for the identification of the future portfolio of employment land it is important to focus on both new employment land and the redevelopment of existing employment sites. The following section focuses on the appraisal of new development and redevelopment sites to assist in highlighting a portfolio of sites for the future.

Development/ Redevelopment Appraisal: Methodology

The following sites have been identified from the following sources:

- Sites with previous planning permission
- Sites previously allocated in the Local Plan
- Sites with a known interest from developers
- Sites selected based on survey work and discussions with agents. Specifically sites that were not performing well due to, high levels of vacancy over a sustained period of time, poor or inadequate design for current requirements and poor quality

The sites have subsequently been appraised in accordance with their Suitability, Availability and Achievability. This is based on the following:

- Suitability:
 - Policy Restrictions- such as designations, protected areas, existing planning policy
 - Physical problems or limitations such as access, infrastructure, ground conditions, flood risk, hazardous risks, pollution or contamination
 - Potential Impacts, including effect upon landscape features, conservation and amenity of residential and neighbourhoods.
- Availability
 - Site can be considered available for development where there are no legal or ownership problems such as multiple ownerships or ransom strips. In addition the land owner or developer has expressed a desire to develop the site
- Achievability
 - The site is considered achievable for development where there is a reasonable prospect that employment will be developed at a particular point in time and the site is economically viable

In addition, each site has been given an achievability time scale based on:

- Short Term: Site is available now, offers a suitable location for employment now and there is a reasonable prospect that employment will be delivered on the site in the short term.
- Medium Term: Site is in a suitable location for employment and there should be reasonable prospect for development in the medium term.
- Long Term: Site is in a suitable location for employment. However there are a number of constraints to overcome which are likely to delay the development.

Table 28 provides an appraisal of potential employment sites. This includes both new sites and redevelopment sites. A map featuring the sites is included in appendix 5.

Table 28 Appraisal of potential employment sites

GIS Ref	Site Name/Location	Size (ha)	Suitability	Availability	Achievability
EMP1	Land south of A5, Bitterscote South	9.7	No saved policy on new employment land. However planning permission was previously granted therefore site was classed as suitable based on policy grounds. Potential access problems from A5 junction, would require substantial alterations however as part of previous permission we understand these have been overcome. Additional potential impacts on residential development to the South of the site, thus requiring appropriate design and mix of use. Site is situated in flood zone 3a and would require a FRA. The identified constraints can be overcome to	Site included in Availability of Employment Land 2008-2009. However permission due to expire 12/07/2009. Based on discussion with agents, we understand development for employment is still desired and new application will be made	Site would be achievable for development in the medium term. Although cost of access alterations is known to be high this is not considered to impact on the viability of the scheme. Other constraints can be overcome by design and are unlikely to impact on viability.

			make site suitable.		
EMP2	Cardinal Point, lapsed site of previous permission 0412/2006	2.22	No saved policy on new employment land however site is suitable for employment land based on its location and existing transport links. Part of the site is located in flood zone 3a and would require a SFRA.	Site is currently vacant but previous permission has expired.	Previous permission lapsed however development is achievable in the medium term. Site could also be split into 2 sites for phased release
EMP3	Dunstall Lane, Site A, north of Dunstall Farm	15.51	No saved policy on new employment land. Issues regarding the location of the site in terms of aesthetic impact on landscape in a rural greenfield location and impact on residential amenity and setting of Hopwas village requiring appropriate design. Further potential impacts on sustainability: biodiversity, accessibility to the site in terms of distance to residential areas, lack of public transport to the location however cycle link is being developed as part of existing planning permission. In	Developer has submitted site as part of Issues and Options consultation expressing an interest in development, no planning application	Achievable in the medium term. It is unlikely that reducing site size and addressing design issues would impact on viability. Developer intent on phasing of EMP3 and EMP4 and site with Planning Permission is unknown.

			<p>addition access would be required via adjacent site with planning permission, understand adjacent site has access issues but understand now resolved. However planning permission has been granted to the south of the site. Part of site is situated in flood zone 3a and would require a FRA. May also be more appropriate for smaller site. Outlined constraints can be overcome to make site suitable</p>		
EMP4	Dunstall Lane, Site B, South of Dunstall Farm	3.43	<p>No saved policy on new employment land. Issues regarding the location of the site in terms of aesthetic impact on existing landscape. Potential biodiversity issues. However planning permission has been granted to the North West of the site. Part of site is situated in flood zone 3a and would require a FRA. Outlined constraints can be overcome to make site suitable</p>	<p>Developer has submitted site as part of Issues and Options consultation expressing an interest in development, no planning application</p>	<p>Due to location (close proximity to existing employment area) site could be available in the medium term. Developer intent on phasing unknown.</p>

EMP5	Land off Magnus, Tame Valley Employment Area. Former Local Plan allocation	0.4	Site is surrounded by existing employment use and was formerly allocated for employment use.	Site is currently vacant. Intention for land is currently unknown.	No known constraints. Recent development on employment area can be interpreted that there is demand for development in the location which has been confirmed by agents. Site is available in the short term.
EMP6	Land off Sandy Way, Amington Employment Area. Former local plan allocation	0.3 ha	Site is surrounded by existing employment use and is suitable for employment. However residential use to the West of the site requiring appropriate design and use. Considered suitable.	Site is currently vacant and has been sold to a developer.	No known constraints. Development is achievable in the short term. Market information and recent previous planning permissions suggests demand for new development at the site.
EMP7	North of Bonehill Road, part of Bonehill Road employment area. Former Local Plan allocation	0.7	Site is surrounded by existing employment use and is suitable for employment. Market assessment shows high level of demand for location. Part of site is located in flood zone 3a, FRA would be required.	Site is currently vacant and developer intent is currently unknown.	No known constraints beyond requirement for FRA. Site is achievable in the short term however size of site may limit opportunities.
EMP8	Stonydelph (retained land), adjacent to Relay Park. Former local plan allocation	2.6	Site is in close proximity to existing employment uses	Part of site is currently occupied by single dwelling. Owner has previously expressed a desire to develop land in the medium to long term. Unaware of any further issues at present	Site is achievable in medium term.

EMP9	Centurion Park	0.74	No saved policy on new employment land. Site is opposite existing office development. Market assessment shows high level of demand at location in normal economic climate	Site is part occupied by a car park and part vacant. Agent has identified previous interest in development	Site is achievable in medium term. No known constraints
EMP10	Sandy Way 1, Amington Employment Area	0.68	Site is in close proximity to existing employment uses. Residential to the West of site will need to be taken into account requiring appropriate design and use. Development has occurred to the south of the site and permission applies to the north of the site. No access issues	Site is currently vacant and has recently been sold to a developer.	Achievable in the short term as site is currently cleared. Market information and recent previous planning permissions suggests demand for new development at the site.
EMP11	Sandy Way 2, Amington Employment Area	1.6	Site is currently used in employment use. Site also has a high proportion of vacant units(vacant for a period of time) of poor quality and would be suitable for redevelopment.	Site is partly occupied and is on Council owned land. Current strategy is to refurbish existing units.	Achievable in the long term term. Agent identified this area as a good location with demand so redevelopment could attract higher rents. No known constraints.

EMP12	Tame Valley Business Centre, Amington Employment Area	0.51	Site is currently used in employment use. Site also has a high proportion of vacant units (vacant for a period of time) of poor quality and would be suitable for redevelopment	Site is currently vacant and is being marketed on Council owned land, no strategy is currently in place for future development.	Achievable in the medium term. Agent identified this area as a good location with demand so redevelopment could attract higher rents. No known constraints.
EMP13	Former Metrocab site, Amington Employment Area	0.76	Site is within employment area and suitable for employment use.	Site is currently vacant but being marketed for new occupier. Is on Council owned land, no strategy is currently in place for future development.	Agent identified this area as a good location with demand so redevelopment could attract higher rents. No known constraints. However no suggestion that site is no longer desirable and site has only been vacant for a short period of time. Therefore achievable in the long term.
EMP14	Site off Lovell, Lichfield Road Employment Area	2.45	Site is within employment area and suitable for redevelopment for employment use. Suitable for redevelopment because part of the site is unoccupied and of poor quality.	Part of the site is occupied and part of the site has been vacant for a number of years. Site is also in multiple ownership	Current market view shows site as adequate location however poor quality on part of the site is affecting the ability to attract new occupiers. Redevelopment could achieve higher rents and is therefore desirable. Land assembly is required. Site is achievable in the long term
EMP15	Site off Borman, Lichfield Road Employment Area	4.57	Site is within employment area and suitable for redevelopment for employment use. Suitable for redevelopment because part of the site is unoccupied and inadequate design for current needs.	Part of the site is occupied and part of the site has been vacant for a number of years. Site is also in multiple ownership	Market View highlights that limited demand for units of the size currently available on the site. Redevelopment for smaller units would be more appropriate in current market. Land assembly is required. Site is achievable in the long term

EMP16	Apollo Park, Lichfield Road Employment Area	1.3	Site is within employment area and suitable for redevelopment for employment use. Determined as suitable based on age of building.	Site is currently occupied, uncertain of ownership at this stage	Redevelopment on adjacent site has occurred. Loss of current occupier combined with age of buildings could lead to vacancy in the long term. Site is achievable in the long term.
EMP17	North of Gerard, Lichfield Road Employment Area	3.72	Site is within employment area and suitable for redevelopment for employment use due to high proportion of vacant units which have been vacant for a period of year.	Part of the site is occupied and part of the site is vacant, also in multiple ownership	Site is achievable in long term. Current market view shows site as adequate location however poor quality on part of the site is affecting the ability to attract new occupiers. Redevelopment could achieve higher rents and is therefore desirable.
EMP18	Kepler, Lichfield Road Employment Area	2.51	Site is within employment area and suitable for redevelopment for employment use. Site currently has access issues due to poor road quality, these could be overcome as part of a redevelopment.	Site is partly occupied with some vacant units. Site is also in multiple ownership	Identified by agent as having access and quality issues. If land assembly can be achieved then location is still good for redevelopment for employment use. Achievable in the long term.
EMP19	Site south east off Lagrange	1.74	Site is within employment area and suitable for redevelopment for employment use due to long term vacancy on the site.	Site is partly occupied and has multiple ownership. Site is also being marketed for new tenant	Achievable in long term. No suggestion site is no longer desirable.

EMP20	Part of Co-op car park, Tame Valley Employment Area	0.83	Site is within employment area however on retail land, suitable for employment or retail use. Development of site would not impact on current retail use.	Site is occupied (car park for Co-operative superstore) however is under-used. One owner with no awareness of desire to release land for redevelopment	Achievable in medium term. No known constraints
EMP21	Site to East off Claymore	0.12	Site is within employment area and suitable for redevelopment for employment use	Site is partly vacant, unaware of ownership at this stage	Requires land assembly. Site is achievable long term
EMP22	Tripark, Lichfield Road Employment Area	3.73	Site is within employment area, recently received planning permission for change of use from B1,B2,B8 to Car Sales	Part of site is currently occupied but we understand this is on a short term lease. Site is in single ownership but unaware of desire for redevelopment at this stage. Site has recently had some renovation work	Achievable in medium term. The Agents view of site is that currently its design is inadequate for current requirements but they confirmed the location is good and redevelopment is likely to achieve end use.
EMP23	Swish	3.63	Site is within employment area, site is currently partly occupied and has recently been sub divided into smaller units however unoccupancy remains.	Site is partly occupied, unaware of ownership or desire for redevelopment at this stage	Achievable long term. Agents view of site is that there is limited demand for units of this scale and design is inadequate. but they confirmed the location is good and redevelopment is likely to achieve end use.

EMP24	Car Park North West of Amber Close	0.09	Site is within employment area. Site is currently occupied by a car park. Site is small causing potential viability issues however adjacent office development could be replicated.	Site is occupied for a car park but is on Council owned land with plans for redevelopment	Achievable in short term. Agents view is that there is demand in this location and redevelopment could attract higher rents.
EMP25	Car Park and units East of Sandy Way (adjacent to EMP11)	0.27	Site is within employment area. Site is currently partly occupied. Site is of poor quality and would be suitable for redevelopment	Site is partly occupied but is on Council owned land with plans for redevelopment.	Achievable in short term. Agents view is that there is demand in this location and redevelopment could attract higher rents.

Short, Medium and Long term capacity

Tamworths requirement in accordance with the West Midlands RSS Phase 2 revision draft is for a 14 ha (rolling 5 year land supply) and 42 ha over the period 2006 – 2026.

Since 2006, as at 31 March 2009: 0.59 ha have been completed and 0.4 ha were under construction, a total of 0.99 ha

Therefore 41.01 ha are required.

As at 31 March 2009 24.01 ha has planning permission. This includes Bitterscote South which is set to expire on 12/07/2009. Post this expiry date 14.31 ha of land has planning permission. Therefore these commitments demonstrate the ability to meet the requirement for a 14 ha rolling 5 year land supply.

Therefore based on completions/under construction of 0.99 ha and commitments of 14.31 ha amounting to 15.3 ha, 26.7 ha of employment land still needs to be identified.

All the sites identified in the above appraisal could be considered suitable to come forward for development/redevelopment. This would provide a total of 63.81 ha. Some of this is on new sites and some is on redevelopment sites. However, not all of the sites may be available for development.

Redevelopment Sites

We therefore need to look at an approximate figure for redevelopment to see if and how much land needs to be identified within the Core Strategy to come forward.

The following table provides an overview of the Short, Medium and Long Term capacity of redevelopment sites.

Site Reference	Timescale	Size of site
EMP10	ST	0.68 ha
EMP25	ST	0.27 ha
EMP12	MT	0.51 ha
EMP20	MT	0.83 ha
EMP22	MT	3.73 ha
EMP11	LT	1.60 ha
EMP13	LT	0.76 ha
EMP14	LT	2.45 ha
EMP15	LT	4.57 ha
EMP16	LT	1.30 ha
EMP17	LT	3.72 ha
EMP18	LT	2.51 ha
EMP19	LT	1.74 ha
EMP21	LT	0.12 ha
EMP23	LT	3.63 ha

The total provision for the Short Term is 0.95 ha

The total provision for the Medium Term is 5.07 ha

The total provision for the Long Term is 22.40 ha

The overall total redevelopment capacity is 28.42 ha. Consequently the requirement of 26.7 ha can be met via redevelopment of sites within existing employment areas.

However when a redevelopment site comes forward is dependant on a number of factors such as:

- Relocation of occupied units
- Land assembly of units in multiple ownership
- Economic Viability including Market Conditions

Therefore it is possible to identify those in the short and medium term as they have the fewest constraints and are attractive to the market. It is difficult to place any certainty on when the sites in the long term will come forward which is why they have been identified as long term sites. Accordingly a flexible approach needs to be taken in the Core Strategy.

If the Short and Medium term sites come forward (6.02 ha) there remains a requirement of 20.68 ha.

New Employment Sites

Focusing on new employment sites, the following table provides an overview of the Short, Medium and Long Term capacity of new sites.

Site Reference	Timescale	Size of site
EMP5	ST	0.4 ha
EMP7	ST	0.7 ha
EMP6	ST	0.3 ha
EMP24	ST	0.09 ha
EMP1	MT	9.7 ha
EMP2	MT	2.22 ha
EMP3	MT	15.51 ha
EMP4	MT	3.43 ha
EMP8	MT	2.6 ha
EMP9	MT	0.74 ha

The total provision for the Short Term is 1.49 ha

The total provision for the Medium Term is 34.2 ha

There is no provision at this stage over the Long Term.

Focusing on potential delivery of new sites, EMP6 and EMP24 at Amington and EMP5 at Tame Valley are located on existing employment areas described as a good location by agents. There is no reason to suggest that these sites will not come forward. The total provision is 0.79 ha leaving a requirement of 19.89 ha.

Some of the Medium term sites have already previously had planning permission and it is understood that there are no market issues as to why these sites haven't yet come forward. These sites consist of EMP1 and EMP2 with a total capacity of 11.92 ha. This leaves a requirement of 7.97 ha.

The remaining new employment sites account for 22.98 ha and are in 2 locations. Around the M42 junction at Centurion Park and Relay Park and at Bonehill Road (Bitterscote). The sites at the M42 junction (EMP8 and EMP9) are suitable for employment and account for 3.34 ha but there is uncertainty over when these will come forward.

Sites EMP3, EMP4 and EMP7 are at Bitterscote. Sites EMP4 and EMP7 account for 4.13 ha. Due to the small size of EMP7 there are potential viability issues which may limit the sites use but this is unlikely to stop the site coming forward. Site EMP3 accounts for 15.51 ha however there are potential issues regarding access and impact on the existing landscape. Therefore sites at the M42 junction and at Bitterscote (excluding EMP3) can deliver a total of 7.47 ha, showing an undersupply of 0.5 ha in meeting the remaining requirement of 7.97 ha.

However, due to a lack of identified new sites EMP3 could provide flexibility in the long term alongside redevelopment of existing estates, primarily sites identified as part of a long term capacity.

Consequently Tamworth has capacity to meet the RSS requirement of 14 ha (rolling 5 year land supply) and 42 ha over the plan period.

Conclusions and Recommendations

Overall Employment Position

As highlighted in stage 1 it is evident that Tamworth's employment areas are currently performing sufficiently to be retained in their current use. However there are issues with the existing stock in particular an oversupply of small units, although market evidence suggests there is still sufficient demand at the majority of the employment areas. In terms of quality, this varies across the Borough with some areas suffering from issues such as a poor quality environment and inadequate security measures whereas other areas offer an excellent surrounding environment with sufficient contemporary security measures. These variations in quality occur at various scales both between employment areas and within employment areas with marked differences in quality at this scale. There are a number of recommendations for each employment area which are included at the end of this section. In addition the Council will need to continually monitor and assess the quality and performance of each Employment Area on an annual basis.

The study has so far demonstrated that there are sufficient sites to meet the RSS Phase 2 revision requirements of a rolling supply of 14 ha and a long term supply of 42 ha over the plan period. This is demonstrated by 0.99 ha of land which is either complete or under construction, commitments (i.e. land with planning permission) of 14.31 ha and 26.2 ha of new and redevelopment sites.

The supply of 41.5 ha excludes identified long term redevelopment sites and new employment site EMP3 (collectively with a total capacity of 37.91 ha giving a total possible supply of 79.71 ha). In particular for long term redevelopment sites where there are issues over their deliverability; some of the sites are currently occupied or of multiple ownership and there is a lack of information regarding developer intent. For new site EMP3 there are issues regarding its suitability. However there might be potential for these sites to come forward as part of a flexibility allowance in the long term.

The 41.5 ha demonstrates that there is enough supply to meet all the different levels of need generated from the different approaches outlined in the Future Land Estimation study with the exception of the 10 year build rates approach (59.32 ha). If we were to pursue or follow this approach, or if the requirement in the RSS was increased, consideration will need to be given as to whether it is more sustainable for North Warwickshire Borough Council and / or Lichfield District Council to meet some of Tamworth Borough Council's employment needs. This will also be important as there is potential that all of the sites identified as part of the supply might not come forward for development.

In terms of the portfolio of sites identified, the Core Strategy will need to decide which sites come forward in terms of their appropriateness, focusing at issues such as sustainability, economic viability and compatibility with the chosen strategy. In addition the Core Strategy will also need to look at when sites will come forward with regards to their phasing over the plan period. This demonstrates that there are choices for the Core Strategy to take in considering Tamworth's Employment Land requirements for the future.

Recommendations for specific employment areas

Tame Valley Employment Area

The area should be retained in employment use however there is potential for release of some units for trade purposes. Physical improvements are required to the following sub-estates; Roman Park and Claymore. In addition security improvements should be made at Roman Park, Viking Park and Falcon Park. Further short term improvements include improved signage at sub-estates and the main entrance points to the employment area and to create a business forum for businesses to highlight issues and to explore potential for measures such as car sharing schemes to alleviate congestion. There is potential for redevelopment of part of the Co-operative car park, site EMP20.

Over the long term there is potential for redevelopment of a site to the north of the employment area, EMP21.

Lichfield Road Employment Area

The area should be retained in employment use. Physical improvements are required to existing roads and sub estates showing signs of disrepair including poor road quality, in particular re-surfacing along Apollo and Mariner and also at Lovell, Kepler and Tamworth Enterprise Park. Furthermore improvements to security measures are recommended at; the Apex centre, Kepler, Tamworth Enterprise Park, Sovereign Centre and Ariane. Signage should also be improved at key entrance points and the potential of creating a business forum for the employment area should be explored.

Towards the long term there is significant redevelopment potential throughout the site.

Amington Employment Area

The area should be retained in employment use. Specific improvements include improved signage at entrance points to the area. Due to the high proportion of council owned land it is recommended that a strategy is created for the future management or development of this land, in particular Sandy Way and Tamworth Business Centre. This will help determine the potential for redevelopment or assist in remediation work which is required. Such as improving road quality on site and increased security measures. There might also be the potential for some small scale release of employment land for A3 or A4 use to improve access to services on the employment area, provided this does not lead to a detriment of the overall function of the employment area. Increased public transport access is recommended to improve links to nearby local centres. In terms of development, there is potential for site EMP10 to come forward in the short term.

Over the medium and long term there is potential for development of formerly allocated land and redevelopment of existing sites. In the medium term sites EMP6, EMP 11 and EMP12 and over the long term, EMP13.

Bonehill Road Employment Area

This employment area should be retained in employment use. Specific improvements include improved signage at the entrance to the site. There is also potential to develop the former local plan site, EMP7 over the short term.

In the long term there are potential development opportunities along Dunstall Lane at sites EMP3 and EMP4.

Cardinal Point Employment Area

The existing units and any future development beyond that already committed should be retained in B1, B2, or B8 employment use. The potential for a car sharing scheme or off-site parking should be explored to reduce congestion along Ventura Park road. There is potential for development of EMP1 and EMP2.

Kettlebrook Road Employment Area

In the short term the area should be retained in employment use and physical improvements should be carried out on all access roads on the employment area. All sub-states with the exception of Swan Park require security improvements and improved signage.

Towards the long term, due to capacity issues, the age of the site and access issues there is potential for some of the land to be released for alternative uses.

Centurion Park Employment Area

The area should be retained in employment use and a key recommendation is to improve bus service provision to create greater links to the town centre via the residential areas north of the employment area, Stonydelph, Glascote and Amington.

Over the medium term there is potential for additional employment land to be delivered on the eastern corner of the site, EMP9.

Relay Park Employment Area

The area should be retained in employment use and bus service provision should be improved to provide greater links with the town centre via residential areas to the North of the employment area in conjunction with recommendations for Centurion Park.

Towards the long term there is potential for additional development on the formerly allocated local plan site, EMP8.

Beauchamp Employment Area

Over the short term this area should be retained in employment use but towards the long term there might be potential for land to be released for alternative uses.

Two Gates Trading Area

This area should be retained in employment use. In addition measures such as car sharing should be encouraged at the site through appropriate means to reduce congestion caused by on-site parking.

Hedging Lane Employment Area

This area should be retained in employment use over the short term and physical improvements need to be carried out on the access road through the site. Towards the long term, there might be some potential for release of land for alternative uses.