

Detailed review of progress against actions within the Vision

OBJECTIVE 1

Action	Status	Progress since 2015
Develop a Masterplan to encompass the redevelopment of the whole airfield.	Achieved	A masterplan was developed during 2015 and has been maintained as a dynamic working document over the following three years, in order to adapt to changing circumstances.
Ensure that the proposed development at Daedalus East caters for a balance of aviation and other commercial uses. We have renamed Daedalus East Faraday Business Park	Achieved	<p>As the Masterplan for this area has developed, we are ensuring that the areas around the eastern taxiways are reserved for aviation use, with the remainder of the site to be developed for mixed commercial purposes. This also reflects current market demand.</p> <p>To date, Faraday Business Park comprises c.7,000sqm of aviation buildings with capacity for a further c.8,000sqm, and c.5,500sqm of commercial buildings with capacity for c.14,000sqm.</p>
Include an aviation and non-aviation cluster within development proposals for Daedalus East and West, in line with existing levels of planned development.	Achieved	Both Faraday Business Park and Daedalus West, now renamed Swordfish Business Park, include aviation and non-aviation clusters as part of the development proposals. These will be adjusted in response to market demand.
Examine the potential of Daedalus East for further development in the long term, subject to planning.	Achieved	The masterplan for Faraday Business Park provides for significant additional capacity, and this has been reflected in the emerging draft local plan for the borough.
Provide the necessary infrastructure to unlock the potential of Daedalus West, designed in a way to make best use of the development area.	In progress	A detailed design of new infrastructure for Swordfish Business Park has been prepared, which includes a new full-length taxiway, roads, drainage and other services to facilitate the scale of redevelopment proposed. Planning consent for this has been granted and some new services (e.g. electricity sub-station) has been installed. A business case is being finalised to enable works to commence in 2019.
Build a number of modular hangars, with a potential lifespan of 10-15 years, to provide space both for the relocation of existing occupiers and for new businesses, to enable existing hangars to be	Alternative achieved	Instead of modular hangars, the Council has built 11 new permanent hangars, five for general aviation use completed in 2017 and six for business use completed in 2018. These have been successful both in attracting new business to the airfield and in relocating existing tenants. They are designed to have a

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demolished and development areas to be unlocked		minimum life of 30 years.
Build a new hangar to provide an impetus to the Daedalus West development process	Not yet started	<p>This is dependent on delivery of the infrastructure works on Swordfish Business Park, which are due to commence in 2019.</p> <p>In the meantime, However, we have increased the amount of managed hangar space on the western side of the airport through better use of existing space. We have also completed 11 hangars on Faraday Business Park as noted above</p>
Explore the feasibility of providing “move-on” commercial space to tenants of the Fareham Innovation Centre	Achieved	Due to the success of Fareham Innovation Centre, which was fully occupied in its first year a second, more substantial, phase has been built, which is adjacent to and integrated with the existing building. This provides an additional 33 offices and five new workshops. This was completed in February 2018 and has so far been instrumental in allowing a number of businesses in Phase 1 who wished to expand, to move into larger accommodation.
Work with CEMAST to facilitate further skills and training opportunities at Daedalus	Achieved	We are continuing to work with CEMAST, who are also working closely with the Innovation Centre and other Daedalus tenants to facilitate further skills and training opportunities. One example of what has been achieved so far is the Civil Engineering Training Centre which has been temporarily established on Faraday Business Park. Plans for a permanent training centre have been agreed by the Council, which will be constructed in 2019.
Explore ways in which we can support local employment through the delivery of the Vision for Daedalus	On-going	We are continuing to work with existing and potential businesses to ensure that jobs are available for local people within the Fareham/Gosport peninsula. In particular, the establishment by CEMAST of the Civil Engineering Training centre mentioned above is contributing to the skills training of local young people in readiness for employment.
Aim to create around 1100 new jobs primarily, but not exclusively, in the aviation, aerospace, engineering and advanced manufacturing sectors, as a contribution to the overall employment targets of the Solent Enterprise Zone	On-going	As of Q2 2018, the Solent LEP estimates that over 700 jobs have been created at the Solent Enterprise Zone, of which approximately 500 are permanent new within Faraday Business Park and Fareham Innovation Centre. In addition, 400-500 equivalent jobs have been created during construction at Daedalus.

OBJECTIVE 2

Action	Status	Progress since 2015
In the short to medium term, market the airfield to encourage increased commercial aviation usage such as air charters and air taxis.	On-going	<p>During 2016/17, we introduced interim facilities to enable the airport to attract corporate aviation customers. Following the refurbishment of the Control Tower, impressive permanent facilities have now been established, complete in 2018.</p> <p>Flight movements have increased from c.21,000p.a. in 2014, to c.31,000 in 2017/18.</p> <p>Like-for-like movements in powered aircraft have increased by 11% since 2015.</p>
In the longer term, examine the benefits of enabling operators of small scale scheduled services to operate from the airfield, to support flight movements between UK regional airports.	In Progress	<p>Since 2017, discussions have been ongoing with an operator to commence scheduled passenger services to Alderney in small 8-seater aircraft. It is hoped that this will come to fruition during 2019.</p>
Encourage a greater number of firms who manufacture and maintain aircraft to locate their business at Daedalus, including at least one “anchor” business.	On-going	<p>To date we have enabled the expansion of existing firms which manufacture and maintain aircraft. Discussions are continuing with firms who maintain and manufacture aircraft with a view to attracting them to the airport as it develops.</p> <p>Based aircraft at the airport have increased by 32% in the 12 months to Sept 2018, and 3 new aviation companies have located at Solent Airport, providing aviation services.</p>
In the longer term, carry out a review of the current limits on aircraft movements in light of the airfield’s viability.	Not started	<p>At the moment, the cap on aircraft movements is not restricting growth plans but is being kept under review.</p>
Explore the possibility of extending the length of the runway to enable a wider range of aircraft to visit Daedalus	Not started	<p>At the moment, the runway is of sufficient length to attract the types of aircraft likely to visit the airport. However, the masterplan has made provision for an extended runway, and this will be safeguarded as any new development takes place, should a runway extension become necessary in the future.</p>
Continue to recognise the historic legacy of the airfield in encouraging and expanding its use for general aviation	On-going	<p>The improvement actions taken to date recognise the importance of general aviation at the airport by encouraging more visiting aircraft, improving the facilities available for airport users and providing certainty to airport resident aircraft through longer</p>

		term arrangements. General aviation flight movements have increased and the airport has attracted more resident aircraft.
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OBJECTIVE 3

Action	Status	Progress since 2015
Closely examine the operating costs, landing fees and service charges relating to the airfield to ensure that they are equitable and competitive.	Achieved and On-going	Fees and charges were reviewed in 2016, and have remained largely stable since then. Charging anomalies have been removed and increases restricted, to ensure the airport pricing strategy for landing fees, parking/hangarage, fuel and services remains competitive and attractive to users.
Examine how the development of commercial activity, including income from hangars, can contribute to the financial viability of the airfield.	Achieved	Rental income from new commercial development and new hangars is now having a significant positive impact on the viability of the airport.
Examine the potential for consolidating the operations for fuel supplies on the airfield	Achieved	A new £0.5m fuel farm facility became operational at the beginning of 2018 enabling the airport to sell both Avgas and Jet A1 fuel. Sales are exceeding expectations and are expected to be c.250,000lt in year 1.
Aim to ensure that the airfield operates on a break-even basis by 2019.	In progress	It is anticipated that the airport will achieve a breakeven situation during the 2018/19 financial year.

OBJECTIVE 4

Action	Status	Progress since 2015
Refresh the Airfield business plan, and identify the enhancement works required to support the airfield's viability in the long term.	Achieved and Ongoing	The Airport's Business Plan was prepared in 2015 and subsequently refreshed following the appointment of the Airport operator in 2016. Performance against the plan is monitored and updated annually as part of the Council's budget setting process.
Review the existing times in which airside management is provided, and consider whether the hours of "staffed-operation" should be increased.	Achieved	Operating hours were reviewed in 2016, and revised operational hours were introduced as part of the current management contract, with extended hours in the summer.
As a minimum, install Aeronautical Ground Lighting (AGL) to enable ground navigation of aircraft in hours of darkness or low visibility.	In progress	A specification for the provision of AGL has been developed, and a planning application being prepared. A contract for the work is being tendered, and works will be carried out in 2019.
Consider the cost benefits of installing the infrastructure required to support instrument-based landing	In progress	RNAV GPS-based navigational systems will be implemented, but cannot be progressed until the Civil Aviation Authority agree to accept new applications to transition to the new arrangements. It is likely that RNAV will not be available until 2021/22.
In the longer term, upgrade the Air Traffic Control system.	In progress	Operational staff have now received training in readiness to enable the introduction of an upgraded arrangement for Flight Information Service (FISO) air traffic service. While the Council's intention is to implement this in 2019, it does require approval by the Civil Aviation Authority.
Prepare plans for the refurbishment and improvement of the Air Traffic Control building	Achieved and Ongoing	<p>A £0.5m refurbishment of the Air Traffic Control building was undertaken in two phases and was completed in May 2018. This included additional car parking for visitors.</p> <p>Further work will be considered to offer additional parking, refurbish the operational part of the tower and improve the external fabric of the building.</p>
Provide better facilities for visitors, including a café or restaurant and reception facilities, either within the existing Air Traffic Control building or in a new building, with good	Achieved	As part of the refurbishment of the Control Tower building, a new café has been provided to enhance visitor facilities in addition to a reception area for visiting corporate clients and commercial passengers. A new external viewing area has also been provided, with two modern meeting rooms for hire.

connections to the surrounding areas		
Encourage a Fixed Based Operator to locate on the airfield to provide services and facilities for air taxis, charters and other visitors	Achieved	Regional City Airports (RCA), the airport manager, have taken over the role of a Fixed Base Operator, through its corporate arm, to provide services and facilities for corporate aviation visitors.

OBJECTIVE 5

Action	Status	Progress since 2015
Commence a procurement process with a view to commencing a new airfield management contract for airside operations in early 2016.	Achieved	Following an open competitive tendering process, RCA were appointed to manage the airport in April 2016 on a 5-year contract.
Introduce robust, sustainable, long term arrangements from grounds maintenance, including grass cutting and wildlife control	Achieved	Long term arrangements, using an in-house team, have been introduced to cover general maintenance, grass cutting and wildlife control, enabling operating costs to be reduced.
Examine the necessity for and the feasibility of establishing a Management Company to encompass both airside and non-airside management	Not started	<p>At present, this has not been deemed to be necessary as Fareham Borough Council manage the property and estate element of the airport directly, alongside RCA who manage airside operations on our behalf.</p> <p>However, this is being kept under review as the airport improvements become more advanced and the development areas are built out.</p>
Ensure that the airfield operates in an environmentally sustainable way with particular regard to noise nuisance and impact on the local community	On-going	An independently chaired Consultative Group has been established with local community representation, which covers these issues. The houses on the waterfront are being specifically designed to lessen the noise impact.

OBJECTIVE 6

Action	Status	Progress since 2015
Ensure that new buildings are of a high-quality design.	Achieved and Ongoing	All new buildings to date, including the new hangars, have been designed to be both functional and attractive additions to the airport landscape. A Design Code for future new building is being introduced as private development proposals are brought forward.
Provide public open spaces and play facilities in the areas surrounding the operational areas of the airfield in locations which are of most benefit to the local community	In progress	A large area of public open space, to be known as Daedalus Common, will be provided on the northern fringe of the airport. This will provide a green link between Stubbington and the Alver Valley Country Park and will be complete in 2019. In addition, a public viewing area has been provided adjacent to the Air Traffic Control Tower, including children's play facilities.
Enable the provision of a pedestrian link from the airfield to the seafront at Hill Head and Lee on the Solent	Achieved	A temporary footpath linking the Control Tower to the seafront was opened in 2016. This has now been made permanent with the completion of Daedalus Drive. The walk takes less than 5 minutes.
Prepare a comprehensive marketing and communications strategy	Ongoing	<p>A communications strategy was prepared in 2016 and has evolved as appropriate. This includes new and consistent branding, improved signage, the introduction of a social media presence and marketing literature for prospective businesses.</p> <p>Marketing agents, Lambert, Smith Hampton provide expert commercial property marketing and advice.</p> <p>The Council has also hosted several tenant's meetings, guided tours and hosted visits for interested parties, including HRH The Princess Royal.</p>
Encourage the provision of aviation related events on the airfield	Achieved and Ongoing	An event commemorating the 100 th anniversary of Daedalus was held in 2017 and an event to mark the 75 th anniversary of D Day is planned for 2019. Many smaller aviation events such as fly-ins also take place, incentivised by discounted offers for landing, etc.
Work closely in consultation with strategic and local partners, commercial customers and the local community	Ongoing	The Council continues to work closely with Homes England, Solent LEP, Hampshire County Council, Gosport Borough Council, CEMAST, commercial customers, resident tenants and the local community through a number of different forums to ensure that we continue to operate a thriving airport and associated business parks which are both a local asset and a good neighbour.