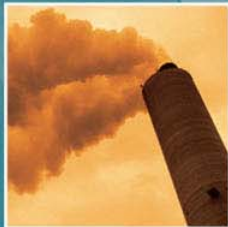


Renaissance Southend Ltd,
Southend-on-Sea Borough
Council & Rochford District
Council

Southend Airport & Environs JAAP Implementation Plan

Final Report – September 2010



Entec

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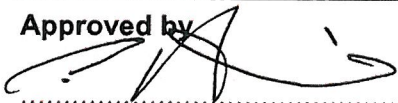
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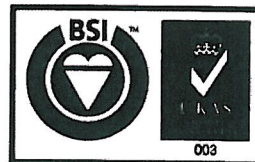
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Renaissance Southend Ltd, Southend-on-Sea Borough Council & Rochford District Council

Southend Airport & Environs JAAP Implementation Plan

Final Report – September 2010

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Appendix A JAAP pre-Submission Proposals Map
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1. Introduction

1.1 Introduction

In June 2010 Entec UK Ltd was appointed by Renaissance Southend Limited (RSL), Southend-on-Sea Borough Council (SBC), and Rochford District Council (RDC) to prepare an Implementation Plan to support the policies outlined in the emerging Southend Airport & Environs Joint Area Action Plan (JAAP). The JAAP is one of a suite of policy documents that make up SBC's and RDC's Local Development Frameworks (LDFs).

The Implementation Plan identifies existing and future infrastructure needs associated with proposals outlined in the JAAP, costs them where possible, identifies risks to delivery, suggests suitable indicators for monitoring each of the JAAP projects, and explores funding and delivery options. The Implementation Plan provides a strategy to ensure the necessary infrastructure is delivered at the appropriate time and in the appropriate place to support development aspirations within the Southend Airport & Environs study area.

The importance of deliverability and monitoring of Local Development Frameworks (LDF) and their associated Development Plan Documents (DPD) is outlined in PPS12. DPDs need to be 'sound,' the test of soundness being whether they are justified, effective and consistent with national policy. To be effective DPDs must be:

- Deliverable
- Flexible
- Able to be monitored¹

In line with PPS12 requirements, the Implementation Plan will provide a robust evidence base and will explore the likely deliverability of each of the policies. The Implementation Plan will also propose a number of indicators for each major project to ensure the key elements of the JAAP can be monitored and appropriate responses made if monitoring milestones are not met.

The Implementation Plan was prepared between June and Sept 2010 and reviews the draft Submission JAAP policies that have been prepared jointly by both Councils in advance of pre-submission consultation. Southend-on-Sea Borough Council and Rochford District Council anticipate adopting the JAAP by late Summer 2011.

It should be noted that the role of the Implementation Plan is not to set or change policy, rather to provide a response on the likely deliverability of the policies within the JAAP.

¹ CLG (2008) *Policy Statement 12: Creating strong safe and prosperous communities through Local Spatial Planning*.



1.2 Implementation Plan Structure

Following this introductory section, the Implementation Plan is structured as follows:

- Chapter 2: JAAP Context - summarises the baseline position for the JAAP in relation to London Southend Airport; current and proposed employment areas; and existing transport, green infrastructure, floodrisk, and utilities provision.
- Chapter 3: Key JAAP Projects – infrastructure schedules have been compiled for the key JAAP projects: Saxon Business Park; Nestuda Way Business Park; Aviation Way Employment Area; and London Southend Airport expansion. For each Key Project, the schedules outline JAAP policies of relevance, infrastructure required to deliver the policies; risks to delivery; suggested mitigation measures; potential delivery mechanisms; and suitable monitoring indicators.
- Chapter 4: Delivery & Funding mechanisms – A number of potential delivery bodies, planning tools, and funding mechanisms and streams are identified.
- Chapter 5: Conclusion & Next Steps – The key report findings are summarised and a series of next steps are suggested to enable the delivery of the JAAP to progress in the short term.

1.3 The JAAP

The Joint Area Action Plan (JAAP) is being prepared by Southend-on-Sea Borough Council and Rochford District Council in response to the opportunities and challenges offered by the expansion of London Southend Airport, along with proposed improvements to existing employment provision adjacent to the airport, and the creation of a new business park to the north.

1.3.1 JAAP Study Area

The JAAP study area focuses on the existing developed area of London Southend Airport and the employment area known as Aviation Way. In addition to expansion and enhancement of these two areas, new employment development is also proposed to the north of Aviation Way on current agricultural and Green Belt land, and at Nestuda Way to the South West of the Airport. A significant amount of open space is also proposed including the relocation of Westcliff Rugby Club and associated public open space, and improved access to Cherry Orchard Jubilee Country Park. The JAAP proposals will be supported by appropriate infrastructure including transport & access, green infrastructure, utilities & floodrisk management measures.

A full summary of each of the JAAP key projects proposed is outlined in Section 3. The JAAP pre-Submission Proposals Map is shown in Appendix A.



1.3.2 Vision & Objectives

The JAAP Vision is set within the context of the regeneration and growth of Southend and Rochford as part of the Thames Gateway growth area. The JAAP vision is to create, by 2021:

'An area that realises its potential as a driver for the sub-regional economy, providing significant employment opportunities and ensuring a good quality of life for its residents and workers. To achieve this, the area's assets and opportunities for employment need to be supported and developed'

The Vision is supported in both Southend-on-Sea Borough Council's and Rochford District Council's Core Strategies and a number of regional and sub-regional policy documents. A full policy review is outlined in the JAAP document, it is clearly apparent that there is strong policy support for airport and employment-related development of the type proposed in the JAAP.

The joint Councils' objectives for the JAAP are:

- Creation of sustainable and high value employment and other land uses within the study area;
- Maximising the economic benefits of a thriving airport and related activity;
- Ensuring appropriate improvements in sustainable transport accessibility and facilities;
- Ensuring a high quality environment for residents and workers;
- Maximum return on public investment through attracting inward investment; and
- Efficient use and upgrading of existing employment land resources.

1.4 London Southend Airport Application

In the period between the Preferred Options JAAP going out to consultation and the preparation of the Submission version JAAP, a planning application was submitted by London Southend Airport for the extension of the runway and associated works enabling airport capacity of up to 2million passengers per annum by 2020. The application was submitted in October 2009 and approved in March 2010. A full summary of the airport's proposals is outlined in Section 2.2.

The recent planning consent is seen as a positive step forward by both Councils and sub-regional and local delivery agencies such as Renaissance Southend. The Issues & Options and Preferred Options versions of the JAAP assumed that airport expansion would take place at some point in the future and would act as a catalyst to investment and employment opportunities in the JAAP area. The recent planning consent creates greater certainty that: 1) the airport's expansion proposals will come forward; 2) that the significant S106 agreement (i.e. contributions from the development) will enable much needed infrastructure in the area to come forward in the



short to medium term; and 3) the airport expansion and associated works is likely to create investor confidence in the JAAP area, particularly in relation to the new employment space proposed.

As the Airport's proposals are further advanced and more certain than a number of policies and allocations in the JAAP, this report places more weight on reviewing the policies which will be brought forward (at least initially) by public sector bodies and regulatory agencies. The Airport's development proposals will be brought forward by the airport owners, Stobart Group, a private company.

1.5 Methodology

To ensure this Implementation Plan is based on a robust evidence base, a thorough baselining and stakeholder engagement process was undertaken as follows:

- A review of all available policy documents, technical studies, Council strategies, extant planning applications & S106 agreements of relevance to the JAAP study area. Each document was reviewed and summarised in a 'document proforma.' The list of documents reviewed is appended as Appendix B.
- Over 60 telephone discussions, face to face meetings and a large number of email exchanges were held with stakeholders including key Council officers, landowners and businesses, statutory agencies and regulatory authorities, and delivery agencies/ funding bodies. Interview transcripts and meeting notes were written up following each session. A list of consultees is appended as Appendix C
- A stakeholder workshop was held on the 29th July 2010 at the University of Essex (Southend Campus) Business Hub. The event was well attended by over 25 stakeholders and was positively received by attendees, and the client team. A note of the session, a list of attendees is appended as Appendix D.
- With a thorough information baseline in place and an appreciation of existing and proposed infrastructure provision within the JAAP area, a gap analysis was undertaken and further discussions were held where necessary to clarify the position of any identified infrastructure deficits.
- Schedules by JAAP project were then produced as outlined in Section 3 of this report. An analysis of costs for each infrastructure element is provided where possible along with an appreciation of possible risks to delivery. A monitoring schedule by project has been prepared which will enable SBC, RDC and other stakeholders to monitor progress of each of the sub-projects and infrastructure elements required to successfully deliver the JAAP.
- Finally, an assessment of potential delivery mechanisms was undertaken, appraising a number of options for ensuring effective delivery of the JAAP – these include, potential delivery bodies, planning tools, and funding opportunities.



2. JAAP Area Context

2.1 Introduction

This Chapter provides a summary of the Southend Airport & Environs JAAP area and presents known constraints and opportunities. The chapter is structured by JAAP development proposals and cross-cutting infrastructure themes.

2.2 London Southend Airport

London Southend Airport is a regional airport located on 125 ha of land situated to the south-west of Rochford town centre and north of Southend-on-Sea town centre. The site itself is located across the two administrative boundary areas of Rochford District Council and Southend-on-Sea Borough Council and is within the Thames Gateway South Essex regeneration area. The airport land is owned by Southend-on-Sea Borough Council but leased on a long term lease to London Southend Airport Company Ltd (recently purchased by the Stobart Group).

The Airport currently accommodates approximately 42,000 aircraft movements a year, 55% of which comprise of flying club movements and 35% business aviation. Approximately 48,000 passengers per year use the Airport and around 500 tonnes of cargo are transported through the Airport.²

The Airport is also a major base for the maintenance, repair and overhaul (MRO) of aircraft. The existing MRO development comprises various warehouse buildings situated alongside the terminal buildings along the southern side of the airport runway. There is also an MRO area to the north of the runway within the Aviation Way employment area, land to the north-east is allocated as a MRO extension area in the draft JAAP.

The airport currently employs about 1,100 people, and supports a further 200 jobs in the local area and 600 in the region in businesses which supply services to airport-based companies.³

Works are underway to enhance Airport operations with a new control tower and an airport railway station on the Southend to Liverpool Street line currently under construction. Construction is expected to commence shortly on a new terminal and a new hotel, both of which also have planning permission.

As referred to in Section 1.4 above, planning permission was granted by Southend Borough Council in March 2010 for an extension of the runway by 300m to 1,799m. This addition has an important impact in terms of the capacity potential of the airport and its resultant attractiveness to airline operators. Lengthening the runway will enable aircraft with a seating capacity of 100-150 to be operated fully laden out of the airport for business and leisure

² <http://flightsouthend2012.com/>

³ <http://flightsouthend2012.com/>



passenger uses, making the airport a more attractive fixed base for a wider range of operators. The Airport anticipates 2million passengers per annum by 2020, the creation of about 1,400 additional jobs on airport, and a total contribution to the local economy of £84million.⁴

Associated works proposed as part of the Airport expansion and key S106 contributions of relevance to the wider JAAP area include:

- Diversion of Eastwoodbury Lane to accommodate the runway extension.
- Replacement of St Laurence Park and play facilities
- £14,000 open space contribution + £4,000 habitat contribution
- An Airport Surface Access Strategy (ASAS) to be prepared outlining measures to promote public transport – to include targets for public transport usage and financial contributions towards public transport if the anticipated mode-share is not met; for example 20% of passengers to use public transport by the time the Airport reaches 1.5mppa – if it fails to do so it must contribute £100,000 in the first year of failing + £50,000 for each subsequent year of failure.
- Completion of Airport railway station

At the time of writing, an application has been made to the High Court for a judicial review of the recent permission for the runway extension application. It is understood that London Southend Airport Limited is fully committed to delivering the proposed works.

2.3 Employment Provision

JAAP employment allocations propose an additional 109,000sq.m of office, light industrial and general industrial premises adjacent to the airport. The new premises will be accommodated on a site to the north of Aviation Way to be known as Saxon Business Park, with a second smaller site located to the north west corner of the junction of B1013 Nestuda Way and A127 Prince Avenue (Nestuda Way Business Park).

The phasing of the JAAP employment policies propose that 69,000 sq m of new employment space will be provided by 2021 with 40,000 sq m proposed post 2021. This is in addition to 15,000sq.m of additional floorspace to be accommodated through the intensification of the existing Aviation Way employment area throughout the lifetime of the Plan.

The current uses of these sites are detailed below.

⁴ Optimal Economics (September 2009) *Southend Airport Economic Impact Assessment* submitted in support of Application ref: SOS09/01960/FULM.



2.3.1 Aviation Way Employment Area

Aviation Way is a 22ha employment area located to the north-west of the airport and offers a range of office, industrial, and leisure-type premises with current provision amounting to approximately 80,000 sq m.

An unadopted road known as Aviation Way runs through the employment area ending in a 'dead end' where it meets land within the perimeter of the Airport. To support JAAP proposals to intensify and enhance the existing employment area, the road has been identified as in need of upgrading together with designated routes for pedestrian and cyclists and improvements to the southern road junction.

The Westcliff Rugby Club clubhouse, access, and car park is located within the north western corner and served by Aviation Way. The Rugby Club playing fields have been identified for redevelopment as part of Saxon Business Park land to the north of Aviation way and will need to be relocated.

A site on the western boundary of Aviation Way abutting Cherry Orchard Way currently occupies a large country club with parking. This area includes Planning permission for a 163 bed hotel served off Cherry Orchard Way.

The GVA Grimley Rochford Employment Land Update Report (December 2009) stated that feedback from local agents in Rochford and Southend suggested that the commercial market was performing relatively well within close proximity to the airport with a number of office and industrial lettings recorded. High spec offices at Aviation Way were being marketed for approximately £130 per sq m. Typical rental values for industrial units were achieving £55-£65 for 150-250 sq m units, similar values to those seen at estates along the A127 such as Progress Road Industrial Estate and Airbourne Industrial Estate to the west of Aviation Way Industrial Estate⁵.

2.3.2 Land to the North of Aviation Way (Saxon Business Park)

As outlined in Section 3 of this report and illustrated on the JAAP Proposals Map, Land to the north of Aviation Way is allocated in the draft JAAP for 99,000 sq m of B1 and B2 employment space on three land parcels to be known as Saxon Business Park. The entire allocation is on current Green Belt land. Land values in this area are believed to be approximately £1.2m to £1.7m per hectare ⁶.

Area 1A currently comprises the remains of a brickworks site together with eight terraced dwellings known as 1-8 Cherry Orchard Cottages. The minerals reserves in the brickworks site and land to the west of Cherry Orchard Way have now been exhausted and landowners (Hanson) are seeking to sell the site for development.

Area 1B lies to the south west of the brickworks site and is owned by Southend-on-Sea Borough Council and leased to a local farmer.

⁵ GVA Grimley (Dec 09), *Rochford District Council Employment Land Study Update*

⁶ Discussions with Southend-on-Sea Borough Council Asset Management Team



Area 2 lies to the west of Area 1B and south of Area 1A and is also owned by Southend-on-Sea Borough Council and leased to Westcliffe Rugby Club. To accommodate the proposed employment space, the Rugby Club's facilities will be relocated to the east of the current brickworks site as part of a proposed area of public open space. This area is currently agricultural land.

There are a number of public footpaths which cut across the site and are likely to need diverting in advance of the proposed works.

2.3.3 Nestuda Way

The proposed employment allocation at Nestuda Way lies on the corner of Prince Avenue and Nestuda Way and is currently agricultural land which lies partly within the Airport runway public safety zone. This site is owned by Southend Council and is identified to provide 10,000 sqm of B1 Office Use post 2021. The site is situated in a prime location with good accessibility to the major road network. The design of any future buildings would need to accord with the height limitations set due to its proximity to the Airport Runway Public Safety Zone.

2.3.4 Demand for Increased Employment Provision

The JAAP proposes a significant amount of new employment land. From an implementation and delivery perspective, the success of the JAAP is heavily dependant on there being strong demand for the proposed employment provision. Evidence from the 2008 Halcrow 'JAAP Evidence Base Report' and the December 2009 GVA Grimley 'Rochford Employment Land Update,' both of which were supported by local agent feedback, suggest that demand is likely to match supply throughout the lifetime of the JAAP. The GVA Grimley report concludes that:

- In total, across Rochford and Southend, the supply of B-class employment land outstrips demand, however this does not take into account likely increased demand from the planned increase in capacity at Southend Airport.
- GVA Grimley's analysis of Bournemouth Airport, (which is very similar to London Southend Airport in terms of passenger numbers, proposed growth, and surrounding employment provision,) shows that growth in business numbers was 25% between 2003 and 2007 which coincided with exponential growth in passenger numbers. B-class floorspace provision at Bournemouth is now approx 180,000 sqm within its environs compared to 84,000 sq m currently at Southend (i.e. Aviation Way). Considering these two factors, the report (written in December 2009) concludes that an expansion of Southend Airport may provide additional demand of 100,000 sq m which can be met by the JAAP proposed provision at Saxon Business Park and Aviation Way upgrades.⁷

GVA Grimley conclude in their Employment Land report that the evidence compiled supports the case for a business park associated with Southend Airport expansion. They are also of the view that despite the current

⁷ GVA Grimley (Dec 09), *Rochford District Council Employment Land Study Update*



property market downturn, it is likely that throughout the timeframe of the JAAP which runs to 2021 (and identifies land for 40,000 sq m of employment floorspace post-2021) demand for employment land will continue to exist. This Implementation Plan has assumed this to be the case and, at the time of writing, demand for the proposed floorspace is not seen as a major risk to delivery of the JAAP. However, it will be for SBC and RDC (and other stakeholders) to monitor the success of the JAAP policies on a regular basis and to react to any apparent market concerns accordingly.

2.4 Transport Provision

2.4.1 Road network

The JAAP area is bounded by A127/Prince Avenue to the south, Southend Road to the east, Hall Road to the north and Cherry Orchard Way to the west. Eastwoodbury Lane runs east to west along the southern boundary of the airport.

Access to the main JAAP areas are as follows:

- London Southend Airport: The Airport can currently be accessed from the A1159 Manners Way roundabout junction, or via Eastwoodbury Crescent. In order to facilitate the construction of the runway extension, a new route will have been provided to link Eastwoodbury Lane with Nestuda Way. The new link road will improve access to the airport from Nestuda Way.
- Aviation Way employment area and the Airport MRO Northside: Access to individual units is taken from Aviation Way which is accessed via a mini-roundabout from Eastwoodbury Lane. In order to support the redevelopment of the Aviation Way Industrial Estate and to allow for the expansion of the Northern MRO, a new junction will be required at the intersection of Aviation Way and Eastwoodbury Lane to allow for increase capacity
- Proposed Saxon Business Park: Current access to the north can be achieved off Cherry Orchard Way into Cherry Orchard Lane which provides access into the Brickworks site. A new junction and spine road for the business park is proposed in the JAAP.
- Proposed Nestuda Way Business Park: The site is bound by the B1013 Nestuda Way and the A127 Prince Avenue. Current access for agricultural vehicles is achieved off Nestuda Way. Future access will be achieved via a new junction from Nestuda Way, approximately at the point of access to Royal Bank of Scotland car parks.

Highway Capacity

Southend Borough Council is developing a multi-modal (SATURN) transport model for the Borough and has commissioned an early review of the highway conditions within the JAAP area utilising a VISSIM microsimulation model which factors in the aspirations of London Southend Airport achieving 2million passengers per annum and employment proposals accommodating 6200 new jobs by 2021. The highway conditions during AM and PM peak



periods of travel for 2021 have been analysed to determine traffic flow changes on the highway network within the study area. These changes include modified travel patterns resulting from the diversion of Eastwoodbury Lane, and impacts on junction capacity for the wider network including the performance through aggregated delay.

This transport review has determined that:

- The JAAP area is located at a geographical position within Southend/ Rochford characterised by existing highway congestion under present levels of traffic;
- The development proposals will increase the number of vehicles on the network in both the morning and evening travel peak hours.
- The design of Eastwoodbury Lane diversion will have sufficient capacity to accommodate the diverted traffic, mainly due to the removal of the need for traffic to be controlled by the existing signals in Eastwoodbury Lane
- There is likely to be insufficient network capacity at junctions on the A127, in particular those that remain unaffected by the “Better Southend” schemes (Progress Road and Cuckoo Corner).
- The wider network implications, including potential development sites in Rochford, should be considered further with Essex County Council, as part of the ongoing SATURN model development.
- The possible extension of the Eastwoodbury Lane diversion is predicted to relieve some of the capacity issues

The assessment has determined that substantial mitigation measures will be required to reduce the impact of additional car based trips on the highway network by 2021. These will be developed as part of the Airport Surface Access Strategy, formal Transport Assessments for the emerging developments together with the “policy and strategy fit” within the Southend-on-Sea Borough Council and Essex County Council third Local Transport Plans (LTP3) which will be updated and published in April 2011. A joint approach to further strategic modelling and network analysis is being undertaken by both Essex County Council and Southend-on-Sea Borough Council as Highway Authorities.

Better connectivity and congestion reduction on the A127 will be essential in delivering economic recovery and growth in the Borough. The A127 Corridor Management Strategy which is being developed as part of LTP3, will continue the analysis of delays and the capacity for further growth. Junctions at Kent Elms Corner and The Bell have been identified previously for improvement to better manage journey time reliability, public transport priorities and better access for pedestrians and cyclists.

Detailed transport solutions to support the predicted increase in vehicle and passenger movements as a result of the JAAP developments are therefore not established at this stage and are likely to emerge in the short term. In terms of implementation and delivery, the degree of progress and phasing in developing a strategic transport plan to support the JAAP is clearly a risk, especially as highway capacity concerns and mitigation measures and their costs may



start to impact on the viability of individual development proposals within the JAAP as the first phases come forward.

However, it is apparent through discussions with SBC and ECC, that there is a clear appreciation of the issues and a commitment to ensuring measures are in place through emerging strategies, plans and associated studies to ensure effective delivery of the JAAP proposals. Indeed, work has already started on developing the tools for the analysis, but it is difficult to be precise at this stage without more details being available. A package of measures incorporating the strategic A127 corridor, local junction improvements, better connections via bus and rail and the development of a comprehensive area wide Travel Plan will be the most appropriate and the various options will be tested within the modelling capabilities. It will be important to build on the momentum generated by the Atkins Assessment, the final JAAP, and this Implementation Plan and to ensure transport measures are put in place to secure effective delivery of the JAAP proposals.

2.4.2 Public Transport

Three bus routes currently serve London Southend Airport (Routes 7, 8, 9). Route 18 serves Cherry Orchard Way with one bus stop currently located opposite the access to Aviation Way employment area. The potential upgrading of Aviation Way (road) may enable buses to serve the employment area more effectively.

Under the S106 agreement for the airport runway extension works, measures to reduce vehicle traffic and promote alternative means of transport are required to be submitted through a revised Airport Surface Access Strategy (ASAS). The ASAS is to include provision whereby if targets are not met London Southend Airport will contribute to public/ alternative transport improvements. This will benefit not only air passengers, but employees of the existing and proposed employment areas seeking an enhanced public transport offer. Policy wording in the draft JAAP implies future employment applications will also need to make significant contributions to public transport.

The case for funding for a South Essex Rapid Transit bus scheme (SERT) has been made in the April 2010 submission to the Government through a DfT “Major Scheme Business Case” (MSBC). Currently all appraisals of Business Cases are on hold by the Government pending the outcome of the Comprehensive Spending Review. SERT effectively makes the links between areas of employment and residential areas in Thames Gateway South Essex supporting economic growth and housing provision. The scheme would provide a fast, reliable public transport service in, and between, Thurrock, Basildon and Southend-on-Sea. SERT buses would have priority at traffic lights and would also have dedicated lanes where possible. Paragraph 1.3.2 of the JAAP seeks to ‘ensure appropriate improvements in sustainable transport accessibility and facilities’. A SERT style Bus Rapid Transit offers a sustainable (and more cost effective) method of unlocking the potential development offered by the JAAP without the need for more costly and undeliverable infrastructure development. Further work is underway to develop the SERT Business Case further and propose suitable routes incorporating the Airport. The SERT MSBC has been jointly prepared with Essex County Council and Thurrock District Council. Pending the outcome of the DfT decision on SERT it is considered that it should remain as a firm option within this Plan.



As part of Airport expansion work, the Airport is funding the development of a £12million new train station on the existing London Liverpool Street to Southend Victoria train line on the eastern side of the site. The station is scheduled for completion in September 2010. The Airport have provided payment to Network Rail to ensure that every train that passes stops at the station. Links between the new station, SERT, bus networks and walking and cycling routes are key to providing essential access to the new Business Areas.

2.4.3 Cycleways & Footpaths

Shared use cycleways and footpaths exist along parts of the A127 Prince Avenue, along both sides of the B1013 Nestuda Way, along the majority of the B1013 Cherry Orchard Way, and on both sides of Hall Road, and as such, connections to the proposed new employment areas are unlikely to be problematic. It is clear from stakeholder discussions that pedestrian and cycle access through Aviation Way is poor and needs upgrading. The Airport is a stakeholder in the Cycle Southend project (www.cyclesouthend.co.uk) and is working to improve cycle networks in the area. Mobility Management techniques to influence behavioural change are an important aspect of the Cycle Southend programme.

The JAAP suggests the area will be accessible by a range of sustainable transport options and be crossed by a network of walkways and cycle routes linking to the wider network. Further information on existing public rights of way/ footpath provision is outlined below.

2.5 Green Infrastructure Provision

The JAAP area currently encompasses green and community infrastructure which includes open space, sports and play facilities and public rights of way. As part of the JAAP proposals the area will also see improvements to the natural environment with new areas of public open space and upgrading of the existing landscape with the JAAP's aspirations to provide a high quality green environment for residents, visitors and workers.

The existing agricultural land to the north and east of the area for the proposed Saxon Business Park is currently within the green belt and in agricultural use providing natural green space between the airport and Rochford. Some of this land is to be developed for Saxon Business Park however some of the land to the north and east of the proposed business park area is to be allocated for public open space provision.

West of the JAAP area is Cherry Orchard Jubilee Country Park which is located on the western side of Cherry Orchard Road within the Roach Valley. The park currently provides over 80 hectares of recreational facilities for residents within Rochford and Southend and visitors to the area. The park includes a woodland, lake, open grassland and network of connecting paths and bridleways and also provides habitat for a wide range of animals and plants. Rochford District Council acquired additional land in 2008 with the intention of extending the Country Park area.

There are proposals to provide better access off Cherry Orchard Way and the park currently has rights of way links in and around the JAAP area. There is the Roach Valley Way National Trail which is located to the north of the



proposed Saxon Business park and links up with the Cherry Orchard Jubilee Country Park. Other existing public rights of way include a right of way from Hall Road going south and along the boundary of the relocated rugby club as well as the boundary of Aviation Way Business Park. A public right of way also crosses the proposed Saxon Business Park Area 1B and Area 2 and a bridleway runs along Cherry Orchard Way heading north.

As discussed in para 2.3, Westcliff RFC Club is located on land to the north of Aviation way identified as Area 2 on the JAAP proposals map. The site is at a lower level than the surrounding land due to its previous use for brick work extraction. It now comprises open flat grassland comprising several rugby pitches. The Club owns the clubhouse built in 1984, with a 60 year lease from Southend Council. The pitches are rented annually from the Council and are maintained by them. The Club is approved as a Community Amateur Sports Club (CASC).

South of the airport within the JAAP area lie the St Laurence play and youth facilities. As part of the planning permission to extend the runway, the airport has been required to divert Eastwoodbury Lane. The proposed new link road cuts across an existing playing field and play space provision. The existing play area (which includes play equipment and a small basketball court) is proposed to be relocated approximately 60m to the south, in order to avoid the proposed route of the road diversion. The public open space lost as a result of the proposed road would be re-provided to the immediate southeast of the park on agricultural land, along with the replacement of the existing St. Laurence Park car park. East of the airport opposite the new rail station there is currently an area of derelict open space which is to be upgraded to form a green buffer between the airport and the residential properties to the east.

2.6 Utilities Provision

Existing utilities serving the JAAP area include gas, electricity, water and telecommunications. Foul and surface water disposal infrastructure is also present. Discussions have been held with statutory undertakers with responsibility for utilities infrastructure, however due to the strategic nature of the JAAP proposals the information provided by these undertakers is somewhat limited.

The existing gas supply within the area is supplied by National Grid. Information regarding the location of their distribution network, the capacity of their supply and potential costs for connections and reinforcements was requested as part of this study. It is understood that new development areas would require connections to be laid to the existing network. At the time of writing, a response from the National Grid Gas Network Engineering team is pending.

EDF Energy supply electricity to the majority of the area. It is understood that the airport has its own private electricity supply and infrastructure which it sells to some business units within Aviation Way.

EDF's Infrastructure Planning team and design engineers have indicated that there could be limitations with the existing network infrastructure to accommodate the likely JAAP growth. They identified that upgrades and reinforcements to the network are likely to be required potentially within the first five years dependent upon the initial growth rate. These upgrades and reinforcements may include the provision of an additional major primary



substation (33/11kV (kilo volts)) and reinforcements to the existing Fleethall Grid substation when required to ensure there is enough capacity to supply the new substation. The 33kV cable route between Fleethall Grid and the new Primary substation would need to be identified following a feasibility study and installation of underground cables in the highways connecting the substation and site would be required. These works would enable the establishment of an 11kV distribution network to service the individual areas and demands of no more than 30MVA (mega volt ampere).

Essex and Suffolk Water (ESW) provide potable water in the area and it is known that they maintain a distribution main along the line of Eastwoodbury Lane and a trunk main around the boundary of the existing car park south of the proposed runway extension area. As part of the airport extension proposals including the new alignment of Eastwoodbury Lane, which will sever the course of this trunk main, the trunk main and the distribution main will require diversion. For new development areas in the JAAP area, connections to the existing water supply network would be required. ESW have confirmed that there is existing capacity to accommodate this new development.

Anglian Water provides foul sewerage services. It is known that they maintain two foul sewers across the line of the proposed airport runway extension. The easternmost sewer is 150mm in diameter and runs parallel with the existing Eastwoodbury Lane and drains northward by gravity and the westernmost sewer is an 825 mm diameter sewer which drains southward by gravity. These sewers require diversion as a result of the runway extension and the road realignment. For new development areas in the JAAP area, connections to the existing foul sewerage network would be required but is not deemed to be problematic.

In terms of telecommunications, it is understood that BT and Virgin provide services to the area and for broadband it is understood from a recent Renaissance Southend Ltd report to the Technology Strategy Board regarding Southend broadband services there are between 4 and 7 broadband providers in the Southend area. There is potential for a 20Mb/s broadband and a next generation service of 50Mb/s from Virgin and upgrades to the cabling are understood to be taking place. It is understood that uploading rates are constrained by the current network and there are low broadband speeds in the vicinity of the airport. BT is planning to provide a next generation service which would provide better uploading. This is expected to be rolled out in 2011.

2.7 Flood Risk

Current flood mapping of the JAAP area by the Environment Agency indicates that areas adjacent to the Rayleigh Brook and the Eastwood Brook are at risk of fluvial flooding, with approximately 20% of the proposed development located in either Flood Zones 2 (medium risk) or 3 (high risk). This includes the southern section of Aviation Way employment area, the Airport's Northern MRO, Northern MRO extension area, and public open space to the north west.

In December 2009 Atkins was commissioned to undertake a sequential test, as defined by Planning Policy Statement 25, of the JAAP development proposals. This confirmed:



“The Sequential Test has been applied to the site and other areas within Rochford and Southend to identify other sites that could reasonably be considered for the proposed development. This has revealed that, taking into account other planning and operational requirements, that there are no alternative sites at less risk of flooding that can reasonably be considered.”⁸

The Atkins report identified that development required in areas at risk of flooding would need to design in alternative management solutions to ensure that it remains safe during a flood event and also provide compensatory floodplain storage. This would be identified through Flood Risk Assessments supporting individual planning applications.

Surface water flood risk has been identified within the JAAP area with Anglian Water highlighting surface water drainage as an issue within the area. It is understood that the area has a combined foul water and surface water network and that surface water is causing pressure on the network and the Sewage Treatment Works in Southend. It is understood that further works to existing attenuation measures would be required for the JAAP proposals. Representations made by the Environment Agency at the JAAP earlier consultation rounds indicate the need for measures to be incorporated into development to reduce the risk of a pollution event occurring and the use of Sustainable Drainage Systems (SUDS) can manage surface water runoff to reduce the risk of flooding and create areas of habitat and biodiversity. This can be provided on an area wide or site basis. The EA also suggests enhancing river corridors with biodiversity features and safeguarding flood attenuation and storage areas.

The recent airport planning application flood risk assessment and surface water drainage strategy determined that the airfield surface water drainage system from the on-site hard standing areas discharges to the Eastwood Brook and Prittle Brook via various pollution control receptors. There are other surface water discharges in the airport area, from the fuel farm to the Eastwood Brook and from the existing terminal buildings to Anglian Water’s stormwater system. There is a further discharge to the Eastwood Brook from the MRO area to the north of the brook. New development areas will need to consider how they can attenuate surface water and connect to or enhance existing systems.

Chapters 3-6 below present infrastructure schedules for the following Key Projects identified in the JAAP:

- Saxon Business Park;
- Nestuda Way Business Park;
- Aviation Way Employment Area; and
- London Southend Airport expansion.

For each project the schedules outline JAAP policies of relevance, site background information; core infrastructure required to deliver the policies; risks to delivery; suggested mitigation measures; potential delivery mechanisms;

⁸ para 4.8 Atkins (Dec 2009) JAAP Sequential Test



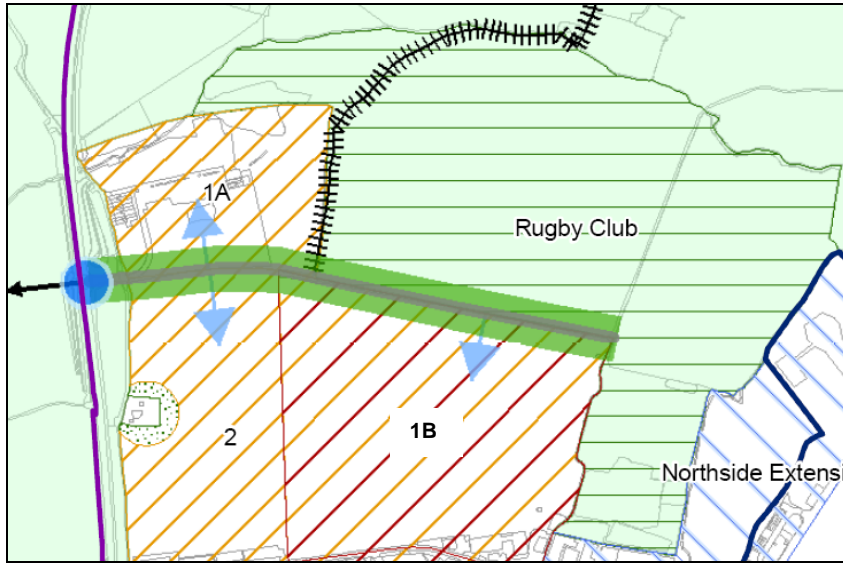
and suitable monitoring indicators. Estimated costs, where it has been possible to calculate, are based on unit rates drawn from SPONS Civil Engineering Price Book.



3. Key JAAP Project 1: Saxon Business Park

3.1 Introduction

Figure 3.1 Saxon Business Park: Proposals Map Extract



The JAAP allocates land to accommodate up to 99,000 square metres of new employment space located north of Aviation Way and east of Cherry Orchard Way in an area to be known as Saxon Business Park. The allocation will accommodate up to 5,450 additional jobs in the area to 2021, and beyond. The proposed JAAP phasing and floorspace breakdown is as follows:

Table 3.1 Saxon Business Park Proposals

Area	Use class	Floorspace (sq m)	Jobs	Phasing
Area 1A	B1	20,000	1,000	Pre 2021
Area 1B	B1 and B2	49,000	2,450	Pre 2021
Area 2	B1	30,000	1,500	Post 2021

As per the JAAP policy structure, each land parcel is assessed separately in the infrastructure schedules below.



Project 1a: Saxon Business Park – Brickworks Site

Project 1a	Saxon Business Park: Land at 1A 'The Brickworks Site'
JAAP Policy	<p><u>Core Policies:</u> E3 – Saxon Business Park E4 – Phasing of Saxon Business Park E5 – Development of Area 1A Saxon Business Park</p> <p><u>Linked Policies:</u> ENV1 – Revised Green Belt Boundary ENV2 – New Public Open Space - North ENV5 – Green Corridor to Business Park ENV4 – Country Park; Access & Facilities T7 - Public Transport T8 – Walking & Cycling T6 – Green Travel Plans</p>
Project Description (JAAP policies)	<p>Policy E3 proposes 20,000 sq m of B1 business space by pre-2021 on Area 1A as shown on the proposals map. E3 states that <i>'all phases of development will be required to make a contribution towards development of the new public open space to the north and east of the business park ... A contribution will also be required to fund improvements to walking and cycling provision within the JAAP area and towards public transport ... and to the cost of providing a visitor centre for Cherry Orchard Jubilee Country Park. In particular, there will be a requirement for the delivery of a new walking and cycling route linking the business park with Hall Road to the north and to the country park on the west side of Cherry Orchard Way.'</i></p> <p>Policy E4 states <i>'It is expected that Area 1A will be developed as the first phase of the business park, and include the removal of the brickwork cottages on the west side of the site, as these will not integrate effectively into the layout of the estate'</i></p> <p>Policy E5 states: <i>'The development of Area 1A will include a landmark building and entrance feature/gateway establishing the identity of the area as a high quality business park. In addition, the development of this area will be required to provide a new junction to provide access to the business park from Cherry Orchard Way and the initial section of the new estate road and green corridor in so far as this is required to enable the development of Area 1A. Development will also be required to contribute to walking and cycling provision within the area and public transport'</i></p>

<p>JAAP Proposed S106 contributions from Area 1A</p>	<ul style="list-style-type: none"> • New junction from Cherry Orchard Way into Saxon Business Park (policy E5) • Initial section of the new estate road & green corridor (policy E5) • Public open space to north and east of Saxon Way Business Park (policy E3 and ENV2) • Walking & cycling provision linking to Hall Road to the north & Nestuda Way to the south along Cherry Orchard Way (policy E3, E5 & T8) • Public transport contribution (policy E3, E5 & T7) • Spur Road from new junction off Cherry Orchard Way into Cherry Orchard Country Park and access to new Environment & Visitor Centre (policy ENV4) • Cherry Orchard Park Environment & Visitor Centre (policy ENV4)
<p>Ownership/ Interests</p>	<p>The site is in two ownerships,</p> <ul style="list-style-type: none"> • The Milton Hall Brick Company Ltd c/o Hanson Brick Ltd; and • 1-8 Cherry Orchard Cottages owned by Regis Group Ltd. <p>NB: It was apparent from a review of title information that an option agreement is in place between Hanson and Cherry Orchard Homes & Villages Plc. Whilst the name of the developer implied a residential scheme contrary to the JAAP, a conversation with Cherry Orchard Home & Villages Plc, has indicated that although they were initially looking to develop a retirement home on the site, they are now fully committed to bringing forward development in line with JAAP employment allocations and are looking to bring the site forward for development in the short term as per the JAAP phasing plan.</p>
<p>Site Background</p>	<p>Access is currently achieved off Cherry Orchard Way via Cherry Orchard Lane</p> <p>This 5.5ha site was a previous brickworks which is now in a derelict state. Eight terraced properties back onto the brickworks site. An underpass with foot/ cycle/ equestrian access links the site to land west of Cherry Orchard Way.</p> <p>It is understood from discussions with the brickwork owners, Hanson, that the brickworks is now closed as the reserves have been worked and are exhausted. The buildings have been removed however there are hardstandings remaining and the site has not been restored fully to agriculture as required by condition 8 of minerals application ref ESS/49/98/ROC (REV).</p> <p>Hanson has confirmed that the site is contaminated but an element of decontamination was undertaken when the buildings were demolished. More remediation will be required in due course. They have also confirmed that mineral extraction on the site was shallow as reserves were only a metre or two thick and the overburden removed was replaced following extraction therefore essentially lowering ground levels at the site as a result. They do not</p>

	believe there are any land stability issues at the site, however no information was provided to support this assumption.			
	Cherry Orchard Homes & Villages Plc has confirmed they will undertake any remediation work required if they progress with the land purchase.			
Supporting Infrastructure required to deliver policies & Known Costs	Transport	Green Infrastructure	Environment / Flood Risk	Utilities
See summary costs table in Conclusion	<p>Contributions towards:</p> <p><u>New Estate Road</u>: Total cost of road anticipated by SBC Highways to be £1.6m based on similar new roads constructed within Southend. SBC have suggested a 50% risk/contingency uplift should be added to this to factor in potential site risks, particularly at the brickworks site.</p> <p>JAAP policy anticipates developer to pay for access and initial section of estate road. Possibility however that SBC could provide the new access road to enable development on their landholdings north of Aviation Way (as part of Land at B2 proposals – see below). <i>If this proceeds, suggest reference to developer contributions for estate road is removed from JAAP policy wording.</i></p> <p>Total cost of estate road: £1.6-2.4m</p> <p><u>Junction</u>: £? Unknown at this stage. JAAP policy suggests S106 monies could contribute to this. It is suggested SBC and ECC undertake traffic/ transport modelling before deciding on the junction layout and type used. The JAAP location for the</p>	<p>Contributions towards:</p> <p><u>Green Corridor</u>: to be laid out and landscaped in conjunction with the construction of the new business park access road. Walking and cycling provision required along new estate road. JAAP policy suggests S106 monies could contribute to this.</p> <p>Soft Landscaping: £300,000-£450,000</p> <p>Cycle provision: £128,000-£160,000</p> <p>Footpath: £40,000</p> <p>TOTAL Green Corridor cost (full length) = £468,000-£650,000.</p> <p><u>Public Open Space</u>: Estimated £75,000-£100,000. Contributions required towards provision of new area of public open space to the north and east of Area 1B Saxon Business Park</p> <p><u>Access to Cherry Orchard Country Park & Provision of Environment Centre</u>: RDC leisure department estimate total cost for access point into Country Park from Cherry</p>	<p>Payment of:</p> <p><u>Remediation of Site</u>: £? Unknown at this stage. Some contamination remains on site from brickworks processes. May also be land stability issues, however Hanson doubt this to be the case. Any remediation to be carried out by Cherry Orchard Homes & Villages plc (or any subsequent purchaser of the land).</p> <p><u>Environmental & Geo-technical Report</u> required to determine residual costs. Indicative report cost: approximately £60-£75k to be paid by developer</p> <p>The north-western tip of the site is in a high flood risk area. A flood risk assessment will be required as part of any planning application. Suggest a strategic approach to surface water management is taken across the entire JAAP site (see delivery mechanisms below)</p> <p>Existing Public Right of Way may need to be diverted or stopped up to accommodate new development. The proposals map shows the route of a new footpath and cycle link. To be undertaken by RDC, SBC, and ECC.</p>	<p>Payment of:</p> <p>New utilities connections likely to be required in terms of gas/ elect/ telecommunications/ water/ drainage however there may be provision in place from former brickworks use.</p> <p>Potential need for new electricity substation, and reinforcements to existing grid to accommodate growth/intensification. EDF estimate cost for these works and new connections to serve the whole JAAP area to 2021 is £13 million. Costs for specific developments would be determined when individual applications are made to EDF.</p> <p>Essex & Suffolk Water distribution mains run</p>

	<p>junction is currently on the site of an existing underpass which may prove costly.</p> <p><u>Public transport Provision:</u> £? Unknown at this stage. Further assessment work required by SBC and ECC to determine likely contributions required to deliver appropriate public transport provision in this area.</p>	<p>Orchard Lane to be £250,000. JAAP policy suggests S106 monies could contribute to this. (Feasible from S106 monies? See Risks section below.)</p> <p><u>Environment Centre:</u> RDC estimate the cost of constructing the Env Centre to be £1.3million. JAAP policy suggests S106 monies could contribute to this. (Feasible from S106 monies? See Risks section below.)</p>		<p>along eastern and western perimeters of the site in close proximity. Limited costs likely to connect.</p>
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Risks & Mitigation	Risk & Impact	Initial Risk Score		Suggested Mitigation	Residual Risk Score	
		Probability	Impact		Probability	Impact
<p>See also summary risks table in Conclusion</p>	<p>The land is in two different ownerships which could cause complexities for bringing forward the site in the short term.</p> <p>NB: Cherry Orchard Homes & Villages plc are keen to progress development on site in the short term, however it is not apparent at this stage what Regis' aspirations are.</p>	Medium	High	<p>Ensure early and effective engagement with the landowners to ensure willingness to bring the site forward in the short term and for employment use as per JAAP</p>	Low	Medium
	<p>Contamination/ environmental issues may lead to significant remediation costs affecting scheme viability and ability to pay onerous S106 contributions.</p> <p>It is suggested an environmental and geo-technical assessment is carried out in due course to determine extent of any residual environmental works required alongside likely remediation costs. Cherry Orchard Homes & Villages Plc has stated that should they progress with sale of the land from Hanson, they will cover the costs of any remediation required. Whilst they are willing to undertake these environmental costs, any</p>	High	High	<p>Whilst developer contributions can help provide important benefits to the wider area, it is important to ensure the collective S106 monies required are not so onerous as to render schemes unviable; particularly on complex brownfield sites which may be costly to remediate. Once all costs are known across the JAAP area a developer contribution assessment should be undertaken to determine reasonable tariffs for each infrastructure theme whilst considering site-specific issues such as contamination.</p>	Low	Low

<p>significant or unreasonable S106 costs on top of these may affect the overall scheme viability and there is a risk the developer may not proceed with the site.</p>					
<p>Lack of demand for increased employment provision within the JAAP area. Although this is more likely to be a risk as subsequent phases come forward, it is a risk for the provision of any new floorspace that comes onto the market.</p> <p>As outlined in Section 2.3.4, evidence suggests that demand for new employment provision is likely to match supply as the Airport increases its capacity.</p>	Medium	High	<p>It is suggested that SBC and RDC monitor employment demand through annual updates to their Annual Monitoring Reports (see below for suggested indicator) and regular updates to their Employment Land reviews. If it becomes apparent there is an oversupply of employment land, a decision may need to be made to stagger or reduce the amount of land that goes on the market at any one time. It will also be important to ensure a strong Marketing Strategy is prepared for Saxon Business Park and implemented. Further information is provided in Chapter 7.</p>	Low	High
<p>Environment Centre unable to be provided via JAAP S106 funds</p> <p>RDC are seeking to obtain a portion of S106 funds from all phases of Saxon Way Business Park to contribute to provision of an Environment Centre and access point to Cherry Orchard Country Park. Circular 5/05, the Government's guidance on planning obligations/ S106 agreements, states that obligations need to be:</p> <ul style="list-style-type: none"> • necessary • relevant to planning; • directly related to the proposed development; • fairly and reasonably related in scale and kind to the proposed development. <p>Whilst employees of the business park may make</p>	High	High	<p>Ensure level of contribution for Environment Centre is commensurate with guidance in Circular 05/05 (suggest progress through more appropriate applications).</p>	Low	Low

	<p>use of footpaths and green spaces within the proposed employment area, it is difficult to see a close link between the employment proposals and the provision of an Environment Centre and access point to the Country Park sufficient to meet the requirements of Circular 5/05. It is likely to be more suitable for RDC to collect funds from housing or community related development in the vicinity. It is suggested that as the obligations proposed to part-fund the Country Park fail a number of Circular 5/05 tests, this is reconsidered.</p>					
<p>Delivery Mechanism & Delivery Bodies</p>	<p>The brickworks site will be brought forward by a private developer. Currently Cherry Orchard Homes & Villages plc has an option on the land.</p> <p>An effective S106 agreement will ensure infrastructure is delivered to the requirements of the JAAP, however It is yet to be determined whether the estate road will be provided by SBC or will be a requirement on the developer. Contributions towards the Environment Centre and access road are deemed unreasonable.</p> <p>As fully outlined in Chapter 7 of this report, it is suggested a partnership-led steering group is tasked with preparing a masterplan in the short term along with a number of assessments to inform future direction, including potentially transport and flood-risk/ surface water to enable a strategic, site-wide masterplan for the entire Saxon Way Business Park. This should be supported by a design brief to ensure a high quality, sustainable scheme is brought forward along with guidance for developers outlining planning application and S106 requirements. Whilst the public sector i.e. SBC & RDC could lead this masterplan and assessment work, the buy-in and support of private sector interests and statutory undertakers will be vital. Indicative costs for the masterplan and design brief would be in the range of £75,000-£100,000 and £50,000-£75,000 for a strategic transport assessment and site-wide surface water management plan.</p> <p>Essex CC and Southend-on-Sea Borough Council should work jointly to undertake further transport modelling and assessment work across the JAAP area.</p>					
<p>Suggested Monitoring Indicators</p>	<p>Preparation of Masterplan & Design Brief</p> <p>Access and number of metres of estate road in place (if progressed)</p> <p>Sq m of employment floorspace provided</p> <p>Number of months new units are on the market before take up (will assist in monitoring demand for new employment provision)</p> <p>Number of jobs provided</p> <p>Number of metres of footpaths and cyclepaths</p> <p>Number of employees travelling by means other than the car</p> <p>Green Travel Plan(s) in place</p>					

Project 1b: Saxon Business Park – Area 1B

Project 1b	Saxon Business Park: Area 1B
JAAP Policy	<p><u>Core Policies:</u> E3 – Saxon Business Park E4 – Phasing of Saxon Business Park E6 – Development of Area 1B Saxon Business Park</p> <p><u>Linked Policies:</u> ENV1 – Revised Green Belt Boundary ENV2 – New Public Open Space - North ENV5 – Green Corridor to Business Park ENV4 – Country Park; Access & Facilities T7 - Public Transport T8 – Walking & Cycling T6 – Green Travel Plans</p>
Project Description (JAAP policies)	<p>Policy E3 proposes 49,000 sq m of B1 and B2 business space pre-2021 on Area 1B as shown on the proposals map. E3 states that <i>‘all phases of development will be required to make a contribution towards development of the new public open space to the north and east of the business park ... A contribution will also be required to fund improvements to walking and cycling provision within the JAAP area and towards public transport ... and to the cost of providing a visitor centre for Cherry Orchard Jubilee Country Park. In particular, there will be a requirement for the delivery of a new walking and cycling route linking the business park with Hall Road to the north and to the country park on the west side of Cherry Orchard Way.’</i></p> <p>Policy E4 states that although Area 1A should progress first, Area 1B may be developed in parallel to 1A if a development proposal requiring B1 and B2 uses is proposed.</p> <p>Policy E6 states: <i>‘The development of Area 1B will include the extension of the access road so far as this is required to enable the development of the business park prior to the occupation of any buildings. Development will also be required to contribute to walking and cycling provision within the area and public transport’</i></p>

JAAP Proposed S106 contributions from Area 1A	<ul style="list-style-type: none"> • Extension of new estate road & green corridor (policy E6) • Walking & cycling provision linking to Hall Road to the north & Nestuda Way to the south along Cherry Orchard Way (policy E3, E6 & T8) • Public transport contribution (policy E3, E6 & T7) • Public open space to north and east of Saxon Way Business Park (policy E3 and ENV2) • Spur Road from new junction off Cherry Orchard Way into Cherry Orchard Country Park and access to new Environment & Visitor Centre (policy ENV4) • Cherry Orchard Park Environment & Visitor Centre (policy ENV4) 			
Ownership/ Interests	<p>The site is owned by Southend-on-Sea Borough Council and is currently leased to a local farmer.</p>			
Site Background	<p>Area 1B lies to the north of the eastern end of Aviation Way employment area. The site is approximately 12.5ha, is currently used for agricultural purposes and lies within the Green Belt.</p> <p>Local Company IPECO is already interested in acquiring 8 hectares of Area 1B. IPECO manufacture flight deck and cabin interior equipment for the aviation industry. Their Southend base is currently located in 5 buildings within the Aviation Way employment area but the Company is considering a single site to provide modern premises which would also allow space for further expansion should this be required in the future. SBC and RDC wish to ensure IPECO remain in the area as they are a local family business who have historically employed a large number of skilled workforce and are an airport related development of the type suitable within area 1B of Saxon Business Park. IPECO's interest in progressing the site in the short term is beneficial to the delivery of the JAAP and is likely to act as a catalyst for further investment.</p>			
Supporting Infrastructure required to deliver policies & Known Costs	Transport	Green Infrastructure	Environment / Flood Risk	Utilities
	<p>Contributions towards:</p> <p><u>New Estate Road:</u> Total cost anticipated by SBC Highways to be £1.6m based on similar new roads constructed within Southend. SBC have suggested a 50% risk/ contingency uplift should be added to</p>	<p>Contributions towards:</p> <p><u>Green Corridor:</u> to be laid out and landscaped in conjunction with the construction of the new business park access road. Walking and cycling provision required along new estate road. JAAP policy suggests S106</p>	<p>No known environmental constraints</p> <p>Existing Public Right of Way may need to be diverted or stopped up to accommodate new development. The proposals map shows the route of a new footpath</p>	<p>Payment of:</p> <p>New utilities connections will be required in terms of gas/ elect/ telecommunications/ water/ drainage.</p>

	<p>this to factor in potential site risks, particularly at the brickworks site.</p> <p>JAAP policy anticipates developer to pay for their section of estate road. However SBC are currently investigating the potential to provide the new access road as an early enabling measure for future employment schemes at Area 1B and Area 2. <i>If this proceeds, suggest reference to developer contributions for estate road is removed from JAAP policy wording.</i></p> <p>Total cost of estate road: £1.6-2.4m</p> <p><u>Public transport Provision: £?</u> Unknown at this stage. Further assessment work required by SBC and ECC to determine likely contributions required to deliver appropriate public transport provision in this area.</p>	<p>monies could contribute to this.</p> <p>Soft Landscaping: £300,000-£450,000</p> <p>Cycle provision: £128,000-£160,000</p> <p>Footpath: £40,000</p> <p>TOTAL Green Corridor cost (full length) = £468,000-£650,000.</p> <p><u>Public Open Space:</u> Estimated £75,000-£100,000. Contributions required towards provision of new area of public open space to the north and east of Area 1B Saxon Business Park</p> <p><u>Access to Cherry Orchard Country Park & Provision of Environment Centre:</u> RDC leisure department estimate total cost for access point into Country Park from Cherry Orchard Lane to be £250,000. JAAP policy suggests S106 monies could contribute to this. (Feasible from S106 monies? See Risks section below.)</p> <p><u>Environment Centre:</u> RDC estimate the cost of constructing the Env Centre to be £1.3million. JAAP policy suggests S106 monies could contribute to this. (Feasible from S106 monies? See Risks section below.)</p>	<p>and cycle link. To be undertaken by RDC, SBC, and ECC.</p>	<p>Potential need for new electricity substation, and reinforcements to existing grid to accommodate growth/intensification. EDF estimate the cost for these works and new connections to serve the whole JAAP area to 2021 is £13 million. Costs for specific developments would be determined when application is made to EDF.</p> <p>Essex & Suffolk Water distribution mains run along southern perimeters of the site in close proximity. Limited costs likely to connect.</p>
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Risks & Mitigation	Risk & Impact	Initial Risk Score		Suggested Mitigation	Residual Risk Score	
		Probability	Impact		Probability	Impact
<p>See also summary table in conclusion</p>	<p>IPECO decides to relocate elsewhere and does not proceed with development at Saxon Business Park.</p> <p>IPECO's interest is a boost to the deliverability of Saxon Business Park in the short term. IPECO has indicated they are keen to remain in the vicinity of Southend Airport if possible.</p>	Medium	Medium	<p>SBC continue to engage with IPECO to help facilitate purchase and transition to new premises in Saxon Business Park. The land should also be marketed effectively to other potential investors.</p> <p>Evidence suggests that there is likely to be sufficient demand for employment provision within the JAAP area – it is likely that other companies will locate to Saxon Business Park in due course. It is important to avoid sole reliance on IPECO's development aspirations in case these do not materialise.</p>	Low	Medium (short term only)
	<p>Lack of demand for increased employment provision within the JAAP area. Whilst it is apparent IPECO are keen to relocate to Area 1B, market interest is yet to be determined for the remaining 4.5ha</p>	Medium	High	<p>It is suggested that SBC and RDC monitor employment demand through annual updates to their Annual Monitoring Reports (see below for suggested indicator) and regular updates to their Employment Land reviews. If it becomes apparent there is an oversupply of employment land, a decision may need to be made to stagger or reduce the amount of land that goes on the market at any one time. It will also be important to ensure a strong Marketing Strategy is prepared for Saxon Business Park and implemented. Further information is provided in Chapter 7.</p>	Low	High

	<p>Onerous S106 agreements may affect the viability of proposals possibly preventing developers from progressing with development on site.</p> <p>Whilst developer contributions can help provide important benefits to the wider area, it is important to ensure the collective S106 monies required are not so onerous as to render schemes unviable.</p>	Medium	High	<p>Once all costs are known across the JAAP area a developer contribution assessment should be undertaken to determine reasonable tariffs for each infrastructure theme whilst considering site-specific issues such as contamination.</p>	Low	Low
	<p>Environment Centre unable to be provided via JAAP S106 funds</p> <p>RDC are seeking to obtain a portion of S106 funds from all phases of Saxon Way Business Park to contribute to provision of an Environment Centre and access point into Cherry Orchard Country Park. Circular 5/05, the Government's guidance on planning obligations/ S106 agreements, states that obligations need to be:</p> <ul style="list-style-type: none"> • necessary • relevant to planning; • directly related to the proposed development; • fairly and reasonably related in scale and kind to the proposed development. <p>Whilst employees of the business park may make use of footpaths and green spaces within the proposed employment area, it is difficult to see a close link between the</p>	High	High	<p>Ensure level of contribution for Environment Centre is commensurate with guidance in Circular 05/05 (suggest progress through more appropriate applications).</p>	Low	Low

	<p>employment proposals and the provision of an Environment Centre and access point to the Country Park sufficient to meet the requirements of Circular 5/05. It is likely to be more suitable for RDC to collect funds from housing or community related development in the vicinity. It is suggested that as the obligations proposed to part-fund the Country Park fail a number of Circular 5/05 tests, this is reconsidered.</p>					
<p>Delivery Mechanism & Delivery Bodies</p>	<p>SBC as owners of the land are likely (to be finally determined) to put in the necessary enabling works including the new estate road and then sell Area 1B off in a number of land parcels. IPECO currently have an interest in approximately 8ha (2/3rds) of the site. Other interests are expected to come forward once SBC market the site.</p> <p>An effective S106 agreement will ensure infrastructure is delivered to the requirements of the JAAP. Contributions towards the Environment Centre and access road are deemed unreasonable.</p> <p>As fully outlined in Chapter 7 of this report, it is suggested a partnership-led steering group is tasked with preparing a masterplan in the short term along with a number of assessments to inform future direction, including potentially transport and flood-risk/ surface water to enable a strategic, site-wide masterplan for the entire Saxon Way Business Park. This should be supported by a design brief to ensure a high quality, sustainable scheme is brought forward along with guidance for developers outlining planning application and S106 requirements. Whilst the public sector i.e. SBC and RDC could lead this masterplan and assessment work, the buy-in and support of private sector interests and statutory undertakers will be vital. Indicative costs for the masterplan and design brief would be in the range of £75,000-£100,000 and £50,000-£65,000 for a strategic transport assessment and site-wide surface water management plan.</p> <p>Essex CC and SBC need to work jointly to undertake further transport modelling and assessment work.</p>					
<p>Suggested Monitoring Indicators</p>	<p>Preparation of Masterplan & Design Brief Access and number of metres of estate road in place (if progressed) Sq m of employment floorspace provided Number of months new units are on the market before take up (will assist in monitoring demand for new employment provision) Number of jobs provided Number of metres of footpaths and cyclepaths Number of employees travelling by means other than the car Green Travel Plan(s) in place</p>					

Project 1c: Saxon Business Park – Land at Area 2 Westcliff Rugby Club

Project 1c	Saxon Business Park: Land at Area 2 Westcliff Rugby Club
JAAP Policy	<p><u>Core Policies:</u> E3 – Saxon Business Park E4 – Phasing of Saxon Business Park E7 – Development of Area 1B Saxon Business Park ENV2 – New Public Open Space - North</p> <p><u>Linked Policies:</u> ENV1 – Revised Green Belt Boundary ENV5 – Green Corridor to Business Park ENV4 – Country Park; Access & Facilities T7 - Public Transport T8 – Walking & Cycling T6 – Green Travel Plans</p>
Project Description (JAAP policies)	<p>Policy E3 proposes 30,000 sq m of B1 business space post-2021 on Area 2 as shown on the proposals map. E3 states that <i>‘all phases of development will be required to make a contribution towards development of the new public open space to the north and east of the business park ... A contribution will also be required to fund improvements to walking and cycling provision within the JAAP area and towards public transport ... and to the cost of providing a visitor centre for Cherry Orchard Jubilee Country Park. In particular, there will be a requirement for the delivery of a new walking and cycling route linking the business park with Hall Road to the north and to the country park on the west side of Cherry Orchard Way.’</i></p> <p>Policy E4 states that Area 2 will be reserved for development post 2021, unless shown to be required sooner. In any event, this final phase of the business park can proceed only once the Westcliff Rugby Club has been relocated and is operational</p> <p>Policy E7 states: ‘The development of Area 2 will be required to fund the relocation of the rugby club, including setting out the pitches and provision of new club house facilities. This replacement must be at least equivalent to the existing site in terms of the quantity and quality of facility provision and at least equivalent in terms of tenure/management arrangements.</p> <p>Policy ENV2 – New Public Open Space – North: A new area of public open space, in two sections, will be created on land to the north of the Saxon Business Park as shown on the Proposals Map. <u>Section 1 of the new open space will include provision for the relocation of the Westcliff Rugby Club (see Policy E4 and E7).</u> The layout and development of section 1 will be funded by the development of phase 2 of the Saxon Business Park. Section 2 will be laid out as informal public open space, and include the enhancement of the area of land at the southern end for nature conservation. Section 2 will be funded by the development of the Northern MRO extension (see Policy MRO2).</p>

JAAP Proposed S106 contributions from Area 1A	<ul style="list-style-type: none"> Relocation of Westcliff Rugby Club (policy E4, E7, ENV2) Walking & cycling provision linking to Hall Road to the north & Nestuda Way to the south along Cherry Orchard Way (policy E3, E6 & T8) Public transport contribution (policy E3, E6 & T7) Public open space to north and east of Saxon Way Business Park (policy E3 and ENV2) Spur Road from new junction off Cherry Orchard Way into Cherry Orchard Country Park and access to new Environment & Visitor Centre (policy ENV4) Cherry Orchard Park Environment & Visitor Centre (policy ENV4) <p>NB: whilst policy E3 states that contributions to the above will be required for all phases of the business park, it is likely that post 2021 most of the infrastructure elements will be in place, the key infrastructure requirement is therefore the relocation of the rugby club to an appropriate standard.</p>			
Ownership/ Interests	<p>The site is owned by SBC and currently leased to Westcliff Rugby Club. The Rugby Club lease the Clubhouse under a 60 year lease from Southend Council. The pitches are rented annually from the Council and are maintained by them.</p>			
Site Background	<p>Access to the Rugby Club Clubhouse and Car Park is currently via Aviation Way. Area 2 is 8ha in size.</p> <p>New employment users would access the site (i.e. Area 2) via the new estate road rather than Aviation Way.</p>			
Supporting Infrastructure required to deliver policies & Known Costs	<p>Transport</p> <p>JAAP policy wording requires developers to contribute towards:</p> <p><u>New estate road</u>: Estimated total cost of road is £1.6-2.4m.</p> <p>NB: As noted above, it is to be assumed that post 2021 the estate road will already be in place. <i>Suggest JAAP policy wording is amended</i></p> <p><u>Public transport provision</u>: Post 2021</p>	<p>Green Infrastructure</p> <p>Contributions towards</p> <p><u>Walking & cycling provision</u>: Post 2021 costs unknown at this stage. It is assumed the Green Corridor with cycle lanes and footpaths will be in place by 2021. <i>Suggest JAAP policy wording is amended</i></p> <p><u>Environment Centre & Access</u>: Access point costs = £250,000. Environment Centre costs = £1.3m. It is assumed this facility will be in place</p>	<p>Environment / Flood Risk</p> <p>No known environmental costs</p>	<p>Utilities</p> <p>Payment of:</p> <p><u>Utilities connections</u> required for new employment area and golf club facilities. Costs unknown at this stage. It is assumed all required infrastructure for Saxon Business Park will be in place by 2021 and new employment and golf club facilities will be able to connect easily to</p>

	costs unknown at this stage	<p>by 2021. <i>Suggest JAAP policy wording is amended</i></p> <p><u>Public open space:</u> £75,000-£100,000 estimate</p> <p><u>Relocation of Golf Club Facilities:</u></p> <ul style="list-style-type: none"> - Demolition of existing + construction of new club house = £900,000 - £1.2m - New pitches + hard & soft landscaping around club house + flood lighting = £700,000 - £900,000 		existing supply
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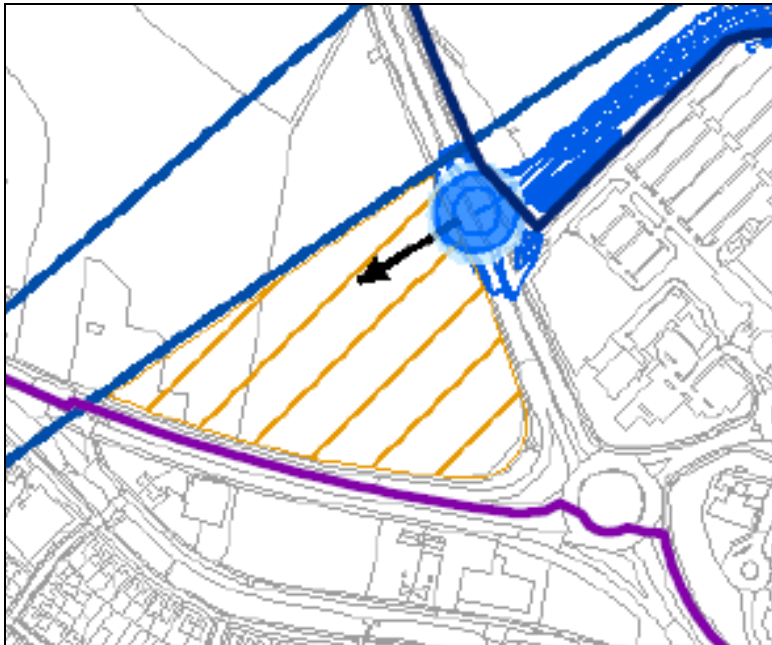
Risks & Mitigation	Risk & Impact	Initial Risk Score		Suggested Mitigation	Residual Risk Score	
		Probability	Impact		Probability	Impact
<p>See also summary risks table in conclusion</p>	<p>Lack of demand for increased employment provision within the JAAP area.</p> <p>As the site will be brought forward post-2021 it is not possible to predict likely market demand for employment provision at Area 1B at this stage, however, it is to be hoped that with key infrastructure in place, a number of new businesses already established in Saxon Business Park, and the airport reaching 2million passengers per annum, demand will be achieved.</p>	Medium	Medium (by 2021)	<p>It is suggested that SBC and RDC monitor employment demand through annual updates to their Annual Monitoring Reports (see below for suggested indicator) and regular updates to their Employment Land reviews. If it becomes apparent there is an oversupply of employment land, a decision may need to be made to stagger or reduce the amount of land that goes on the market at any one time. It will also be important to ensure a strong Marketing Strategy is prepared for Saxon Business Park and implemented. Further information is provided in Chapter 7.</p>	Low	Medium (by 2021)

	<p>Onerous S106 agreements may affect the viability of proposals possibly preventing developers from progressing with development on site.</p> <p>Whilst developer contributions can help provide important benefits to the wider area, it is important to ensure the collective S106 monies required are not so onerous as to render schemes unviable.</p>	Medium	High	Once all costs are known across the JAAP area a developer contribution assessment should be undertaken to determine reasonable tariffs for each infrastructure theme whilst considering site-specific issues	Low	Low
<p>Delivery Mechanism & Delivery Bodies</p>	<p>SBC as owners of the land are likely (to be finally determined) to put in the necessary enabling works including the new estate road and then sell Area 2 off in a number of land parcels once the rugby club has been relocated. Developer interests are expected to come forward once SBC market the site.</p> <p>An effective S106 agreement will ensure infrastructure is delivered to the requirements of the JAAP. Realistic contributions post 2021 are likely to include: public open space, contributions to footpaths and cycleways, and public transport provision</p> <p>As fully outlined in Chapter 7 of this report, it is suggested a partnership-led steering group is tasked with preparing a masterplan in the short term along with a number of assessments to inform future direction, including potentially transport and flood-risk/ surface water to enable a strategic, site-wide masterplan for the entire Saxon Way Business Park. This should be supported by a design brief to ensure a high quality, sustainable scheme is brought forward along with guidance for developers outlining planning application and S106 requirements. Whilst the public sector i.e. SBC & RDC could lead this masterplan and assessment work, the buy-in and support of private sector interests will be vital.</p> <p>Essex CC and SBC need to work jointly to undertake further transport modelling and assessment work.</p>					
<p>Suggested Monitoring Indicators</p>	<p>Rugby Club relocation</p> <p>Sq m of employment floorspace provided</p> <p>Number of months new units are on the market before take up (will assist in monitoring demand for new employment provision)</p> <p>Number of jobs provided</p> <p>Number of metres of footpaths and cyclepaths</p> <p>Number of employees travelling by means other than the car</p> <p>Green Travel Plan(s) in place.</p>					

4. Key JAAP Project 2: Nestuda Business Park

The site at Nestuda Way is situated in a prime location with good accessibility to the major road network. It lies on the corner of Prince Avenue and Nestuda Way and is currently open land which falls adjacent to the Airport runway public safety zone. This site is owned by Southend Council and is identified to provide 10,000 sqm of B1 Office Use in Phase 2 and create 500 new jobs. The design of the building would need to accord with the height limitations set due to its proximity to the Airport Runway Public Safety Zone.

Figure 4.1 Nestuda Business Park: Proposals Map Extract



Project 2	Nestuda Way Business Park
JAAP Policy	<p>Core Policies: Policy E8 - Nestuda Way Business Park Policy LS5 – Public Safety Zone</p> <p>Linked Policies: Policy E1 - General Development Considerations Policy T7- Public Transport Policy T8 – Walking & Cycling Policy T1 – Link Road from Eastwoodbury Lane to Nestuda Way Policy T6 – Green Travel Plans</p>
Project Description (JAAP policies)	<p>Policy E8 states ‘<i>Within the proposed Nestuda Way Business Park applications for development within Use Class B1 will be welcomed in the period post 2021. It is expected that the site is capable of accommodating 10,000 sq metres of floorspace, delivering 500 jobs. The design of buildings within the business park will need to be carefully considered and provide an appropriate visual frontage to the A127. The development will be required to fund improvements to walking and cycling provision within the JAAP area and towards public transport.</i></p> <p>LS5 states: Within the defined Public Safety Zones (PSZ), as shown on the Proposals Map, planning permission will not be granted for:</p> <ul style="list-style-type: none"> • development or changes of use, which would result in an increase in the number of people within the zone; or • development that would adversely impact upon the safe operation of London Southend Airport.
JAAP Proposed S106 contributions	<ul style="list-style-type: none"> • Walking & cycling provision linking to Hall Road to the north & Nestuda Way to the south along Cherry Orchard Way (policy T8) • Public transport contribution (policy T7)
Ownership/ Interests	<p>The site is owned by Southend Borough Council.</p>
Site Background	<p>The land is currently on lease for agricultural purposes.</p> <p>It is suggested that access could be served by adding an exit to the proposed roundabout linking Nestuda Way with Eastwoodbury Lane.</p>

Supporting Infrastructure required to deliver policies & known costs	Transport	Green Infrastructure	Environment / Flood Risk	Utilities
	<p>Contributions towards:</p> <p><u>Public Transport</u> as required</p> <p><u>New access point and internal road network</u> required. Costs unknown at this stage.</p>	<p>Contributions towards:</p> <p><u>Footpaths & cycle routes</u>: Walking and cycling provision required along new spine road + along Cherry Orchard Way. JAAP policy suggests S106 monies could contribute to this.</p> <p>NB: it is anticipated that by 2021, much of the GI infrastructure will already be in place.</p>	<p>There are no known environmental constraints on site.</p>	<p>Payment of:</p> <p><u>Connection to utilities</u> as required post 2021. Likely reinforcements and estimated costs for these and connections need to be determined by statutory undertakers closer to 2021</p>

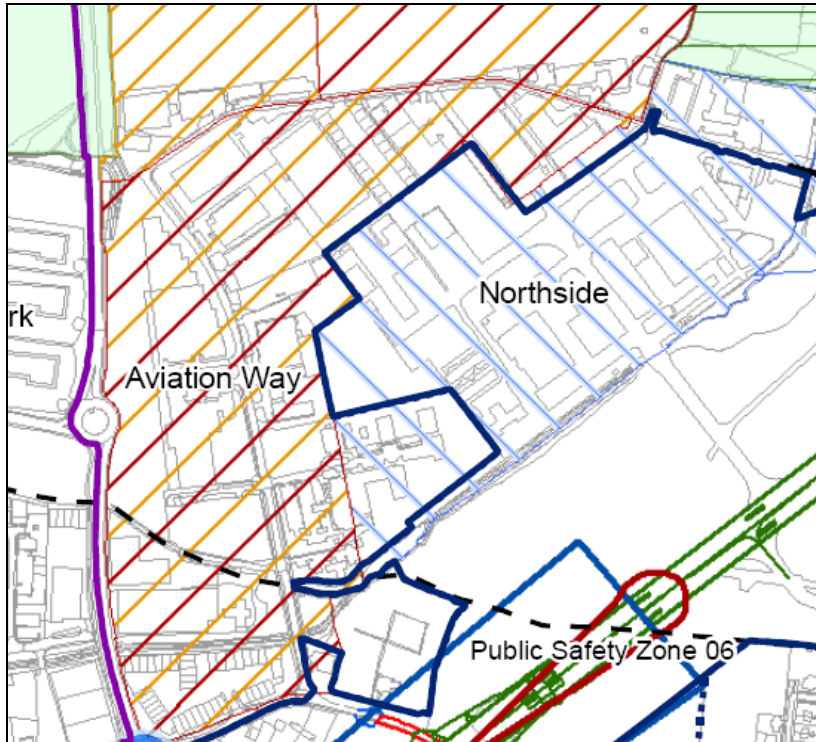
Risks & mitigation	Risk & Impact	Initial Risk Score		Suggested Mitigation	Residual Impact	
	<p>Lack of demand for increased employment provision within the JAAP area.</p> <p>As the site will be brought forward post-2021 it is not possible to predict likely market demand for employment provision at Nestuday Way at this stage, however, it is to be hoped that with key infrastructure in place, a number of new businesses already established in Saxon Business Park, and the airport reaching 2million passengers per annum, demand will be achieved. The site is also in an excellent location at the junction of the A127 and B1031.</p>	Medium	Medium (by 2021)	It is suggested that SBC and RDC monitor employment demand through annual updates to their Annual Monitoring Reports (see below for suggested indicator) and regular updates to their Employment Land reviews. If it becomes apparent there is an oversupply of employment land, a decision may need to be made to stagger or reduce the amount of new land that goes on the market at any one time.	Low	Medium (by 2021)

	<p>Onerous S106 agreements may affect the viability of proposals possibly preventing developers from progressing with development on site.</p> <p>Whilst developer contributions can help provide important benefits to the wider area, it is important to ensure the collective S106 monies required are not so onerous as to render schemes unviable.</p>	Medium	High	<p>Once all costs are known across the JAAP area a developer contribution assessment should be undertaken to determine reasonable tariffs for each infrastructure theme whilst considering site-specific issues such as contamination.</p>	Low	Low
<p>Delivery Mechanism & Delivery Bodies</p>	<p>The site is owned by SBC. SBC anticipate enabling works being put in place prior to marketing the site to a developer.</p>					
<p>Suggested Monitoring Indicators</p>	<p>Sq m of employment floorspace provided Number of months new units are on the market before take up (will assist in monitoring demand for new employment provision) Number of jobs provided Number of metres of footpaths and cyclepaths Number of employees travelling by means other than the car Green Travel Plan(s) in place.</p>					

5. Key JAAP Project 3: Aviation Way

Aviation Way has been allocated in the JAAP to provide an additional 15,000sq.m of additional B1/B2 floorspace accommodated from the intensification of the existing Aviation Way Business Park.

Figure 5.1 Aviation Way: Proposals Map Extract



Project 3	Aviation Way Business Park
JAAP Policy	<p><u>Core Policies:</u> Policy E2 - Aviation Way Industrial Estate Policy T4 – Upgrade/Improvements of Aviation Way Policy MRO1 – Northern MRO Policy MRO2 – Northern MRO Extension</p> <p><u>Linked Policies:</u> Policy T1 – Link Road from Eastwoodbury Lane to Nestuda Way Policy ENV2 – new Public Open Space North Policy T6 – Green Travel Plans</p>
Project Description (JAAP policies)	<p>Policy E2 states <i>“Within the area shown as existing employment on the Proposals Map, applications for development within classes B1 and B2 will be welcomed. It is expected that redevelopment within this area will accommodate an additional 750 jobs through site intensification. All applications will be required to make a financial contribution towards the upgrade of the junction at the southern end of Aviation Way, public realm improvements and the provision of improved walking and cycling facilities within the JAAP area. A flood risk assessment will be required to demonstrate any development will be safe, without increasing flood risk elsewhere”</i></p> <p>Policy T4 states <i>in order to support the redevelopment of the Aviation Way Industrial Estate and to allow for the expansion of the Northern MRO, a new junction will be required at the intersection of Aviation Way and Eastwoodbury Lane to allow for increase capacity. In addition public realm improvements will be required to Aviation Way, including greater provision for walking and cycling.The new junction and other improvements must incorporate sustainable development principles, segregated cycling paths, pedestrian links as well as necessary and appropriate hard and soft landscaping to ensure that effect and impact on the surrounding area is minimised. ...New development on Aviation Way Industrial Estate and within both the existing and extended northern MRO zone will be expected to make a contribution towards the cost of the upgrade to the junction at Eastwoodbury Lane and Aviation Way, and the public realm and road improvements on Aviation Way. ...Infrastructure improvements will be phased to require the junction improvements to be undertaken first, followed by improvements to Aviation Way.</i></p> <p>Policy MRO1 – Northern MRO</p> <p><i>Applications for airport related MRO developments (e.g. increased hangerage and aircraft maintenance facilities) will be welcomed in the Northern MRO Zone as shown on the Proposals Map. All applications will be required to make a financial contribution towards the upgrade of the junction at the southern end of Aviation Way and the improvement of Aviation Way in accordance with Policy T4. A flood risk assessment will be required to demonstrate any development will be safe, without increasing flood risk elsewhere.</i></p>

	<p>Policy MRO2 – Northern MRO Extension</p> <p><i>Applications for airport related MRO developments (e.g. increased hangerage and aircraft maintenance facilities) will be welcomed in the Northern MRO Zone Extension as shown on the Proposals Map. Access to the new MRO Zone will be from an extension to Aviation Way funded by the development. All applications will be required to make a financial contribution towards the upgrade of the junction at the southern end of Aviation Way and the improvement of Aviation Way in accordance with Policy T4. A flood risk assessment be required to demonstrate any development will be safe, without increasing flood risk elsewhere.</i></p> <p>The development will be required to make a contribution towards the new public open space to the west of the site</p>
<p>JAAP Proposed S106 contributions</p>	<ul style="list-style-type: none"> • Upgrade of the junction at the southern end of Aviation Way • Upgrade of Aviation Way road • Public realm improvements • Provision of improved walking and cycling facilities within the JAAP area • MRO Northside extension to contribute to new public open space to the west of the site
<p>Ownership/ Interests</p>	<p>Aviation Way Employment Area was originally owned and developed for employment use by SBC but over time they have sold off several plots to investors. The estate is now in 16 different ownerships.</p> <p>A review of current title deeds has identified that a covenant exists requiring freeholders and tenants to contribute towards the estate road's upkeep. The covenant requires: <i>“Payment of a fair share of the cost of repairing renewing maintaining and cleansing the road and the conduits which serve the property in common with other properties...”</i></p> <p>The Airport lease their premises within MRO North side element of Aviation Way and also currently lease the proposed MRO North side extension area – this land is allocated in the JAAP and would involve the development of a new area of airport-related employment land served by Aviation Way. (See Chp 6 - JAAP Key Project 4 for more information).</p>
<p>Site Background</p>	<p>Aviation Way is a 22ha employment area located to the north-west of the airport and offers a range of office, industrial, and leisure-type premises with current provision amounting to approximately 80,000 sq m. The Airport's Maintenance, Repair & Overhaul (MRO) Northside area is located within the centre of Aviation Way. The JAAP allocated MRO Northside extension area lies adjacent to the north-eastern edge of Aviation Way.</p> <p>Whilst relatively well occupied, it is evident that there are a number of vacant and under utilised sites within the employment area which would be suitable</p>

	<p>for redevelopment in due course.</p> <p>The Aviation Way estate road runs through the employment area and is generally regarded by users to be low grade with poor surfacing, a lack of street lighting and limited facilities for pedestrians and cyclists. To support JAAP proposals to intensify and enhance the existing employment area, the road has been identified as in need of upgrading together with designated routes for pedestrian and cyclists and improvements to the southern road junction.</p>			
<p>Supporting Infrastructure required to deliver policies & Known Costs</p>	<p>Transport</p> <p>Upgrade of Aviation Way and South Junction improvements. JAAP policy implies this would be provided by developer contributions.</p> <p><u>Junction cost:</u> £? The type and cost of junction to be determined following more detailed JAAP transport assessment work.</p> <p><u>Upgrade of Aviation Way road</u> - SBC anticipate costs for upgrade of road to be in the region of £100,000 to £150,000.</p> <p>To serve the MRO northside extension, Aviation Way will need to be extended, it is likely the Airport will pay for any extension costs.</p>	<p>Green Infrastructure</p> <p><u>Footpaths & cycle routes:</u> Walking and cycling provision required along upgraded Aviation Way.</p> <p>Cycle provision: £160,000 - £200,000</p> <p>Footpath cost: £50,000.</p> <p><u>Public Realm Improvements:</u> JAAP Policy wording vague as to what works are required. Suggest soft landscaping in the form of trees, tress grilles, ornamental shrubs and ground cover, bins and benches. Indicative cost: £100,000</p> <p><u>New Public Open Space:</u> £50,000-100,000 Contributions from MRO Northern Extension area applications – will be submitted by London Southend Airport</p>	<p>Environment / Flood Risk</p> <p>A number of plots to the south of Aviation Way are in a flood risk area. Any future applications will require sequential testing, and a Flood Risk Assessment to be submitted with any planning application. Surface drainage measures should be incorporated into the design of any new development sites</p> <p>No requirement for flood works however on an estate-wide basis as estate already fully operational</p>	<p>Utilities</p> <p>Existing utilities are in place.</p> <p>Some tenants are connected to and purchase from the Airport's Private Electricity Supply. Concern by some users that this is costly and connection to Grid would be preferred.</p> <p>Potential need for new electricity substation, and reinforcements to existing grid to accommodate growth/intensification. EDF estimate the cost for these works and new connections to serve the whole JAAP area to 2021 is £13 million. Costs for specific developments would be determined when individual</p>

				<p>applications are made to EDF.</p> <p>Opportunity for MUSCO linked to sustainable energy provision on site. Private distribution network is in place and could be upgraded/retrofitted subject to further assessment.</p>		
Potential Risks & Mitigation	Risk & Impact	Initial Risk Score		Suggested Mitigation	Residual Risk Score	
		Probability	Impact		Probability	Impact
	<p>Lack of demand for new and increased employment provision within Aviation Way.</p> <p>Although the employment area is already established, there are current vacant land plots and a number of units have yet to be taken up by the market. Whilst it is anticipated the market will improve in the medium to long term, Aviation Way may struggle to attract new tenants with higher profile business space provided in very close proximity at Saxon Business Park.</p>	Medium	High	<p>It is suggested that SBC and RDC monitor employment demand through annual updates to their Annual Monitoring Reports (see below for suggested indicator) and regular updates to their Employment Land reviews. If it becomes apparent there is an oversupply of employment land, a decision may need to be made to stagger or reduce the amount of new land that goes on the market at any one time. It will also be important to ensure Aviation Way has its own Marketing Strategy to attract its target tenants/ investors. This could potentially be an early action of a Business Improvement District (see below).</p>	Low	Medium

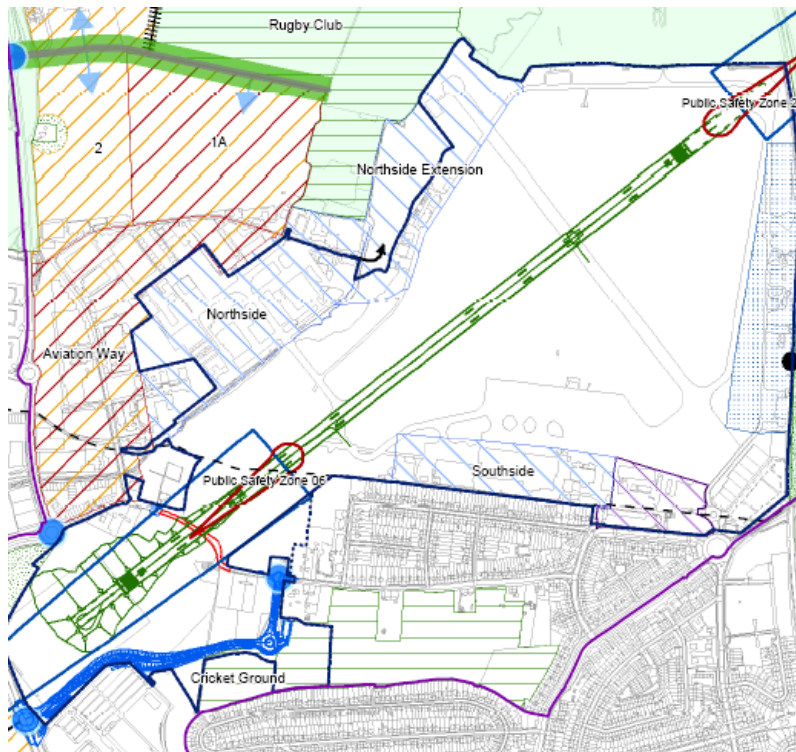
	<p>As Aviation Way is an established employment area with only a limited number of sites likely to be redeveloped, S106 contributions may be limited creating funding difficulties for estate wide improvements and road/ junction upgrade. In turn, this may impact on the marketability of new employment provision.</p>	High	High	<p>Obtain funds from existing leaseholders/ freeholders under current covenant agreement or investigate other means of delivery such as establishment of a BID. Funds may also be available from Essex County Council who may progress with the adoption of the road.</p>	Medium	Medium
	<p>High flood risk designation may prevent MRO Northern Extension coming forward in the short to medium term</p> <p>As an area of high flood risk, the MRO Northern Extension will be subject to sequential testing prior to any application approval. The Environment Agency as a statutory consultee may object and recommend refusal for any proposals within the MRO Northern Extension area whilst vacant sites exist within Aviation Way. This may reduce the likelihood of the Airport extending their MRO operations in the short term.</p> <p>In turn, as the MRO extension area is likely to be the subject of the largest single planning application and S106 agreement, funds for extension and upgrade of Aviation Way estate road and the public open space to the west</p>	Medium	High	<p>The Airport should engage early and effectively with the Environment Agency to ensure appropriate flood management solutions and compensatory floodplain storage is provided as part of any future planning application(s). RDC and SBC should support the Airport through this process as required.</p> <p>NB: In December 2009 Atkins was commissioned to undertake a sequential test of the JAAP, the report confirmed that there are no alternative sites at less risk of flooding that can reasonably considered, however individual applicants will be required to demonstrate appropriate measures are put in place to further reduce flood risk.</p>	Low	High

	may be stalled until existing smaller sites are developed out within Aviation Way.					
Other Information	A number of stakeholders have queried the need for Aviation Way to be upgraded. The road access is currently acceptable and could be upgraded at a certain “tipping point” when there is more traffic generation to require the upgrade for example when the MRO Northside Development comes forward. SBC Highways have suggested further assessment is required across the JAAP area.					
Delivery Mechanism & Delivery Bodies	<p>Potential for RDC (as planning authority) working with SBC (significant landowner) to establish a Local Development Order (LDO) for Aviation Way employment area. LDOs are a means for the planning system to incentivise investment by removing the need for a planning application for certain development which is considered to be in line policy objectives. This cuts ‘red-tape’ for both current landowners/ tenants and the Local Planning Authority and is a way to improve and upgrade an established area without significant disruption. Further information along with a case study is provided in Chapter 7 of this report.</p> <p>A Business Improvement District (BID) could be established. BIDs are defined areas within which businesses pay an additional tax or fee in order to fund improvements within the set boundaries. BIDs are democratic bodies established through a formal ballot which must achieve a majority in terms of number of ratepayers and percentage of rateable value. Once voted in, BIDs work on the principle of an additional mandatory levy on all defined ratepayers, collected in the same way as the Business Rate. This provides a ring-fenced budget for exclusive use in the immediate environment. Further funds can be leveraged against this core funding for added value. Further information along with a case study is provided in Chapter 7 of this report. The BID, working closely with SBC and RDC, could jointly prepare an Aviation Way Improvement Scheme which would outline all measures required to improve the area and maximise development potential within the estate. Once all costs have been defined, a fund could be set up to deliver the improvements over time.</p> <p>Collation of S106 monies for upgrade where possible.</p> <p>Potential to utilise maintenance fee from covenants.</p>					
Suggested Monitoring Indicators	<p>Set up of LDO</p> <p>Establishment of BID</p> <p>Number of sq m of new floorspace created</p> <p>Number of months new units are on the market before take up (will assist in monitoring demand for new employment provision)</p> <p>Number of new jobs provided</p> <p>Number of metres of upgraded road in place.</p> <p>Provision of footpaths/ cycleways</p> <p>Green Travel Plan(s) in place</p>					

6. Key JAAP Project 4: Airport Development

The JAAP sets out a policy framework to support the development of the airport to grow to handle a capacity of up to 2 million passengers per annum through an extension of the runway alongside the development of a new railway station, terminal and aircraft handling facilities. Whilst the proposed airport expansion will be used primarily for passengers supporting a number of Fixed Based Operators, the JAAP also anticipates that the airport will see growth in its maintenance, repair and overhaul facilities (MRO) supporting the provision of a range of high skilled jobs in the area. There is therefore policy provision for both elements of airport development.

Figure 6.1 London Southend Airport: Proposals Map Extract



Project 4	Airport Development
JAAP Policy	<p><u>Core Policies:</u> Policy LS1 – General Policy Policy LS2 – Development at London Southend Airport Policy LS6 – Runway Extension, Policy LS7 – Operation of New Runway Policy TF1 – Expansion of New Terminal.</p> <p>Policy MRO1 – Northern MRO Policy MRO2 – Northern MRO Extension Policy MRO3 – Southern MRO Zone Policy ADZ1 – Existing terminal area</p> <p><u>Linked Policies:</u> Policy Number: T1 – Link Road from Eastwoodbury Lane to Nestuda Way Policy LS3 – Noise & Compensation Policy LS4 - Airport Surface Access Strategy. Policy LS5 – Public Safety Zones Policy E2 - Aviation Way Industrial Estate Policy T4 – Upgrade/Improvements of Aviation Way Policy T6 – Green Travel Plans Policy T7 – Public Transport Policy T8 – Walking & Cycling Policy ENV2 – New Public Open Space North</p>
Project Description (JAAP policies)	<p><u>Development relating to enhancing Airport capacity:</u></p> <p>Policy LS1 – General Policy -states that ‘<i>The operational boundary of London Southend Airport will be as shown on the Proposal Map, and both Councils will support the growth of the airport to a capacity of up to 2 million passengers per annum.</i>’</p> <p>Policy LS2 – refers to the Development at London Southend Airport. <i>Applications for planning permission will be welcomed provided they:</i></p> <ul style="list-style-type: none"> • <i>are airport related;</i> • <i>deal with noise issues as set out in the controls appendix and other policies in this plan;</i> • <i>include measures to monitor air quality;</i> • <i>contribute to the road infrastructure needs of the area; and</i> • <i>incorporate sustainable transport measures that will make an appropriate contribution towards the targets for modal shift of passengers, visitors and staff travelling to the airport.</i> <p>Policy LS6 & LS7 relate to proposals for a Runway Extension and states ‘<i>An application for planning permission for the extension of the runway to the</i></p>

south so as to provide an operational 'Code 3' runway of 1,799 metres will be welcomed'... subject to the requirements of the details set out in the controls appendix.'

NB: Despite planning application being submitted and approved by SBC, works have not yet commenced and it is appropriate for the JAAP to contain policies relating to the proposed works at this stage.

Policy TF1 – Expansion of New Terminal. Applications for planning permission for the expansion of terminal facilities will be welcomed in the area shown on the Proposals Map to enable growth to 2 mppa, subject to the details set out in the controls appendix, to be delivered through conditions or a S106 Agreement, as appropriate.

Development Relating to Maintenance, Repair & Overhaul (MRO) areas

Policy MRO1 – Northern MRO. Applications for airport related MRO developments (e.g. increased hangerage and aircraft maintenance facilities) will be welcomed in the Northern MRO Zone. All applications will be required to make a financial contribution towards the upgrade of the junction at the southern end of Aviation Way and the improvement of Aviation Way.

Policy MRO2 – Northern MRO Extension. Applications for airport related MRO developments (e.g. increased hangerage and aircraft maintenance facilities) will be welcomed in the Northern MRO Zone Extension. Access to the new MRO Zone will be from an extension to Aviation Way funded by the development. All applications will be required to make a financial contribution towards the upgrade of the junction at the southern end of Aviation Way and the improvement of Aviation Way. A flood risk assessment be required to demonstrate any development will be safe, without increasing flood risk elsewhere. The development will be required to make a contribution towards the new public open space to the west of the site (as outlined in ENV2)

Policy MRO3 – Southern MRO Zone. Applications for airport related MRO developments (e.g. increased hangerage and aircraft maintenance facilities) will be supported in the Southern MRO Zone, including a fixed base operator and limited freight handling, and any other operations or activities required to support the development of the airport, in accordance with other policies in the plan.

Policy ADZ1 – Existing terminal area. Within the Airport Development Zone, applications for airport related development will be welcomed, provided it can be demonstrated they will support the expansion of the airport to its capacity of 2 mppa or support the enhancement of the airport's MRO capabilities. This may include hotel development; however applications for retail development will not be supported.

JAAP Proposed S106 contributions	<ul style="list-style-type: none"> • Diversion of Eastwoodbury Lane and link road for long term safeguarded route east west from Nestuda Way including relocation and provision of public open space and recreation facilities (Policy T1) • Public transport contribution + requirement for Airport Surface Access Strategy (Policy T7 + LS4) • Improve walking and cycling to the airport to improve accessibility (Policy T8) • Noise Compensation & Purchase Scheme (Policy T3) • MRO applications to contribute to towards the upgrade of the junction at the southern end of Aviation Way and the improvement of Aviation Way (Policy T4) • Northern MRO Northern Extension to fund Public Open Space North (Policy ENV2) 											
Ownership/ Interests	The airport land is owned by SBC but leased on a 150year lease to London Southend Airport Company Ltd.											
Site Background	See Section 2.2 for full description of the airport											
Supporting Infrastructure required to deliver policies & Known Costs	<table border="1"> <thead> <tr> <th data-bbox="304 785 786 855">Transport</th> </tr> </thead> <tbody> <tr> <td data-bbox="304 855 786 1398"> <p><u>Diversion of Eastwoodbury Lane:</u> £12million - funded by Airport + £3million contribution from SBC.</p> <p><u>Contribution to upgrade of junction at Aviation Way + improvements to Aviation Way</u> - Junction cost to be determined following more detailed JAAP transport assessment. Cost for road upgrade = £100,000 - £150,000</p> <p><u>New railway Station:</u> £12million – currently near completion (part of earlier planning consent)</p> </td> </tr> </tbody> </table>	Transport	<p><u>Diversion of Eastwoodbury Lane:</u> £12million - funded by Airport + £3million contribution from SBC.</p> <p><u>Contribution to upgrade of junction at Aviation Way + improvements to Aviation Way</u> - Junction cost to be determined following more detailed JAAP transport assessment. Cost for road upgrade = £100,000 - £150,000</p> <p><u>New railway Station:</u> £12million – currently near completion (part of earlier planning consent)</p>	<table border="1"> <thead> <tr> <th data-bbox="786 785 1294 855">Green Infrastructure</th> </tr> </thead> <tbody> <tr> <td data-bbox="786 855 1294 1398"> <p>Recent planning consent for runway extension required the Airport to provide:</p> <ul style="list-style-type: none"> - <u>Replacement of St Laurence Park and play facilities</u> £? Cost? Currently a condition & part of existing S106 agreement - £14,000 <u>open space contribution</u> + £4,000 <u>habitat contribution</u> <p>Other anticipated contributions:</p> <p><u>Walking & cycling</u> provision to improve airport accessibility: £? Unknown at this</p> </td> </tr> </tbody> </table>	Green Infrastructure	<p>Recent planning consent for runway extension required the Airport to provide:</p> <ul style="list-style-type: none"> - <u>Replacement of St Laurence Park and play facilities</u> £? Cost? Currently a condition & part of existing S106 agreement - £14,000 <u>open space contribution</u> + £4,000 <u>habitat contribution</u> <p>Other anticipated contributions:</p> <p><u>Walking & cycling</u> provision to improve airport accessibility: £? Unknown at this</p>	<table border="1"> <thead> <tr> <th data-bbox="1294 785 1812 855">Environment / Flood Risk</th> </tr> </thead> <tbody> <tr> <td data-bbox="1294 855 1812 1398"> <p><u>Flood Risk assessment & surface water drainage</u> plans required for airport expansion work and MRO Northern extension.</p> <p>Policy LS3 'Noise' requires the Airport Operators to introduce a <u>Noise Compensation & Purchase Scheme</u> within 18months of the runway extension being completed and suggests a property purchase scheme should be developed so that residents' properties within higher noise levels are given the opportunity to sell their house to the airport at an</p> </td> </tr> </tbody> </table>	Environment / Flood Risk	<p><u>Flood Risk assessment & surface water drainage</u> plans required for airport expansion work and MRO Northern extension.</p> <p>Policy LS3 'Noise' requires the Airport Operators to introduce a <u>Noise Compensation & Purchase Scheme</u> within 18months of the runway extension being completed and suggests a property purchase scheme should be developed so that residents' properties within higher noise levels are given the opportunity to sell their house to the airport at an</p>	<table border="1"> <thead> <tr> <th data-bbox="1812 785 2145 855">Utilities</th> </tr> </thead> <tbody> <tr> <td data-bbox="1812 855 2145 1398"> <p>Existing utilities provision on-Airport.</p> <p>Connection required at MRO north side site</p> <p>Potential need for new electricity substation, and reinforcements to existing grid. Estimated cost for these works and new connections to serve the whole JAAP area to 2021 is £13 million. Costs for specific developments</p> </td> </tr> </tbody> </table>	Utilities	<p>Existing utilities provision on-Airport.</p> <p>Connection required at MRO north side site</p> <p>Potential need for new electricity substation, and reinforcements to existing grid. Estimated cost for these works and new connections to serve the whole JAAP area to 2021 is £13 million. Costs for specific developments</p>
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	<p><u>Contributions to public transport provision:</u> NB: the recent runway extension consent requires the Airport to submit an Airport Surface Access Strategy (ASAS) outlining measures to promote public transport and to include targets for public transport usage and financial contributions towards public transport if the anticipated mode-share is not met; for example 20% of passengers to use public transport by the time the Airport reaches 1.5mppa – if it fails to do so it must contribute £100,000 in the first year of failing + £50,000 for each subsequent year of failure. This is a significant contribution to public transport, SBC & ECC should ensure this provision dovetails any plans in the emerging Local Transport Plans.</p>	<p>stage</p> <p>MRO Works: <u>Public Realm Improvements along Aviation Way:</u> JAAP Policy wording vague as to what works are required. Suggest soft landscaping in the form of trees, tress grilles, ornamental shrubs and ground cover, bins and benches. Indicative cost: £100,000. Airport will be expected to provide a contribution as part of any S106 agreement within existing or extended MRO Northside area.</p> <p>MRO North side Extension Works: <u>New Public Open Space:</u> £50,000-£100,000 Likely to be solely provided by Airport as part of MRO Northern extension works.</p>	<p>agreed valuation. For properties affected by lower level of noise, the Airport should develop a noise insulation grant scheme to cover the costs of installing double glazing or other means of sound insulation. Cost implications are unknown at this stage.</p>	<p>would be determined when application is made to EDF.</p> <p>Diversion of sewers & water pipelines required as part of runway extension and road diversion works – Airport operators currently discussing requirements</p>
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Potential Risks & Mitigation	Risk & Impact	Initial Risk Score		Suggested Mitigation	Residual Risk Score	
		Probability	Impact		Probability	Impact
	<p>London Southend Airport runway extension and associated expansion works do not proceed.</p> <p>As outlined in Section 2.2, at the time of writing, an application had been made to the High Court for a judicial review of the recent permission for the runway extension application. If it is determined that a judicial review</p>	Low	High	<p>No measures feasible regarding judicial review</p> <p>SBC and RDC to continue to engage with current and emerging developers and investors such as Cherry Orchard Homes, IPECO and current tenants/landowners within Aviation Way, and attempt to facilitate employment development in line with the JAAP's programme and</p>	Low	Medium

<p>should proceed there is clearly a risk that the recent consent may be overturned and the extension works do not proceed as anticipated.</p> <p>As evidence suggests that demand for employment provision in the area is likely to be linked to enhanced capacity at the Airport, any delay or indefinite halting of the proposed works may have wider implications on the deliverability of the entire JAAP. Whilst it is unlikely that the decision will be overturned, a decision by the High Court to hold a judicial review is likely to impact on the programme of works for the Airport and potentially the JAAP as a whole.</p>				<p>aspirations.</p> <p>It is apparent that London Southend Airport Ltd is fully committed to delivering the proposed works; should the SBC decision to grant permission be overturned, the Airport is likely to submit a revised planning application in due course.</p>		
<p>High flood risk designation may prevent MRO Northern Extension coming forward in the short to medium term</p> <p>As an area of high flood risk, the MRO Northern Extension will be subject to sequential testing prior to any application approval. The Environment Agency as a statutory consultee may object and recommend refusal for any proposals within the MRO Northern Extension area whilst vacant sites exist within Aviation Way. This may reduce the likelihood of the Airport extending their MRO</p>	<p>Medium</p>	<p>High</p>		<p>The Airport should engage early and effectively with the Environment Agency to ensure appropriate flood management solutions and compensatory floodplain storage is provided as part of any future planning application(s). RDC and SBC should support the Airport through this process as required.</p> <p>NB: In December 2009 Atkins was commissioned to undertake a sequential test of the JAAP, the report confirmed that there are no alternative sites at less risk of flooding that can reasonably be considered, however individual applicants will be required to demonstrate</p>	<p>Low</p>	<p>High</p>

	<p>operations in the short term.</p> <p>In turn, as the MRO extension area is likely to be the subject of the largest single planning application and S106 agreement, funds for extension and upgrade of Aviation Way estate road and the public open space to the west may be stalled until existing smaller sites are developed out within Aviation Way.</p>			<p>appropriate measures are put in place to further reduce flood risk.</p>	
	<p><u>Issue:</u> The MRO Northern Extension is an area of high flood risk and will be subject to sequential testing prior to any application approval. The Environment Agency as a statutory consultee may object and recommend refusal for any proposals within the MRO Northern Extension area whilst vacant sites exist within Aviation Way. This may reduce the likelihood of the Airport extending their MRO operations in the short term.</p> <p>In turn, as the MRO extension area is likely to be the subject of the largest single planning application and S106 agreement, funds for extension and upgrade of Aviation Way estate road and the public open space to the west may be stalled until existing smaller sites are developed out with Aviation Way. By this stage, the road is likely to be stretched beyond capacity.</p>				<p>Medium to High Risk</p>
<p>Delivery Mechanism & Delivery Bodies</p>	<p>London Southend Airport Ltd will deliver all airport-related works and associated infrastructure including requirements through S106 which will benefit the JAAP area as a whole.</p> <p>MRO northern extension area to potentially form part of LDO and BID as obvious links through Aviation Way. (See Chp 5 - Key JAAP Project 3 for more information).</p>				
<p>Suggested Monitoring Indicators</p>	<p>Diversion of Eastwoodbury Lane in place</p> <p>Runway extension delivered</p> <p>Annual passenger through-put at Airport</p> <p>Sq m of additional MRO employment floorspace provided</p> <p>Number of jobs provided</p> <p>Number of metres of footpaths and cyclepaths</p> <p>Airport contribution to public transport</p>				

7. Delivery & Funding Mechanisms

7.1 Introduction

For the JAAP to be a successful policy document, appropriate mechanisms need to be identified and put in place to ensure effective delivery of the JAAP's key projects. This chapter identifies a number of potential delivery mechanisms, in the form of delivery bodies and 'tools', along with potential funding streams which could be taken forward.

It should be noted that the JAAP is a long-term plan with a number proposals identified as coming forward 'post 2021', as such, this report can only suggest funding pots and mechanisms available at the time of writing in August/ September 2010. Funding pots tend to be available in the short to medium term, it will be important to ensure that funding streams are monitored on a regular basis and applied for where appropriate.

This Section reviews potential:

- Delivery Bodies;
- Planning Tools; and
- Funding Streams.

7.2 Delivery Bodies

7.2.1 JAAP Implementation Steering Group

It has become apparent from the large number of stakeholder interviews undertaken to inform the Implementation Plan, that there is a real drive and ambition from both the public and private sectors to ensure the airport expansion and new and improved business parks are delivered in the short, medium, and long term.

It is suggested that Southend-on-Sea Borough Council, and Rochford District Council jointly take on the ownership and responsibility for delivering the JAAP. The two Council's should however establish a wider Implementation Steering Group drawing on following stakeholders:

- Essex County Council – key officers: Transport/ Highways; leisure etc;
- Local Enterprise Partnership representative (see below);
- Homes & Communities Agency representative (see below)
- Stobart Group/ London Southend Airport;



- Existing landowners and businesses, e.g. IPECO, Cherry Orchard Homes, representatives from businesses on Aviation Way;
- Westcliff Rugby Club; and
- Others as appropriate.

The JAAP Implementation Steering Group could be made up of key individuals from the above bodies but could regularly liaise with a wider consultation group of interested individuals who may be affected by, or whose proposals may impact upon, JAAP proposals.

The Steering Group's aim should be to deliver proposals outlined in the adopted JAAP; monitor progress; identify, bid for, and manage funding; and identify potential constraints, opportunities and associated mitigation measures as proposals develop. Building on the issues and opportunities raised in this Implementation Plan, a short, medium, and long term action plan could be developed by the Steering Group to put emerging delivery aspirations identified in the JAAP into action. A number of potential; short term measures are identified in the Planning Tools section below.

7.2.2 Local Enterprise Partnership

The Coalition Government is proposing the creation of Local Enterprise Partnerships (LEPs) to replace Regional Development Agencies. These partnerships will be joint local authority and business bodies brought forward by local authorities themselves to promote the local economic development in an area. The Government anticipate that such partnerships will wish to provide the strategic leadership in their areas to set out local economic priorities, recognising that a clear vision is vital if local economic renewal is to be achieved.

At the time of writing, the Government has written to all local authorities inviting local groups of councils and business leaders to jointly come together as potential LEPs and submit views on how Local Enterprise Partnerships should operate on the ground.

As a major, multi-authority, economic development initiative with the potential for significant job creation and considerable contribution to the local, sub-regional, and regional economy, the delivery of the JAAP should be identified as a key objective of any newly formed LEP along with appropriate funding (see Regional Growth Funding below) earmarked for JAAP delivery as soon as possible. Whilst there is likely to be cross-over, early synergy will be important between the JAAP Implementation Steering Group and LEP representatives with a clear set of delivery actions identified in the short, medium, and long term.

7.2.3 Multi-Area Agreements

Multi Area Agreements (MAAs) are a form of governance focusing on a way to ensure better outcomes by transcending administrative boundaries and funding schemes at a level between local government and regional / central government. Where Local Area Agreements have provided opportunities for local partnerships to gain more



power to choose priorities and manage less ring-fenced budgets within local authority boundaries, MAAs offer the opportunity to do so at a sub-regional level and when considering the issues and interrelations at this level and over longer timescales, different priorities and solutions can arise (particularly relating to economic and land use planning, capital investment and infrastructure provision) and agreements can be made to streamline and coordinate funding sources and strategies and formalise joint-working, share responsibilities and lock in other public sector partners.

The focus for MAAs is usually on supporting economic growth and common themes across most MAAs are employment, skills, transport and housing. An MAA will usually involve partnership between two or more local authorities and can involve the private sector, the community, voluntary sector, government agencies and (previously) regional government.

MAAs comprise a signed public agreement with Government, in which groups of councils covering a functional economic area work together with local agencies and pledge to boost economic growth and tackle deprivation and financial inequalities. In return the Government agrees to devolve more power and reduce barriers to delivering better outcomes particularly in relation to funding. Beyond the powers already available to the member local authorities, MAA partnerships do not have formal powers. However the freedoms and flexibilities provided are designed to help them accelerate local growth and improve services to the public.

The table below illustrates a number of measures put in place by PUSH – Partnership for Urban South Hampshire, which was set up in late 2003 as a sub regional local authority partnership to drive forward economic regeneration of the historically under-performing South Hampshire area.

Table 7.1 Partnership for Urban South Hampshire (PUSH) MAA Enabling Measures⁹

Enabling Measures
1. The overall outcome is an undertaking from Government to co-operate with PUSH and its key stakeholders in the delivery of the South Hampshire Agreement
2. Flexibility in the way Train to Gain is operated in the region to support higher level qualifications and an integrated employment and skills pilot
3. Support for an Employment and Skills Board Shadow board in place.
4. To increase the effectiveness of business support, PUSH proposed flexibility in Business Link's performance framework to enable it to spend less money on market penetration, which they feel is ineffective, and more money on engaging with entrepreneurs on proposals.
5. Memorandum of Understanding between DfT, Highways Agency and Transport for South Hampshire to enable them to progress on the growth agenda.
6. Exploratory dialogue on infrastructure funding (Section 106, CIL, prudential borrowing) to allow up front investment
7. Discussion with utility companies to support sub regional infrastructure development.

⁹ <http://www.idea.gov.uk>



Enabling Measures

8. Housing: the outcome is to increase the supply of housing to have a balanced market. PUSH was looking to set up a network of local authority special purpose vehicles for new housing and estate renewal and need clear funding commitments from HCA.
9. Flexibility on PPS25 on land developed in flood risk areas and to be able to take into account the contributions of developers to flood defences when they do sequential testing.

Whilst an MAA is not currently in place, it is considered that formalising Southend Borough Council, Rochford District Council, and Essex County Council, local business, and regulatory commitment to the JAAP through an MAA could be an effective and very pro-active means to delivering the JAAP. As MAAs operate on a more strategic level (than simply the JAAP area), there will obviously need to be commitment from key partners to put in place such an agreement at the Southend and Rochford Council-wide/ sub-regional levels.

7.2.4 Homes & Communities Agency (HCA)

The Homes and Communities Agency was formed in 2008 as the national housing and regeneration delivery agency for England. Whilst they have a key role in delivering housing and regeneration initiatives, it is apparent that they are also taking on a greater role in the facilitation of local investment planning more generally.

Increasingly HCA appear to be moving away from implementing development schemes on the ground and towards the facilitation of development – often in the form of advice, guidance, and funding – enabling and assisting partner organisations (such as local authorities and the private sector) to implement development proposals and initiatives. We are also aware that HCA are currently advising on the future potential of Surplus Public Sector Land (SPSL). With the majority of land within the JAAP area in Public Sector ownership, and with support needed to enable the facilitation of future investment in the short term, the HCA could possibly have a key role in assisting in the delivery of the JAAP. It is suggested early discussions are held with the HCA to determine potential interest and likely extent of any future role.

See also para 7.3.5 regarding HCA's role in facilitating Planning Performance Agreements through their Advisory Team for Large Applications (ATLAS) team.

7.3 Planning & Delivery Tools

7.3.1 Masterplan & Further Assessments

Limited consideration has been given to design layout and specific design details in the JAAP to date. It will be important to ensure a more detailed level of design consideration is undertaken to ensure future developments are carefully planned within the context of the JAAP area as a whole and that developers shape their plans based on a strong understanding of design requirements. Through the production of the Implementation Plan it also became apparent that, alongside design, further consideration needs to be given to issues such as transport, and potentially



flood risk/ surface water drainage, and utilities on a strategic JAAP-wide basis. Whilst a number of assessments have been produced specifically for the Airport expansion, limited consideration has been given to date to the employment areas.

It is suggested that in the short term, the JAAP Implementation Steering Group lead on the production of a masterplan accompanied by JAAP-wide transport, floodrisk/ surface water drainage, and utilities assessments. Whilst the masterplan and assessments should focus on Saxon Business Park and Aviation Way, consideration should also be given to the Airport where appropriate, and should build on existing assessments that have been undertaken to date.

A masterplan will facilitate the development of Saxon Business Park and Aviation Way in a coherent and co-ordinated manner, and will maximise the potential of the area to deliver regeneration and realise its economic potential. The masterplan should consider the following aspects:

- Design Layout – A proposed layout agreed by all landowners and current/ future leaseholders showing development plots, access points, road layouts, key linkages, open space and green infrastructure provision. This should build on the existing Proposals Map but provide a further level of detail and illustrative masterplan treatment.
- Design Guide – Establish JAAP-wide design parameters and provide developers with detailed clarification of how ‘high quality design’ should be achieved in each of the JAAP Key Project areas.
- Movement – Consideration of issues such as access points, road provision, cycling, walking, bus connections, linkages to and within the JAAP project areas, parking, green travel plans etc.
- Environment – Outline requirements for effective design of public open space and green corridors, and requirements for flood risk/ surface water management, e.g. through effective use of Sustainable Urban Drainage Systems (SUDS). The potential to encourage use of a Multi-Utility Services Company (MUSCo) to provide bundled energy, data and water services could also be investigated.
- Sustainability – Set parameters for sustainable building design (e.g. BREEAM Very Good/ Excellent) use of green roofs/ rainwater harvesting etc, and potential green energy options.
- Planning Application Requirements – Establish a ‘toolkit’ for developers setting out documents required for submitting a planning application, and likely S106 requirements for each development area.

It is to be hoped the Masterplan document will not only co-ordinate development on site in a strategic and holistic manner but will also create a positive impact in providing a focus for funding and attracting other types of investment.

The Masterplan and assessment work should be led by the JAAP Implementation Steering Group and could be jointly funded by key stakeholders such as SBC, RDC, the Airport, and developers. HCA could also potentially play a major role in facilitating the masterplan production. SBC/ RDC may wish to formalise the Masterplan through the Local Development Framework process and adopt it as a Supplementary Planning Document (SPD).



7.3.2 Marketing Strategy

The Implementation Plan identifies that there is a risk that there may be insufficient demand for the new employment provision. It will be important for SBC and RDC to monitor the balance between demand and supply through Employment Land Review updates and use of the suggested monitoring Implementation Plan indicators in subsequent Annual Monitoring Reports. In addition, it will be critical that new employment provision at Saxon Business Park and Nestuda Way is marketed effectively through an appropriate Marketing Strategy. The Marketing Strategy should ascertain what ‘types’ of businesses should be targeted and may be interested in locating within the JAAP area – these may be, for example, aviation related businesses, or supply-chain businesses linked to the airport, ‘green industries’, office-based businesses, or more traditional industrial-type businesses. Appropriate branding should be considered for each separate employment area and potential businesses targeted accordingly. High quality marketing information, should be produced in the short term to attract potential businesses. Links should also be established with local, regional, and national agents who may be instrumental in encouraging businesses to establish or relocate to the employment areas.

The JAAP Implementation Steering Group should oversee the production of the Marketing Strategy, however as SBC own the majority of land allocated for new employment provision, SBC Estates Team could potentially fund the Marketing Strategy.

7.3.3 Business Improvement Districts

Business Improvement Districts (BIDs) are one way in which local businesses have been able to work together to achieve common benefits including providing capital improvements to infrastructure. Such mechanisms have become common place within parts of city centres and have also been used successfully for industrial estates. It is suggested that the JAAP Steering Group investigate potential for Aviation Way to set up a BID as a means of co-ordinating development aspirations and collating funds for the upgrade of the employment area. In time, Saxon Business Park and Nestuda Way could also become part of the BID.

Business improvement districts (BID) are defined areas within which businesses pay an additional tax or fee in order to fund improvements within the set boundaries. BIDs are democratic bodies established through a formal ballot which must achieve a majority in terms of number of ratepayers and percentage of rateable value. Once voted in, BIDs work on the principle of an additional mandatory levy on all defined ratepayers, collected in the same way as the Business Rate. This provides a ring-fenced budget for exclusive use in the immediate environment. Further funds can be leveraged against this core funding for added value.

A common structure for a BID is to establish a not-for-profit company governed by a Board of Directors made up of representatives from local businesses. BIDs can provide services, such as cleaning streets, providing security, making capital improvements, and marketing the area, providing collective benefits. The services provided by BIDs are usually supplementary to those already provided by the council.



In England and Wales, BIDs were introduced through legislation (the Local Government Act 2003) and subsequent regulations in 2004.

Case Study: Argall Industrial Estate, Waltham Forest

Waltham Forest Council helped established the Argall Industrial Estate BID in 2007. The site contains around 350 businesses. The purpose of the BID was to improve the image of the entire industrial estate by providing a more attractive, cleaner and better managed environment for businesses and employees; to improve delivery and accountability for standard baseline services; and to develop local procurement and supply chain opportunities.

The BID successfully accrued a significant budget of £364,000 in its first year as the £58,000 raised in the levy drew £35,000 from a business growth incentive scheme, £116,000 from two Section 106 agreements and £155,000 from the European Regional Development Fund (ERDF).



The BID has funded a number of initiatives including:

CCTV expansion, improved signage, safety and security improvements, extra police presence and a BID website.

It has also provided large capital investments such as road resurfacing, parking improvements, improvements to offload areas and improved surface water drainage.

http://www.walthamforest.gov.uk/argall_business_improvement_development.pdf

7.3.4 Local Development Orders

Local Development Orders (LDOs) were introduced with the Planning and Compulsory Purchase Act 2004 and allow Local Authorities to extend Permitted Development rights for certain forms of development and are a mechanism which can be used to improve the vitality of an established area. LDOs are a means for the planning system to incentivise investment by removing the need for a planning application for certain development which is considered to be in line policy objectives. Whilst their use so far has been very limited, a number of pilot LDOs are currently being implemented with support from the Planning Advisory Service. It is suggested that SBC and RDC jointly investigate the potential to establish an LDO for Aviation Way employment area.

By adopting an LDO, the Councils could provide an incentive for increased intensification of the employment area by providing greater scope for flexible use of buildings and greater responsiveness to the needs of businesses. Investment would be supported by the LDO which would allow changes of use or additional floorspace or use of sustainable technologies above current permitted development, within limits that are defined locally and suit the character and constraints of the area. This could allow businesses to make reasonable improvements to their building units and immediate environment in line with the aspirations of the JAAP Policy E2. Planning applications would be required for more significant works – retaining the provision for S106 contributions which would enable more significant improvements to Aviation Way.¹⁰

¹⁰ More in formation about LDOs and their implementation can be found at www.pas.gov.uk



Case Study: Elstree Way Corridor employment area in Borehamwood, Hertsmere

Hertsmere Borough Council (HBC) are in the process of implementing a Local Development Order (LDO) to help support businesses and regenerate the Elstree Way Corridor employment area in Borehamwood.

The following development is being considered as being acceptable in the LDO:

- Rear and side extensions beyond the existing permitted development rights
- A front lobby/reception/canopy
- The creation of permeable surfaces for car parking at least 20 metres from a residential dwelling
- Installation of smoking shelters
- The use of up to 300 sq metres or 10% of floor space (which ever is greatest) within existing buildings for B1(a) office accommodation to support the main use of the site
- Re-cladding of building exteriors
- Boundary walls and fences no greater than 4 metres in height, and if within 20 metres from a residential dwelling and public highway no greater than 2 metres.
- Installation of solar panels
- Independent entrance features

The expected benefits are as follows:

- Creation of a vibrant and attractive corridor leading into the town centre
- Visual enhancements of the streetscape
- Attraction of new investment
- Retention of existing businesses
- Support for the council's objectives in its adopted development brief for the area.
- Encourage solar panel development

At present, formal consultation is taking place in the draft LDO prior to its adoption as part of the council's Local Development Framework.

7.3.5 Planning Performance Agreement

It is suggested that developers are encouraged to draw up and enter into a Planning Performance Agreement (PPA) with the Local Planning Authority. This requirement should be included in the 'Developers Toolkit' section of the JAAP Masterplan.

Planning Performance Agreements (PPAs) were formally introduced into the planning system in April 2008 and can be used for any 'major' planning proposal. PPAs are about improving the quality of planning applications and the decision making process through collaboration. They bring together the Local Planning Authority (LPA),



developer and key stakeholders from an early stage to work together in partnership throughout all stages of the planning process. They are essentially a collaborative project management process and tool that provide greater certainty and transparency to developer contributions, planning application assessment and decision making. Further information is available on the Homes & Communities Agency's Advisory Team for Large Applications (ATLAS) website: <http://www.atlasplanning.com/page/index.cfm>

7.4 Funding Sources

7.4.1 Developer Contributions/JAAP Tariff

The JAAP assumes a significant element of funding for key infrastructure will stem from developer contributions (Section 106 Agreements). With over 100,000sq.m of new employment floorspace proposed, S106 agreements are likely to play a key role in raising funds for infrastructure provision.

Currently however the JAAP faces a number of unknown costs, particularly in relation to transport and highways infrastructure requirements. This information gap should be resolved following the completion of a JAAP-wide Transport Assessment as outlined in Sections 2.4.1 and 8.3.1. It is suggested that once all costs are known across the JAAP area a developer contribution assessment should be undertaken to determine reasonable tariffs for each infrastructure theme whilst considering site-specific issues such as contamination. A JAAP-Tariff can then be established and included potentially within the Masterplan SPD and any amendments to SBC, and RDC Planning Contributions SPDs. This will provide clarity for the JAAP Implementation Steering Group in calculating likely return from developer contributions for each Key Project area, and will also provide clarity and certainty for developers who will want to factor in such costs as early as possible in the development process.

7.4.2 Community Infrastructure Levy (CIL)

The final regulations for the CIL, introduced by the previous Labour Government, came into effect on 6 April 2010. This followed a long and controversial process to reform planning obligations and the delivery of infrastructure through CIL.

The Community Infrastructure Levy (CIL) is a new charge which local authorities in England and Wales will be empowered, but not required, to charge on most types of new development in their area. CIL charges will be based on simple formulae which relates the size of the charge to the size and character of the development paying it. The proceeds of the levy will be spent on local and sub-regional infrastructure to support the development of the area. S106 can still legitimately be used for site specific mitigation measures alongside the CIL.

The Conservative Party, through their Planning Green Paper, had proposed to abolish CIL and replace it with a Single Unified Local Tariff (SULT). SULT appears to be very similar to the current CIL approach. Similarities include; a variable tariff-based approach to infrastructure funding reflecting different development scales and uses;



the use of other obligations to be limited to site-specific issues; and exemption of affordable housing from the tariff.

Since the Coalition Government was formed in May 2010, infrastructure planning and developer contributions are two of the many vital issues awaiting clarification. The CIL is not mentioned in the Coalition Agreement although it is expected that a system similar to the Conservative's SULT will be introduced to replace CIL. It will be interesting to see how the new system operates given the Coalition Government's aspirations to hand decision-making powers back to the local level – this is likely to mean greater flexibility for local authorities in preparing and administering a SULT.

7.4.3 Local Transport Plans (LTP)

Whilst current LTPs make limited reference to the JAAP area and associated highways and public transport requirements, officers have confirmed that the emerging Southend-on-Sea Borough Council LTP and Essex County Council LTP will identify the JAAP area as a key project area. As the Atkins Assessment (See Section 2.4) determined that the roads leading to and surrounding the JAAP area are 'at capacity', it is highly likely that the emerging LTPs will direct funds to put in place transport improvements schemes in due course.

7.4.4 Regional Growth Fund

In the Summer of 2010, the Coalition Government announced the closure of East of England Development Agency (EEDA) along with all other Regional Development Agencies by 2012. As the bodies charged with delivering economic development within each of the regions, RDA funding could have been an important potential funding stream for the JAAP area. Alternative regional funds are likely to become available, indeed the Coalition Government are recognising the funding gap likely to exist following closure of the RDAs and are currently consulting on a new Regional Growth Fund. However, the new fund will be sourced from pre-committed capital funding that is currently allocated to RDAs, EU finding and potentially existing regeneration capital that is currently spent by the Homes & Communities Agency.

The Regional Growth Fund has been set up to provide support for projects that offer significant potential for sustainable economic growth and can create new private sector employment. It will particularly help areas and communities currently highly-reliant on public sector employment make the transition to private sector led growth and prosperity.

The £1bn fund was announced in the Budget and will operate over two years. In a consultation published July 2010, the Government is currently seeking views on how the fund should be designed to best meet the needs of areas and communities across England.

The Government intends Local Enterprise Partnerships (see Section 8.2.2 above) to play an important role in bringing together bids for the Regional Growth Fund. The objectives of the fund and the basis for allocation are to encourage private sector enterprise and significant economic growth particularly where people are vulnerable to



public sector cuts to help the transition to private sector growth. Proposals will be required to demonstrate how they will create new private sector jobs and how areas vulnerable to sector cuts will benefit. They will also need to prove that it fits with the economic priorities of the area as a whole and that the proposal has financial backing from the private sector. It is thought that private sector leverage will be one of the key considerations in assessments. Projects will also be required to show how they integrate with planning policies and links with national infrastructure investment and where appropriate, create 'green' growth.

The forthcoming White Paper on sub-national economic growth will set out more details on the Growth Fund as well as local enterprise partnerships. It is suggested that the deadline for the first round of funds will be December 2010 with a subsequent round in 2011. Bids are likely to be for at least £1million. In place of RDA involvement and RDA funding, it is envisaged that proposed LEP will bid for significant Regional Growth Funding. The JAAP as a key economic development project with private sector leverage is likely to be a suitable project for a share of this funding.

7.4.5 European Regional Development Fund

ERDF is a €308 billion programme of European Structural Funds across European Union member states for the period 2007-13.

The East of England's allocation is approximately £83 million, which is to be invested in the region under the EU Competitiveness and Employment objective. Under this objective, the ERDF programme aims to strengthen the competitiveness and attractiveness of all regions in the UK, promote employment and economic growth through promotion of the knowledge economy and investment in human resources.

The ERDF programme for the East of England will support low carbon economic growth until 2013. The programme is currently managed and administered by EEDA.

The main theme of the ERDF programme is supporting low carbon economic growth in the region. Funding will support initiatives that meet the programme's three priorities (axes) as well as environmental, sustainable and equality criteria.

The three priorities are to:

- promote innovation and knowledge transfer with the intention of improving productivity
- stimulate enterprise and support successful business by overcoming barriers to business creation and expansion
- ensure sustainable development, production and consumption

All funding applications will need to meet the overall programme theme of 'low carbon economic growth' and the aims of the priority axes. They will also need to meet specific environmental sustainability and equality criteria and



will need to show multiple beneficiaries. It is suggested that the JAAP Implementation Steering Group bid for ERDF funding to help deliver short term JAAP projects up to 2013.

7.4.6 Tax Incremental Financing (TIF)

TIF is a tool that allows a local body to borrow for infrastructure developments by securing a loan against rises in tax revenue expected to be generated by the investment. It is underpinned by the notion that building infrastructure leads to more businesses being attracted to the area, which in turn increases the amount of taxes raised from businesses.

TIF has been successfully utilised in the US for a number of decades. At the time of writing, TIF is not an established method of obtaining funds in the UK, however, in a recent announcement, the Coalition Government has pledged to give councils the freedom to fund developments through TIF once the appropriate legislation is in place.

The progression of UK TIF implementation should be monitored and accessed if possible for the delivery of JAAP key infrastructure, once the appropriate legislation is in place. It is likely that a TIF pilot scheme will be introduced in 2011 and, if successful, local councils will be able to instigate the funding mechanism from 2012 onwards.

The JAAP Implementation Steering Group should seek to monitor the progression of emerging and new funding mechanisms and funding streams throughout the lifetime of the JAAP.



8. Conclusions & Next Steps

The Implementation Plan has assessed the deliverability of policies and Key Projects identified in the emerging Southend Airport & Environs JAAP.

8.1 JAAP Benefits

It is apparent that the JAAP area is well placed to capitalise on the following benefits:

- **London Southend Airport is a key catalyst to JAAP delivery** – The recent planning consent to extend the runway will enable significant investment in the local area.
- Evidence suggests that in parallel with airport expansion, there is likely to be **market and investor confidence for new employment land over the lifetime of the JAAP**.
- **A major landowner committed to delivery** – With the exception of the Brickworks site and the multiple ownerships/ leaseholders within Aviation Way, the majority of land within the JAAP area is owned by Southend-on-Sea Borough Council. This reduces the number of risks to development and, it is to be hoped, will facilitate short term JAAP delivery. It is apparent from discussions with SBC's Asset Management, Planning Policy, and Economic Development teams that there is a genuine commitment to bring forward on Southend-on-Sea Council and adjacent land .
- **Private sector interest** – London Southend Airport Limited, Cherry Orchard Homes and Villages, and local employer IPECO are keen to invest and develop their landholdings in the short term in line with JAAP timeframe and objectives. It is anticipated that their early investment will act as a catalyst attracting wider private sector interest as the JAAP area develops.
- **No major barriers to delivery on the ground** – unlike a large number of complex, brownfield sites that exist in the Thames Gateway, the JAAP area appears to be predominantly free from environmental constraints which may otherwise have had an impact on delivery in the short term.

8.2 Risks to Delivery

The JAAP Key Project Infrastructure Schedules in Chapters 3-6 identified risks to JAAP delivery, these are summarised below:



Table 8.1 JAAP Risks

SUMMARY RISK TABLE					
Risk & Impact	Initial Risk Score		Suggested Mitigation	Residual Risk Score	
	Probability	Impact		Probability	Impact
JAAP WIDE RISKS					
London Southend Airport runway extension and associated expansion works do not proceed and employment demand is severely reduced	Low	High	No measures feasible regarding judicial review SBC and RDC to continue to engage with current and emerging developers and investors and attempt to facilitate employment development in line with the JAAP's programme and aspirations.	Low	Medium
Lack of demand for increased employment provision within the JAAP area.	Medium	High (medium for post 2021)	Appropriate monitoring of employment demand and staggering/ phasing the amount of land being marketed at any one time as required. Implementation of marketing strategies	Low	High (medium for post 2021)
Onerous S106 agreements may affect the viability of proposals possibly preventing developers from progressing with development on site.	Medium	High	Once all costs are known across the JAAP area a developer contribution assessment should be undertaken to determine reasonable tariffs for each infrastructure theme whilst considering site-specific issues	Low	Low
Saxon Business Park Risks					
Area 1a is in two different ownerships which could cause complexities for bringing forward the site in the short term.	Medium	High	Ensure early and effective engagement with the landowners to ensure willingness to bring the site forward in the short term and for employment use as per JAAP	Low	Medium
Environment Centre unable to be provided via JAAP S106 funds as S106 obligations proposed fail a number of Circular 5/05 tests,	High	High	Ensure level of contribution for Environment Centre is commensurate with guidance in Circular 05/05 (suggest progress through more appropriate applications).	Low	Low
IPECO decide to relocate elsewhere and does not proceed with development at Saxon Business Park impacting on short term deliverability.	Medium	Medium	SBC continue to engage with IPECO to help facilitate purchase and transition to new premises in Saxon Business Park, and encourage new investor/ developer interest in the employment area in the short term	Low	Medium (short term)
Aviation Way Risks					
Limited number of sites likely to be redeveloped, reduced opportunity to create funding via S106 for estate wide improvements and road/ junction	High	High	Obtain funds from existing leaseholders/ freeholders under current covenant agreement or investigate other means of delivery such as establishment of a BID. Funds may	Medium	Medium



SUMMARY RISK TABLE					
Risk & Impact	Initial Risk Score		Suggested Mitigation	Residual Risk Score	
	Probability	Impact		Probability	Impact
upgrade.			also be available from Essex County Council who may progress with the adoption of the road.		
High flood risk designation may prevent MRO Northern Extension coming forward in the short to medium term	Medium	High	The Airport should engage early and effectively with the Environment Agency to ensure appropriate flood management solutions and compensatory floodplain storage is provided as part of any future planning application(s).	Low	High
Airport Risks					
London Southend Airport runway extension and associated expansion works do not proceed as recent consent is overturned in the High Court	Low	High	London Southend Airport Limited resubmit planning application in due course.	Low	Medium

8.3 JAAP Estimated Costs

The JAAP Key Project Infrastructure Schedules in Chapters 3-6 identified costs of works required to enable delivery of the JAAP, these are summarised below:

Table 8.2 Estimated Costs

Saxon Business Park	
New Estate Road	£1.6m - £2.4m
New Junction	Unknown – further assessment required
Public Transport Provision	Unknown – further assessment required
Green Corridor	£468,000 - £650,000
Public Open Space	£75,000 - £100,000
Access to Country Park	£250,000
Jubilee Country Park Environment Centre	£1.3m
Brickworks Site Remediation	Unknown – further assessment required
Relocation of Rugby Club	£1.6m -£2.1m
Utilities Connections	Unknown – further assessment required



Nestuda Business Park (post 2021)	
New access & Internal Road	Unknown – further assessment required
Public Transport Provision	Unknown – further assessment required
Footpath & Cycle Provision (as/ where required)	Unknown – further assessment required
Utilities Connections	Unknown – further assessment required
Aviation Way	
Upgrade of Road	£100,000 - £150,000
Junction Upgrade	Unknown – further assessment required
Additional Footpath & Cycle Ways	£200,000 - £250,000
Public Realm Improvements	£100,000
Public Open Space	£50,000 - £100,000
Flood Measures	Unknown – further assessment required
Utilities Connections	Unknown – further assessment required
London Southend Airport (via current/ extant S106 agreements)	
Diversion of Eastwoodbury Lane	£15m
Railway Station	£12m
Public Transport Provision	? Provision via ASAS
Replacement of St Laurence Park	Unknown
Open space & habitat contribution	£18,000
Walking & cycling provision	Unknown
Flood Measures	Unknown
Noise Compensation	Unknown
Utilities connections	Unknown
London Southend Airport (JAAP anticipated contributions via MRO Northside extension)	
MRO northside extension – See Aviation Way above	



8.4 Monitoring

The JAAP Key Project Infrastructure Schedules in Chapter 3 also identified a number of indicators that should be regularly assessed by the JAAP Implementation Steering Group, SBC, and RDC on an annual basis to ensure delivery is progressing as anticipated. These indicators can be further developed as more detailed JAAP proposals progress with potential targets and timeframes applied, for example, *'aim for 20,000 sq ft for employment floorspace within Saxon Business Park by 2016.'* If it becomes apparent that monitoring indicators are not being met, it will be for the JAAP Steering Group, SBC and RDC to appraise the situation, and undertake appropriate measures to ensure effective future delivery.

8.5 Next Steps

It is suggested the following key tasks are undertaken (many can be undertaken in parallel) in the short term to facilitate early delivery of the JAAP:

- Ensure progression of required pre-Submission consultation, Examination in Public, and adoption of JAAP in line with proposed timeframe of adoption by late summer 2011.
- Establishment of a JAAP Implementation Steering Group led by SBC, and RDC as 'owners' of the JAAP. Early discussions with HCA to determine interest and support in assisting in the facilitation of JAAP delivery.
- Ongoing liaison with London Southend Airport Ltd, IPECO, and Cherry Orchard Homes & Villages Plc as the three private sector bodies likely to lead development in the short term.
- Preparation of a Masterplan for the JAAP area
- Preparation of a Marketing Strategy for the new employment areas
- Further assessment work on a JAAP-wide basis, particularly in relation to transport/ highways, flood risk/ surface water management, and utilities
- Once assessment work complete, undertake an assessment of costs required to deliver key infrastructure across the JAAP and establish a developer contribution tariff
- Investigate potential to establish a Business Improvement District (BID), and a Local Development Order (LDO) for Aviation Way
- SBC/RDC working with the JAAP Implementation Steering Group start to bid for funding such as Regional Growth Fund/ ERDF/ and other funding pots as available.



Appendix A JAAP pre-Submission Proposals Map



























Entec

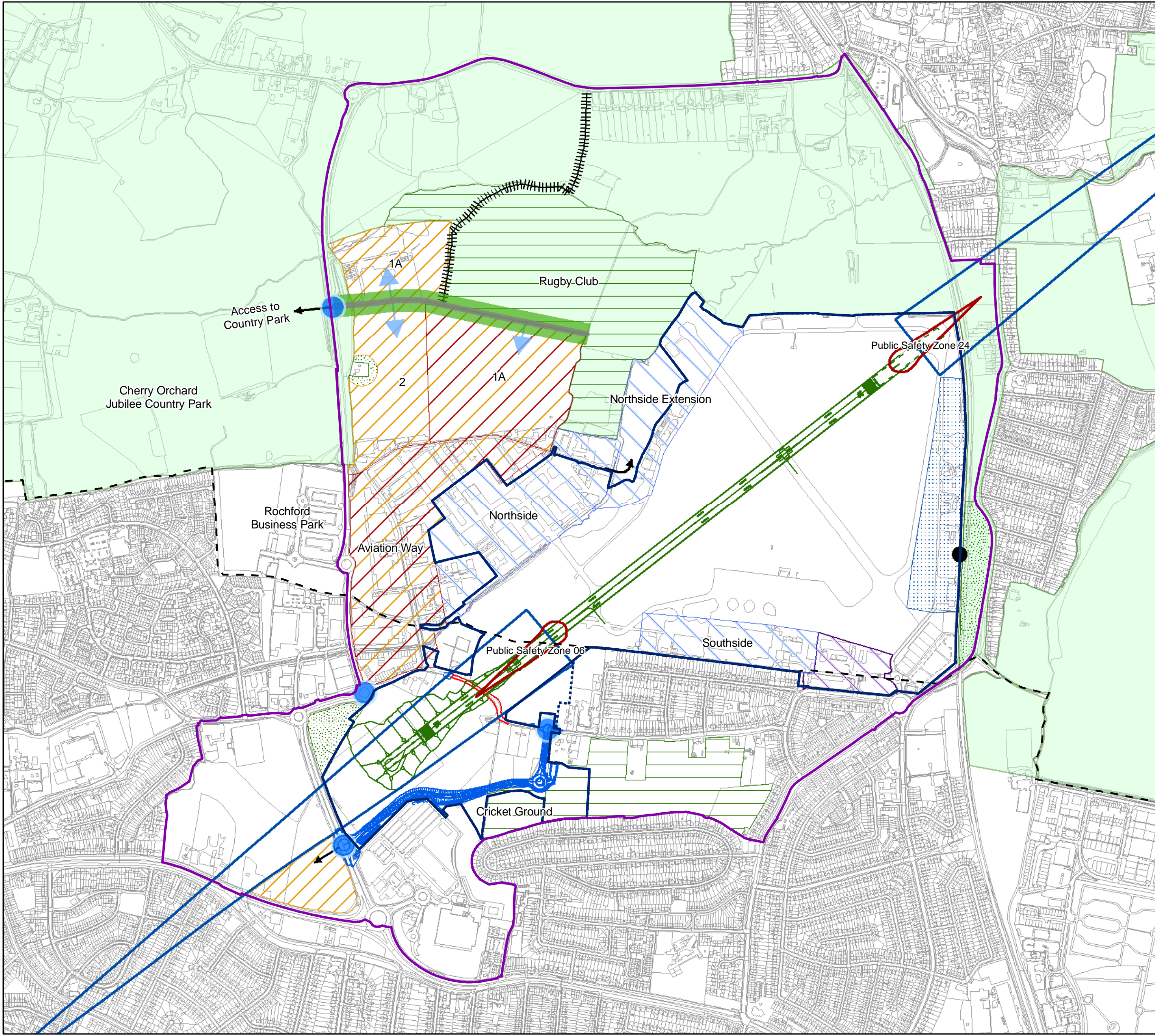
Creating the environment for business



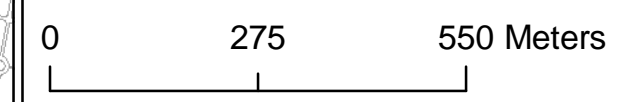
Airport Proposals Map - Draft

Legend

-  JAAP Area
-  Airport Boundary
-  Alternative Airport Boundary
-  Borough Boundary
-  Junctions
-  New Road
-  Green Corridor
-  Indicative Access Points
-  New Access Points
-  Footpath & Cycle Link
-  Airport Railway Station
-  Terminal Operations Hub
-  Business Use - B1 & B2
-  Business Use - B1
-  Maintenance Repair and Overhaul (MRO) Zones
-  Airport Development Zone
-  Public Safety Zone 1
-  Public Safety Zone 2
-  Extended Runway
-  Extent of Road to be Stopped Up
-  New Road
-  Green Buffer
-  Public Open Space
-  Greenbelt



Scale 1:10,000 at A3



Appendix B Document Review List

Evidence Base document	Potentially relevant to JAAP?	Review Lead
Transport		
JAAP TRANSPORT ASSESSMENTS		
Halcrow Group Ltd - Rochford District Council and Southend-on-Sea Borough Council - London Southend Airport & Environs Joint Area Action Plan - Transport Assessment (September 2008).	Yes	DAVIE
Atkins - Southend Airport Joint Area Action Plan Transport Assessment (Dec 2009).	Yes	DAVIE
LSA Bus map.	Yes	DAVIE
LSA Ped & Cycle Mitigation Strategy Fig 8.1.	Yes	DAVIE
LSA Ped & Cycle Mitigation Strategy Fig 8.2.	Yes	DAVIE
LOCAL TRANSPORT PLANS:		
Essex (Rochford) Local Transport Plan 2006-2011	Yes	DAVIE
Southend-on-Sea Borough Council - Local Transport Plan 3 Technical Note on Issues and Options (2008).	Yes	DAVIE
Southend BC LTP 2: http://www.southend.gov.uk/content.asp?section=511&content=6282	Yes	DAVIE
Southend-on-Sea Borough Council - Third Local Transport Plan (LTP 3) - Strategic Environmental Assessment Scoping Report (April 2010).	Yes	DAVIE
Atkins - Southend Local Transport Plan - Evidence Base (May 2010).	Yes	DAVIE
AIRPORT TRANSPORT ASSESSMENTS		
Avia Solutions - London Southend Airport - Traffic Forecasts in support of Runway Extension Planning Application (9th April 2009).(powerpoint presentation)	Yes	DAVIE
Water/utilities/flood risk		
Thames Gateway South Essex Strategic Flood Risk Assessment	Yes	HEELC
Thames Gateway South Essex Strategic Flood Risk Assessment Review	Yes	HEELC
Essex Thames Gateway Water Cycle Study - Scoping Study (2009)	Yes	HEELC
Crouch and Roach Estuaries Management Plan (2005)	Yes	HEELC
Atkins - Southend-on-Sea Borough Council and Rochford Borough Council - London Southend Airport and Environs Flood Risk Constraints Report (Dec 2009) with Appendices A and B (3docs)	Yes	HEELC
Atkins - Southend Airport Joint Area Action Plan - Flood Risk Sequential Test (Dec 2009) and Sequential Test Assessment Sites Map	Yes	HEELC



Evidence Base document	Potentially relevant to JAAP?	Review Lead
Scott Wilson - Southend-on-Sea Borough Council - Strategic Flood Risk Assessment Level 1 Report (June 2010).	Yes	HEELC
Scott Wilson - Southend-on-Sea Borough Council - Strategic Flood Risk Assessment Level 2 Report Draft for Client Comment (June 2010).	Yes	HEELC
Southend on Sea Borough Council Water Cycle Study	Yes	HEELC
Southend on Sea Borough Council Surface Water Management Plan	Yes	HEELC
Anglian Water Asset Management Plan	Yes	HEELC
Essex and Suffolk Water Asset Management Plan	Yes	HEELC
Essex and Suffolk Water Water Resource Management Plan	Yes	HEELC
Leisure, community, green infrastructure		
Regional Environment Strategy (2003)	Yes	HEELC
Green Grid Strategy (2005) - Thames Gateway South Essex	Yes	HEELC
Essex Biodiversity Action Plan	Yes	HEELC
Rochford Play Action Plan (2008)	Yes	HEELC
Rochford Play Strategy 2007-2012	Yes	HEELC
Essex Sports Facilities Strategy 2007-2020	Yes	HEELC
Rochford Local Wildlife Site Review (2007)	Yes	HEELC
Rochford Open Space Study (2009)	Yes	HEELC
Atkins - Southend Airport and the Environs JAAP study - Update (November 2009) -Ecology and appendices to the report plan 1 phase 1 habitat plan and plan 2 opportunities for habitat retention and enhancement and plan 3 proposal map	Yes	HEELC
Atkins - Southend Airport and Environs Confidential Badger Report (Dec 2009).	Yes	HEELC
Southend Playing Pitch Strategy 2004	Yes	HEELC
Southend Open Space Study 2004	Yes	HEELC
Rochford Executive Meeting note regarding Cherry Orchard Jubilee Park Dec 09	Yes	HEELC
Employment, property economic development		
Framework for Regional Employment and Skills Action (FRESA)	Yes	DAVIE
Regional Economic Strategy (2008-2031)	Yes	DAVIE
Rochford Employment Land Study (2008)	Yes	DAVIE
Rochford Economic Development Strategy (2009)	Yes	DAVIE
Rochford District Council and Southend-on-Sea Borough Council - London Southend Airport & Environs Study JAAP Evidence Report Part 2: Economic Study (June 2008) Halcrow	Yes	DAVIE
Regional Airports Ltd - Arup - Southend Airport Economic Impact Assessment Final Report (May 2008).	Yes	DAVIE



Evidence Base document	Potentially relevant to JAAP?	Review Lead
Southend-on-Sea Borough Council - Progress Road Estate - Design Concept Statement Parts 1 and 2	Yes	DAVIE
GVA Grimley - Progress Road Estate Framework (Dec 08).	Yes	DAVIE
GVA Grimley Employment Land Review Update (Dec 09)	Yes	SEARC
Appendix 1 - Progress Road Estate Framework - Design Brief.	Yes	DAVIE
University of Essex - Economic Impact Assessment for London Southend Airport (10th Nov 2009).	Yes	DAVIE
York Aviation - East of England Development Agency - Socio-Economic Impact of the Expansion of Activities at Southend Airport Final Report (January 2006).	Yes	DAVIE
Southend - Southend Airport Vocational Training Centre - Feasibility Study Final Draft Report (April 2009). (covers environmental issues too)	Yes	DAVIE
Planning Documents		
East of England Plan (2008)	Yes	DAVIE
Essex and Southend Waste Local Plan (2001)	Yes	DAVIE
Rochford District Council and Southend-on-Sea Borough Council - London Southend Airport & Environs Joint Area Action Plan Preferred Options (Feb 2009)	Yes	DAVIE
Rochford District Council and Southend-on-Sea Borough Council - London Southend Airport & Environs Study JAAP Evidence Report (June 2008). Halcrow	Yes	DAVIE
Rochford District Council - Southend-on-Sea Borough Council - London Southend Airport & Environs Joint Area Action Plan Issues & Options Report (June 2008).	Yes	DAVIE
Southend-on-Sea Borough Council - Development Planning Doc 1 Core Strategy (Dec 2007).	Yes	DAVIE
JAAP London Southend Airport & Environs Joint Area Action Plan Issues & Options Report Summary of Responses to Consultation.	Yes	HEELC
JAAP Preferred Options - summary of representations.	Yes	HEELC
Rochford District Council - Southend-on-Sea Borough Council - JAAP Proposals Map.	Yes	HEELC
Southend-on-Sea Borough Council - Planning Obligations SPD Consultation draft (November 2009).	Yes	DAVIE
Essex and Southend Saved Policies Local Plan.	Yes	
Airport Application - http://www.southend.gov.uk/content.asp?content=10737 under reference 09/01960/FULM	Yes	DAVIE / HEELC
Committee Report	Yes	DAVIE/HEELC
Environmental Statement - relevant chapters	Yes	DAVIE/HEELC
Flood Risk Assessment and Drainage Strategy	Yes	HEELC
Section 106 agreement for application 09/01960/FULM	Yes	DAVIE
Overarching strategies/plans/studies		
Delivering the Future (2003) - Thames Gateway South Essex	Yes	DAVIE
Essex Strategy 2008-2018	Yes	DAVIE
Rochford Local Area Agreement 2 2008-2011	Yes	DAVIE



Evidence Base document	Potentially relevant to JAAP?	Review Lead
Rochford Asset Management Plan (2008)	Yes	DAVIE
Rochford Corporate Plan 2009	Yes	DAVIE
Rochford Sustainable Community Strategy (2009)	Yes	DAVIE
Joint Strategic Needs Assessment (2008)	Yes	DAVIE
Rochford Futures Report (2007)	Yes	DAVIE
Southend - Regeneration Framework Final Report (February 2007).	Yes	DAVIE
Southend - Regeneration Framework (2007-2021).	Yes	DAVIE
Regeneration Framework Baseline: Stage 1A - The Evidence Draft (August 2006).	Yes	DAVIE
Southend - Southend Airport Vocational Training Centre - Feasibility Study Final Draft Report (April 2009). (covers environmental issues too)	Yes	DAVIE
Southend Asset Management Plan	Yes	DAVIE
Rochford Finance Capital Strategy 2009/2010-2014/15	Yes	DAVIE
Southend Annual Investment Strategy	Yes	DAVIE



Entec

Creating the environment for business



Appendix C List of Consultees

Name	Position	Email	Phone	Meeting	Workshop
Renaissance Southend Ltd					
Mike Lambert	Project Director	✓		✓	
Peter Grant	Project Manager	✓	✓	✓	
Giles Tofield	Head of Regeneration	✓		✓	✓
Jamie Lees	Assistant Project Manager	✓		✓	✓
Southend On Sea Borough Council					
Paul Mathieson	Group Manager	✓	✓	✓	✓
Tony Handfield	Engineer	✓	✓		✓
David Boddy	Atkins - Highways	✓			
Tim Totten	Traffic Engineer	✓	✓		
Debee Skinner	Department of Enterprise	✓			
Alan Richards	Group Manager	✓	✓	✓	
Ross Wheble	Group Manager Estates	✓		✓	✓
Sarah Lofts	Valuer - Asset Management	✓	✓		
Mark Murphy	Strategic Projects Manager	✓	✓		✓
Amanda Keegan	Strategic Projects Assistant	✓	✓		
Emma Cooney	Economic Development Officer	✓	✓		
Dean Hermitage	Senior Planning Officer	✓			✓
Matthew Thomas	Group Manager Strategic Planning and Transport	✓	✓	✓	✓
Abbie Greenwood	Strategic Planning and Transport	✓	✓		✓
Adrian Harris	External Funding Officer	✓			
Paul Jenkinson	Parks Technical Officer	✓	✓		✓
Sinead O Donoghue	Planning Policy Officer	✓	✓		
Richard Atkins	Civil Engineer	✓	✓		
Jason McCloud	Traffic Engineer	✓	✓		
Rochford District Council					
Shaun Scrutton	Head of Planning & Transportation	✓	✓	✓	
Sam Hollingworth	Planning Policy Manager	✓	✓		



Name	Position	Email	Phone	Meeting	Workshop
Jody Owens-Hughes	Senior Planner	✓	✓	✓	✓
Jennifer House	Economic Development Officer	✓	✓		
Lisa Jefferys	Leisure and Cultural Services Manager	✓	✓		
Martin Howlett	Principal Environmental Health Officer	✓			✓
Alan Lovett	Street Scene and Open Spaces Manager	✓			
Richard Evans	Head of Environmental Services	✓			✓
Richard Tatton-Bennett	Principal Engineer	✓			
Liz Gent	Consultant	✓	✓		
Claire Postlewaite	Consultant	✓	✓		
Essex Council					
Mark Lawrence	Essex County Council	✓	✓		
Alastair Southgate	Essex Transport policy - lead on LTP3	✓			
Katherine Wilkinson	Essex Transport Development Manager	✓	✓		✓
Keith Blackburn	Public rights of way officer	✓			
Other Stakeholders					
Lynn Habbajam	Investment and Regeneration Manager Thames Gateway	✓			
Paul Knight	Chartered Surveyor - Agent for IPECO	✓	✓	✓	
Alastair Welch	London Southend Airport Managing Director	✓	✓	✓	
Rob Matthews	Southend Airport Consultant	✓	✓		✓
Paul Le Blond	Southend Airport Consultant	✓			✓
Mark Pragnell	South Essex Thames Gateway Executive Director	✓	✓		
Keith Cornwell	Thames Gateway	✓			✓
Paul Wood	EEDA Senior Area Programme Manager Essex	✓			
Chris Bard	Westcliffe Rugby Club president	✓			✓
Rick Compton	Westcliffe Rugby Club Chair	✓			✓
Roy Warren	Sport England Planning Manager	✓			
Peter Brown	EDF Lead Design Engineer	✓			
Charlie Clayden	Designer	✓			
Neil Sorrell	EDF Energy Connections specialist	✓			
Gary Bateman	Anglian Water (Sewerage)	✓			
Rob Morris	Anglian Water (Sewerage)	✓	✓		✓
Martin Lunn	Essex and Suffolk Water (water supply)	✓	✓		
Carrie Williams	Environment Agency Planning Liaison Officer	✓	✓		



Name	Position	Email	Phone	Meeting	Workshop
Christopher Finbow	Environment Agency Surface Water	✓			
Nicole Ager	Development and Flood risk officer	✓	✓		
Steve Parker	Cherry Orchard Homes and Villages Plc		✓		
	Regis Group Plc		✓		
Bob Smith	Southern Region Estates Manager		✓		





Appendix D Stakeholder Workshop

Client	Renaissance Southend (RSL)	Client Reference	61215
Our Reference	28136	Issued By	Emma Davies
Issue Number	2	Issue Date	11.08.10
Meeting Date	29.07.10	Location	Business Hub, University of Essex (Southend Campus)
Present at Meeting	See Appendix		
Project Name	Southend Airport & Environs JAAP – Implementation & Monitoring Plan		
Subject	STAKEHOLDER WORKSHOP		

Giles Tofield (Renaissance Southend) opened the workshop session by welcoming all attendees and explained Entec's role in preparing an Implementation, Delivery & Monitoring Plan to ensure effective delivery of the Southend Airport & Environs JAAP.

Clive Harridge (Entec) presented a 45minute presentation supported by Caroline Searle and Emma Davies. Open discussion was encouraged throughout.

Key presentation slides included:

- JAAP & Importance of effective implementation, delivery & monitoring
- JAAP proposals overview
- Project 1 – Airport Expansion
- Project 2 – Saxon Way Business Park
- Project 2a – Nestuda Business Park
- Project 3 – Upgrading Aviation Way Business Park
- Transport Infrastructure
- Green Infrastructure
- Utilities & Floodrisk
- Delivery & funding mechanisms
- Next steps

Comments made during Entec Presentation

Rugby Club leased on long lease – land is designated as public openspace and is considered a community facility as it has a high membership including a large youth membership. The relocation means that the club will be moved further away from the historic connection.

Paul Mathieson noted that Hanson own the brickworks site and are believed to have significant mineral rights in the area. There is an underpass near the cottages originally paid for by the brickworks site. It was flagged that there may



contamination in the area from asbestos etc.

Recommended to contact landowner to check and enquire about rights for extraction on adjacent land both to west (over Cherry Orchard Road) and the Rugby Club site. Need to confirm extent and also implications in terms of contamination and land stability on brickworks site and surrounding area. Likely to be significant remediation costs on current brickworks site. Suggest, review Hanson's reps to earlier JAAP consultations and track down appropriate contact.

Paul Le Blond noted that in relation to Nestuda Way Business Park there are height restrictions relating to the Public Safety Zone. Building heights likely to be restricted to 2 storeys.

Paul Mathieson noted that it will be important to consider if Nestuda Way will require more road capacity now while they are designing the link road and junction.

Park and Ride has been removed from JAAP policies due to public safety zone restrictions on long term parking. Key question, are there other sites for park and ride? Or long term parking? E.g. Green Buffer area owned by airport?? The Park and Ride facility is a key strategic need for the town centre. If it is not possible then it will have wider impacts on transport within the area.

Airport lease MRO north side from Southend Council.

Within the airport - Surface water designs are being worked up by Capita.

Workshop Sessions

Attendees were asked to split into 3 groups to discuss the questions listed below. Each group appointed a scribe to summarise key discussion points on a flip chart – the contents of which were discussed collectively at the end of the session and summarised briefly below.

Q1 How can Saxon Business Park be delivered -together with the various potential infrastructure requirements?

Q2 How can the upgrade of Aviation Way be delivered?

Q3 How can the delivery of green infrastructure be secured? i.e. country park Environment Centre, cycle ways/footpaths, relocation of rugby club, open space.

Q4 Which delivery mechanism(s) do you think will be most appropriate/successful for the key elements of the JAAP?

Group A: Summary of Discussions

Q1

- The early production of a Development Brief incorporating a masterplan for Saxon Business Park and outlining design and sustainable development parameters is an option. This should be brought about collaboratively and perhaps led by a steering group. Cycle/ footpath networks, open space, and rugby club relocation arrangements should all be considered alongside new employment space in any future masterplan.
- Important to appreciate that the JAAP runs to 2026 so phasing will be important as will the need to be flexible in



terms of delivery options, funding, and market demand.

- IPECO appear to be a crucial element in bringing forward Saxon Business Park in the short term – Important to ensure the road access and supporting utilities are in place to enable smooth delivery of IPECO expansion and attracting other investors into the area.
- In terms of funding – S106 monies will play a key role.
- Delivering effective public transport initiatives will be very important. Although there is no more SERT funding available now, it may well be available for Phase 2 – funding pots come and go – need to bear in mind this is a long term strategy.
- Katherine Wilkinson suggested potential to put in place workplace parking levies for new employment area – charge employees to park and use money for sustainable transport which employees should be encouraged to use.
- Paul Le Blond noted that money may be available within the Runway extension S106 agreement for additional public transport funds – there may be a pot of money available if the anticipated public transport usage does not materialise –the legal agreement notes that if this mode-share is not met it can be put to other sustainable transport options.

Q2

- In terms of delivering enhancements to Aviation Way – one option could be to obtain buy-in from landowners/ tenants and vote to become a Business Improvement District (BID) with landowners/ tenants paying a contribution to the upkeep of the area and maintenance and upgrade of Aviation Way. A firmed up masterplan could be agreed by all and taken forward with monies raised. Opportunity for Airport to also come on board. Matthew Thomas noted that a BID is being discussed for Southend Town Centre.
- Agreed that funds from S106 are likely to be small and not guaranteed as it is difficult to predict the number of new planning applications that may come forward within Aviation Way, which is an already established employment area. The 5 units currently owned by IPECO may however be redeveloped.
- Paul Le Blond noted that an extension to Aviation Way is likely to be required for the MRO expansion area – S106 funds may be available from a future MRO expansion application.
- Ross Wheble explained that the wording of the title deeds for the individual land ownerships within Aviation Way contain a covenant which requires landowners to contribute towards general upkeep and maintenance of the estate. This has never been used and may prove unpopular but is a potential pot of funds which could assist in delivering improvements to Aviation Way.
- EEDA Business Funding or EU Funding relating to green energy may be available.

Q3

- S106 agreements from Saxon Way applications should secure cycle and footpath networks. These should be included in any masterplan that is produced and linked closely with open space.
- Costs of building the Environment Centre likely to be approx £2m, some S106 funding could go towards this but it would be unreasonable to assume the entire £2m should come from Saxon Way applications as employees will not be the only beneficiaries. It was questioned whether employees would benefit at all from the Environment Centre – although all agreed they would benefit from open space in the vicinity of the Business Park. The Environment Centre should also benefit from S106 monies from housing applications in the area.
- Relocation of Rugby Club – facilities must be equal to or better than existing provision. None of the costs for relocation should be put back to the Rugby Club and should either be paid for by S106 monies or alternative Council



funds.

Q4

- S106 agreements from new developments
- BID to be explored for Aviation Way – potential for new employers to opt in once established
- Potential to use covenants in Aviation Way for upkeep – Essex Council to fund adoption of road?
- Paul Wood from EEDA mentioned that EEDA funding may be available but only in the very short term. Other options include ERDF funding - may be available if new/ existing employment area(s) could be linked to low/ green energy or sustainable industries etc. The masterplan could be used to bid for such funding. Other funding opportunities could include EU INTERREG – e.g. Build with Care. New regional Growth funding starts in April 2011 (need to bid by Dec 10 but there will be subsequent rounds).

Group B: Summary of Discussions

Q1

- Need to define and understand constraints and requirements of the Saxon Way land, these are likely to be more problematic than Nestuda Way which is an easier site to deliver – small office development site. Costs of development for Nestuda Way will be lower.
- Mark Murphy explained the reason Nestuda Way is to be delayed until post 2021 is to create the best possible market for Saxon Business Park and the town centre sites. Allow these sites to come forward and create market. Need to create an offer we haven't had before.
- Mark Murphy also explained that the Brickworks site should come forward as part of Phase 1 to support overall attractiveness of Saxon Business Park. This is important as if it comes after the other development it may act as a white elephant and detract from the value of the other sites due to potential site and development constraints.
- General discussions around likely demand for new employment space in this location. Agreed, the proximity to the airport is likely to help sell the site. Demand may not be instantaneous, IPECO will be an essential catalyst.
- Sue Bull advised that a strategic, long term approach needs to be considered when dealing with surface water drainage and utilities. All phases should be fully serviced in advance. A piecemeal approach may lead to increased costs in the longer term and issues around floodrisk.
- Design Brief could detail the types of materials and architectural treatment expected along with level of sustainable design etc. This will ensure the site is developed consistently and is appropriate for the area.
- Mark Murphy explained the Rugby Club relocation is in second phase as there is a desire not to relocate the rugby club too early – this will cause less disruption to Rugby Club but will also not flood the market with too much employment space.
- Concern re link between Saxon Business Park and funding of Visitor Centre at the Country Park with S106 funds. Queried why not develop environment centre with rugby club?
- Housing development contributions are more appropriate to go towards green space. Perhaps a tariff based approach from across the two boroughs could be used. For example there is a housing development along Hall Road coming forward which could contribute to the environment centre.
- Mark Murphy stressed that the open space proposed is one of very few potential sites identified in Southend – needs to be given appropriate consideration from day one.



- There JAAP proposals may shows a pedestrian/cycleway link through to Hall Road at the north. Unsure why as this may duplicate the existing Roach Valley Footpath.

Q2

- Aviation Way will ultimately not be frontloaded – more difficult to redevelop retrospectively. This is an existing site with an established use. Potential to create a Design Brief for Aviation Way too?
- Rob Matthews noted that Aviation Way (i.e. the road) provides access in to land designated for the MRO northside expansion therefore opportunity for this to provide contributions towards upgrade of road. Otherwise Aviation Way has limited opportunity for S106 contributions from intensification.
- Need to consider phasing and timings of Aviation Way redevelopments and MRO expansion (along with optimisation of existing MRO zones) so as not to flood the market. Efficient use of the existing zones will be key to justifying further development of the MRO northside and the necessary flood risk exceptions test.
- Clarity is required regarding who will lead any upgrade and when does the need for an upgrade kick in? How is this phased timewise? If you only infill Aviation Way you may not need to upgrade the road. There is a tipping point when the road capacity makes this a necessity.
- It is understood power is currently sourced from the airport and is expensive. Energy needs will need to be addressed.

Q3

- One option would be for the Council to fund any upgrades as the land owner and driven/guided by a design brief.
- HCA could offer funding or assistance towards this type of project. There is money in the pot that could be bid for. HCA have already put significant investment in to the area by funding the Skills Centre.
- A review of all potential funding pots is needed e.g. EEDA/ EU/ Growth funding etc. EU funding is available particularly for Green energy.
- Nestuda Way also offers opportunity to raise money to fund other areas.
- Would it be sensible to develop a masterplan first in order to identify all the various contributions and costs required and then split across the site?

Group C: Summary of Discussions

Q1

- It will be important to ascertain whether there is market demand for B1/B2 space in this location and that the development is viable once all costs and constraints have been considered. Commercial attractiveness needs to be guaranteed.
- Need to understand Infrastructure Costs before decisions can be made on funding types and mechanisms.
- S106 could fund much of the infrastructure required at Saxon Business Park
- Where is 'up-front' funding coming from? i.e. pre-land sale/application investigation and modelling.
- Pressure on transport infrastructure is a big constraint and will have a knock-on impact on air quality.
- Recent challenge to runway extension application, could this delay much needed funding for roads/ public transport? Understand this is a tactic by airport opposition groups to delay work – Stobart intend to carry on with planned programme of works in the interim.



- Procedurally who would submit the planning application for Saxon Business Park? Land owned by Southend currently, IPECO purchasing an element of site, Essex are the Highways Authority, Rochford Council are the Local Planning Authority – clarity needed as to who does what and when.

Q2

- The cost of upgrading road not thought to be hugely substantial. The road is owned by Southend Council – do they have capital funding available to deliver any upgrades required? If adopted, what role would Essex have as the Highways Authority in Rochford?
- Aviation Road is ‘not that bad’, is there any real need to bring it up to adoptable standard? Only some sections of street lighting missing. Wouldn’t cost that much to upgrade. Road surface is ok and would only need some repairs. Need to 1st establish if Essex would want to adopt it. Understand IPECO currently don’t allow employees to walk on road and view it as unsafe for pedestrians.
- Alternative would be to serve site 1b of Saxon Business park from Aviation Way, upgrade this first and then develop off the sites. Need to clarify overall phasing and approach and think carefully about what sites should come forward when. When exactly does the need for it kick in? IPECO need to move but Rugby Club don’t need to. MRO northside may be needed before Saxon Business park is completed. Care not to flood market.
- By adopting Aviation Way, you could then provide a route through for buses linking in with new road on Saxon Way to the north – sensible in terms of sustainable transport options for employees of airport, current and new employment areas.

Q3

- Visitor Centre should be brought forward in partnership with other partners (Education/Nature Groups/Sports Clubs).
- Could the Rugby Club stay in current location? – cost saving?
- S106 to feature heavily in delivering green infrastructure. (Design brief should outline standards for greening/sustainable development etc.).
- Sustainable transport – cycle ways and footpaths will be essential to the JAAP.

Q4

- Sell land up front – buyer takes on the risk? – may then reduce quality of development as viability may be questionable.
- Formulation of Masterplan/Development Brief is important as is the selection of a Steering Group to co-ordinate proposals.
- Opportunity to bring Aviation Way and Saxon Way together as one project with one overarching masterplan/ design brief and enable pooling of funds – comprehensive approach.

Next Steps

Any further comments to be submitted to Emma Davies emma.davies@entecuk.co.uk as soon as possible.

Entec to produce final Implementation, Delivery and Monitoring Report in September.

Southend Airport & Environs JAAP Submission version likely to go out to consultation in Oct/ November 2010.



WORKSHOP ATTENDEES

Name	Position	Invited	Attended
Renaissance Southend			
Mike Lambert	Chief Executive	Yes - unavailable	No
Giles Tofield	Head of Regeneration	Yes	Yes
Peter Grant	Project Manager	Yes – unavailable	No
Jamie Lees	Assistant Project Manager	Yes	yes
Southend Council			
Paul Mathieson	Group Manager- Transport	Yes	Yes
Tony Handfield	Transport Engineer	Yes	No
David Boddy	Atkins – Highways Consultant	Yes - unavailable	No
Tim Totten	Traffic Engineer	Yes - unavailable	No
Debee Skinner	Department of Enterprise	Yes - unavailable	No
Alan Richards	Group Manager – Asset Management	Yes - unavailable	No
Ross Wheble	Asset Management	Yes	Yes
Sarah Lofts	Valuer - Asset Management	Yes – unavailable	No
Mark Murphy	Strategic Projects Manager	yes	yes
Amanda Keegan	Strategic Projects Assistant	Yes - unavailable	No
Emma Cooney	Economic Development Officer	Yes - unavailable	No
Dean Hermitage	Senior Planning Officer	yes	yes
Matthew Thomas	Group Manager Strategic Planning and Transport	yes	yes
Abbie Greenwood	Strategic Planning and Transport	yes	yes
Adrian Harris	External Funding Officer	Yes - unavailable	No
Paul Jenkinson	Parks Technical Officer	Yes	Yes
Sinead O Donoghue	Planning Policy Officer	Yes - unavailable	No
Rochford Council			
Shaun Scrutton	Head of Planning & Transportation	Yes - unavailable	No
Sam Hollingworth	Planning Policy Manager	Yes - unavailable	No
Jody Owens-Hughes	Senior Planner	Yes	Yes
Jennifer House	Economic Development Officer	Yes	No
Lisa Jefferys	Leisure and Cultural Services Manager	Yes - unavailable	No
Martin Howlett	Principal Environmental Health Officer	yes	yes
Richard Evans	Head of Environmental Services	Yes	Yes



Name	Position	Invited	Attended
Essex County Council			
Mark Lawrence	Essex County Council	Yes - unavailable	No
Alastair Southgate	Essex Transport policy - lead on LTP3	Yes - unavailable	No
Katherine Wilkinson	Essex Transport Development Manager	Yes	Yes
Vicky Clark	Essex County Council	Yes	No
Keith Blackburn	Public rights of way officer	Yes - unavailable	No
Other Stakeholders:			
Paul Wood	EEDA - Senior Area Programme Manager Essex	yes	yes
Lynn Habbajam	HCA Investment and Regeneration Manager Thames Gateway	Yes - unavailable	No
Paul Knight	Ipeco Consultant - Chartered Surveyor	Yes - unavailable	No
Alistair Welch	Southend Airport Managing Director	Yes - unavailable	No
Rob Matthews	Southend Airport Planning Consultant	yes	yes
Paul Le Blond	Southend Airport Consultant	yes	yes
Mark Pragnell	South Essex Thames Gateway Executive Director	Yes - unavailable	No
Keith Cornwell	Thames Gateway	Yes	Yes
Kevin Coleman	JB Planning Associates - agents for WRFC	Yes - unavailable	No
Chris Bard	Club president Westcliffe RFC	yes	yes
Rick Compton	Chair WRFC	yes	yes
Roy Warren	Sport England Planning Manager	Yes - unavailable	No
Neil Sorrell	EDF Energy Connections specialist	Yes – no response	No
Rob Morris	Anglian Water (Sewerage & Surface Water)	yes	yes
Jude Swampilla	Anglian Water (Sewerage & Surface Water)	Yes - unavailable	No
Sue Bull	Anglian Water (Sewerage & Surface Water)	yes	yes
Martin Lunn	Essex and Suffolk Water (water supply)	Yes - unavailable	No
Carrie Williams	Environment Agency Planning Liaison Officer	Yes – no response	No
Christopher Finbow	Environment Agency - Surface Water	Yes - unavailable	No
Entec Consultants			
Clive Harridge	Project Director		yes
Caroline Searle	Project Manager		yes
Emma Davies	Consultant		yes



Appendix E Abbreviations

RSL	Renaissance Southend Limited
SBC	Southend-on-Sea Borough Council
RDC	Rochford District Council
ECC	Essex County Council
JAAP	Joint Area Action Plan
LDF	Local Development Framework
DPD	Development Plan Document
SPD	Supplementary Plan Document
PPS	Planning Policy Statement
MRO	Maintenance, Repair & Overhaul
ASAS	Airport Surface Access Strategy
LTP	Local Transport Plan
SERT	South Essex Rapid Transit
SuDS	Sustainable Drainage Systems
GI	Green Infrastructure
MUSCO	Multi-Utility Service Company
LDO	Local Development Order
BID	Business Improvement District
LEP	Local Enterprise Partnership
MAA	Multi Area Agreement
HCA	Homes & Communities Agency
SPSL	Surplus Public Sector Land
ATLAS	Advisory Team for Large Applications
PPA	Planning Performance Agreement
CIL	Community Infrastructure Levy
RDA	Regional Development Agency
EEDA	East of England Development Agency
ERDF	European Regional Development Fund

