

# FAREHAM

## BOROUGH COUNCIL

### Report to the Executive for Decision 12 October 2015

<b>Portfolio:</b>	Policy and Resources
<b>Subject:</b>	A Vision for Daedalus – Results of Consultation and Next Steps
<b>Report of:</b>	Director of Finance and Resources
<b>Strategy/Policy:</b>	Corporate Strategy
<b>Corporate Objective:</b>	Policy and Resources

**Purpose:**

To advise Members of the outcome of the public consultation on the Draft Vision for Daedalus, and to agree the next steps for delivering the Vision.

**Executive summary:**

On 13<sup>th</sup> July, the Executive agreed a draft Vision for Daedalus, setting out its ambitions for the airfield and the wider development areas, following its acquisition in March this year.

A formal public consultation exercise was subsequently launched, and partners were also formally invited to comment on the document. The consultation process included publication on the Council's website, a public exhibition in Stubbington, a Special CAT meeting in Stubbington and a tenants' workshop with aviation interests at Daedalus.

The results of the consultation are set out in the report, and were largely very positive. Some specific comments have resulted in amendments to the draft Vision, and the final version for adoption is attached at Appendix A.

In order to deliver the Vision, a significant investment will be necessary to unlock the areas of land identified for development, to support the creation of jobs in the area and to provide good quality public amenities shown in the Vision. It is therefore appropriate to have a robust governance structure underpinning the delivery of the Vision, and a proposal to achieve this is set out in Appendix C.

Finally, because the delivery of the Vision is likely to be of great interest to a wide number of groups and individuals in the community, consideration has been given to the mechanisms for engaging and communicating with the local communities, tenants and prospective new businesses, airfield visitors, etc. A Communications Strategy for Daedalus has been prepared, in Appendix D, to demonstrate how the

Council will engage with interested parties and keep all appraised of our progress in delivering the Vision.

**Recommendations:**

It is recommended that the Executive:-

- (a) formally adopts the Vision for Daedalus, as set out in Appendix A to the report;
- (b) agrees the proposed Governance arrangements for the Delivery of Daedalus (as shown in Appendix C);
- (c) delegates authority to the Director of Finance and Resources to agree Heads of Terms for the disposal of plots as described in Appendix C to the report; and
- (d) approves the Communications Strategy for Daedalus as set out in Appendix D to the report.

**Reason:**

To enable the delivery of the Vision for Daedalus to continue.

**Cost of proposals:**

The costs of the proposals are contained within existing resources at this time. The budgets required to deliver the communications strategy will be incorporated into the budget setting process in the autumn.

**Appendices:**

- A: Fareham Borough Council's Vision for Daedalus, as amended following public consultation**
- B: Public Consultation responses**
- C: Governance arrangements to oversee the delivery of the Vision at Daedalus**
- D: Daedalus Communications Strategy**

**Background papers:**

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## BOROUGH COUNCIL

### Executive Briefing Paper

<b>Date:</b>	12 October 2016
<b>Subject:</b>	Vision for Daedalus – Results of Consultation and Next Steps
<b>Briefing by:</b>	Director of Finance and Resources
<b>Portfolio:</b>	Policy and Resources

#### INTRODUCTION

1. On 13th July, the Executive agreed a draft Vision for Daedalus, setting out its ambitions for the airfield and the wider development areas, following its acquisition in March this year. A formal public consultation exercise was subsequently launched, and partners were also formally invited to comment on the document. This report sets out the results of the consultation and proposes a final Vision for adoption.
2. The report also proposes a robust governance structure to underpin the delivery of the Vision, recognising the significant investment that will be necessary to unlock the areas of land identified for development, to support the creation of jobs in the area and to provide good quality public amenities.
3. Finally, because the delivery of the Vision is likely to be of great interest to a wide number of groups and individuals in the community, the report proposes a Communications Strategy for engaging and communicating with the local communities, tenants and prospective new businesses, airfield visitors, etc.

#### A VISION FOR DAEDALUS – PUBLIC CONSULTATION RESULTS

4. The public consultation for the draft Vision commenced on 27<sup>th</sup> July and closed on 23<sup>rd</sup> September 2015. Recognising the broad interests in the Site, the Council used a variety of channels to engage with interested parties;
  - The Vision was on the “consultations” page of the Council’s website;
  - Those registered on the e-Panel were notified of the consultation exercise
  - Partner organisations (Homes and Communities Agency, Hampshire County Council, Maritime and Coastguard Agency, Gosport Borough Council and Solent LEP) were formally invited by letter to comment;
  - A tenants workshop for aviation tenants at Daedalus was held on 27<sup>th</sup> July (attracting nearly all tenant interests)

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- A public consultation event was held at Holy Rood Church, Stubbington on 3<sup>rd</sup> September, (attracting around 500 people)
  - A Special CAT meeting was held, also in Stubbington on 3<sup>rd</sup> September (attracting around 200 people)
  - Social media channels were used (Facebook, Twitter) to raise awareness;
  - Press releases were also published to raise awareness.
5. While informal comments were received, formal comments were encouraged by letter, email or via the Council's web forms. 78 responses were received, together with 1 formal response from Hampshire County Council.
6. Hampshire County Council made the following comments:-

*As you are already aware, Hampshire County Council has been a highly supportive and proactive partner in the delivery of the Solent Enterprise Zone development to date, and we hope to continue to play an active role into the future, to help realise the tremendous economic benefits for our local communities.*

*Specifically in relation to the Daedalus Vision, and the Fareham element of the Enterprise Zone, there are a couple of key areas which we would wish to comment on:*

1. *Delivery Model – it would be useful to achieve clarity on the proposed delivery model for the development of new employment space on across Daedalus East and West. Hampshire County Council is currently in the process of appointing a contractor to build the 25,000 sq ft speculative industrial unit to be built on plots 5 and 6 of Daedalus East. However, in relation to future phases, whether speculative or pre-lets to business occupiers, it is not yet clear how any such development will be delivered. This is critical to ensure the confidence of potential occupiers and to secure their requirements, especially when in competition with other major development sites with incumbent developers or development partners. The ability to provide potential occupiers / enquirers with outline sketch plans, construction programmes and commercial terms in a timely fashion is normal practice for developers and Fareham BC needs to ensure that it is able to offer an equivalent response to interested parties.*
2. *Unmanned Aerial Vehicles – this is a potentially significant growth opportunity for Hampshire and a way to differentiate the Enterprise Zone and position Daedalus as the hub of a UAV centre of excellence in the south of England. Achieving clarity around the degree to which the flight movements associated with the testing of UAVs could be accommodated on Daedalus will obviously be a critical factor in progressing any such opportunity.*
3. *Aviation related MRO – as you are already aware, we have seen significant interest in Daedalus from businesses associated with this fast growing sector. We believe that there is a great opportunity for the south of Hampshire and specifically Daedalus to attract operations of major players in the aviation/aerospace sector. The presence of CEMAST on the Daedalus site provides an attractive backdrop for such businesses wanting to employ apprentices as part of their recruitment and skills development strategy. Hampshire County Council is keen to work with Fareham BC to ensure that we maximise the potential of this opportunity.*

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7. While the volume of responses was relatively small, those which were received, combined with conversations at the workshop and the email responses provided a useful indication of the residents, local community and interested parties views. It is also reasonable to conclude that the low response indicates that people are generally happy with the Council's vision, as experience suggests that where people are unhappy they would be much more likely to tell us so.
8. A list of the public comments received can be found in Appendix C. The key themes from the consultation survey are as follows:

#### General feedback

- Broad positive comments and agreement with the Council's vision for Daedalus;
- Interest in the businesses that will provide skilled jobs and how they will help young people pursue a career in engineering, aviation and marine industry;
- Support in making the airfield sustainable and hope it will provide for future generations;
- Support for the provision of facilities for business, groups and the community – recreational facilities would be welcome;
- Concern over the local infrastructure and increased traffic in local area;
- Concerned about noise issues from increased air movements;
- Detailed plans for airfield would be welcome to answer concerns.
- More clarity needed on the development of employment space at Daedalus East and West

#### Aviation-specific feedback

- Concern over loss of taxiways to the main runway causing delays and fuel wastage;
- Concern over loss of second runway
- Concern over length of taxiway due to safety and operational purposes.
- Concern over water feature due to bird risk.
- Concern that there is insufficient airside land for development to make the airfield viable.
- Potential for use of site for testing Unmanned Aerial Vehicles (UAVs).

9. For a number of the points raised, a change to the Vision is not necessary as they relate to the detailed master-planning for the site. It is therefore proposed that the following points be addressed as development is planned in the coming months;
  - Local infrastructure and increased traffic in local area – The Council is already bound by planning obligations which control the impact of development on the highways, and this will be kept under review as detailed plans evolve for specific development. And increased development is likely to require compensatory mitigation measures to avoid a negative impact on local roads;
  - Noise issues from increased air movements – One of the Council's objectives in the Vision is to "be a good neighbour", so noise pollution will be an important

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consideration as development is considered. The airfield has a strict limit on flight movements (40,000 movements p.a.), which limits the noise impact;

- Loss of taxiways to the main runway – Taxiways on the eastern side of the airfield will be preserved to serve the aviation development cluster, and the infrastructure plans for Daedalus West will include new taxiways, appropriately constructed and located to serve aviation in that area. The plans will be designed with aviation expertise to ensure the taxiways are suitable.
  - Risks associated with features in the community spaces – Aviation safety advice will be sought for any development occurring at Daedalus, including any features that are provided in the community space, to ensure they do not create a new safety risk.
  - Proportion of airside land for development – the master plan will determine the broad split of land for airside development, and will be determined through advice from specialist aviation experts. The indicative areas for aviation development are at least 50% more than is required in the airfield business plan.
10. Based on other comments received, the draft Vision has been reviewed and the following changes have been suggested:-
- Cluster plan – the clusters have been re-aligned to more accurately reflect the airside/landside development areas
  - Providing runway lighting, brought forward from Year 5 to Year 3
  - Introduce longer term arrangements for fuelling, brought forward from Year 3 to Year 2
11. Taking account of these changes, the Vision for Daedalus has been updated, as shown in Appendix A.

## **GOVERNANCE ARRANGEMENTS**

12. In order to deliver the Vision, a significant investment will be necessary to unlock the areas of land identified for development, to support the creation of jobs in the area and to provide good quality public amenities shown in the Vision. It is therefore appropriate to have a robust governance structure underpinning the delivery of the Vision.
13. While the delivery of the Vision is largely an Executive function, the scale of the proposals and programme of improvements is such that it is appropriate for additional governance arrangements to be put in place. The purpose of these arrangements will be to support the Executive in the decisions that they make, to be a “critical friend” to officers on specific projects and to provide a forum for a wide cross section of the community to be kept informed of the Council’s plans.
14. The proposed mechanism for this to be achieved is for the following groups to be formed:-
- Members Working Group(s): These will be appointed by the Executive, on a “task and finish” basis to oversee specific elements of delivering the Daedalus Vision. They will be a “critical friend” to the project delivery team, and while the areas of work will be determined by the Executive, they could include oversight of the community facilities provision (SANGS, parks, allotments), master-planning

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development or delivering council assets (e.g. hangars, tower improvements, infrastructure provision, etc.)

- Daedalus Local Members Forum: The forum would meet on a quarterly basis, chaired by the Executive Leader and comprise Borough Ward Councillors and County Councillor representation. The forum will fulfil a consultative role, with an oversight of the delivery of the Council's Vision for Daedalus. It would receive progress reports on the delivery of projects in relation to the Vision, and provide a mechanism for local Councillors to comment on future plans and assist the Executive in evolving the Vision over time.

15. At a recent meeting of the Daedalus Strategy Group, it was recognised that the move towards multiple land ownerships would suggest that a different approach to site-wide governance is appropriate. The existing Delivery Group would have a new focus, to oversee delivery of the vision for the Enterprise Zone, provide the focus for a coherent dialogue with Government, to act as guardian of the Solent EZ brand and determine how it should be used, and to secure a joined up approach to site-wide infrastructure provision.
16. Furthermore, the Strategy Group would be dissolved, and instead a new Standing Conference would be created, which would meet bi-annually and comprising landowners, councillors, delivery group members and chaired by the constituency MP, to provide an opportunity to discuss the progress and proposals of the various developers at Daedalus.
17. The proposed FBC governance structure is attached as appendix C. These arrangements would strengthen the existing constitutional arrangements for the Council's own interests, and also serve as a way of informing the wider Enterprise Zone governance involving other land owners, Gosport Borough Council and local MP's.

## **COMMUNICATIONS STRATEGY**

18. Critical to the success of Daedalus will be the Council's approach to marketing the site to development interests and to aviation interests, as well as having a coherent communications strategy to demonstrate how we will engage with the wide range of interested parties as we deliver the Vision for Daedalus.
19. To show how this will be achieved, a Communications Strategy has been prepared specifically for the Daedalus site, attached at Appendix D.
20. The Strategy provides a framework in which to plan and deliver communications, identifies the key audiences and sets out a range of communication channels that will be used.
21. It also proposes an approach to naming and branding which will be important in providing the site with an identity that tenants, businesses and the community can relate to.
22. In order to deliver the strategy, an indicative budget has been prepared, which will be incorporated into the Council's overall budget plans in the autumn.

## **FINANCIAL IMPLICATIONS**

23. The financial implications of the report are limited at this time, and have been prepared within existing resources. Any specific proposals within the Vision that require new funding will be the subject of future reports to the Executive.
24. The indicative budget required to the Communications Strategy will be incorporated into the Council's budget in the autumn.

## **CONCLUSION**

25. Following a period of extensive public consultation, the report proposes that the Council's Vision for Daedalus is adopted. The responses to the consultation were largely very positive and the issues of concern that were raised have been noted and will be taken into account during the next stages of designing the masterplan and delivering the actions in the outline strategy.
26. As the Council progresses towards implementing the Vision, robust governance arrangements have been proposed, which will provide a means to formally engage with borough councillors and county councillors as this important site evolves.
27. Finally, the report proposes a Communications Strategy which will provide the means of engaging with key audiences through a range of communication channels, ensuring that there is transparency to the delivery of the Vision.



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