

Committee Agenda



**Epping Forest
District Council**

Asset Management and Economic Development Cabinet Committee Thursday, 10th December, 2015

You are invited to attend the next meeting of **Asset Management and Economic Development Cabinet Committee**, which will be held at:

**Council Chamber, Civic Offices, High Street, Epping
on Thursday, 10th December, 2015
at 7.00 pm .**

**Glen Chipp
Chief Executive**

**Democratic Services
Officer**

J Leither, Democratic Services Tel 01992 564756
Email:democraticservices@eppingforestdc.gov.uk

Members:

Councillors A Grigg (Chairman), W Breare-Hall (Vice-Chairman), H Kane, S Stavrou and G Waller

1. WEBCASTING INTRODUCTION

- (a) This meeting is to be webcast;
- (b) Members are reminded of the need to activate their microphones before speaking; and
- (c) the Chairman will read the following announcement:

I would like to remind everyone present that this meeting will be broadcast live to the Internet and will be capable of subsequent repeated viewing, with copies of the recording being made available for those that request it.

By being present at this meeting, it is likely that the recording cameras will capture your image and this will result in your image becoming part of the broadcast.

You should be aware that this may infringe your human and data protection rights. If you have any concerns then please speak to the Webcasting Officer.

Please could I also remind Members to activate their microphones before speaking.

2. APOLOGIES FOR ABSENCE**3. SUBSTITUTE MEMBERS**

(Director of Governance) To report the appointment of any substitute members for the meeting.

4. DECLARATIONS OF INTEREST

(The Director of Governance) To declare interests in any items on the agenda.

5. MINUTES (Pages 5 - 14)

To confirm the minutes of the last meeting of the Cabinet Committee held on 15 October 2015.

6. EPPING FOREST SHOPPING PARK MONITORING REPORT (Pages 15 - 18)

(Director of Neighbourhoods) To consider the attached report AMED-008-2015/16.

7. ASSET MANAGEMENT CO-ORDINATION GROUP REPORT (Pages 19 - 22)

(Director of Neighbourhoods) To consider the attached report AMED-009-2015/16.

8. ECONOMIC DEVELOPMENT TEAM PROGRESS REPORT (Pages 23 - 26)

(Director of Neighbourhoods) To consider the attached report AMED-010-2015/16.

9. PARK & RIDE DESKTOP RESEARCH REPORT (Pages 27 - 40)

(Director of Neighbourhoods) To consider the attached report AMED-011-2015/16.

10. NORTH WEALD AIRFIELD - AIR SHOW (Pages 41 - 52)

(Director of Neighbourhoods) To consider the attached report AMED-012-2015/16.

11. ANY OTHER BUSINESS

Section 100B(4)(b) of the Local Government Act 1972, together with paragraphs 6 and 25 of the Council Procedure Rules contained in the Constitution require that the permission of the Chairman be obtained, after prior notice to the Chief Executive, before urgent business not specified in the agenda (including a supplementary agenda of which the statutory period of notice has been given) may be transacted.

In accordance with Operational Standing Order 6 (non-executive bodies), any item raised by a non-member shall require the support of a member of the Committee concerned and the Chairman of that Committee. Two weeks' notice of non-urgent items is required.

12. EXCLUSION OF PUBLIC AND PRESS

Exclusion

To consider whether, under Section 100(A)(4) of the Local Government Act 1972, the public and press should be excluded from the meeting for the items of business set out below on grounds that they will involve the likely disclosure of exempt information as defined in the following paragraph(s) of Part 1 of Schedule 12A of the Act (as amended) or are confidential under Section 100(A)(2):

Agenda Item No	Subject	Exempt Information Paragraph Number
Nil	Nil	Nil

The Local Government (Access to Information) (Variation) Order 2006, which came into effect on 1 March 2006, requires the Council to consider whether maintaining the exemption listed above outweighs the potential public interest in disclosing the information. Any member who considers that this test should be applied to any currently exempted matter on this agenda should contact the proper officer at least 24 hours prior to the meeting.

Confidential Items Commencement

Paragraph 9 of the Council Procedure Rules contained in the Constitution require:

- (1) All business of the Council requiring to be transacted in the presence of the press and public to be completed by 10.00 p.m. at the latest.
- (2) At the time appointed under (1) above, the Chairman shall permit the completion of debate on any item still under consideration, and at his or her discretion, any other remaining business whereupon the Council shall proceed to exclude the public and press.
- (3) Any public business remaining to be dealt with shall be deferred until after the completion of the private part of the meeting, including items submitted for report rather than decision.

Background Papers

Paragraph 8 of the Access to Information Procedure Rules of the Constitution define background papers as being documents relating to the subject matter of the report which in the Proper Officer's opinion:

- (a) disclose any facts or matters on which the report or an important part of the report is based; and
- (b) have been relied on to a material extent in preparing the report and does not include published works or those which disclose exempt or confidential information (as defined in Rule 10) and in respect of executive reports, the advice of any political advisor.

Inspection of background papers may be arranged by contacting the officer responsible for the item.

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EPPING FOREST DISTRICT COUNCIL COMMITTEE MINUTES

Committee: Asset Management and Economic Development Cabinet Committee **Date:** Thursday, 15 October 2015

Place: Council Chamber, Civic Offices, High Street, Epping **Time:** 7.00 - 9.05 pm

Members Present: Councillors A Grigg (Chairman), H Kane, S Stavrou, G Waller and D Stallan

Other Councillors: Councillors K Angold-Stephens, A Lion, C Whitbread and J M Whitehouse

Apologies: Councillor W Breare-Hall

Officers Present: D Macnab (Deputy Chief Executive and Director of Neighbourhoods), J Nolan (Assistant Director (Neighbourhood Services)), M Warr (Economic Development Officer), J Leither (Democratic Services Officer) and S Tautz (Democratic Services Manager)

Also in attendance: Oliver Fursdon (Savills)

9. WEBCASTING INTRODUCTION

The Chairman reminded everyone present that the meeting would be broadcast live to the Internet, and that the Council had adopted a protocol for the webcasting of its meetings.

10. SUBSTITUTE MEMBERS

The Cabinet Committee noted that Councillor D Stallan substituted for Councillor W Breare-Hall.

11. DECLARATIONS OF INTEREST

(a) Pursuant to the Council's Code of Member Conduct, Councillor C Whitbread declared a personal interest in agenda item 9, St John's Road Development by virtue of being a resident of Epping. The Councillor had determined that his interest was non-pecuniary and would remain in the meeting for the consideration of the issue.

(b) Pursuant to the Council's Code of Member Conduct, Councillor J M Whitehouse declared a personal interest in agenda item 9, St John's Road Development by virtue of being a member of Epping Town Council and a resident of St John's Road, Epping. The Councillor had determined that his interest was non-pecuniary but would leave the meeting if the discussion became too detailed.

12. MINUTES

RESOLVED:

That the minutes of the meeting held on 9 July 2015 be taken as read and signed by the Chairman as a correct record.

13. ECONOMIC DEVELOPMENT TEAM PROGRESS REPORT

The Economic Development Officer presented a report to the Cabinet Committee and updated them on a number of projects and issues being explored by the Economic Development Team.

(1) **Business Support / Growth Hub** – SELEP funded the business support website and face to face business support enterprise that had been put together based on the Southend Growth Hub model that previously existed. Although the website was now active, the official launch will be on the 21 October 2015. A contractor had been appointed, Colbea and they will undertake the face to face element of the business support enterprise.

(2) **Town Centres** – Officers of the Economic Development Team had recently been to a meeting of the District and Town Centres teams. These were quarterly updates with the partnerships on their ongoing projects under the Town and Village Centres Opportunities Fund. A guest speaker from the Braintree Town Team was invited to talk about the experiences of the Braintree Town Team and had given our town partnerships some inspiration and ideas to take forward new initiatives into their towns and enable them to bid for the new Town and Village Centres Opportunities Fund.

We have also met with representatives from Buckhurst Hill and Loughton High Road town partnerships to establish what issues they were facing and to give some input and advice regarding what would work in their towns. We have been actively engaging with representatives from Waltham Abbey Town Partnership on a bid to the Essex County Council Community Initiatives Fund in respect of developing a wayfinding project in the town which was originally an expressions of interest but they have now invited us to make a full application. This had now been submitted and we should hear in November 2015 the outcome of that bid.

(3) **Superfast Broadband** – There had been some minor delays in making sure that the rollout went to the most effective parts of the rural challenge area that need it. This evening the very first community event is taking place in Moreton Village Hall which would be the start of the community engagement for the delivery of the project in Moreton, Bobbingworth and the Bovinge area and should go live in the new year. The next community event was scheduled for November 2015 in Fyfield.

(4) **Business Briefing** – The Economic Development team were pleased with how the new Business Briefing had developed. There had been a total redesign to give the Business Briefing a new look and feel. The latest edition, published last week, had been emailed out in pdf format to just under 700 contacts and was building. The Business Briefing had been very positively received by the public and there were also around 800 downloads from the website and new business enquiries were being received by the Economic Development team.

(5) **Partner Liaison** – The Partner Liaison project had been a key to the Economic Development team reaching out and contacting more Partners. One of the Partners that we have liaised with recently and are very keen to support us was

Loughton Library. They are attempting to make the Library more self sufficient and would be running two projects in November - one a Public Office which would encourage new and start up businesses to consider starting some of their work from the Library. There will be desk space provided for them and with people at the same stage in their businesses this would enable them to bounce ideas off each other. The second project was an Ideas Incubator where the Library would be used to encourage people with ideas for social enterprises.

Resolved:

That the progress and work programme of the Council's Economic Development Section be noted.

Reasons for Decision:

To appraise the Committee on the progress made with regard to Economic Development issues.

Other Options Consider and Rejected:

None, as this monitoring report was for information not action.

14. ASSET MANAGEMENT CO-ORDINATION GROUP REPORT

The Director of Neighbourhoods presented a report to the Cabinet Committee and updated them on further progress which had been achieved since the publication of the Agenda.

(1) **Epping Forest Shopping Park** – The Cabinet received regular monitoring reports on the progress of the development of the Epping Forest Shopping Park. The latest report was considered by the Cabinet on the 8 October 2015. The most significant development with respect to the project was with regard to the tenders for the Highways Section 278 Works and the main construction project for the retail units. A separate report was contained within this agenda regarding a request by Cabinet for the Asset Management Committee to undertake more detailed project monitoring with a proposal as to how this could be practically achieved.

(2) **Oakwood Hill Depot** – A contractor had now been appointed and ground works had started on the construction of the Council's new Depot at Oakwood Hill to accommodate Grounds maintenance and Fleet Operations. It was anticipated that the steel frame for the building would start to be erected in the next 4-6 weeks with the expected completion in April 2016.

(3) **Ongar Academy** – The new secondary school opened for the first intake of Year Seven Pupils in September. Temporary classroom accommodation had been provided on redundant tennis courts to the rear of the Leisure Centre under Licence from the Council. Pre-application discussions had commenced on the new permanent school. Heads of Terms had been agreed for the sale of the playing fields to accommodate the new school, subject to planning consent being agreed.

(4) **Winston Churchill Public House** – The Cabinet were notified that Higgins Homes were the development partner for the site of the former public house. Work for the flats and the retail area had now begun.

(5) **Pyrles Lane Nursery** – A revised application had been submitted for planning approval on the site, which sought to address the previous grounds for

refusal. Following the necessary period of consultation, it was predicted that the matter would be considered by the District Development Management Committee in December 2015.

(6) **Town Mead Depot** – Further to advice received from the Environment Agency and the Council's Development Service it was confirmed that the site was highly unlikely to progress for residential development due to flood risk. Alternative uses may therefore need to be considered.

(7) **North Weald Airfield** – Essex County Council (ECC) undertook to do a report, based on their experience across the county, regarding a Park & Ride Scheme for the Airfield. To date we have not received any formal written report but ECC have verbally expressed that in their opinion a Park & Ride Scheme at North Weald Airfield would not be economic or viable. The Director of Neighbourhoods advised that he had a meeting with Essex County Council this week and that he would ask for a written report and a timescale when we could expect to receive this report. He advised, however, that a formal report may have to be commissioned.

Since the tragic events that had recently occurred at Shoreham, the dynamics of air shows had now significantly changed. Some of the changes that the CAA have implemented was that vintage aircraft were only allowed to do fly byes and that air shows would not be allowed near the vicinity of any major roads. Therefore this project may have to be revisited at a later stage.

There was a separate report before this Cabinet Committee at agenda item 10.

(8) **St John's Road** – There was a separate report before this Cabinet Committee at agenda item 9.

(9) **Hillhouse Leisure / Community Hub** – The Business Case and Procurement Strategy for the next Leisure Management Contract, which included a potential replacement for Waltham Abbey Swimming Pool at Hillhouse, had been agreed by the Cabinet Committee on the 8 October 2015.

There was the potential for a co-location of a GP service, a replacement leisure facility for Waltham Abbey swimming pool and an extra care housing project for the elderly being promoted by Essex County Council. This would be going out to the market within the next month inviting Leisure Management Contractors to bring forward outline schemes for a new leisure facility located on this site.

Resolved:

(1) That the monitoring report on the development of the Council's property assets be noted.

(2) That the Director of Neighbourhoods would request from Essex County Council the report that they were preparing on the Park and Ride Scheme at North Weald Airfield.

Reasons for Decision:

To comply with the Cabinet Committee's previous request to monitor the development of the Council's property assets on a regular basis.

Other Options Considered and Rejected:

None, as this monitoring report was for information not action.

15. EPPING FOREST SHOPPING PARK - MONITORING ARRANGEMENTS

The Director of Neighbourhoods presented a report to the Cabinet Committee regarding the future monitoring arrangements for the development of the Epping Forest Shopping Park (EFSP).

The Cabinet have received regular high level progress reports on the EFSP project. The Council had acquired the sole interest in the EFSP and the Council would now carry all the risks associated with the development of the EFSP. As it was a major capital project and the Council would be utilising public money, therefore robust monitoring arrangements must be put in place.

For some time now there had been a Consultant project team steering this project and the Council have appointed White, Young and Green to undertake a project management role and to work together with the Consultants and Officers of the Council to produce regular progress reports. Cabinet have asked if the Asset Management and Economic Development Cabinet Committee would take on the monitoring role of this project on the Council's behalf.

The way this would be achieved:

- (1) The Asset Management and Economic Development Cabinet Committee meet five times a year and would report back to Cabinet through their regular monitoring reports.
- (2) White Young & Green be asked to prepare a bespoke report for this Cabinet Committee, advising of the risk management and the programme costs for this project and be invited to a Cabinet Committee meeting to present the report.
- (3) The letting agents, Colliers would prepare a report on the interested tenants and answer any questions regarding the letting and management of the project. Colliers would be invited to attend a Cabinet Committee to present this report.

The Director of Neighbourhoods asked the Chairman and Members of the Cabinet Committee if they thought this was the correct way to approach the monitoring of this project and were they agreeable to this proposal.

The Chairman put it to the Members of the Cabinet Committee and they unanimously agreed that this was the correct venue for this project to be monitored.

Resolved:

Subject to the outcome of the decision of Cabinet on the 8 October, proposing that the Asset Management Cabinet Committee undertake more detailed monitoring of the development of the Epping Forest Shopping Park Project and consideration by the Cabinet Committee of how this could be practically achieved. Members agreed that the Asset Management and Economic Development Cabinet Committee would take on the monitoring role of the Epping Forest Shopping Park on the Council's behalf.

Reasons for Decision:

The Council having acquired the interest of their development partner Polofind Ltd, was now the owner, developer and future operator of the Epping Forest Shopping Park. The project represents a major capital investment with an associated element of risk. Cabinet are considering on the 8 October 2015, whether the Asset Management Cabinet Committee have a role to play in ensuring the project was monitored effectively.

Other Options Consider and Rejected:

To advise Cabinet that the Asset Management Cabinet Committee do not consider it appropriate to undertake the monitoring of the project.

16. ST. JOHN'S ROAD DEVELOPMENT - UPDATE

The Director of Neighbourhoods presented a report to the Cabinet Committee updating them on the progress to date on the St John's Road development. He advised that concerns had been raised by Members and local residents, regarding the lack of progress on this scheme.

The Director advised that the St John's Road site was in a key town centre location within Epping. The site was owned by Essex County Council, the majority landowner, Epping Town Council and Epping Forest District Council owning adjacent land. With the relocation of the junior school and closure of the Adult Education and Youth Centres on the site, it was recognised that any redevelopment of the area would need to be given careful consideration.

In conjunction with the County Council and the Town Council, the District Council commissioned a Design and Development Brief for the area, to provide planning guidance. The Design and Development Brief was intended to provide a vision for the future of the area and once agreed by the Councils' Cabinet and Full Council, would represent non statutory planning guidance. The Development Brief had now been formally agreed by the District Council and had become a material consideration for any future planning application for the sites and forms part of the evidence base for the new Local Plan.

A joint marketing campaign was undertaken and a number of Expressions of Interest and bids were received which resulted in the appointment of Frontier Estates whose proposal was deemed to not be financially advantageous but to meet the designs and aspirations of the development brief. Their proposal contained a food store, a 3 screen cinema, shops and restaurants as well as some residential units.

At the time of discussions regarding the contract for sale of Essex County Council's land at St John's Road, a need for provision to meet the accommodation needs of vulnerable adults was identified in the locality. The Council was the freehold owner of Lindsay House in Lindsey Street, Epping, which had previously been leased to the Abbeyfields Society for housing the elderly. As demand for this type of bedsit accommodation reduced, the Charity did not wish to extend its occupancy. Therefore, after negotiations with the Diocese around the extension of the covenants, Essex County Council expressed a desire to purchase the building and convert it for use for supported living for vulnerable adults. The purchase of Lindsay House, therefore, became part of the negotiations with the District Council acquiring the County Council land at St John's Road. A sale price had now been agreed between the County and District Council. However, as Essex County Council were selling the land to another public body, i.e. EFDC, they have sought the Secretary of State's

approval, by means of a State Aid application. A concern that prompted the application was that the County Council had received a higher unsolicited offer from a residential care home provider. Whilst of higher value, a large care home would not be in accordance with the Design and Development brief prepared by the planning authority and would not deliver the wider community benefits.

Unfortunately, the extension of the Lindsay House covenant, the detailed negotiations around conditions of sale and the necessary State Aid application, have led to the delay. However, it was hoped that the sale can be concluded and the tripartite agreement entered into in the next few weeks. Going forward it would then be for the developer to submit the necessary Planning application anticipated early in the New Year.

Resolved:

That Members note the progress on the St John's Road, Epping, Redevelopment Project.

Reasons for Decision:

To update Members on the progress of the St John's Road Redevelopment Scheme, which was a major strategic site in Epping, with the potential to deliver significant community benefits.

Other Options Considered and Rejected:

Not to provide an update at this point.

17. RESULTS OF MARKETING EXERCISE FOR AN OPERATING PARTNER FOR NORTH WEALD AIRFIELD

The Director of Neighbourhoods presented a report to the Cabinet Committee regarding the results of a Marketing Exercise for an Operating Partner at North Weald Airfield. The Director introduced Mr O Fursdon, a director from Savills, who were the Council's Agents. Savills had been commissioned by the Council to undertake an Expressions of Interest soft marketing operation at North Weald Airfield. Mr Fursdon would be presenting the Expressions of Interest received when the meeting went into private session.

The Director advised that the Council had over time, commissioned a number of studies in relation to the future of North Weald Airfield. As a result of the most recent review, undertaken by Deloitte's in July 2013, Cabinet resolved that the preferred option was that the Council pursued a mixed aviation/development option, subject to the outcome of the Local Plan. As part of this consideration of the future of the Airfield, Members also requested that pro-active steps be taken to maximise aviation activity on the site. The Cabinet agreed to seek an operational partner to promote aviation and the associated uses and officers were asked to appoint marketing agents.

Since the Council acquired North Weald Airfield from the Ministry of Defence, a number of general aviation, commercial and leisure uses have been developed on the site. However, these have largely been as a result of incremental organic growth and not as a result of any clear strategic policy direction. As an asset of considerable value and potential, the Council had commissioned a number of reports, in order to assist in determining the best future for the site. The most recent piece of significant strategic review work was undertaken by Deloitte. The Cabinet considered the

conclusions of the Deloitte Study in July 2013 and concluded that aviation should be retained and that the residual of the site should be promoted for mixed use development, as part of the Council's Local Plan. To inform the Local Plan a Masterplanning Exercise was undertaken for North Weald Bassett, which now forms part of the evidence base.

Having determined that aviation should be retained in the longer term, Members asked that pro-active steps be taken to maximise the aviation use of the site. This was not only to make best use of the asset but recognised that aviation activity currently required a degree of subsidy. Therefore increased revenue was required to offset the Council's costs in maintaining the considerable amount of infrastructure and staffing resource, required to operate flying safely.

In order to take this objective forward, Property Consultants Savills were appointed to undertake a soft marketing exercise, to obtain the views of companies operating in the aviation industry. This exercise indicated that there was a level of interest in North Weald Airfield and concluded that some form of operational management agreement would be the most attractive offer. This was reported to the Cabinet in July 2014, who agreed that as a result of this finding, a more formal marketing offer should be developed.

The Council's Consultants, Savills, prepared a marketing brochure which was advertised within the Aviation Trade Press, seeking more formal expressions of interest. This brought forward a number of interested parties. Two days of well attended Airfield site visits were held, in order to provide the opportunity for potential bidders to understand in greater detail the condition of the site, how it was currently managed and the current mix of tenants and uses.

A closing date for Expression of Interest was set, which resulted in three bidders submitting formal proposals. After the closing date, a further expression of interest was received on behalf of an existing tenant at the Airfield. Subsequent clarification now indicates that the tenant was not necessarily interested in entering into any agreement for the wider management of the Airfield, but would like to work with any potential future operational partner appointed by the Council.

The three parties who expressed an interest, were asked to provide details of their Company Structure, their Skills and Experience, their Financial Standing and their Vision for the Airfield.

These proposals have been analysed. Each party had also been interviewed by Savills and Officers, in order to seek clarification and a greater level of understanding of their submissions.

This marketing exercise was not a formal procurement process, the proposals contain information that was commercially sensitive and contain details of business planning and financial modelling, that each party would not wish to be shared in public. This was particularly true as they have expressed a desire, to be included in any future formal procurement process. On this basis, the three proposals will be presented to Members by the Council's Consultants in Part II of the Committee Agenda.

Members will therefore have the opportunity to assess the merits of each proposal and seek to identify, not necessarily a preferred aviation partner at this point from the current bidders (as this had not been a formal procurement in line with OEJU regulations) but rather a preferred general approach and potential next steps, to recommend to Cabinet.

Resolved:

- (1) That the Cabinet Committee considers the Expression of Interest proposals, resulting from the marketing exercise seeking an aviation operational partner.
- (2) That based on consideration of the proposals, the Cabinet Committee recommends to a future Cabinet meeting, any preferred approach and recommended next steps, to achieving the Council's objectives in relation to aviation activity at North Weald Airfield.

Reasons for Decision:

In accordance with the original Cabinet request to seek to maximise aviation activity at North Weald Airfield.

Other Options Considered and Rejected:

Alternative approaches that could be considered are to seek to improve the use of the Airfield utilising solely in-house expertise or to dispose of the Airfield, which would mean less future direct control for the Council.

18. ANY OTHER BUSINESS

The Cabinet Committee noted that there was no other urgent business for consideration.

19. EXCLUSION OF PUBLIC AND PRESS**RESOLVED:**

That the public and press be excluded from the meeting for the items of business set out below on the grounds that they would involve the likely disclosure of exempt information as defined in the paragraphs of Part 1 of Schedule 12A of the Local Government Act 1972:

<u>Agenda Item No.</u>	<u>Subject</u>	<u>Exempt Information Paragraph Number</u>
13	Presentation on Expressions of Interest for North Weald Airfield	3

20. PRESENTATION ON EXPRESSIONS OF INTEREST FOR NORTH WEALD AIRFIELD OPERATING PARTNER

The Director of Neighbourhoods advised Members that this meeting would now go into private session and advised that Mr Fursdon would now give his presentation of the Expressions of Interest received.

Mr Fursdon advised that there had been three expressions of interest received, from companies covering a broad range of interests within the world of aviation. He advised that the written proposals had been evaluated and informal interviews held with each party to gain further understanding of their skills and experience, financial standing and their vision for the Airfield.

The Director of Neighbourhoods stated that it was apparent that each company would bring different perspectives and propose different types of future management arrangements and investment options. It would be the decision of the Asset Management and Economic Development Cabinet Committee to recommend to the Cabinet what type of approach they feel would best meet the Council's objectives, with respect to aviation intensification and the reduction of subsidy for flying activities.

At this time, the Cabinet Committee would not be recommending a preferred partner from the three proposals received. This was because the marketing exercise was only "soft market-tested" and therefore not conducted in accordance with the more formal procurement regulations that would apply if the Council (as a public body) were seeking to enter into any longer-term contractual arrangement. However, what the marketing exercise had established was the level of interest in the opportunity, the types of operator and the terms that they would be seeking.

Resolved:

That in assessing the Expressions of Interest received as a result of the marketing exercise for an operational partner. Members be cognisant of a number of key considerations which may influence procurement options.

Recommended:

- (1) That a long lease be granted;
- (2) That the non-aviation area be excluded;
- (3) That the Council may wish to invest in this project; and
- (3) That the new Partner would manage all existing tenants.

Reasons for Decision:

To assist Members in identifying key considerations from the presentation of Expressions of Interest.

Other Options Consider and Rejected:

To not proceed with the appointment of an operational partner and maintain the current management arrangements.

CHAIRMAN

Report to the Asset Management and Economic Development Cabinet Committee



**Epping Forest
District Council**

Report reference: AMED-008-2015/16

Date of meeting: 10 December 2015

Portfolio: Asset Management and Economic Development

Subject: Monitoring Report on the Development of the Epping Forest Shopping Park

Responsible Officer: Derek Macnab (01992 564050)

Chris Pasterfield (01992 564124)

Democratic Services: Jackie Leither (01992 564756)

Recommendations/Decisions Required:

- (1) That the Cabinet Committee considered the reports of the Council's Project Management and Marketing/Lettings Consultants, in relation to the Epping Forest Shopping Park and recommend to Cabinet accordingly.**

Executive Summary:

The Cabinet have been receiving regular high level progress reports on the Epping Forest Shopping Park Project. Now that the Council has acquired sole ownership and will be investing significant resources on the construction of the Park, the Cabinet has requested that the Cabinet Committee undertake more detailed monitoring, and bring any areas of concern to their attention.

Reasons for Proposed Decision:

To comply with the requirement of Cabinet to undertake more detailed monitoring of the Shopping Park Development, to mitigate risk to the Council.

Other Options for Action:

None, as the Cabinet Committee has previously agreed to the request of Cabinet and decided how this will be particularly achieved.

Report

1. From the inception of the Shopping Park Development, external consultants' advice has been obtained, with respect to the various technical roles and responsibilities involved in managing a project of this scale and complexity. These consultants have been working collaborately in a Project Team, with co-ordination provided by a specialist project manager from White Young and Green.
2. Whilst Council officers and the consultant project team are working effectively together, given the importance of the success of the project to the Council and the sums of expenditure involved, appropriate governance arrangements need to be in place. This is to oversee the imminent construction phase of the retail park and to mitigate risk.

3. To achieve this higher level of scrutiny, the following was agreed by Cabinet:
- (i) *Given that the Council has engaged specialist Project Managers to co-ordinate the work of the professional consultant project team, (producing programme reports and risk management assessments for the project), White Young and Green be asked to prepare and present a monitoring report to each cycle of the Asset Management Cabinet Committee. This would not only allow Members to be able to establish a more detailed understanding of the programme and cost profile of the project at regular intervals, but allow direct explanation of any potential areas of concern.*
 - (ii) *In addition to the above course of action, which will provide advice to Members on the construction of the Shopping Park, it is also recommended that Colliers, who have been engaged to undertake both the preparation of the initial development appraisals and subsequent marketing and letting of the Shopping Park, are also asked to attend. Members have previously indicated an interest in the types of tenants that will occupy the retail units and the terms on which they will occupy. The level of interest to date indicates that the Council's aspirations to achieve a good level of pre-let in advance of the main construction contract being formally awarded, will be achieved. However, as the tenant mix and terms are central to the overall success of the retail park and the Council's return on its investment, it is considered important that members have the opportunity to receive direct updates.*
 - (iii) *On the basis of the proposed monitoring reports will be received from the lead consultants, the regular high level monitoring reports that the Cabinet will continue to receive on an ongoing basis, can therefore be supplemented by input from the Cabinet Committee, particularly with regard to any issue that they consider presents a risk to the project.*
4. The relevant Consultants will be in attendance at the meeting. However, given that the project is dynamic and progressing at a considerable rate, the formal reports of the Consultants, will be dispatched closer to the meeting date and are to follow on a Supplementary Agenda.

Resource Implication

The Council has made Capital provision on the basis of the Development Appraisal agreed by the Council in June 2015.

Legal and Governance Implications:

The Council has obtained specialist external legal advice to support the procurement and letting process.

Safer Cleaner Greener Implications

The Shopping Park will be built to relevant standards of energy efficiency with measures to prevent crime such as CCTV.

Consultation Undertaken

None

Background Papers

Progress Reports to Cabinet.

Impact Assessments

Risk Assessment

Risks relevant to each project are contained within Departmental Service Plans or the Corporate Risk Register.

Due Regard Record

This page shows **which groups of people are affected** by the subject of this report. It sets out **how they are affected** and how any **unlawful discrimination** they experience can be eliminated. It also includes information about how **access to the service(s)** subject to this report can be improved for the different groups of people; and how they can be assisted to **understand each other better** as a result of the subject of this report.

S149 Equality Act 2010 requires that due regard must be paid to this information when considering the subject of this report.

The Shopping Park will be fully accessible for People with Disabilities.

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Report to the Asset Management and Economic Development Cabinet Committee



**Epping Forest
District Council**

Report reference: AMED-009-2015/16

Date of meeting: 10 December 2015

Portfolio: Asset Management and Economic Development

Subject: Asset Management Co-ordination Group Report

Responsible Officer: Derek Macnab (01992 564050)

Democratic Services: Jackie Leither (01992 564756)

Recommendations/Decisions Required:

- (1) To note progress on the Council's Asset Management and Development Projects.**

Executive Summary:

This report updates the Cabinet Committee on a number of projects as discussed at previous meetings.

Reasons for Proposed Decision:

To comply with the Cabinet Committee's previous request to monitor the development of the Council's property assets on a regular basis.

Other Options for Action:

None, as monitoring report is for information not action.

Report:

- 1. Epping Forest Shopping Park** – At the Cabinet Committee's last meeting, a report was considered as a result of a request by Cabinet to have more intensive scrutiny of progress on the development of the Shopping Park. The Cabinet Committee agreed to undertake this role and to this end a separate report will be made elsewhere on the Agenda.
- 2. Oakwood Hill Depot** – Construction of the new depot to accommodate the Council's relocated services for Langston Road is progressing to programme. Ground works have been completed, the concrete pad and foundation piles and the majority of the steel-frame erected. If current progress is maintained, practical completion should be achieved in April 2016.
- 3. Pyrles Lane Nursery** – Further to work being undertaken to address concerns around access, car parking and density within the original application a revised application has now been submitted. Consultation has commenced and the decision has been timetabled for District Development Management Committee In February 2016.

4. **St John's Road** – Since progress was reported at the last Cabinet Committee, the Secretary of State approval to the scheme under “State Aid” requirements has now been received. A number of high level meetings with Essex County Council and Frontier Development have been held to finalise the terms of the sale. Whilst progress has been made there has still to be agreement on the “anti-embarrassment” clause protecting the County Council in the event that the composition of the development changes. The District Council has reaffirmed its commitment to a mixed use scheme, as proposed by Frontier in accordance with the requirements of the Design and Development Brief. A meeting has been held between the Director of Neighbourhoods and Epping Town Council to appraise them of the current progress on the project.
5. **North Weald Airfield** – A presentation was given by the Council's Consultants, Savills, on the outcome of the Expressions of Interest Exercise seeking a development partner for aviation activities at the Airfield. The Cabinet Committee also recommended a number of key considerations to shape any further procurement exercise. The Cabinet are due to consider the recommendations at their meeting on the 3 December and a verbal update will be provided on their deliberations. In the intervening period, officers have taken further legal advice on the procurement requirements of letting a “concessionary” contract of this potential nature. Savills have submitted a fee proposal to undertake additional work, but this would require a waiver of contract standing orders and further supplementary funding. It is officers' view at this stage that the work can be progressed internally with the use of other specialist support only as required.
6. **Winston Churchill/The Broadway, Debden** – Higgins have started the development on site, having acquired an interest as a result of the Council agreeing a Dead of Variation. The Housing Association who were due to develop the affordable units to the rear of the development have withdrawn on the basis that the changes to market rents announced by Central Government, have led them to believe it is no longer viable for them to undertake. The issue is being considered by the Director of Communities who will report into the Council Housing Building Cabinet Committee.
7. **Ongar Academy** – Pre-application discussions are progressing. Access and highways would appear to be the most challenging issues. The sale of the land is being progressed by respective legal advisors.
8. **Town Mead Depot** – Still considering alternative options as a result of the Environment Agency's definitive advice that the site is not suitable for any form of residential development.
9. **Hillhouse, Leisure/Community Hub** – Funding for Masterplanning, exercise, as part of the Local Plan Budget Report, is due to be considered by Cabinet on the 3 December. Leisure Management Contract Documents issued under OEJU contain proposals for a replacement facility for Waltham Abbey Swimming Pool.

Resource Implication

None as this is a progress report.

Legal and Governance Implications:

As referred to in individual sections.

Safer Cleaner Greener Implications

N/A

Consultation Undertaken

None

Background Papers

Cabinet Reports on Shopping Park and Local Plan Budget.

Impact Assessments

N/A

Risk Assessment

Risks relevant to each project are contained within Departmental Service Plans or Corporate Risk Register.

Due Regard Record

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S149 Equality Act 2010 requires that due regard must be paid to this information when considering the subject of this report.

None as this is a monitoring report only.

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Report to the Asset Management and Economic Development Cabinet Committee



**Epping Forest
District Council**

Report reference: AMED-010-2015/16

Date of meeting: 10 December 2015

Portfolio: Asset Management and Economic Development

Subject: Economic Development Report

Responsible Officer: Mike Warr / Vicki Willis (01992 564042 / 564593)

Democratic Services: Jackie Leither (01992 564756)

Recommendations/Decisions Required:

(1) To note the progress and work programme of the Council's Economic Development Section;

Executive Summary:

This report updates the Cabinet Committee on a number of projects, themes and issues being explored by the Economic Development Team.

Reasons for Proposed Decision:

To appraise the committee on progress made with regard to Economic Development issues.

Other Options for Action:

None, as this monitoring report is for information not action.

Report:

1. Eastern Plateau Rural Business Funding

After several months finalising the organisation and administrative arrangements with Defra, the Eastern Plateau contracts have now been signed and they are open for business. The goals of the programme are to create jobs, develop rural businesses; and support the rural economy. Outline application forms can now be issued to rural businesses interested in accessing funding to increase farm productivity; support micro and small businesses and farm diversification; boost rural tourism; provide rural services; provide cultural and heritage activities; and increase forestry productivity.

EDOs will work with Eastern Plateau to promote and publicise the scheme to our rural businesses and to ensure they are able to access the available advice, support and assistance to complete their applications.

2. Town Centres

EDOs, working closely with Waltham Abbey Town Partnership, put together an application to the Essex County Council Community Initiatives Fund for funding towards design

consultancy support to design a wayfinding project for Waltham Abbey town centre. We hope to be able to update Members verbally at the meeting on the outcome of this application.

The first round of the Town & Village Centres Opportunities Fund has now closed. Although the quantity of applications received was less than hoped it was pleasing to receive a number of applications from the village centres to whom the scheme was opened up this year. One of these applications has been successful and will be awarded funds and the second has opened up dialogue between the EDOs and the village organisation to work on the project and develop it further to hopefully secure a small amount funding later in the cycle.

The second round of applications is due to close on 2nd December when it is hoped that further bids will be received. Work has been ongoing to assist one town partnership to develop its bid for seed funding. In anticipation of the second round closing the EDOs have been developing some outline ideas to be taken forward in last few months of the year subject to submitting applications to the Portfolio Holder for consideration. A number of these potential bids are focused on building capacity amongst our town centre partnerships and deeper understanding of the issues that face the towns, and it is hoped that these will lead to further bids by the partnerships in future funding cycles.

A report requesting Cabinet make available a further £35,000 of District Development Funding for the operation of the Town & Village Centres Opportunities Fund in 2016/17 has been written and will be considered by cabinet on 3rd December. A verbal update on the outcome of the meeting will be given to members at the Asset Management and Economic Development Cabinet Committee meeting.

3. Superfast Broadband

The construction phase of the Rural Challenge Project (Phase 2b of the Superfast Essex Rollout) has now begun. The first cabinet has been built in the Bobbingworth and Bovinger area and work is ongoing to build the network connections from that cabinet to the residential premises that it will serve. The overall schedule of works for the Rural Challenge Project (RCP) has also been published via the Gigaclear website and made available to Members through the Bulletin and published to residents via the Council's news website. This will enable residents covered by the RCP to gain a better understanding of when work will commence in their areas.

Community Q&A events have been held in Moreton, Fyfield, Willingale and the Rodings and have been warmly received by those attending. Rollout of the project is keenly anticipated by residents and businesses. These events will continue throughout the rollout programme and we will advise the local district members for the relevant areas as and when the events are organised.

With rollout progressing well on both the RCP and the wider BDUK SuperfastEssex programme focus will now move towards the promotion of the infrastructure that is being put in place and encouraging take-up of the Superfast and Ultrafast broadband services that will progressively become available to our residents.

4. Local Plan / Economic Development Strategy

EDOs have been working closely with colleagues in Planning Policy in respect of the Economy areas of the new Local Plan. Most recently this has included participation in the Economic Strategy workshop on 19th November. This was an opportunity for District, Town and Parish Council Members to hear about responses relating to the economy from the Community Choices Consultation, consider the issues and key evidence findings and ask questions about them. Facilitated group discussion provided the opportunity to explore high level preferences in terms of policy approach to the economy in the new Local Plan and to

re-appraise EFDC's Economic Development priorities.

5. Visitor Economy

Positive early stage work is underway with partners looking at opportunities to better join-up and package the tourism offer across Epping Forest District, Broxbourne and East Herts. Added to this is the potential for further collaboration with North London counterparts and joining with Harlow to the north. At the heart of this emerging work is obviously Lee Valley Regional Park's immense visitor offer. Moving to other tourism matters, the Tourism and Visitor Board has confirmed that 2016's Annual Tourism Summit will be held on 4th March 2016.

6. Business Support

The Economic Development Team is managing a good supply of enquiries from individuals looking to set up in business locally and existing businesses looking to invest in the district. BEST Growth Hub is proposing a suite of workshops for start-up and established businesses in West Essex and EDOs will be liaising to ensure these are relevant to local business need and will be promoting locally to hopefully encourage strong take-up.

7. Partner Liaison

The Economic Development team continues to liaise with, support and attend meetings with a number of Partner Organisations. These include, at varying intervals:

- Essex County Council
- South East Local Enterprise Partnership (SELEP)
- Invest Essex and Essex Innovation Programme
- Lea Valley Food Taskforce
- Essex Economic Development Officer group
- Essex Tourism Officer Group
- Epping Forest District Town Team
- Eastern Plateau Local Action Group
- Stansted Airport Local Authority Forum
- Tourism & Visitor Board
- West Essex Skills & Learning Forum
- Waltham Abbey Town Partnership
- One Epping Forest

In terms of working with Essex County Council, it had been agreed to establish meetings on a regular basis with key members and officers at Epping Forest District Council and Essex County Council who are involved with economic development. The first such meeting was held on 21st October ECC and proved useful in many respects.

Resource Implications:

None as this is a progress report.

Legal and Governance Implications:

None as this is a progress report.

Safer, Cleaner and Greener Implications:

None as this is a progress report.

Consultation Undertaken:

None as this is a progress report.

Background Papers:

None

Risk Management:

N/A

Due Regard Record

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Not applicable as this is a progress report on work already undertaken.

Report to the Asset Management and Economic Development Cabinet Committee



**Epping Forest
District Council**

Report reference: AMED-011-2015/16

Date of meeting: 10 December 2015

Portfolio: Asset Management and Economic Development

Subject: Park & Ride Desktop Research

Responsible Officer: Mike Warr (01992 564472)

Democratic Services: Jackie Leither (01992 564756)

Recommendations/Decisions Required:

- (1) To note the attached findings of desktop research into Park and Ride schemes in Chelmsford and Colchester, and their relevance to any potential park and Ride proposal for North Weald Airfield.**
- (2) To decide on the basis of the further information provided, whether to still pursue the bespoke work from Essex County Council Highways.**

Executive Summary:

The attached Appendix 1 sets out some of the key facts gathered during a desktop research exercise to understand more about the Park & Ride schemes implemented by Essex County Council in Chelmsford and Colchester. This exercise was carried out in lieu of an outstanding Essex County Council report on the feasibility of a Park and Ride scheme at North Weald in order to gain a better understanding of some of the key issues for consideration.

Reasons for Proposed Decision:

To provide the committee with some background to the park and ride schemes developed elsewhere in Essex in lieu of receiving a detailed and technical feasibility report from the County Council in respect of a potential park and ride scheme at North Weald.

Other Options for Action:

To consider whether it is still worth pursuing the report from Essex County Council.

Report:

1. At the Asset Management Cabinet Committee meeting in October 2014 the idea of utilising North Weald Airfield for a Park and Ride Scheme to Epping was raised. It was agreed to explore the issue further with Essex County Council as the transport authority and, in particular, in relation to their experience at Chelmsford.
2. Contact was therefore made with Essex County Council (ECC) and a meeting took place between officers from EFDC and ECC to discuss this. It was agreed with ECC

that the outputs of work already underway as part of the Council's Local Plan work, were relevant and that they would prepare a report. However, to date, despite a number of reminders, we have not received a report on the feasibility of such a Park and Ride scheme.

3. The attached desktop research was originally undertaken at the time of the original contact with ECC in order to better understand the background the other schemes they have undertaken. However, given the lack of any further report or evidence examining Park and Ride this research is now shared with members for their information.
4. Additionally, a small amount of further desktop research has been undertaken in order to pull together some facts around the most recently opened park and ride scheme at Cuckoo Farm, Colchester. Evidence around the impact of this scheme is limited currently due to the short period that has elapsed since it opened in April 2015 however, as with the Chelmsford research, a range of ECC, Colchester Borough Council and other publicly available sources have been examined in order to pull out relevant facts and observations.
5. No definitive attempt has been made to draw a final conclusion on whether Park and Ride is feasible at North Weald based on this research evidence alone. However, throughout the document we have highlighted points, facts, observations and other information that may be of key relevance.
6. Amongst the research, some of the key themes to emerge were:
 - The motivating factor of the price differential between park and ride rates and town centre parking rates
 - The levels of subsidy that are having to be contributed by ECC in order to maintain the service at the lower prices and thereby maintain demand
 - The importance of bus priority, bus stop and signal change measures to the success of the schemes
 - The provision of fast journey times and service reliability
 - The scale of town centre land freed up for development by the migration of long-stay parking from the town centre to the park and ride schemes
 - The aims of the schemes to relieve key congestion pinch-points
7. This research document is not intended to replace the proposed detailed feasibility report from Essex County Council in respect of a North Weald scheme however it is hoped that the information gathered to date is of interest and value to Members, in assessing whether there is merit in still pursuing the County Council to produce the bespoke piece of work for North Weald Airfield. This is particularly relevant as the report seems to cast doubt on the viability of North Weald Park and Ride.

Resource Implications:

None as this is an information report.

Legal and Governance Implications:

None as this is an information report.

Safer, Cleaner and Greener Implications:

None as this is an information report.

Consultation Undertaken:

None as this is an information report.

Background Papers:

Contact Mike Warr, Economic Development Officer ext 4472

Risk Management:

N/A

Due Regard Record

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Not applicable as this is an information report detailing findings from a desktop research exercise.

Introduction

At the October 2014 meeting of the Asset Management & Economic Development Cabinet Committee the issue of utilising North Weald Airfield for a Park and Ride Scheme to Epping was raised. It was agreed that this would be looked into further and that rather than commission consultants immediately we would start to look into the experiences at Chelmsford and see if there were lessons to be learned from them.

This briefing paper will summarise some of the facts learned from a desktop review of Essex County Council and Chelmsford City Council reports. Whilst the source of each piece of text is not acknowledged at every stage the original reports are held on file should further information be

The Chelmsford Park and Ride Experience

Sandon

Park and Ride was initially identified in Chelmsford during the first Local Transport Plan period (2001-2006) and the Essex Structure Plan highlighted the provision of Park & Ride on key radial routes into Chelmsford as **a priority tool to develop the use of public transport in the town centre and to accommodate future growth.**

In 2004, Essex County Council commissioned SA2000 to undertake analysis of the potential market for Park & Ride in Chelmsford. SA2000 acknowledged strong demand for several sites. A Park & Ride to serve the east of Chelmsford, located at Sandon, was identified as both Chelmsford's and Essex's first Park & Ride.

The key aims of the Sandon scheme were:

- Remove vehicles from Baddow Road and the Baddow Bypass and the Army and Navy junction, especially during the peak period.
- Provide a sustainable alternative to the car.
- To minimise the impact of traffic in the town and improve air quality.
- **Increase the attractiveness of the town to shoppers and visitors.**
- **Help to assist growth in Chelmsford.**
- Contribute to the revised parking strategy and **free up land in the Town Centre for alternative use.**
- **Provide high quality and designated bus priority measures, offering fast, reliable and direct links to the town centre and onward transport links.**

Use of Sandon has grown year on year since opening

The number of people using the Park & Ride annually grew from 247,300 in 2006/07 to 398,692 in 2010/11. Number of cars entering the site grew from 230,181 to 341,465 over the same period.

The main reason people chose to use the Park and Ride is because it is cheaper than parking in Chelmsford town centre (60% of respondents stated this). The second most popular reason is that it is more convenient (14% overall).

The main journey purpose for using the Park and ride in the weekday morning peak is to work in Chelmsford (66%), with education and train trips also made. The main journey purposes in the weekday inter-peak are shopping (39%), work (32%) and the train station (15%) and on a Saturday the main journey purpose is for shopping (78%). As a broad split across all periods the main journey purposes of Park and Ride users are: work in Chelmsford (40%), shopping (35%), onward trips using the train station (15%), education (6%) and other (4%).

The vast majority of Park and Ride users previously parked in public car parks in the town centre (93%). Of those travelling in the AM peak, 84% previously parked in long-stay car parks, whilst in the off-peak and on Saturdays, over half parked in short stay car parks.

Average weekday car park occupancy rates at the Sandon Park and Ride site show that by 9am the car park is 74% full. The majority of morning peak users are commuters who park at the Sandon site for either 4 – 9 hours (62%) or over 9 hours (35%). Because of this, the Park and Ride service helps to reduce the number of cars on the road network during both the morning and evening peaks.

The operational contracts were awarded in September 2005 with First Essex Buses winning the bus operation and Chelmsford Borough Council the site management and car park operation. Since Sandon opened, the County Council has received many compliments from passengers about the service including many relating to the staff working on site. Staff at both Chelmsford Borough Council and First Essex Buses have worked extremely well in delivering the service to generate these compliments working well together to ensure the desired quality of service was provided.

Financing Park and Ride

The total capital cost of the Sandon scheme, including the 2 subsequent extensions, is in the region of £7.4 million. To construct Sandon, Essex County Council made a successful submission for capital funding from the Local Transport Plan. The funding was secured in July 2004 with delivery required by the end of the first LTP period (April 2006). The two subsequent extensions were funded from Essex County Council capital monies.

The final cost of the Chelmer Valley scheme is expected to come in at around £6.6 million, over £1 million under the original budget. This has been achieved through value engineering and working with the design teams to identify further savings during the construction phases. Essex County Council has funded the scheme through capital monies and Chelmsford Borough Council has contributed £800,000 of Growth Area Funding.

The annual costs and subsidy required to support Sandon Park and Ride can be seen below. The high usage of the site, the expansions and increased fares has resulted in a reduced subsidy over the four years of its operation.

Key:

- (A) Gross cost of Bus Operation
- (B) Gross cost of Site Management (including overheads, rates, marketing)
- (C) Total Revenue (including concessionary fare reimbursement)

(D) Net Cost / Subsidy required to support service

	(A)	(B)	(C)	(D)
	Gross cost Bus Operation	Gross cost Site Mgmt	Total revenue	Net Cost / Subsidy to support service
2006/07	£492,051	£237,831	£340,421	£389,461
2007/08	£536,889	£261,070	£573,582	£224,377
2008/09	£530,394	£258,687	£622,505	£166,576
2009/10	£540,760	£256,447	£657,963	£139,244
2010/11	£522,616	£275,604	£670,864	£127,356
TOTAL	£2,622,711	£1,289,640	£2,865,335	£1,047,014

Charging Structure

Before Park and Ride was implemented an assessment of the charging structure was undertaken. Essex County Council commissioned TAS (specialist consultants in public transport) to undertake a review of managing Park and Rides and pricing mechanisms.

The recommendation was to adopt a per person pricing strategy. The charging structure at both Park and Rides in Chelmsford is therefore based on the principle that it is free to park and users of the site pay for the bus journey. The original bus fare at Sandon was £1.50 which was increased to £2.00 in March 2007 and £2.20 in June 2008. The current bus fare for Sandon and Chelmer Valley is £3.00 per day and weekly tickets can be purchased for £15 or a monthly ticket for £55. Children aged between 5 and 15 years inclusive rates are daily £1, weekly £5, monthly £20, and children under 5 years old travel for free at all times

Town centre parking

It was realised that this shift to the Park and Ride was predominantly due to cost; users stated that the Park and Ride was cheaper than parking in the town centre. The provision of Park and Ride makes the town more attractive, specifically for shoppers, therefore encouraging people to use the town and boost income in the Borough.

Lessons learned

With such a successful and popular service it could potentially operate without financial support; however it is accepted that Park and Ride forms part of a wider strategy to tackle congestion, improve air quality, help accommodate growth and improve the accessibility and attractiveness of Chelmsford town centre. Measures to reduce the subsidy could be considered.

Bus priority measures have been acknowledged as an essential part of Park and Ride, offering journey time savings and journey time reliability to passengers, encouraging them to switch from their private cars onto the service. The bus priority measures also advertise the service to motorists as they will see the Park and Ride buses bypass them using bus lanes or with priority at junctions.

At the operational Sandon Park and Ride, a significant saving in respect of kilometres travelled by private cars, and the quantity of pollution produced as a result, has been seen. Based on an average weekly demand of 900 vehicles using the site a day (and taking into account the operation of the buses), the scheme has seen the following estimated benefits;

- Annual net reduction in vehicle kms – 1.79 million
- Annual net reduction in CO2 emissions (kgs) – 113,718
- Annual net reduction in carbon (kgs) – 31,014

This has resulted in improved congestion, safety and air quality.

Essex Regiment Way / Chelmer Valley

Following on from the success of Sandon, the County Council has been keen to provide further Park and Ride sites on key radial routes into Chelmsford. Park and Ride was identified in Essex's second Local Transport Plan (LTP2) as a measure to tackle congestion in Chelmsford. Chelmsford Borough Council's Local Development Framework also identified Park and Ride in North Chelmsford as a key scheme to help promote more sustainable travel patterns and to assist in the provision of new development. A large proportion of Chelmsford Borough's housing growth is planned for North East Chelmsford with the provision of a new neighbourhood accommodating up to 4,000 new homes. Additionally, new employment, retail and leisure developments are all planned for Chelmsford by 2021.

To support this growth, new and improved transport infrastructure is required and Park and Ride is identified as a key measure. The key aims of Chelmer Valley Park and Ride are the same as those identified above for Sandon with the only difference being the removal of vehicles from another key corridor into Chelmsford, those travelling from the north along the A130 Essex Regiment Way, Broomfield Road, Chelmer Valley Road and into the Town Centre.

Chelmsford Local Development Framework - Core Strategy

Published in November 2006, the Core Strategy identifies a Park and Ride in North Chelmsford as a Strategic Transportation Scheme in the Infrastructure Priority List. Park and Ride is recognised as a key component in the transport strategy required to support the Local Development Framework (LDF) proposals and the overall strategy to manage future transport demands in Chelmsford.

Policy DC 65 states that, **in the correct location, a Park and Ride will help promote more sustainable travel patterns and improve the accessibility and attractiveness of town centres. The provision of appropriate bus priority measures to serve the Park and Ride is a key requirement for their long term success.** The aim is to provide alternative long-stay parking and this links with the policy of progressively reducing the amount of long-stay parking within Chelmsford Town Centre.

In order to maintain the quality of service that has been enjoyed at Sandon a rigorous tender assessment was undertaken. There was interest from a number of organisations, including one new to Essex, but the successful bidders were First Essex buses for the bus operation and Chelmsford Borough Council for the site management. The operation has been secured at no increased cost than the original contract price submitted in 2006.

The scheme was forecast to cost £7.553m, including identified risks. CIF2 funding requirements would be limited to £3.8million. The final cost of the Chelmer Valley scheme is expected to come in at around £6.6 million, over £1 million under the original budget. This has been achieved through value engineering and working with the design teams to identify further savings during the construction phases. Essex County Council has funded the scheme through capital monies and Chelmsford Borough Council has contributed £800,000 of Growth Area Funding.

For Chelmer Valley work was undertaken to identify the key locations where bus priority measures would be required. These measures have been implemented along the whole route and include sections of bus lane and also priority at junctions.

The aims of the scheme were to:

- relieve congestion in Chelmsford town centre and on the immediate approach roads, especially during peak periods;
- unlock sustainable development in the new neighbourhood and the town centre - directly unlocking housing in North East Chelmsford by removing vehicles from the network and allowing for new trips from the housing development;
- allow the development of town centre car parks by providing alternative parking on the outskirts of town;
- provide access to the town centre, key employment, retail sites and public transport interchanges;
- increase the attractiveness of the town to shoppers and visitors, by helping to improve the environment through the minimisation of the impact of traffic on the town;
- provide fast journey times and increased service reliability;
- provide an accessible vehicle for all; and
- improve air quality and road safety.

Accommodating additional parking at the Park and Ride site allows 1,300 long-stay parking sites in the town centre to be redeveloped. Furthermore, the Park and Ride scheme would offer substantial benefits to the provision of 170,000m² of commercial space (employment and retail development) as proposed in the Chelmsford Town Centre Area Action Plan.

· Providing long-stay parking spaces on the outskirts of town allows long-stay car parks to be redeveloped into this type of development;

· The Park and Ride would provide access to the new employment, retail and leisure sites in the town centre;

· The removal of traffic on the town centre network allows released capacity to be backfilled by new trips; and

· The removal of traffic on the town centre network will improve the environment for pedestrians and cyclists.

2013 ECC Report on the elimination of Park & Ride Subsidies

In 2013 ECC sought to amend the pricing structure of its Park & Ride Schemes.

Although the Park and Ride sites in Chelmsford had been extremely successful in terms of usage and easing city centre congestion, the operation of both Sandon and Chelmer Valley Park and Ride sites required a subsidy of £357,000 a year.

It was therefore proposed that adult fares be increased and child fares be introduced in order to raise an estimated additional income of £223,000 (a deficit would therefore still remain of +£130,000).

A consultation exercise on the proposals was undertaken and many suggested that the price differential against city centre parking would reduce, encouraging more people to return to parking in the city centre. **ECC argued that the comparison of town centre parking charges levied by Chelmsford City Council at the time and those charged for Park & Ride suggested that Park & Ride remained a more cost effective option than city centre parking. For information this conclusion was based on the following figures:**

Proposed adult daily charge increased from £2.50 to £3.00

A selection of the typical City centre car park charges were:

Short Stay:		Long Stay (All day):	
4 hours	£4.30	A -	£6.00
5 hours	£7.00	B -	£4.80
7 hours	£10.00	C -	£4.50
8 hours	£14.00		

So even at the lowest end the Park & ride still offered a 33% reduction against Long Stay parking. At the extreme of Short Stay parking a full day's Park & Ride charge could offer an £11.00 or 78% discount on an 8 hour 'short stay'.

November 2015 – Desktop research Update – Colchester Park & Ride

Since completing the above research, a new Park & Ride scheme has opened in Colchester. Reports and reviews of the service have been difficult to locate given its very short period of operation however some facts can be observed.

Colchester Park & Ride is a key component of the infrastructure identified in the Colchester Local Development Framework (now Local Plan) as being required to deliver the level of growth planned for Colchester.

The Park and Ride (P&R) is the first purpose-built P&R in Colchester and is located to the north of Junction 28 of the A12, directly off the trunk road network. The scheme comprises **a 1,000 space car parking facility, along with bus priority measures along the route** and new bus stops at key locations, served by a frequent and direct service.

It offers commuters and visitors the opportunity to park up and enjoy comfortable and convenient transport to destinations and attractions in the historic town centre of Colchester.

Construction

A continuous programme of works to complete the Park and Ride facilities and associated bus priority measures in 2014-15 was undertaken, including:

- Creating access from Junction 28 of the A12
- Construction of 1000 space car parking facility in a landscaped environment
- Construction of the terminus building
- Signalisation of the NAR/A134 junction
- Improvements to signals at Bruff Close/North Station Roundabout
- Bus priority measures along the route, in the area of Colchester Station and in key locations
- Installation of new bus stops, providing access to High Street, St John's Street, Head Street and Colchester Station
- Construction of a pedestrian and cycle link to Boxted Road,, enabling access to Boxted Road and the Community Stadium

The terminal building has been designed to include a waiting area and seating, toilets (including disabled and baby change facilities), real-time information and cycle parking facilities.

Further bus priority lanes alongside the existing Northern Approach Road have been granted planning permission, and responsibility for their delivery lies with the developers of the Severalls Hospital site as part of the Section 106 obligations on the site.

Benefits

Colchester P&R enables efficient and reliable journeys to Colchester station and the town centre via a dedicated bus priority route, and assists in delivering sustainable economic and housing growth for Colchester.

The scheme enables increased numbers of people to access Colchester town centre via the Northern Approach Road (NAR) Rapid Transit Corridor, relieving a current pinch point on the network and facilitating improvements to congestion and air quality locally and across the wider network.

As with the Chelmsford schemes fares are £3.00 per day. Weekly tickets can be purchased for £12 or a monthly ticket for £48. Children aged between 5 and 15 years inclusive rates are daily £1 and children under 5 years old travel for free at all times.

A Freedom of Information request to ECC (ECC-060685-15) in July 2015 revealed in the response that:

- 30,480 passengers used the P&R between 13th April and 30th June 2015. Unfortunately we do not have a breakdown of the number of adult and child passengers.
- Using the figures above and considering the approximate annual cost of running the P&R, the actual cost per journey to date is £4.48. It should be noted however that this includes the

initial 8 week period when it was free to travel. No reimbursement for any concessionary fares has been included in this figure as this income is unknown yet.

- The total cost of the P&R to ECC to date is £1.9m. Please note that the majority of the funding for the project has been Local Growth Funding from the South East Local Enterprise Partnership.

A subsequent FOI request (ECC 061099-15) in September 2015 also revealed that:

- £29,099 (June £6136, July £8955, August £11,075) has been made on sales at Colchester P&R. There is no advertising income.
- Anticipated running costs for the first year, including wages, petrol, and vehicle maintenance are £742,600, broken down by how the money has been spent as the bus contract £596,600 and the facilities management contract is £146,000.

A Colchester Borough Council (CBC) Report to Council in January 2015 “2015/16 General Fund Revenue Budget, Capital Programme and Medium Term Financial Forecast” identified a cost pressure of £300,000 to be included in the budget for a reduction in car park income arising from the introduction of park and ride.

However, at a CBC Scrutiny Panel meeting in August 2015 it was noted that car park income had not reduced as anticipated. Whilst it was expected in the budget that the introduction of the Park and Ride would reduce income by £300,000, evidence to date showed this had not occurred during quarter one.

According to an Essex CC Key Decision from June 2014 (FP/623/04/14) the total cost of the Colchester Park & Ride was £6.4m. The construction contract for the scheme was £3.6m with the remainder being for professional fees and risk allowances for access to site difficulties. The same report saw a mid-range estimated break-even / profitability position being reached between years 6 to 8 of a fully operational scheme and in the prior years an ongoing subsidy of a maximum of £200,000 per annum being required.

The operational contract for the scheme was awarded to TGM Group (Arriva) running for five years to March 2020 with a total value of just over £3.01m.

Colchester Town Centre Parking

With a Park & Ride fee of £3 per day, it is worth comparing this with some of the town centre car park rates for Colchester. The rates used, show an equivalent cost for an extended stay at these car parks although they each have different combinations of lower rate and shorter parking periods and occasional special offers are run on specific car parks which would affect the pricing differential.

St Mary's	Up to 8 hours	£6.50
St. John's	Over 12 hours	£16.50
Priory Street	Over 4 hours	£10.00
Britannia	Over 4 hours	£10.00
Middleborough	Over 4 hours	£6.00
Sheepen Rd	Over 4 hours	£5.60

(All prices based on weekday rates)

For information it is worth noting the current 'full day' and 'longest period' parking prices in Epping Town Centre

Epping - Bakers Lane Over 2 hours £3.80

Epping – Cottis Lane – Up to 5 hours £3.70

Epping – Civic Offices – Up to 5 hours £3.70

Epping - Stonards Hill Free although opening hours are restricted

(All prices based on weekday rates)

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Report to the Asset Management and Economic Development Cabinet Committee



**Epping Forest
District Council**

Report reference: AMED-012-2015/16

Date of meeting: 10 December 2015

Portfolio: Asset Management and Economic Development

Subject: North Weald Airfield – Air Show

Responsible Officer: Derek Macnab (01992 564050)

Democratic Services: Jackie Leather (01992 564756)

Recommendations/Decisions Required:

- (1) That the Cabinet Committee consider the feasibility of hosting a major Air Show at North Weald to be held in 2017 and recommend to Cabinet accordingly; and**
- (2) That the Cabinet Committee supports the programme of activities planned to celebrate 100 years of flying at North Weald Airfield and encourage the inclusion of an aviation element in the planned Community Day event.**

Executive Summary:

The Local Strategic Partnership Tourism Board have developed a proposal to host a Centenary Air Show at North Weald Airfield in September 2016. Specialist aviation event management advice was commissioned to undertake a feasibility and develop a business case. Unfortunately the tragic accident at of the Shoreham Air Show and the ensuing restrictions and review of display flying implemented by the CAA, has introduced a degree of uncertainty around the management of future events,. This would present an unacceptable risk to the Council for an Air Show in 2016. However, for future years, an event may well be feasible. It is proposed, as on previous occasions, to host a Community Day with an aviation element which will form part of the North Weald Airfield Centenary Celebrations in 2016.

Reasons for Proposed Decision:

The Council is committed to generating additional aviation related income in order to reduce the current subsidy for flying. The hosting of an Air Show could not only achieve this objective, but also generate additional benefits for other Tourism/Day Visitor related businesses.

Other Options for Action:

To discount the idea of having an Air Show at North Weald.

Report

1. The Council's Airfield at North Weald has hosted a number of successful Air Shows in the

past, with the “Fightermeet” events receiving national recognition. However, it has been a number of years since such an event was held, albeit the annual Community Day organised in conjunction with a number of partners and aviation tenants, has contained an element of display flying.

2. With the demise of Southend Air Show, an opportunity has arisen to provide an Air Show at North Weald, to complement the annual programme of Air Shows across Essex e.g. Clacton, Duxford.
3. The Local Strategic Partnership “One Epping Forest” has a pro-active Tourism Board. The Board has recognised that an Air Show at North Weald has not only the potential to generate additional income for the Council (to offset the cost of operating the Airfield), but also deliver wider economic benefits for tourism/visitor related businesses. The support of Visit Essex has been forthcoming, who also recognised a unique opportunity to launch the Air Show, given the Centenary of flying at North Weald (1916-2016). The issues and options paper prepared by the Tourism Board is attached at Appendix One. This report addresses key considerations in organising and providing an Air Show and gives some indicative cost estimates.
4. Informal soundings amongst stakeholders at the Airfield and District Members suggested that the idea would be positively received. On this basis, given that the District Council would be taking on the role of organising the event, achieving the benefits, but also carrying the risk, a brief was prepared to obtain specialist external advice. Slipstream Events were appointed to develop a robust business case and establish the availability of display aircraft. It must be understood that there is an active calendar of events both within the UK and Europe with a finite number of aircraft who display on the Air Show circuit. Identifying suitable dates well in advance, is clearly a key consideration (Brief attached Appendix 2).
5. This feasibility work commenced in early Summer with a view to being completed week commencing 15 August 2015, to enable a report to be considered by the Council’s Cabinet Committee on the 3 September 2015. However, on Saturday 22 August 2015 a major incident occurred at Shoreham Air Show involving a vintage Hawker Hunter aircraft (based at North Weald Airfield) which resulted in the tragic loss of life of 11 people as the aircraft crashed into the A27 Trunk Road.
6. The investigation into the circumstances of the fatal incident, have yet to conclude. In the immediate aftermath of the accident, the Civil Aviation Authority (CAA) implemented significant restrictions on flying displays over land, by heritage jet aircraft. In essence, such aircraft, (the restrictions do not apply to military aircraft such as the Red Arrow RAF Display Team) have been limited to flypasts, prohibiting high energy aerobatics. In the aftermath, the CAA conducted additional risk assessments of all the remaining events during the summer of 2016 and has recently commissioned a full review of civil air display safety. The review is likely to take a number of months to conclude. The outcomes, whilst currently unknown, are bound to have implications for organisers of future events.
7. Given the extent and consequences of the Shoreham incident, it was decided that it would not be appropriate to take a report to Cabinet in September 2016, seeking authority and funding to host an Air Show. Given the passage of time, it is now felt opportune, given that there is still considerable interest in an event being held at North Weald in the future, to seek Members’ views.
8. Officers believe that due to the uncertainty of the review being undertaken by the CAA, combined with the lack of aircraft and available dates, that for 2016, the focus of celebration of the Airfield Centenary, should be the Community Day. This could still contain an aviation element, but would not be in the form of a full blown Air Show. However, if Members of the

Cabinet were keen to proceed, this would allow sufficient time for the implications of the CAA review to be addressed, the business case developed and practical arrangements to be put in place for a date in the summer of 2017.

Resource Implication

Whilst there is potential to generate a surplus for the Council, a Full Business Case will need to be developed and depending on the outcome, funding sought to practically organise and underwrite the event would need to be secured in the 2017/2018 budget.

Legal and Governance Implications:

Insurance for the event and contracts with exhibitors, will be significant considerations.

Safer Cleaner Greener Implications

No specific.

Consultation Undertaken

“One Epping Forest” Tourism Board.

Background Papers

Issues paper produced by Tourism Board.

Risk Assessment

Any event will need to be fully risk assessed and a multi-agency Safety Advisory Group formed.

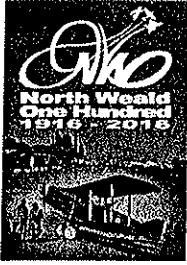
Due Regard Record

This page shows **which groups of people are affected** by the subject of this report. It sets out **how they are affected** and how any **unlawful discrimination** they experience can be eliminated. It also includes information about how **access to the service(s)** subject to this report can be improved for the different groups of people; and how they can be assisted to **understand each other better** as a result of the subject of this report.

S149 Equality Act 2010 requires that due regard must be paid to this information when considering the subject of this report.

No specific consultation.

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Slipstream Events: brief for initial work on NW Air Show

Key Aim:

To enable a detailed and robust business case to support an agreement by the council to proceed with the envisaged air show and celebration of the airfield's centenary at North Weald Airfield in September 2016.

Specifically:

1 To identify, contact and create a programme of potential displays to secure a deliverable weekend event and dates for a weekend in September 2016 and provisionally book, subject to confirmation of the event from the council in September 2015, the core attractions on behalf of Epping Forest District Council.

2 To generate insurance quotes to give confidence to the financial planners for this event.

3 To draw-up a technical specification for discussion with authorities and operators (Stanstead/Heathrow etc) regarding permissions/exclusions etc.

4 To provide independent advice on elements of the project including:

- Identifying potential online ticket-agency partners
- Marketing/media requirements and potential partners
- Sponsorship opportunities
- Business model to maximise income and meet expectations regarding ticket packages / VIP areas etc

Liaison:

To work with Quentin Buller (Tourism Development Manager) and Darren Goodey (North Weald Airfield Manager) in preparing the above.

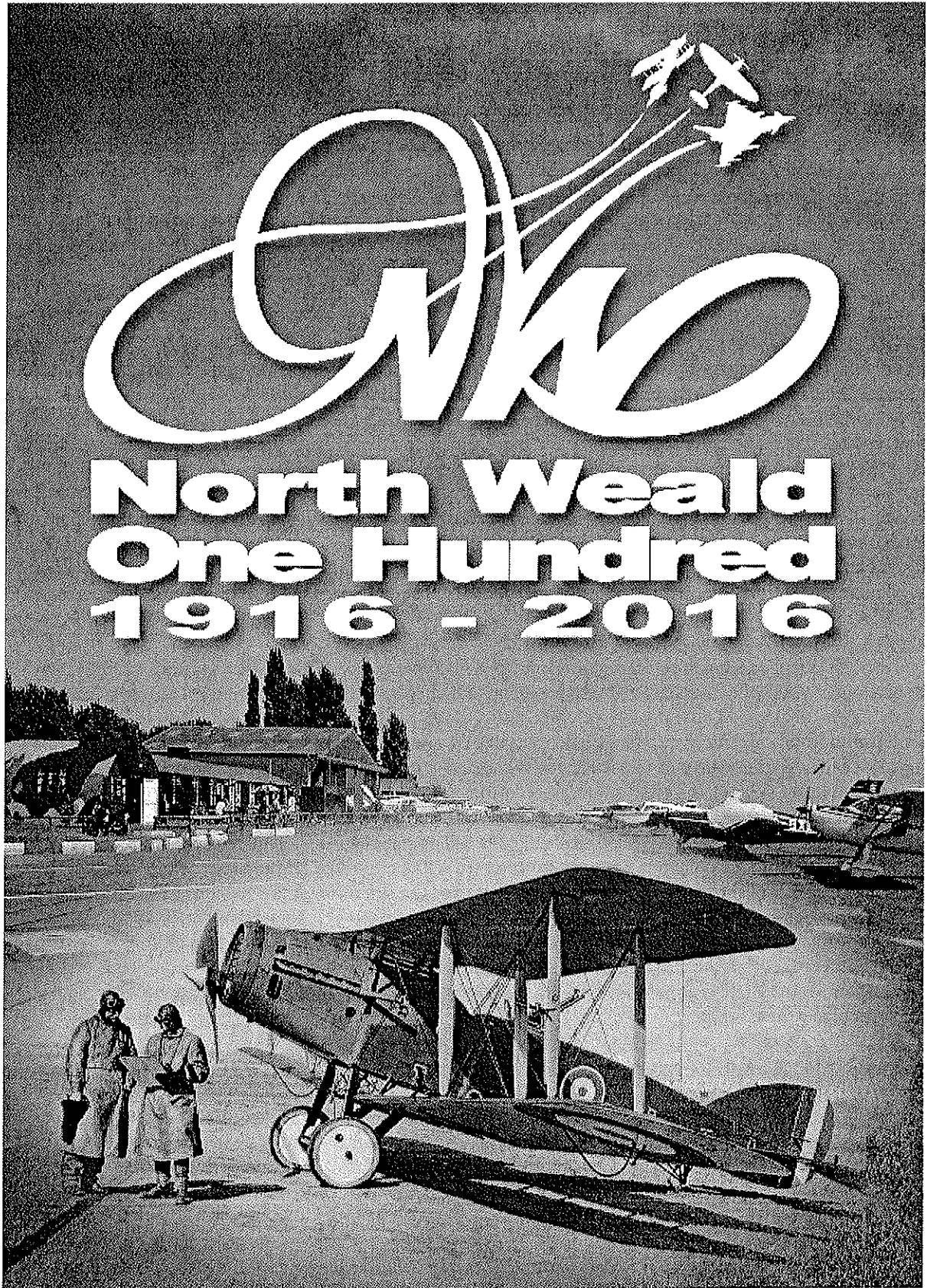
Chargeable time: maximum 7 days consultancy

Timescale:

First draft response W/c 15th August 2015

To be ready for incorporation into the report for council by 24th August 2015

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**ONE EPPING FOREST TOURISM BOARD
PROPOSAL FOR CENTENARY CELEBRATION AIRSHOW SEPT 2016
ISSUES AND OPTIONS
JUNE 2015
CLLR TONY BOYCE CHAIRMAN**

Introduction

North Weald Airfield, built prior to the establishment of the RAF, will be 100 years old in September next year. The airfield, which remains a significant asset to the district and a significant asset to the aviation history of London and the UK nationally, is facing challenging circumstances. Epping Forest District has adopted Tourism as one of its key economic development priorities, and has invested in growing and expanding this sector of the local economy. The master plan looks to intensify aviation usage at the site. The airfield has a long tradition of excellent air shows, which again had national recognition, but unfortunately this is no longer the case, though a successful, smaller scale Community day event, with primarily local reach has been resurrected.

Current Challenges

The airfield needs to generate significant investment and intensification of aviation business. It needs to regain its national prominence, profile and position itself again to expand the range and frequency of its use, and look to other ancillary opportunities to enable greater income generation.

The district will need to mark the 100 anniversary, in a way that is commensurate with the airfield's national and regional role in the defence of London and more widely to acknowledge the sacrifice of the many nations who operated and fought and served from the base through two world wars and times of emergency and tension.

The district tourism calendar would benefit from a an anchor event towards the end of season that would give it a national profile, and towards which attractions/high streets and other local economic assets across the district could be stimulate to run complementary festival type events.

The link to traffic from the districts major visitor feeder i.e. London needs to be strengthened and expanded.

London and Essex Air show Proposal

The process of negotiation of relocating the Southend Air Show to North Weald highlighted a major opportunity to deliver a nationally recognised event, and enabled contact with a range of organisations which could secure, enable and deliver such a project. News of this opportunity was met with widespread enthusiasm from a variety of quarters from internal EFDC and 'Visit Essex', to other external attractions and partners who were very anxious to participate, if and when, this could be delivered. The fact that next year was so significant in being the 100th anniversary further sharpened interest. It was felt by industry that this would greatly expand interest from foreign air forces that had served from the base to return to celebrate and mark their connection and the service and sacrifice of their personnel. The ability to secure this international interest and the connection with a national presence from RAF etc would lift the event onto a new level, with a very wide range of participants, including aircraft that used the site through the 100 years since establishment. This would greatly enhance the commercial impact and offer to paying customers and bring significant opportunities to generate substantial income as well as adequately and appropriately mark the service of personnel. The fact that the asset is council owned, that council staff have considerable experience of ground support for events and the airfield's history of operating events in past, are major capacity benefits, enabling and supporting rapid progress

This initial proposal is as follows

Following discussion with public and potential private sector partners the following proposal has been worked up but this requires more detailed feasibility and costings. That council announce their intention to host a 100 year celebration of the airfields role that culminates in a 2/3 day international show. This would stimulate and be supported by ancillary events across the district both public and private. Major national attractions (Red Arrows etc), local flying assets (already based at North Weald) and international air forces with connections to the airfield or conflicts with an airfield connection (Norwegian) would provide displays and ground attractions over 2/3 days. This would aim to provide 20 display routines, with headline aircraft flying both days plus variation in the supporting flying to encourage multiple visits. On the ground, displays would supplement the air offer, together with themed evening entertainment events hosted within airfield assets. A national private

sector sponsor would be secured, and London partners GLA etc brought on board, together with specialist aviation and national media. A target of 30,000 ticket sales has initially been set, costed at a very conservative £20 per day and delivered via a national ticket agency, advance sales only. The figure for potential sales has been set at a very low level based on industry estimates of what much smaller shows currently generate and as a worst case scenario. As sales are in advance any issues with weather etc. impacting on ability to fly will not impact on income. An additional VIP sector would be established, and sold at a premium. A single contract would be let for all onsite catering for VIP and executive dining areas, and a marketing and publicity budget established with a main media sponsor. Groundside air-related activities would in the main be delivered by specialist council staff with support of volunteers, and military personnel. Approaches will be made to state broadcasters to feature/mark the event.

Special material, posters etc. would be produced and sold where copy write is held. Showcase marquees for local attractions, business etc. would operate as an Epping Forest expo, and would be charged, with dispensations for voluntary/charity bodies.

Delivery

The date, concept and intention must be agreed as soon as possible to enable the greatest range of displays to be booked and the strongest offer to customers to be achieved. Typically, flying appearances are secured during September and as approaches are made, this also makes public the dates and size / significance / locations of the aviation show calendar for the following year. To ensure the best possible show for North Weald's Centenary, the organisers must be in a position to announce the show and negotiate participants during this key window. This will need an initial £10k for consultancy to enable a properly costed, independent view to be established to support a council decision in time for the display participants to be secured.

In addition an initial view needs to be taken on how the show is to be delivered. Either directly by the council, using private sector experts and contractors, or seeking a private sector partner to fund and deliver the show. Initial costings indicate even at lowest projected sales (30,000 tickets) the potential for surplus is very significant, in the region of £132,500. If more realistic estimates of demand are used, a surplus of approximately £700,000 based on current assumptions and sales of 60,000 tickets could be achieved. It is envisaged that advance sales will enable the vast bulk of costs to be covered upfront. This does not include income from sponsorship, grants, advertising or sales. There needs to be a view taken on the risk v reward equation in this proposal

It may be appropriate to establish a Community Interest Company to deliver the programme, shareholding to be determined, which would enable interest within and outside the airfield to be represented, to help shape the programme, and take on governance arrangements. This could also be better placed to secure outside funding unavailable to a statutory body.

If the council is the sole shareholder, all income surplus will be retained to enable further strengthening of the airfield viability going forward, or donations to local charity groups, or for any other purpose the council decides. If this is to be provided by a private sector body, and interest has already been shown, it is unlikely that income beyond a fee for the airfield and use of council staff on the days require could be secured, but additional income might be subject to negotiation, but something appropriate by way of celebration may be secured.

Conclusion

The Centenary is a once in a lifetime opportunity to achieve a range of aims the council has set itself for the airfield and the district.

Papers attached deal with costings and more technical aspects of the proposal that have been assembled so far without costs. These will need to be scrutinised and further investigated to show due diligence.

However a clear statement of intent is required at this stage to enable a programme to be secured and further investigations to be undertaken, with partners already in the conversation and those who may well wish to become involved. This announcement will give the project traction and enable the benefits to the airfield and district to be further realised.

North Weald 100 (working title)

The aims

To create a show which marks a celebration of 100 years of the airfield and its community including its local social history, the people who organised, flew and maintained the aircraft based on the field and the manufactures and suppliers and nationalities whose aircraft, services and products kept the airfield in operation.

To create a centenary show of such a standard that it evokes the standing of the previous "Fighter Meets" and is the first of a new regular "destination" calendar event for the general public and aviation enthusiast alike.

To create a centenary show with involvement from other nations, making it truly an international event.

To create a long weekend "festival" event encompassing the wider tourism offer in the district and particularly directly marrying the airfield's existing activities concerning flying and motorsports with the adjacent heritage railway and other tourism attractions beyond, catering for families and enthusiasts alike.

To create a show with something for everyone and one which people will put firmly on their "mustn't miss" list every year.

To capitalise on the current lack of a major air show within reach of Londoners or major festival event of the kind planned within Essex - and target it accordingly.

To involve as many local businesses as possible in the supply of products and services, and to spread the positive benefits of the show as widely as possible across the district.

To boost the economy with an influx of visitors including overnight stayers.

In the longer term, to establish the airfield and district as a centre for visitors and related business and encourage smaller or similar and related events to take place capitalising on the kudos and reputation of the larger event.

The opportunities

To create an offering unique in Europe by bringing together an outstanding line-up of aviation, motorsport and railway exhibits and activities under one umbrella event.

To attract the involvement of key organisations and individuals to add value and prestige to the event.

To gain media coverage and put the district on the map.

To create one of Essex's main tourist attractions.

To deliver a first class event in terms of value for money and customer feed-back.

To generate significant income from the airfield and grow this year on year.

The show

The target month is September. This month has been chosen for three reasons: it marks the centenary (the airfield was constructed during August and September and first flew operationally at the end of September), typically there is less competition from air show activity at this time of the year and it gives a full year for making show arrangements. It is envisaged that the majority of the ticket sales will take place well in advance

of the show allowing demand to be judged and additional tranches of tickets to be released up to a predetermined maximum.

At its core is the air show with flying displays. These would take place on Saturday and Sunday and comprise of around sixty to ninety minutes flying time each. Content is dependant on securing participants but a working idea is to have headliners (Red Arrows, Battle of Britain Flight etc) on both days but a different support line-up Saturday and Sunday. This might be modern fighter displays from countries representing the nationalities (pilots and squadrons) who have fought from the airfield one day, and classic aircraft types that have operated from the airfield (including those currently based there) on the other day. This will insure maximum attendance with enthusiasts and stayers booking both days. Many will also attend both days who wish to experience the full “planes, trains and automobiles” experience.

With two to three hours flying per event day, the attendees will have lots to see and do outside of flying time with static displays, ground exhibitions, the motorsport activities and displays and the railway programme with classic buses and trains linking venues. Ground events will include a major exhibition marking the history of the airfield and it is envisaged that this will be undertaken by Epping Forest District Museum in conjunction with the Airfield Museum. There will also be an Epping “Forest Market-Place” for the promotion of local products and services in conjunction with the Chamber of Commerce. Souvenir publications and other merchandise will be available at the exhibitions as an additional revenue stream.

Catering concessions, programme and site advertising, pitch hire and other associated income streams will sit alongside ticket sales and sponsorship packages will be developed alongside VIP packages at various levels.

Beyond the two days of the show there will be additional events taking place on the Friday, Saturday and Sunday evenings. Initial ideas to be considered include open-air concerts and film screenings, events in hangers, VIP and sponsors parties, Balloon Ascents and Nightglows, themed events on heritage railway, aviation/rail/motor themed auction, aviation societies and squadron reunions, and associated and themed events in local venues, pubs, hotels etc.

Time scale

July : Agreement to initial £10k Council investment to scope the show, meet with potential partners and approach sponsors, develop branding and investigate options for related and additional events.

August: Council agree show. Finalise the outline and programme for the show. Agree branding and prepare media launch in conjunction with any confirmed partners and sponsors. Agree ticket sales partner.. Agree ticket and VIP packages and prices.

September: Negotiate and secure flying and related ground/static displays for show (and thus agree show date). Negotiate and agree majority of content for show – attractions/Railway activities/motorsport activities etc (headlines for marketing only – actual content a year to develop).

Sept/October: Launch the show via media with initial ticket sales. Marketing push for ticket sales.

October-December: Opportunity to monitor sales and release additional tickets and gauge audience numbers for planning delivery (or decide to scale down show to trim costs to meet targets in very unlikely event of sales performing below expectations)

Sept 15 – Sept 16: Create/plan show content/exhibition/literature etc etc.

Week preceding show: Airfield set-up and aircraft arrivals

Week after show: Show get-out and airfield clean-up, aircraft departures

Costings (for air show and related ground show elements):

A conservative forecast based on 15,000 advance tickets sold per day for a two day event. The figures are rough estimates based on lowest ticket price only and contractor quoting should bring the outgoings down*.

30,000 tickets @ £20 sold = £600,000
Catering & Concessions = £20,000
Total Income: £620,000.

Outgoings for two days:

Initial Flying Budget (actual aircraft)	£150,000
Flying Administration (Flying Director, Flying control committee, ATC, tower radios, marshallers, fuelers, pilots reception, CAA licences, etc)	£80,000
High Quality distributed PA Systems & international commentary team	£18,000
Additional Toilets & Generators	£38,000
Medical	£12,000
Advertising	£40,000
Fire Cover	£15,000
Stewards/car parking	£15,000
Utility crew	£5,000
Hotels 300 room nights @£65 per night	£19,500
Ground/event administrator & office services	£55,000
Miscellaneous/insurance, etc	£40,000
Total income	£620,000
Total outgoings	£487,500
Surplus	£132,500.

Ticketing targets set low at 15,000 a day. Experts are confident that the show would exceed that considerably once the project got under way and the additional ticket money would be largely additional income as most of the outgoings are the same for 15 or 25 thousand people a day.

Costs do not include additional costs of staging airfield history exhibition or local products/services market place and associated marquee hires etc.

VIP packages, festival passes and weekend tickets etc will bring additional entry revenue. There will be a specially discounted entry for Epping Forest residents.

*Airfield manager has already found very competitive quotes for marshalling, fire cover, fuelers, car parking & stewards and medical cover.