

PMO Project Closure Report

Generated on: 12 Jun 18

1. Project title	Operating Partner for North Weald Airfield		5. Reference	P112
2. Managed By	Jim Nolan, Assistant Director - Environment & Neighbourhoods (NNS01)		6. Creation Date	30-Mar-2017
3. Sponsored By	Derek Macnab, Acting Chief Executive		7. Last Modified Date	16-Apr-2018
4. Corporate Plan link	1.b.6.2016 Following the response to the “Expressions of Interest” for North Weald Airfield marketing exercise, evaluate the submissions received...			
8.		Baseline	Actual	
Start Dates		01-Jan-2013	01-Jan-2013	
End Dates		30-Jun-2017	18-Dec-2017	
Budget		£156,753.00	£156,753.00	
9. Timeline				
31-Jul-2013	Deloitte were commissioned to write a Study and the conclusions were considered by the Cabinet			
31-Jul-2014	Savills had been commissioned by the Council to undertake an Expressions of Interest soft marketing operation at North Weald Airfield			
31-Jul-2016	Procurement of operating partner, as a result of changes to EU rules on contract procurement			
27-Jun-2017	Work on Employment Study proceeding			
29-Jun-2017	Continue developing specification			
29-Jun-2017	Report to Asset Management Cabinet Committee			
29-Sep-2017	Project on hold due to the Local Plan Programme (employment study element).			
10-Nov-2017	Project close and evaluation to be completed.			
10. Executive Summary			11. Recommendations	
What was the project? The project was to increase aviation use and income of North Weald Airfield.			To formally close the project.	
What did you do? This was achieved through meeting with potential lease holders. This was originally to be with a partner but a suitable partner was not forthcoming. The original aim was not met which meant there was a change of focus part way through the project resulting in leasing out the airfield to: <ul style="list-style-type: none">• National Police Air Service• Essex Air Ambulance Service• An Air Flight training organisation			To negotiate a lease for an Air Flight training school as part of Estates business as usual.	
Why was it established? Cabinet concluded that aviation should be retained at North Weald Airfield and that the residual of the site should be promoted for mixed use development.				
12. Benefits				

<ul style="list-style-type: none"> • Seek to maximise aviation activity at North Weald Airfield. • Generate income through use of the Airfield. 	
13. Projects and/or programmes of work that are affected by this project	
<ul style="list-style-type: none"> • Day to day management by the North Weald Airfield Operations team 	
14. What went well?	15. Areas to be improved?
<ul style="list-style-type: none"> • Early evaluation of the project came to the conclusion that it was unfeasible in the format detailed (seeking a partner). Therefore alternative approaches were developed which proved to be successful. This was accomplished as agile working via problem solving sessions • Good problem solving was utilised to come up with alternative solutions once it was apparent that the original specification was not fit for purpose • Increased income and increase in aviation use was achieved through the project • Project manager increased personal knowledge base of the area that the project is addressing (aviation), to make sure the project met its requirements 	<ul style="list-style-type: none"> • Dedicated resource to manage the project could have resulted in a faster completion. • The project paused after unsuccessful market testing exercise. In future, it would be beneficial to close the project at this stage and develop a new project to take this initiative forward. • Improved financial management of the project would support knowledge of how much was spent at any given time and accurate figures used for review purposes (incorrect costs were given at the review stage).
16. Findings	
<ul style="list-style-type: none"> • Project costs were from from multiple years; £131,000 in 2013/14 for research and a report from Deloitte and £25,753 in 2015/16 for research and a report from Savills. Total = £156,753 • There have potentially been other reports written as far back as 1999 (including the Drivers and Jonas report in 1999) and beyond - a decision was made to only refer to project costs from 2013/14 to present. 	
17. Data	
<ul style="list-style-type: none"> • Cabinet report 07 Sept 2017 (C-011-2017/18) re: National Police Air Service – Potential Relocation to North Weald Airfield • Drivers and Jonas Report 1999 • Deloitte Report 2013 • Savills Report on Soft Marketing January 2014 • Asset Management and Economic Development Cabinet Committee, report: AMED-007-2015/16. • Cabinet report 3rd December 2015 	
18. Project Members	
EFDC01 - All internal staff; Derek Macnab, Acting Chief Executive; Gareth Nicholas, Senior Project Improvement Officer (GPI01); Jim Nolan, Assistant Director - Environment & Neighbourhoods (NNS01)	
19. Workstream	
WS4 Workstream 4 - Major Projects	