



# Daedalus: A Vision and Outline Strategy

**FAREHAM**  
BOROUGH COUNCIL



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# Daedalus in Context

The airfield at Daedalus is steeped in military history and was used as a seaplane base in the First World War. Named 'Daedalus' after the ingenious craftsman of the same name, a Fleet Air Arm station was created here and has been used as a training centre by both the RAF and the Royal Navy over the years.

Since being decommissioned in 1996, it fell into disrepair until it was acquired by the public sector a decade later, then successfully secured status as one of 24 Enterprise Zones nationally, in 2011.

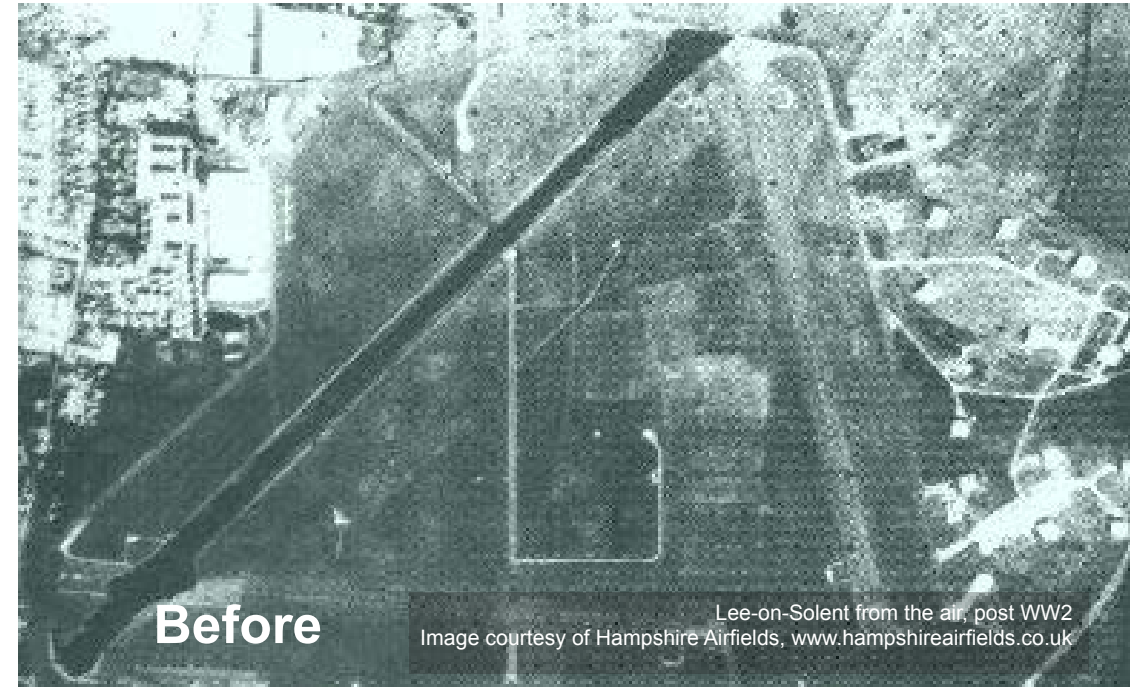
The Enterprise Zone is divided into two parts; the airfield which is largely within Fareham borough and the waterfront which is within Gosport borough. This vision and strategy relates to the area within Fareham's ownership, but recognises the inter-relationships with the rest of the Enterprise Zone.

Located on the Solent shoreline between the villages of Stubbington and Lee-On-The-Solent, Daedalus has been identified as a key development site for creating skilled employment in the boroughs of Fareham and Gosport.

Outline planning permission was secured for a comprehensive investment package across the whole Daedalus site, which includes over 50,000m<sup>2</sup> of commercial development in the Fareham borough, together with a range of community benefits (allotments, public open space, a park and comprehensive landscaping).

To date:

- A significant investment in remediation has been carried out
- CEMAST College (a Centre of Excellence in Engineering and Manufacturing Advanced Skills Training) was opened in August 2014, providing excellent learning facilities for students in the





marine, automotive and aerospace industries

- Fareham Innovation Centre was completed in March 2015, providing quality, affordable office/workshop facilities in a supported environment for small businesses
- Construction commenced in April 2015 to create roads and services for development plots on Daedalus East, releasing 9.2 hectares of land (for approximately 28,290m<sup>2</sup>) as the first phase of commercial development to commence

Enterprise Zone status has brought numerous benefits to Daedalus, which include leveraging a significant package of transport infrastructure on-site and on the surrounding road networks. Improvements to access from Broom Way, road improvements to Newgate Lane and initial funding in relation to a Stubbington Bypass all help to ensure that Daedalus is an accessible place for business growth. Enterprise Zone status also unlocks benefits for new business, such as 5 years' business rates at no cost, and access to sources of funding which the LEP may make available from time to time.

## Fareham Borough Council's Role

For many years the Council has, through the Local Plan, recognised Daedalus as being its most significant commercial development area in the borough, and has been a proactive Partner, working with other interested parties, to secure funding and enable investment to take place.

As one of its corporate priorities, the council has committed to work with the Solent Local Enterprise Partnership and landowners to deliver a thriving aviation-led employment area at the Solent Enterprise Zone at Daedalus, which is supported by a viable airfield.

In March 2015, Fareham Borough Council acquired 369 acres of the land at Daedalus, mainly comprising the airfield and development areas to the East and West. This vision document has been since been prepared to explain how the Council sees the future for its own land interest at Daedalus.

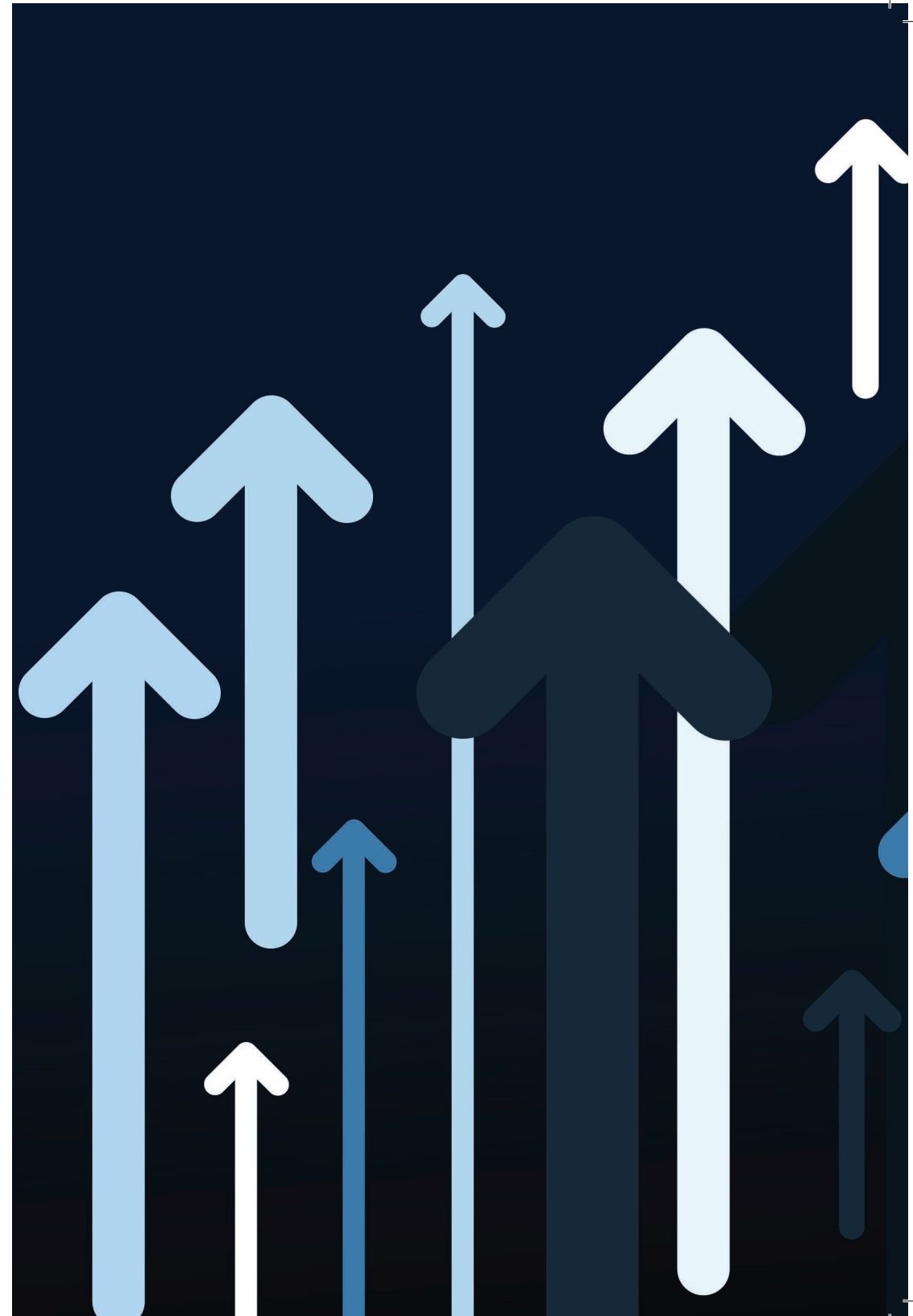
<sup>1</sup> Business rate relief is subject to occupation by 31st March 2018 and complying with the rate relief policy



## Our vision is...

for Daedalus to become a premier location for aviation, aerospace engineering and advanced manufacturing businesses, creating many skilled employment opportunities for local people, which is under-pinned 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 hangars, facilities and services to attract more corporate and commercial aviation activities, allowing it to be self-sustaining in the medium term and contribute positively to the local community.





# Our Objectives

In moving towards attaining this vision our primary objectives are:

- To unlock the potential of the airfield's land and infrastructure assets through new commercial development, providing clusters for aviation, non-aviation and skills/innovation activity, thereby increasing private sector investment and contributing positively to the creation of skilled jobs in the Solent Enterprise Zone
- To realise the potential for developing and increasing corporate/commercial aviation activity, whilst continuing to support and grow broader general aviation uses
- To ensure that the airfield is financially sustainable in the medium to long term
- To further improve the infrastructure and facilities at the airfield, by enhancing its quality and making it more attractive to visitors and to new business
- To maintain a safe, secure, efficiently managed and sustainable airfield
- To generate a sense of local pride by making Daedalus an attractive location for businesses and their employees, for users of its facilities and for the local community, and to be a good neighbour





**Zones within  
Daedalus**

Daedalus North

Daedalus West

Daedalus East

Daedalus South  
and Airfield





## Daedalus East

Daedalus East has seen the most development activity to date, with the construction of the Daedalus Drive/Broom Way junction serving the new £12m CEMAST college, £5.3m Fareham Innovation Centre and the waterfront. It is also the earliest part of the site which will be unlocked for commercial development, as an £8m package of highways and servicing works is carried out during 2015.

The Council's vision for Daedalus East is for this to comprise three clusters of activity:

- A skills and innovation cluster
- An aviation cluster, comprising small/medium sized hangarage for general aviation and commercial aviation businesses to locate
- A commercial business development park; attracting target-sector based businesses

Daedalus East will also be the preferred location for 1-2 large, strategic businesses to locate. Together, the clusters will provide approximately 28,290m<sup>2</sup>\* of floor space, however the Council envisages that the scale of Daedalus East provides the scope for land to continue to be developed into the long term as demand grows for further business-related activity.

\* Based on outline and full planning permissions granted to date





## Daedalus South and Airfield

The airfield is mainly used for general aviation purposes, and comprises principal and secondary runways, taxiways, aprons and a number of buildings, including an Air Traffic Control tower. Most of the buildings have reached the end of their useful life.

The broad spectrum of aviation activity includes aircraft manufacture, flying schools, a gliding centre, helicopter movements, aircraft maintenance as well as private flying. Currently, the airfield has consent for up to 40,000 flight movements per year and in 2014 operated well below this capacity.

HM Maritime and Coastguard Agency also operates its Search and Rescue helicopter service from the site, and completed a new training facility in 2015.

In 2014, £1.5m of runway improvements were carried out, the airfield successfully secured an Aerodrome license from the Civil Aviation Authority and obtained Border Force approval for overseas flights to/ from the EU, Isle of Man and Channel Islands.

The Council's vision for the airfield is:

- For it to become 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
- It will make a positive contribution to attracting aviation businesses to locate to the area, and be a driver for creating highly skilled employment opportunities

- Airside activity will be focussed around the main runway, with secondary flight movements taking place on grassed runways adjacent to it. The second runway (17/35) will no longer be operational but be retained to provide good quality hard-standing for aircraft
- Hangarage will be made available to suit a variety of aviation needs and there will be the necessary services and facilities to encourage a broader spectrum of flight movements





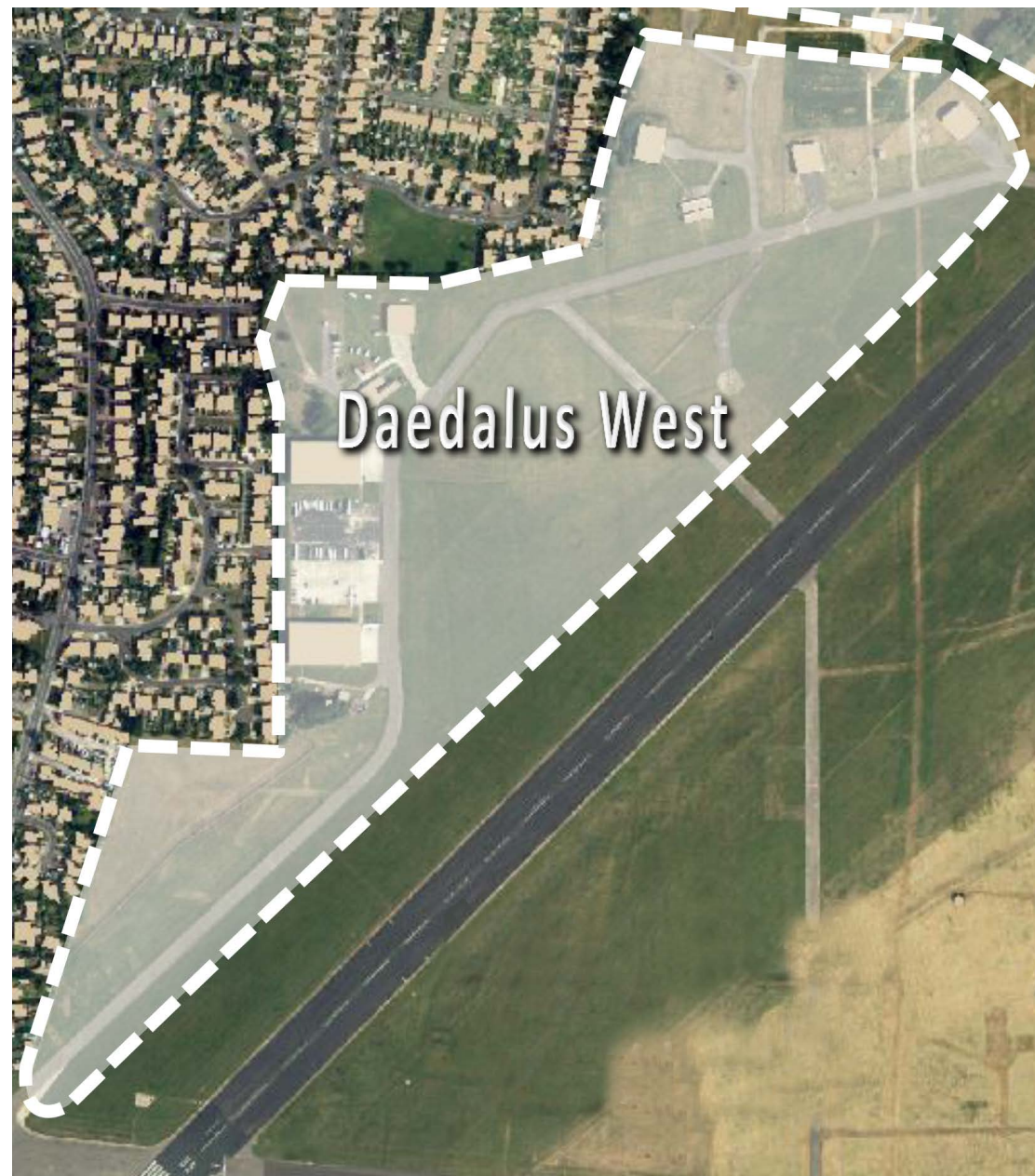
# Daedalus West

Daedalus West has seen very limited investment to date, but with its prime location adjacent to the principal runway and direct access onto Gosport Road, offers the opportunity for a second phase of commercial development. Funding has been committed by the Borough Council to unlock this development area, with the support in principles, from the Solent Local Enterprise Partnership to retain business rates growth on this part of the site.

The Council's vision for Daedalus West is for this to comprise two clusters of activity:

- An aviation cluster, comprising mainly medium-large sized hangarage for commercial aviation businesses to locate
- A commercial business development park; attracting target-sector based businesses

Together, the two clusters will provide approximately 23,000m<sup>2</sup> of floor space<sup>3</sup> initially, however the Council will plan the infrastructure in a way that could support growth in aviation or target sector business in the long term, as demand grows. Daedalus West will also be the preferred location to attract significant aviation/aerospace-based business opportunities.



<sup>3</sup> Floor space in line with existing planning consents for Daedalus West, as at May 2015



# Community Benefits - Daedalus North

The northern most part of the site currently comprises grassed areas and agricultural land, which currently has no public access, and as development takes place to the East and West, the Council will open up this area for the benefit of the local community.

The Council's vision for Daedalus North is to become an attractive and accessible area of natural green space, which provides a strong and safe link between the community of Stubbington and the Alver Valley. This large area will be carefully designed to provide a rich habitat, balanced with facilities that will be attractive and encourage local people to enjoy the natural environment, for example through provision of play facilities, natural features or outdoor furniture, etc.

The area will also offer more formal park space and will be well landscaped to help mitigate the visual impact of the development elsewhere at Daedalus.

The Council envisages that allotment provision, previously identified for Daedalus, would be better separately from the Daedalus North greenspace, and will secure an off-site location to deliver the allotments for local residents.

The Council will also be providing an extension to the open space at East House Avenue and additional planting to Gosport Road.





The following plan shows how we expect Daedalus to develop





# Moving forward - Our priorities for improvement





# Objective 1

To unlock the potential of the land and infrastructure assets through new commercial development, providing clusters for aviation, non-aviation and skills/innovation activity, thereby increasing private sector investment and contributing positively to the creation of skilled jobs in the Solent Enterprise Zone.

We intend to:

- Develop a Masterplan to encompass the development of the whole airfield
  - Ensure that the proposed development at Daedalus East and West caters for a balance of aviation and other commercial uses
  - Include an aviation and non-aviation cluster within development proposals for Daedalus East and West, in line with existing levels of planned development
  - Examine the potential of Daedalus East for further development in the long term
  - Provide the necessary infrastructure to unlock the potential of Daedalus West, designed in a way to make best use of the development area in the long term
  - Build a number of modular hangars, to provide space both for the relocation of existing occupiers and for new businesses and for visiting aircraft, to enable existing hangars to be demolished and development areas to be unlocked
- Build a new hangar to provide an impetus to the Daedalus West development process
  - Explore the feasibility to providing “move-on” commercial space to tenants of the Fareham Innovation Centre
  - Work with CEMAST to facilitate further skills and training opportunities at Daedalus
  - Explore ways in which we can support local employment through the delivery of the Council’s Vision for Daedalus
  - Aim to create around 1,100 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.





## Objective 2

To realise the potential for developing and increasing corporate/ commercial aviation activity, whilst continuing to support and grow broader general aviation uses.

We intend to:

- In the short to medium term, market the airfield to encourage increased commercial aviation usage such as air charters and air taxis
- In the longer term, examine the benefits of enabling operators of small scale scheduled services to operate from the airfield, to provide flight movements between UK regional airfields
- Encourage a greater number of firms who manufacture and maintain aircraft to locate their business at Daedalus, including at least one “anchor” business
- In the longer term, carry out a review of the current limits on aircraft movements in light of the airfield’s viability
- Explore the possibility of extending the length of the runway to enable a wider range of aircraft to visit Daedalus
- Continue to recognise the historic legacy of the airfield in encouraging and expanding its use for general aviation





## Objective 3

To ensure that the airfield is financially sustainable in the medium to long term.

We intend to:

- Closely examine the operating costs, landing fees and service charges relating to the airfield to ensure that they are equitable and competitive
- Examine how the development of commercial activity, including income from hangars, can contribute to the financial viability of the airfield
- Examine the potential for consolidating the operations for fuel supplies on the airfield
- Aim to ensure that the airfield operates on a break even basis by 2019



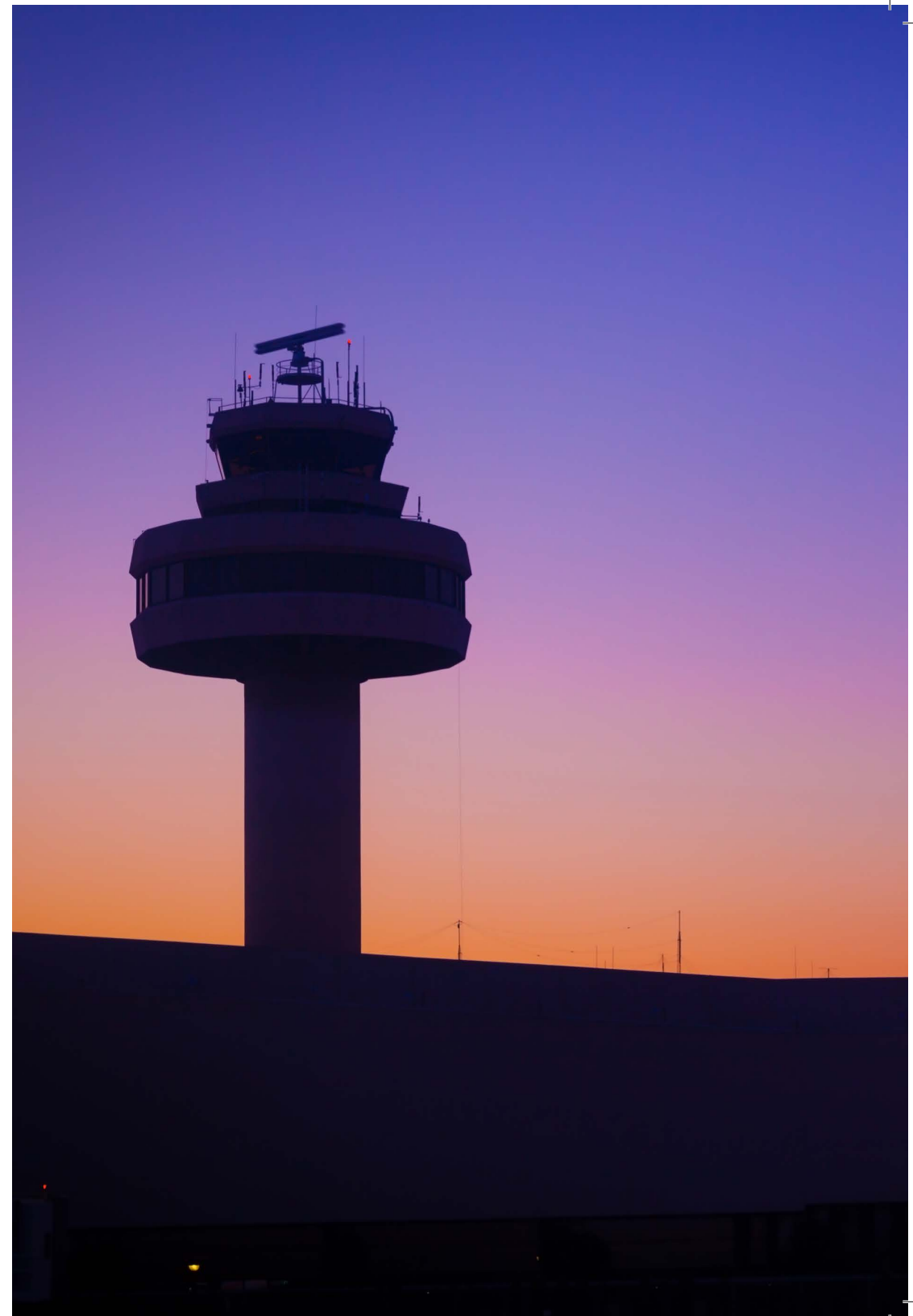


## Objective 4

To further improve the infrastructure and facilities at the airfield, by enhancing its quality and making it more attractive to visitors and to new business.

We intend to:

- Refresh the Airfield business plan, and identify the enhancement works required to support the airfield's viability in the long term
- Review the existing times in which airside management is provided, and consider whether the hours of "staffed-operation" should be increased
- As a minimum, install Aeronautical Ground Lighting (AGL) to enable ground navigation of aircraft in hours of darkness or low visibility
- Consider the cost-benefits of installing the infrastructure required to support instrument-based landing
- In the longer term, upgrade the Air Traffic Control system to a Flight Information Service
- Prepare plans for the refurbishment and improvement of the Air Traffic Control building
- 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 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





## Objective 5

To maintain a safe, secure, efficiently managed and sustainable airfield.

We intend to:

- Commence a procurement process with a view to commencing a new airfield management contract for airside operations in early 2016
- Introduce robust, sustainable, long term arrangements for grounds maintenance, including grass cutting and wildlife control
- Examine the necessity for and the feasibility of establishing a Management Company to encompass both airside and non-airside management
- Ensure that the airfield operates in an environmentally conscious way with particular regard to noise nuisance and impact on the local community





## Objective 6

To generate a sense of local pride by making Daedalus an attractive location for businesses and their employees, for users of its facilities and for the local community, and to be a good neighbour.

We intend to:

- Ensure that new buildings are of a high quality design
- 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
- Enable the provision of a pedestrian link from the airfield to the seafront at Hill Head and Lee-on-the-Solent
- Prepare a comprehensive marketing and communications strategy
- Encourage the provision of aviation related events on the airfield
- Work closely in consultation with strategic and local partners, commercial customers and the local community





# Resourcing our Strategy

The Council has secured funding to provide the open spaces for community benefit, together with the allotments and some hangar provision. Funding has also been secured to support the airfield's running costs in the first 3 years.

However, the Council's vision includes a number of aspirations which are yet to be fully costed, or funded. For these items, a business case will be prepared for each, and a decision to proceed will be made if a sound return on investment can be demonstrated. These decisions will be made by the Council's Executive. Initially it is anticipated that, to achieve these objectives, capital expenditure of the following order will be required over the next five years;

	£m
<b>Already funded works</b>	
Building temporary modular hangars on Daedalus East	1.25
Building a new 2,500m <sup>2</sup> hanger on Daedalus West	1.5
Provision of open space and offsite allotments	1.1
<b>Funding agreed in principle only</b>	
Provision of infrastructure works on Daedalus West	4.4
<b>Unfunded works, requiring a business case</b>	
Provision of new Aeronautical Ground Lighting	0.6
Upgrading of Air Traffic Control facilities	0.3
Development of new visitor facilities (including café, restaurant etc)	0.41
Continued investment in taxiways and aprons	0.2
Refurbishment of existing buildings	0.4
Provision of further hangar space	Subject to scale
Provision of commercial space for tenanted activity, including Move-on space for Fareham Innovation Centre tenants	Subject to scale

These figures, which are indicative only at this stage, do not include capital expenditure which has already been spent or committed by the public sector, including Innovation Centre, runway improvements, Daedalus East infrastructure works, provision of new speculative building on Daedalus East remediation security and building improvements, which together exceed £50m of investment at Daedalus since 2011.



## Working with Partners

With the wealth of history and the great potential at Daedalus, the Council will continue to work closely with partners and interested parties, and the local community, to ensure that we deliver something to be proud of.

Our work with the Homes and Communities Agency led to the fast-paced delivery of the Innovation Centre, and we will continue to work closely to ensure that the airfield and the land interest at the waterfront provide a cohesive offer to potential investors.

We will continue to work closely with the Solent LEP, recognising the vital role they have played in securing funding for the area and the importance of Daedalus in delivering employment opportunities.

Hampshire County Council continue to support the Enterprise Zone through enabling delivery of infrastructure and wider economic development activities, and together with Gosport Borough Council, we will work to ensure that the vision for Daedalus meets the needs and aspirations for the local communities.





## Timetable

At present it is anticipated that the actions outlined above will be carried out over the following period of time:

### Year 1 (2015/16)

- Undertake masterplanning exercise for whole airfield site in dialogue with the relevant local planning authority
- Procure a new airfield management contract
- Begin increased marketing activity to attract additional commercial aviation business
- Complete infrastructure works on Daedalus East
- Complete new industrial building on Daedalus East
- Facilitate commencement of development of new plots on Daedalus East
- Build new modular hangars
- Provide initial Fixed Based Operation and corporate handling facility
- Establish a clear delivery model for future development to offer potential occupier businesses, including plot purchase through to turnkey design and build solutions





## Year 2 (2016/17)

- Commence infrastructure works on Daedalus West
- Continue new development on Daedalus East
- Improve facilities for airfield visitors
- Provide off-site allotments, new public open space and play facilities in areas to the north of the airfield
- Upgrade Air Traffic Control to Flight Information Service status

## Year 3 (2017/18)

- Complete infrastructure on Daedalus West
- Facilitate development of new plots on Daedalus West in aviation and non-aviation clusters
- Build new FBC hangar
- Continue with facilitation of development work on Daedalus East
- Introduce new longer term arrangements for fuelling
- Install Aeronautical Ground Lighting





## Year 4 (2018/19)

- Continue to facilitate development of Daedalus East and West

## Year 5 - 10 (2019/20 onwards)

- Improve taxiways and aprons
- Examine the feasibility of enabling a limited number of small scale UK scheduled services





## Further Information and Contacts

You can view Fareham Borough Council's vision for Daedalus at:

 [www.fareham.gov.uk/daedalus/vision](http://www.fareham.gov.uk/daedalus/vision)

Whether you are a business or investor considering a new location at Daedalus, or you are thinking of choosing the airfield at Daedalus as a destination, we would love to hear from you.

You can contact any member of the Council's Estates team using the details below, or visit [www.fareham.gov.uk/daedalus](http://www.fareham.gov.uk/daedalus) for further information.

 01329 236100

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