

Appendix D

Daedalus Communications Strategy

1. Introduction

This document relates to the land now owned by Fareham Borough Council, but is intended to be complementary to the wider governance arrangements for the Daedalus site as a whole.

The purpose of this Communications Strategy is to support the delivery of the Council's vision for Daedalus, by:

- Providing a framework in which to plan and deliver communications;
- Identifying key audiences; and
- Setting out a range of communication channels to be used

2. A vision for Daedalus

Fareham Borough Council's overarching vision for Daedalus is:-

“Our vision is for Daedalus to become a premier location for aviation, aerospace engineering and advanced manufacturing businesses to locate, creating many skilled employment opportunities for local people, which is underpinned by a vibrant and sustainable airfield.

Building on the existing general aviation uses, the airfield will be an attractive destination for visiting aircraft and will offer the hangarage, facilities and services to attract more corporate and commercial aviation activities, allowing the airfield to be self-sustaining in the medium term and contribute positively to the local community.”

3. Key audiences

Different audiences have been identified and categorised as follows:-

- **Tenants** – There are a range of tenants situated at Daedalus, including businesses and the flying community. They will require regular contact with the Council to ensure that they have a voice in the future development of the site, understand the requirements of their tenancy, and are kept informed of progress. It is important that the strategy meets tenant's needs, and that they have a vehicle available to them for expressing their views.
- **Prospective Tenants** – There is a need to attract new businesses to the site. This will require sales and marketing activity, site visits, negotiations and support packages to be put in place.
- **Prospective Airfield Users** – It is important to develop the overall viability of the airfield by significantly increasing the number of visiting aircraft. There is a need to

develop general awareness of the airfield amongst the aviation community and to target specific groups to increase their usage of the airfield.

- **Neighbouring Communities** – There is a need to keep the neighbouring communities of Stubbington, Hill Head and Lee-on-the-Solent informed of key developments on the site. Local people will want to understand the impact of works on the site in terms of visual appearance, increased noise and/or traffic, plus understanding any potential community benefits.
- **Media** – The local media will be interested in the ongoing development of the site. This will include stories on new businesses and job creation, VIP visits, events and activities and photo opportunities. External media may also be interested, especially aviation magazines etc, and will need to be kept informed of ongoing events and progress.

4. Other interested parties

The overall vision for Daedalus recognises that whilst Fareham Borough Council is the landowner for a significant part of the site, it is important to develop good working relationships with other interested parties.

Daedalus has “Enterprise Zone” status and this is coordinated by the **Solent Local Enterprise Partnership (LEP)**. The Council will need to work closely with The Solent LEP to ensure that any marketing activity is complementary and that all agencies are working in a coordinated way.

The Council owns the majority of the land at Daedalus within the Borough’s boundaries, with the exception of the southern runway and a parcel of land adjacent to the runway. This southern runway area is owned by the **Marine and Coast Guard Agency (MCA)** and is used by rescue helicopters. It will be important to keep CEMAST and the MCA informed of developments on site.

CEMAST College and Tidebank (industrial units for sale or rent) both have long leases with the Council on the land where they are situated; whereas other tenants are subletting the land.

The remainder of the site falls within the boundaries of **Gosport Borough Council** with the principal landowner being the **Homes and Communities Agency (HCA)**. The HCA is currently marketing the land, known as the “Waterfront Area” to prospective developers. It has already sold small parcels of land to **Barratt Homes** for housing development and **Tide Bank** for a small business park development (Daedalus Park).

The HCA and Gosport Borough Council have been key partners in the development of Daedalus and it will be important to continue to develop this close working relationship to ensure that the overall site is developed and promoted in a coordinated way.

Finally, another key player in the future development of the site is **Hampshire County Council**. The County Council is heavily involved in constructing the infrastructure on and off the site as well as promoting Daedalus as a key economic development site within

Hampshire. The working relationship between the Borough Council and County Council will be a key ingredient of future success.

It is the intention of Fareham Borough Council to commission an independent company to manage the airfield, who will also assist in promoting it.

5. Geography of the site

The diagram below shows the areas of the site that Fareham Borough Council will promote, together with the boundaries for the remaining landowners.

Daedalus Zone Clusters



The site under Fareham Borough Council’s ownership includes three separate areas for development. These are:-

- **Daedalus East and Innovation/Skills Cluster** – which includes a business development park, an aviation cluster with direct access to the runway (i.e. “airside”), CEMAST College and the Fareham Innovation Centre;
- **Daedalus West** - which will include a business development park; and an aviation cluster with direct access to the runway (i.e. “airside”);
- **Community Green Space** – which includes a large area of land allocated for use by the community for recreational purposes.

6. The Daedalus brand

It is considered important to retain the name “Daedalus” within any future marketing material. There is a long history of the name being associated with the airfield and it has a unique identity within the area, with residents and amongst the aviation community.

Building on the successful launch of the “Fareham Innovation Centre at Daedalus”, it is proposed that different parts of the site are promoted under the “at Daedalus” brand. This necessitates a move away from terms such as Daedalus East or Daedalus West, which mean nothing to those not involved with the site, to new names ending in “at Daedalus”.

So, for example, Daedalus West could be named “Perdix Park at Daedalus”, reflecting the aviation history of the site (‘Perdix’ being the name of the nephew of Daedalus. Perdix was also a renowned inventor). The names of each area should be identified at an early stage and it is suggested that the local community is involved as part of an awareness exercise, creating a sense of inclusion and ownership, in a similar way to the naming of Welborne consultation exercise. The history of the site and links to Daedalus will be researched in order to provide a list of potential, suitable names to choose from.

The two areas to be named would include:-

- X Park at Daedalus (formerly Daedalus East and Innovation/Skills cluster)
- Y Park at Daedalus (formerly Daedalus West)

It is proposed that this theme is also used to promote the runway area. Research has been undertaken on the dictionary definitions for the options of naming a runway area and associated facilities. These include:-

Airpark: a small airport for private planes, especially one located near an industrial park or other industrial centre, with a residential development

Airfield: a level area where aircraft can take off and land, with fewer buildings and services than an airport and used by fewer passengers

Airport: a place where aircraft regularly take off and land, with buildings for passengers to wait in

It is proposed to call the runway and associated facilities **Solent Airport at Daedalus**. The green space to the North of the site, being developed for the local community, will be known as **Daedalus Common**.

It is a point to note that even though the majority of the land owned by Fareham Borough Council within Daedalus, is actually on Fareham soil, the postal address will remain as Lee-on-the-Solent. This includes the runway area.

7. Key channels of communication

Brand Design

If the “at Daedalus” brand is adopted then it will be necessary to commission a graphic design agency to develop designs for the font, typeface and colours to be used in all promotional material, in the form of a branding guide which will be used and followed for any design work relating to the area of Daedalus owned by Fareham Borough Council. We will be mindful of the current Solent Enterprise Zone brand, and take into account what already exists on site.

Website

It is proposed that the Council constructs and maintains a new website covering all areas of Daedalus under the Council’s ownership. The Council’s Communications

Team would be responsible for regularly updating material on the website, with information provided by relevant officers, in particular the Daedalus Estates Team. The website would link to existing websites, such as the Enterprise Zone website (managed by the Solent LEP).

On Site Signage

Various, branded signage would need to be erected throughout the area of the site owned by Fareham Borough Council, providing direction for visitors to businesses on the site, promotion of available space on the site, and a welcome message. A signage strategy will be created to provide a consistent and appropriate framework for this. Buildings such as the control tower, gate entrance to airfield etc would also need to be branded accordingly to identify Fareham Borough Council ownership, and provide contact details in case something goes wrong, and officers need to be contacted urgently.

Any safety signs on the site also need to be branded, complete with contact details in the case of an emergency.

In addition to signage on the site, hoarding could be erected around the perimeters of the site to encourage enquiries from business about the possibility of locating at Daedalus, and also to advise of businesses already operating from Daedalus.

Tenant Communication

All communication with tenants will be focused through the Council's Estates Team. The team will have a regular presence on site at Daedalus.

The Estates team will send a regular monthly e-update to tenants at Daedalus. Feedback will be requested from tenants re content value and ideas regarding what they would like to know more about.

Meetings would be held with tenants on an ad-hoc basis as and when required, but particularly when there is a major event to be held at the site. Such meetings will be held at the Innovation Centre.

An open door policy is operated for current tenants at the Estates team office within the Innovation Centre at present, and this should continue when a Marketing Suite is created for Daedalus.

An events log/calendar will be created for the Council's Daedalus website to keep tenants informed of what is happening with and on the Fareham area of the site. This could be a private area on the website for tenants only if required.

Tenant's workshops are currently held bi-monthly, with the Council's Director of Finance and Resources in attendance, and provide a useful opportunity for tenants to network. Future frequency of workshops can be led by tenant request.

Marketing of site

The Council has limited experience regarding the best way in which to market Daedalus to the wider business community and in particular, the aviation sector. It is likely therefore that the Council will need to engage a specialist marketing company/commercial real estate agent to promote Daedalus as a first class site for

business, and a further specialist aviation company to target and provide leads in the aviation industry.

Updated photography, film and images will need to be provided on an on-going basis to keep any marketing material fresh and up to date, and a budget will be determined for this.

A marketing suite will be created at Daedalus with the addition of story boards to illustrate the change and growth at Daedalus, relevant pictures on display with positive comments from current users and tenants, a plasma screen with film and images running, and appropriate furniture to create a fresh and inviting environment.

The branding of the Estates Team business cards, letterheads and associated material will all bear the logo of Fareham Borough Council at Daedalus, following through the “at Daedalus” theme which identifies the location and history of the site.

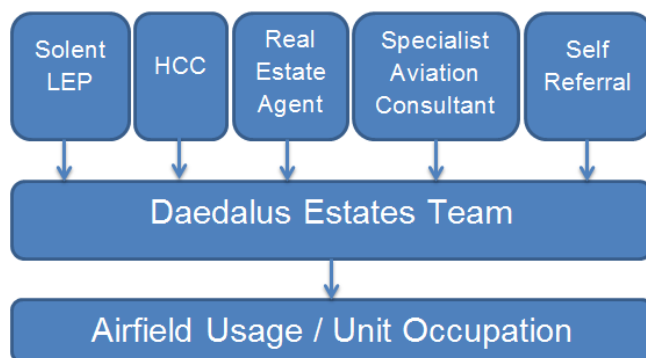
The publication of a brochure pack will be produced for prospective tenants and users of the airfield to take away with them from the marketing suite, to be used at events and sent to possible business interests. This should contain a well presented booklet telling the story of Daedalus and its resurgence, which will not change. In addition to this, loose leaf pages will be produced illustrating the current available plots, costs, flight information etc., which can be updated page by page as required.

Prospective Tenants

The new website mentioned above will be a key source of information for prospective tenants. It will be important to develop a close working relationship between the FBC Daedalus Estates Team and the FBC Communications Team to ensure that information is up to date and relevant.

Any publicity material, events or exhibitions for commercial tenants should be designed in collaboration with the agent appointed, coordinated by Fareham Borough Council Estates and Communications teams.

It is also likely that prospective new tenants will be introduced to the site via other partners such as the Solent LEP and Hampshire County Council’s economic development team. In all cases it is important to recognise that all enquiries must be signposted to the Daedalus Estates Team. This will avoid duplication, confusion and delay.



Prospective Airfield Users

The aviation community is a specialist market and the Council does not have the in house expertise to develop this stream of marketing activity.

It is therefore proposed to initially commission a specialist agency to work in this area. The scope of the contract would need to include promotional activity, advertisements, preparation of story boards, attendance at events and exhibitions etc.

Costs would need to be carefully monitored to demonstrate a clear link between investment in marketing activity and an increase in flight movements and interest. In the longer term, this role will be included as part of the airfield management contract.

Neighbouring Communities

The local community should be able to glean a great deal of information from the new website, so it will be important to think about users of the site, those interested in becoming a user of the site, local residents and businesses when promoting the website widely once it is up and running.

Any major initiatives or activities on the site would be subject to public consultation via a special CAT meeting held in the neighbourhood. Given that the Daedalus site crosses the boundary between Fareham and Gosport it would seem reasonable to include Lee-on-the Solent residents in any mailshot advertising CAT meetings focused on Daedalus.

Media

The Council's Communications Team will be the focus for all media enquiries, press launches, events and press releases.

Other Interested Parties

Communication with other interested parties (such as The Solent LEP, Gosport Borough Council and Hampshire County Council) will be undertaken via any governance framework agreed between the parties.

8. Budgets

All of the measures outlined above have been included in the table below:-

| Activity | Description | Annual (£) | One off (£) |
|---|---|------------|-------------|
| CAT meetings | • Consultation on Park Names and use of green place | | 3,000 |
| | • Special CAT meetings and advertising | | 3,000 |
| New website | • Construction | | 5,000 |
| | • Ongoing maintenance (technical and Updating) | 4,000 | |
| Brand design | • Graphic Design Contract | | 2,000 |
| Specialist aviation marketing agency | • Monthly retainer for 12 months at approx. £1500 a month | 18,000 | |
| Photography and film | • One day aerial to create library | | 1,500 |
| | • Ad hoc requirements throughout year | 1,500 | |

| | | | |
|--------------------------|---|---------------|---------------|
| | | | |
| On site signage | Advertising Boards, directional signage | | 8,000 |
| Perimeter signage | Hoarding and banners | | 12,000 |
| Marketing suite | Advertising Boards | | 5,000 |
| Total | | 23,500 | 39,500 |

9. Conclusion

This Communications Strategy seeks to provide a framework for all future communications activity at Daedalus, but needs to be a living document which is fluid and subject to adaptation from time to time. Progress will need to be monitored and the Strategy refined over time as the site develops.