



RUSHMOOR BOROUGH COUNCIL

CABINET

*at the Council Offices, Farnborough on
Tuesday, 11th October, 2022 at 7.00 pm*

To:

Cllr D.E. Clifford, Leader of the Council
Cllr M.L. Sheehan, Deputy Leader and Operational Services Portfolio Holder
Cllr M.J. Tennant, Deputy Leader and Major Projects and Property Portfolio Holder

Cllr J.B. Canty, Customer Experience, Digital and Transformation Portfolio Holder
Cllr Sue Carter, Democracy, Strategy and Partnerships Portfolio Holder
Cllr A.R. Newell, Planning and Economy Portfolio Holder
Cllr P.G. Taylor, Corporate Services Portfolio Holder

Enquiries regarding this agenda should be referred to Chris Todd, Democracy and Community, on 01252 398825 or e-mail: chris.todd@rushmoor.gov.uk

A G E N D A

1. DECLARATIONS OF INTEREST –

Under the Council's Code of Conduct for Councillors, all Members are required to disclose relevant Interests in any matter to be considered at the meeting. Where the matter directly relates to a Member's Disclosable Pecuniary Interests or Other Registrable Interest, that Member must not participate in any discussion or vote on the matter and must not remain in the room unless they have been granted a dispensation (see note below). If the matter directly relates to 'Non-Registrable Interests', the Member's participation in the meeting will depend on the nature of the matter and whether it directly relates or affects their financial interest or well-being or that of a relative, friend or close associate, applying the tests set out in the Code.

NOTE:

On 27th May, 2021, the Council's Corporate Governance, Audit and Standards Committee granted dispensations to Members appointed by the Council to the Board of the Rushmoor Development Partnership and as Directors of Rushmoor Homes Limited.

2. **MINUTES** – (Pages 1 - 2)

To confirm the Minutes of the meeting held on 13th September, 2022 (copy attached).

3. **BUSINESS RATES - DISCRETIONARY RATE RELIEF APPLICATION** – (Pages 3 - 22)
(Cllr Paul Taylor, Corporate Services Portfolio Holder)

To consider Report No. FIN2233 (copy attached), which gives details of an application for discretionary rate relief in respect of NDreams Limited.

4. **RUSHMOOR CULTURAL STRATEGY AND CULTURAL COMPACT** – (Pages 23 - 84)
(Cllr Adrian Newell, Planning and Economy Portfolio Holder)

To consider Report No. EPSH2239 (copy attached), which sets out a proposed Rushmoor Cultural Strategy and gives details of a Cultural Compact for the area.

CABINET

Meeting held on Tuesday, 13th September, 2022 at the Council Offices, Farnborough at 7.00 pm.

Voting Members

Cllr D.E. Clifford, Leader of the Council
Cllr M.L. Sheehan, Deputy Leader and Operational Services Portfolio Holder
Cllr M.J. Tennant, Deputy Leader and Major Projects and Property Portfolio Holder

Cllr J.B. Canty, Customer Experience, Digital and Transformation Portfolio Holder
Cllr Sue Carter, Democracy, Strategy and Partnerships Portfolio Holder
Cllr A.R. Newell, Planning and Economy Portfolio Holder
Cllr P.G. Taylor, Corporate Services Portfolio Holder

The Cabinet considered the following matters at the above-mentioned meeting. All executive decisions of the Cabinet shall become effective, subject to the call-in procedure, from **27th September, 2022**.

22. HER LATE MAJESTY QUEEN ELIZABETH II –

As a mark of respect for Her late Majesty Queen Elizabeth II, the meeting started with a minute's silence.

23. DECLARATIONS OF INTEREST –

Having regard to the Council's Code of Conduct for Councillors, no declarations of interest were made.

24. MINUTES –

The Minutes of the meeting of the Cabinet held on 9th August, 2022 were confirmed and signed by the Chairman.

25. FINAL REVENUE AND CAPITAL OUTTURN 2021/22 – (Cllr Paul Taylor, Corporate Services Portfolio Holder)

The Cabinet considered Report No. FIN2230, which set out an update on the progress made since the draft outturn position had been presented to the Cabinet in July, 2022.

Members were informed that the Report presented the final outturn position, with year-end processes having been completed. It was pointed out that the final outturn position was subject to the audit of the Council's Annual Statement of Accounts by the external auditors.

The Cabinet RESOLVED that

- (i) the final outturn position for 2021/22, since the reports to Cabinet on 26th April, 2022 and 5th July, 2022 and as set out in Report No. FIN2230, be noted;
- (ii) the final carry forward balances, as set out in Table 3 of the Report, be approved;
- (iii) the final transfers to and from the earmarked reserves and General Fund Balance, as set out in Table 6 and paragraphs 3.19 to 3.23 of the Report, be approved;
- (iv) the final Capital slippage from 2021/22 to 2022/23, as set out in Table 6a of the Report, be approved; and
- (v) the final Capital Programme outturn for 2021/22, as set out in Table 6b of the Report, be noted.

The Meeting closed at 7.12 pm.

CLLR D.E. CLIFFORD, LEADER OF THE COUNCIL

CABINET

11th October 2022

**COUNCILLOR PAUL TAYLOR
CORPORATE SERVICES PORTFOLIO HOLDER
REPORT NO. FIN2233**

**KEY DECISION?
YES/NO**

**BUSINESS RATES – DISCRETIONARY RATE RELIEF
APPLICATION**

SUMMARY

This report sets out one new application for Discretionary Rate Relief under the Council's Discretionary Rate Relief Policy.

The policy was introduced under the Localism Act 2011 to provide the Council with the ability to discount business rates to all organisations in the borough, where they provide a benefit to the community and not limited to Charities and Not-for-Profit Organisations.

The application is from NDreams Limited, occupying Spectrum Point, 279 Farnborough Road, Farnborough.

RECOMMENDATIONS

Cabinet are recommended to approve the award of Discretionary Rate Relief as follows: -

- 35% Discretionary Relief to NDreams Limited for a period of one year for the period 12 April 2022 to 11 April 2023.

1. INTRODUCTION

1.1 The purpose of this report is to:

- Outline the background and financial implications of Discretionary Rate Relief; and
- Consider one new application for Discretionary Rate Relief.

2. BACKGROUND

2.1 The Local Government Finance Act 1988, as amended provides local authorities with discretionary powers to grant relief from non-domestic rates on properties occupied by charities and other non-profit organisations.

- 2.2 A local authority has discretion to grant “top up” relief of 20% to charities that had received 80% mandatory relief.
- 2.3 In addition, an authority can grant relief of up to 100% to non-profit making organisations.
- 2.4 The Localism Act 2011 introduced a new power for local authorities to award a local Discretionary Relief, in any circumstances, where it is in the council taxpayers’ interest to do so.
- 2.5 In April 2017, cabinet agreed an amendment to our existing Discretionary Rate Relief Policy to enable the council to award relief to all organisations in the borough and not limited to charities and not-for-profit organisations.
- 2.6 The amended policy is known as “Discretionary Rate Relief – For charities, not-for-profit organisations and other specified organisations under the Localism Act 2011”. Full details of this policy can be found in Appendix 1.
- 2.7 The main aims of the amended policy are to: -
- Provide facilities to certain priority groups such as the elderly, disabled, minority groups and early years childcare; or
 - Create new employment opportunities; or
 - Bring social, environmental or economic benefit to the community; or
 - Contribute towards the sustainable development of the borough.
- 2.8 With the amendment to the policy the council can encourage businesses to the borough thus providing economic development.

3. APPLICATION FOR RELIEF

NDreams Limited

- 3.1 The application is from NDreams Limited.
- 3.2 Full details of NDreams Limited application can be seen in Appendix 2 of this report. However, a summary of NDreams and their application is detailed in points 3.2 to 3.11 below.
- 3.2 NDreams Limited are a world leading independent developer and publisher of Virtual Reality (VR) games, whose customers include several household name computer games platforms and publishers.
- 3.3 NDreams currently occupy the Ground and First Floor, Block A of Spectrum House, 279 Farnborough Road, Farnborough. They expanded into the Ground Floor in March 2021 upon signing a new 10year lease, which increased their business rates payable by 50%.
- 3.4 The area that NDreams currently occupy in Spectrum House is used as a development studio and base for their operations. They have a creative

team of developers who design and build the games, a publishing team who market and sell the games, plus an operations team needed to support the growing business. The space is also used for motion capture, sound design, testing and all the head office administrative services.

- 3.5 **Recruitment** - NDreams is a fast expanding business whose team is 14% bigger than in March 2021 with a predicted growth of 77% over the next 12 months. This on-going growth and expansion continues to generate employment opportunities in the local area. Job roles for planned hires range from Junior and Graduate entry-level art, code and design positions all to Senior, Lead and Director level positions. To support this our core operational teams will be expanding, with new roles for apprentices, kick starters and graduates, alongside a range of other roles of varying seniority.

NDreams have advised of the following statement: -

“The rates relief has enabled us to launch the nDreams acadamey on a greater and grander scales in its first year than we had originally thought possible. Since our Learning & Development Manager joined nDreams in January 2021, the nDreams Academy has launched to help address skills shortages in the industry. So far, a conservative estimate, we have engaged with over 4500 students. We hire a number of less experienced programmers and artists through the Academy, training them in the specific software, engines and bespoke packages needed for the development of our VR games”.

One of the apprentices they took on in April 2021 has been successful in qualifying for a permanent position, and they are currently applying for a replacement IT apprentice.

NDreams are currently assisting FCOT by supporting development and reviewing and advising syllabus content for a trail blazing new B-Tec course for FCOT based on the games industry skills. They are also developing work experience opportunities to support local schools.

NDreams are supporting Interns from the Howest Belgium University, the number one university in gaming, offering six months internships. The interns relocate to the Farnborough office during this time.

- 3.6 **Local Economy** – NDreams are also supportive of other local businesses in the community. Their procurement process includes looking at the locality as well as other factors. This ensures they support local businesses wherever possible.
- 3.7 **Carbon Footprint** – NDreams have recently been successful in apply for a LoCASE grant to reduce the heat coming to the building, by introducing some blinds effectively meaning they can regulate the heat of the building more efficiently thereby reducing energy usage.

- 3.8 NDreams have also advised that the availability of this relief was a factor in their decision to remain in the borough as it supports them in growing the studio and the number of people they can employ.
- 3.9 The Corporate Services Portfolio Holder and Principal Revenues and Benefits Officer met on 15th September 2022 to discuss the application in more detail.
- 3.10 Following this meeting, the Corporate Services Portfolio Holder has recommended an award of 35% Business Relief for a further period of 12 months. The reasons for this recommendation are as follows: -
- The significance of the business and potential of the company.
 - Boosting the local economy as existing employees will bring spending power into the Borough.
 - Creating employment opportunities.
 - The support they provide to other local businesses.
 - The work that they are doing with the local school and colleges.
 - Raising the profile of Farnborough as a business location, thereby assisting in the attraction of new inward investment to the borough.
 - The recommendation to award 35% rate relief will essentially cover the increase in the rates payable following the expansion of office space.
 - The Corporate Services Portfolio Holder has reviewed NDreams account and their turnover is increasing year on year however they have shown an increase in losses.
 - Relief is recommended to be awarded for one year allowing for a review of the NDreams finances and the success of the business.
- 3.11 The Economy Team and Councillor Adrian Newell, Planning and Economy Portfolio Holder are also supportive of this application.

4. IMPLICATIONS

Financial Implications

- 4.1 Since 1 April 2013, the Business Rates Retention scheme has introduced a fundamentally new set of arrangements for dealing with the cost of business rates. The cost to the Council of granting any Discretionary Rate Relief is most reliably estimated at being 40% of the value of the relief granted, although the cost is ultimately determined by a range of factors, such as the councils total rate receipts measured against its estimated threshold for

growth and taking into account whether any payment levies or safety net contributions are payable or receivable.

- 4.2 The remaining 60% of the costs will be met by Central Government (50%), Hampshire County Council (9%) and Hampshire Fire and Rescue Authority (1%), under the Business Rates Retention Scheme.
- 4.3 Any award of Discretionary Rate Relief is subject to state aid limits. From 31 Dec 2020 we are governed by the Trade and Cooperation Agreement which allows a threshold of €380,000 over a 3-year period.

NDreams Limited – Business Rates Position

- 4.4 The current rateable value for Ground & First Floor, Block A Spectrum Point is £202,000. The means business rates are currently payable at £103,424 per annum.
- 4.6 If Discretionary Rate Relief is to be awarded based on the rateable value, the financial effect on the council is illustrated in the table below: -

Percentage Relief	Value to the Business (£)	Cost to RBC (£)
25%	25,856	10,342
35%	36,198.40	14,479.36
50%	51,712	20,685
100%	103,424	41,370

Legal Implications

- 4.10 Section 47 of the Local Government Finance Act 1988, as amended, enables Councils to grant Discretionary Rate Relief.
- 4.11 The amended policy to award Discretionary Rate Relief enables the Council to award relief to any ratepayer and not limited to charities and not-for-profit organisations. This follows guidance and advice provided by the former Department of Communities and Local Government following the introduction of the Localism Act 2011.
- 4.12 Full details of this guidance can be found at the following web link: <https://www.gov.uk/government/publications/localism-act-2011-overview>

To summarise, page 6 reads: -

“Greater local control over business rates

One of the most important things that councils can do to improve local life is to support the local economy. The Localism Act gives councils more freedom to offer business rate discounts - to help attract firms, investment and jobs. Whilst councils would need to meet the cost of any discount from

local resources, they may decide that the immediate cost of the discount is outweighed by the long-term benefit of attracting growth and jobs to their area”.

5. CONCLUSIONS

- 5.1 In conclusion, cabinet are asked to approve the award of Discretionary Rate Relief as follows: -
- 35% Discretionary Relief to NDreams Limited for a period of one year; and
- 5.2 The Corporate Services Portfolio Holder is supportive of the application to the level set out in this report.
- 5.3 The economy team and Councillor Adrian Newell, Planning and Economy Portfolio Holder are also supportive of this application.
- 5.3 The case was reviewed on its own merit and the decision was made using the Councils amended Discretionary Rate Relief Policy, which was approved by cabinet following guidance provided by the Department of Communities and Government.

BACKGROUND DOCUMENTS:

S47 Local Government Act 1988, as amended
Localism Act 2011
Full applicant case files in respect of the applicant
Rushmoor Policy on Discretionary Rate Relief

CONTACT DETAILS:

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Discretionary Rate Relief Policy

For charities, not-for-profit organisations and other specified organisations under the Localism Act 2011

1 Purpose of the policy

- 1.1 To determine the level of Discretionary Business Rates Relief to be granted to certain defined ratepayers within the Rushmoor Borough Council area.
- 1.2 While we are obliged to grant relief to premises that fall within the mandatory category, we also have powers to grant discretionary relief and reductions to ratepayers, subject to certain criteria being met.
- 1.3 The Local Government Finance Act 1988 and subsequent legislation allows us to grant discretionary relief for premises occupied by charities and not-for-profit organisations that own or occupy them wholly or mainly for charitable purposes.
- 1.4 Powers have also been granted under the Localism Act 2011, which allow for the granting of Discretionary Rate Relief to any premises where we feel it would be of benefit to the local community.

This document outlines the following areas:

- Details of receiving an award under the Discretionary Business Rates Relief Scheme
- Our general policy for granting discretionary relief
- Guidance on granting and administering relief
- European Union requirements including provisions of state aid.

- 2.1 The original purpose of Discretionary Rate Relief was to provide assistance where the property does not qualify for mandatory relief or to “top up” cases where ratepayers already receive mandatory relief.
- 2.2 Over recent years, and particularly since 2011, the discretionary relief provisions have been amended to allow the flexibility to provide more assistance to businesses and organisations.
- 2.3 Ratepayers are obliged to make a written application to us. We will expect all businesses to complete our application form and for the businesses to provide information, evidence, and audited accounts for us to determine whether relief should be awarded.
- 2.4 We are obliged to consider carefully every application on its own merits, taking into account the contribution that the organisation make to the amenities within Rushmoor.
- 2.5 The granting of relief falls broadly into the following categories:
 - Discretionary relief – Charities who already receive mandatory relief
 - Discretionary relief – Premises occupied by not-for-profit organisations whose main objectives are charitable.
 - Discretionary relief – Granted under the Localism Act 2011 provisions

Other reliefs available and are announced by government and for a temporary period.
As at the financial year 2018/ 19 they are currently:

- Local Newspaper Relief (from 1 April 2017 for a period of two years)
 - Local Public House Relief (from 1 April 2017 for a period of two years)
 - Supporting Small Business Relief (from 1 April 2017, for a period of five years or until businesses pay their full rate charge)
 - Discretionary Rate Relief (revaluation) (from 1 April 2017 for a period of up to four years)
- 2.6 This policy concentrates on the granting of discretionary relief for charities which are already receiving mandatory relief, not-for-profit organisations whose main objectives are charitable and discretionary relief awarded under the Localism Act 2011.

- 3.1 In deciding which organisations should receive discretionary rate relief, we will consider the following factors and priorities:
 - That any award should support businesses, organisations and groups that help retain services in Rushmoor and not compete directly with existing businesses in an unfair manner.
 - It should help and encourage businesses, organisations, groups and communities to become self-reliant.

- To enable appropriate organisations to start, develop or continue their activities, which deliver outcomes to the community, and that also relate to our priorities which, without granting relief, they would be unable to do so.
- To assist us in delivering services which could not be provided otherwise.
- To assist us to meet our priorities including:
 - Sustaining a thriving economy
 - Supporting and empowering our communities and meeting local needs
 - A cleaner, greener and more cultural Rushmoor; and
 - Financially sound with services fit for the future

4 Administration of discretionary relief – general approach

4.1 The following section outlines the procedures followed by officers in granting, amending or cancelling discretionary relief.

Applications and evidence

- 4.2 All reliefs under this policy must be applied for. Applications forms are available both electronically and in hard copy format.
- 4.3 Applications should initially be made to the Revenues and Benefits Section and will be determined in accordance with this policy.
- 4.4 Completed application forms should be returned with the following information:
- Evidence of being a registered charity or a copy of a letter from Her Majesty's Revenue and Customs (HMRC) confirming that the organisation is treated as a charity for tax purposes (if appropriate).
 - A copy of the organisation's equal opportunities policy (if the organisation has one).
 - A copy of the organisation's constitution, rulebook or Memorandum and Articles of Association.
 - Audited or certified accounts for the last two years.
 - An up-to-date trading statement showing the current financial situation of the organisation.
 - Any other document the ratepayer wishes to be taken into account in support of their application.

- 4.5 Discretionary relief is granted from the beginning of the financial year in which the decision is made.
- 4.6 Applications can be made up to six months after the end of the relevant financial year.

Granting of relief

- 4.7 Members of our Cabinet will determine all applications, with recommendations made by the Cabinet member for Corporate and Democratic Services.
- 4.8 In all cases, we will notify the ratepayers of decisions made.
- 4.9 Where an application is successful, then the following will be notified to the ratepayer in writing.
- The amount of relief granted and the date from which it has been granted
 - If relief has been awarded for a specified period, the date on which it will end
 - The new chargeable amount
 - The details of any planned review dates and the notice that will be given in advance of a change to the level of relief granted; and
 - A requirement that the applicant should notify us of any change in circumstances that may affect entitlement to relief.
- 4.10 Where relief is not granted, then an explanation of the decision will be provided in writing.

Variation of decision

- 4.11 Variations in any decision will be notified to ratepayers as soon as practicable and will take effect as follows:
- Where the amount is to be increased due to a change in rate charge or a change in our decision, which increases the award, this will apply from the date of the increase in rate charge or the date determined by us as appropriate.
 - Where the amount is to be reduced due to a reduction in the rate charge or liability, including any reduction in rateable value or awarding of another relief or exemption, then this will apply from the date of decrease in the rate charge; and
 - Where the amount is to be reduced for any other reason, it will take effect at the expiry of a financial year, so that at least one year's notice is given.
- 4.12 A decision may be revoked at any time. However, a one-year period of notice will be given and the change will take effect at the expiry of a financial year.

- 4.13 This will be important where the change would result in the amount of the award being reduced or cancelled. For example, where the premises become unoccupied or is used for a purpose other than that determined by us as eligible for relief.
- 4.14 Where a change of circumstances is reported, the relief will, if appropriate be revised or cancelled.
- 4.15 Where a change in circumstances is not reported and it is subsequently identified that it would have reduced the relief awarded, we reserve the right to remove any award completely.

5 Our policy for granting discretionary relief

5.1 Discretionary Rate Relief - Charities who already received mandatory relief and organisations not established or conducted for profit whose main objectives are charitable

5.2 Section 47 of the LGFA 1988 provides for the granting of Discretionary Rate Relief for the following:

- An authority can award up to an additional 20% top up relief to charities and community amateur sports clubs (CASCs) that have received the 80% mandatory relief, or
- An authority can grant relief of up to 100% relief to certain non-profit making organisations that do not qualify for any mandatory relief due to not holding charitable status.

The Department of the Environment (DoE) issued a practice note in August 1990 to give guidance to authorities on the criteria they should take into consideration in the exercise of the discretion to grant rate relief. Rushmoor Borough Council's Financial Support Sub Committee formerly adopted these guidelines in October 1993.

The practice note has now been supplemented by guidance issued by the Office of Deputy Prime Minister (ODPM) "Guidance on rate reliefs for charities and other non-profit making organisations" in December 2002, which in particular focuses on sports clubs.

The practice note recommends that:

- Authorities should have readily understood policies for deciding whether or not to grant relief, and for determining the amount of relief. They should not, however, adopt guidelines or rules which allows a case to be disposed of without any consideration as to its individual merits. Any criteria by which the individual case is judged should be made public to help interested individuals and bodies.

We have adopted the recommendations and guidelines in exercising our discretion in awarding discretionary rate relief to charities and not-for-profit organisations.

Where a ratepayer can demonstrate that the criteria is met, the period and value of relief granted will be solely at our discretion.

A formal application from the ratepayer will be required in each case and any relief will be granted in line with state aid requirements.

5.3 Discretionary relief – Localism Act 2011

Section 69 of the Localism Act 2011 allows a local authority to grant discretionary relief in any circumstances where it feels fit, having regard to the effect on the council tax payers of its area.

The provision is designed to give authorities flexibility in granting relief where it is felt that to do so would be of benefit generally to the area and be reasonable given the financial effect to council tax payers.

The government has not issued guidance in respect of how this power might be used except advising that relief “may be granted in any circumstances where a local authority sees fit, having regard to the effect on council tax payers in the area”.

The English Guide to the Act addresses this as follows:

- “The Localism Act gives councils more freedom to offer business rates discounts – to help attract firms, investment and jobs. While the local authority would need to meet the cost of any discount, it may be decided that the immediate cost of the discount is outweighed by the long-term benefit of attracting growth and jobs to their area”.

Our policy on awarding relief under The Localism Act 2011 is that any ratepayer applying for relief under these provisions which does not meet the criteria for existing relief (charities, community amateur sports clubs) and not-for-profit making organisations), must meet all of the following criteria and the amount of relief granted will be dependent on the following key factors:

- The ratepayer must not be entitled to mandatory rate relief;
- The ratepayer must not be an organisation that could receive relief as a non-profit making organisation or as a sports club or similar;
- The ratepayer must occupy the premises (no relief will be granted for unoccupied premises);
- The premises and organisation must be of significant benefit to the residents of the borough and/or relieve the council of providing similar facilities;

The ratepayer must also;

- Provide facilities to certain priority groups such as the elderly, disabled, minority groups and early years child care; or
- Have premises where new employment opportunities will be created; or
- Must bring social, environmental or economic benefit to the community; or
- Contribute to the sustainable development of the borough.

- Provide residents of the borough with such services, opportunities or facilities that cannot be obtained locally or are not provided locally by another organisation; and
- Must demonstrate that assistance (provided by the discretionary rate relief) will be for a short time only and that any business/operation is financially in the medium and long term; and
- Must show that the activities of the organisation are consistent with the council's plan.

Where a ratepayer can demonstrate that all the criteria are met, the period and value of relief granted will be solely at our discretion.

A formal application from the ratepayer will be required in each case and any relief will be granted in line with state aid requirements.

6 Financial matters

Cost of awarding relief

- 6.1 The cost of relief awarded will be borne in accordance with the Business Rates Retention Scheme share - namely 50% borne by central government, 40% by the council, 9% by Hampshire County Council and 1% by Hampshire Fire and Rescue Service.

State aid

- 6.2 The award of Discretionary Rate Relief will be state aid compliant
- 6.3 The issue of rate reliefs being considered as qualifying as state aid is now of some significance and is briefly explained in the "Rate Relief for Charities and other Non-Profit Making Organisations" guidance note issued by the ODPM in December 2002.
- 6.4 Broadly, any award of discretionary rate relief is subject to state aid de minimis limits. The regulations allow an undertaking to receive up to €200,000 of de minimis aid in a three-year period (consisting of the current financial year and the two previous financial years).

Application for Discretionary Rate Relief
nDreams Limited
Ground And First Floors, Block A Spectrum Point, 279 Farnborough Road,
Farnborough, Hampshire, GU14 7LS
Billing No. 9213056-X



nDreams Limited are a virtual reality games publisher and developer at the forefront of gaming innovation. Founded by CEO Patrick O’Luanaigh in 2006, they’ve grown from their base in Farnborough, to encompass multiple remote studios.

Combining state-of-the-art technology with creative excellence, we’ve developed the award-winning games. NDreams currently have a client based of 13 long standing clients and are currently negotiating 2 more deals to strengthen these relationships further. There has been no “risk of loss” identified, and they have regular milestones in place to identify issues and negate risk.

On their website, they state the following:

We develop games with some of the world’s biggest gaming and entertainment partners, spanning both our own and major global IP.

Our multiple studios now include over 150 people, uniting expertise from world-leading games developers and publishers with remarkable new industry talent.

This combination of AAA experience with bespoke VR technologies gives us the skillset and creative processes to deliver truly ambitious, high-production games for all VR platforms.

Further information can be found on NDreams Website: www.ndreams.com

In their application nDreams Limited advise the following:-

What are the main objects of the charity?

nDreams is a world leading virtual reality ("VR") games developer and publisher, working at the forefront of innovative gaming since 2006. Their successes include the #1, award-winning Phantom: Covert Ops for the Meta Quest and Fracked for the PlayStation VR, both developed by their studios and released by their internal publishing team.

They also work with leading entertainment partners, most recently with Ubisoft to turn their global smash hit Far Cry series into an immersive VR arcade title, Far Cry: Dive Into Insanity. With a huge number of new projects in the pipeline, nDreams continue to grow and have opened new studios, as well as expanding their publishing operation to allow them to release third party titles on behalf of other games developers.

Outline ways in which the local organisation is involved, at local, regional or national level, in developing its particular interests (Please provide information about how new employment opportunities will be created?):

nDreams is expanding rapidly and our team headcount is around 14% higher than in March 2021 with a predicted growth of 77% over the next 12 months. We're consistently recruiting new employees and since January 2022, we have averaged 4 new intakes a week. This ongoing growth and expansion continues to generate employment opportunities in the local area. Job roles for our planned hires range from Junior and Graduate entry-level art, code and design positions all to Senior, Lead and Director level positions. To support this our core operational teams will be expanding, with new roles for apprentices, kick starters and graduates, alongside a range of other roles of varying seniority. The current Growth incentive relief has enabled us to launch the nDreams Academy on a greater and grander scale in its first year than we had originally thought possible. Since our Learning & Development Manager joined nDreams in January 2021, the nDreams Academy has launched to help address skills shortages in the industry. So far, a conservative estimate, we have engaged with over 4500 students. We hire a number of less experienced programmers and artists through the Academy, training them in the specific software, engines and bespoke packages needed for the development of our VR games. We visit local Schools, Colleges and Universities to give talks and run workshops, competitions and Q&A sessions to students and young people wanting to break into the games industry. Recently we delivered sessions on "what is the games industry?" "how to get into games?" and a "introduction to games for parents" to both The Sixth Form College Farnborough and Farnborough College of Technology (FCOT). We will also be attending and speaking to students at the careers weeks held by both institutions at the start of March 2022. Last year this initiative was attended by 2750 students all wanting to break into the games business. We are supporting FCOT advising, supporting development by reviewing and advising syllabus content for a trail blazing new B-Tec course for FCOT based on the games industry skills. We are currently also developing work experience opportunities to support the school local to us.

From the 2nd of March we will be hosting biweekly workshops that are open for all to attend via our Discord channel. So far 10 topics including a "day in the life of.." "get your foot in the door" "diversity and inclusion in the games industry" have been scheduled. This Academy is creating job opportunities

for people outside of the industry and, internally to upskill our staff keeping our retention of staff high through promotions and job satisfaction.

Our IT apprentice who joined April 2021 from FCOT has been successful in qualifying for a permanent position, and we are currently advertising for a replacement IT apprentice. We also have a finance assistant who is continuing their Level 4 AAT qualification through FCOT and is likely to go on to undertake the ACCA qualification later this year. We are proud to be supporting young people in obtaining these qualifications, improving their employability potential and skills to help their future careers. We are continuing to offer a range of other opportunities to local young people, working closely with FCOT in doing so. We held our first nDreams Festival at the office in September 2021 and hired a team of catering students from FCOT to assist in the smooth running of the two-day event. We have also joined with educational hub, The Prospect Trust to offer seminars at The Sixth Form College, Farnborough.

Since the launch of the government Kickstart Scheme in 2020, we have successfully recruited four kick starters, and have four further opportunities currently advertised, across a range of departments. Of the recent four, two have been offered permanent positions.

To increase opportunities, we are supporting Interns from the Howest Belgium University, the number one university in gaming, offering six months internships. The interns relocate to the Farnborough office during this time. Both graduates from 2021 have been successful in gaining permanent positions. This year's candidates (3) will be joining shortly. We also invest in our staff and offer 10 level up days a year to support individual training. As well as the time commitment, any costs for external support are fully funded through the company which helps upskills our employees and attract and retain top talent in the industry. If we were successful in our application this year the monies saved would go towards offering greater opportunities for external learning. This will raise the staff engagement and motivation, making nDreams a great place to work in the employment market.

Having added two new studios (Orbital and Elevation) to the nDreams portfolio in the last year, we are now offering many more job opportunities as we expand into new markets. Although the majority of these roles are remote, some are local to Farnborough, and there is of course, increased demand on our operations team, who support all of our Studios whilst all being Farnborough based. We are currently recruiting a number of roles to support the expansion of the operations team. Over the last 12 months we have seen a XX% increase in headcount across these shared services teams, made up of HR and Talent, IT, Finance, Publishing and Facilities.

Please give the reason for your application?

nDreams has been an employer in Rushmoor since 2006, specialising in Virtual Reality gaming since 2014. nDreams as an employer has brought significant commercial benefit to the local economy through both historic and future growth. The value added to the local economy is primarily through the payment of salaries to local staff, and the money spent in the borough, by both nDreams and our employees. RBC residents represent almost 20% of our employees.

Whilst this is a small reduction on last year (due to COVID impact) it has resulted in alternative spend to the local economy. When our employees are in the office, their spend in the local economy is higher in the form of food and drink, entertainment and temporary accommodation. A further 24% of our employees live in the surrounding boroughs and 4% of our staff have relocated into the Rushmoor Borough from overseas, whilst a considerable number also relocated from other parts of the UK in recent months.

We encourage and actively support all forms of diversity in the workplace. We already have a diverse workforce with a number of employees from underrepresented groups. All of our job opportunities are available and advertised as equal opportunity roles. We hold regular Diversity and Inclusion sessions open to all staff members to attend. We support, through sponsorship, a neuro sensory escape room located at the Overworld Studios. We advocate Women in Games. and one of our company directors is an Autistica Play and an IntoGames trustee. To support IntoGames we have over twenty volunteer ambassadors. Senior members of our leadership team commit their personal time to mentoring future talent both in and out of the games industry. Our CEO is currently a non-exec director on the Board of a “start-up” gaming company based in Rushmoor, founded by a former employee.

The company continues to scale rapidly, with revenue and headcount levels across the last four years showing continued growth, as follows:

	FY19	FY20	FY21	FY22 (planned)
Revenue (£'000)	2,002	4,011	5,250	5,500
Headcount	50	81	100	117

Virtual Reality headset ownership levels are at record high, following strong sales over Christmas 2021, and the demand for video games is at an all-time high. Market research show the purchase of headsets had more than doubled in 2021 with similar growth predicted for 2022.

We believe that as a company we are very positive for the local community. As well as providing employment for local residents, we thrive to make the business a family-friendly place to work, and a good work-life balance is encouraged through the operation of core hours and generous annual leave allowances including a day off for employee’s birthdays. We are also supportive of our employees’ mental health and have mental aid first aiders in the business, as well as a wellbeing room in the newly renovated Farnborough office.

We are also supportive of other local businesses in the community. Our procurement processes include primarily looking for service providers available locally. Before awarding any contract looking at their health, safety and environmental procedures and their labour policies, (ensuring our contracts pay the minimum “living wage” to their employees), This ensures our support to local businesses wherever possible. Our catering supplier (Elevenes) courier (JMTM) Fire Safety (Richard Thorpe) Accountants (Menzies) are all companies we have a high spend with. Our recent nDreams Festival enabled us to utilise local hospitality, entertainment and accommodation service providers. We also hired catering staff from Farnborough College. We also organised a number of local ad-hoc events including team lunches, socials and cinema outings. The refurbishment of our Farnborough premises featured many green initiatives allowing us to grow our existing program of recycling and energy efficient practices. Recycled furniture, PRI lighting and energy efficient appliances are some examples. These are helping our aim to be carbon neutral, not just through offsetting but by actively looking at ways to reduce our footprint or create positive impact. Our policy to “source locally” helps with this. We have engaged with LoCase (Low Carbon Across the South and East) to assist further, and our Facilities Manager will be attending a STEM course to gain certification. We are currently organising our second donation of the year to UK’s Devices for All campaign that ensures our unwanted IT equipment makes it way to schools.

How would an award of relief to your organisation benefit the local community?

By retaining our presence in Rushmoor, occupying the second floor at Spectrum Point and doubling our office space, we are committing to supporting the local area for the next 10 years. Our continued growth is reflected not just by higher employment but also in the services we procure to support us, benefitting and strengthening relationships with local businesses. With covid restrictions relaxing, we have been able to welcome international clients to visit the studios again, and this brings business to local taxi companies, hotels and restaurants. One of our Directors is an active member of the Cultural Compact committee, and members of staff attended the discussions to build the plan for submission and funding.

The use of public transport and local retail, entertainment, and hospitality providers by our staff and the company contributes directly to local taxpayers and boosts the local economy and hopefully government budgets. Developing the nDreams Academy and strengthening our relationships with the local colleges will draw in and retain students in the area, which will also support local businesses, public spending and the future of the tech industry in the Rushmoor area.

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CABINET

COUNCILLOR ADRIAN NEWELL
PLANNING AND ECONOMY
PORTFOLIO HOLDER
REPORT NO. EPSH2239

11 OCTOBER 2022
KEY DECISION: NO

RUSHMOOR CULTURAL STRATEGY AND CULTURAL COMPACT

SUMMARY AND RECOMMENDATIONS:

The cultural sector is one of the fastest growing in the economy; creating economic growth and jobs. It makes a major contribution to education, health and social wellbeing, and helps to build communities and social cohesion. Rushmoor has a relatively small and under-developed arts and cultural sector and has been designated by Arts Council England as a 'Priority Place' in need of cultural investment.

Over the last year the council has been working with partners to develop a plan to help grow the cultural and arts sector in the borough. It has been developed in partnership with key delivery partners across the public and private sector through a 'Cultural Compact' (partnership) which will have an ongoing role in shaping cultural activity across the borough.

The Rushmoor Cultural Strategy is not Rushmoor Borough Council's strategy, but the council has played a key enabling role in the development of this document. It will continue to encourage a step change in cultural activity across the borough as a way to achieve its wider social and economic objectives.

The Cabinet is recommended to approve:

- 1) the Rushmoor Cultural Strategy

1. INTRODUCTION

- 1.1. The Rushmoor Cultural Strategy has been developed in partnership to support a step change in arts, culture and heritage activity in the borough. It provides a framework through which the council will work with partners, notably Hampshire Cultural Trust and Arts Council England (ACE) to promote wider economic, social and environmental outcomes of which culture is a contributory factor.

2. BACKGROUND

- 2.1. Rushmoor is fortunate to have some significant cultural assets, a diverse community and a renowned military and aviation heritage. However, there

is a relatively small, under-developed and fragmented arts scene in the borough with a huge potential to grow.

- 2.2. This relative underperformance is reflected in Rushmoor's status as one of eleven 'Priority Places' in the South West region. These Priority Places, 54 across the UK, are areas where Arts Council England investment and engagement is currently low, and the opportunity for Arts Council England to increase involvement and investment is deemed to be high.
- 2.3. Data shows the need for cultural investment in the borough. Arts Council England's 'Active Lives' research shows that arts engagement, participation and attendance in Rushmoor is 'significantly lower than the national average' and ranks as one of the UK's lowest areas of arts engagement. Figures show that Arts Council England's average annual investment in the borough per head (between 2017/18 and 2019/20) was £1.12, relative to £22.16 in Waverley, £2.23 in Guildford £1.45 in Hart and £3.21 in Basingstoke and Deane. This is one of the lowest figures in the region.
- 2.4. Being designated a 'Priority Place' also reflects opportunities for arts and cultural investment in Rushmoor. These opportunities include a strong digital industry, with leading VR and games companies based locally, an established council-led events programme including Victoria Day and Rushmoor's diverse community which is amongst the most diverse in the sub-region.
- 2.5. Town Centre regeneration is one of Rushmoor Borough Council's priorities. Stimulation of arts and cultural activity is recognised as one of the key means of strengthening/building communities and attracting people into the town centres. The strategy reflects this and therefore supports the Council's ambitions of seeking creative spaces that will enable the delivery of arts and cultural activity in the town centre locations.
- 2.6. The research and strategy recognise the disproportionate strength of digital creative industries in Rushmoor. However if this is to be sustained, relative to competition from other areas, then it is important that the cultural offer and ecology of the Borough is enhanced and grown so it is an attractive place for creative talent to stay and develop. The growth of the freelance creative/artist sector and the attraction/retention of staff are particular priorities.

3. DETAILS OF THE PROPOSAL

- 3.1. With support from Arts Council England, matched by the council, work on the Cultural Strategy was commissioned in Spring 2021.
- 3.2. The Strategy outlines the following vision:
 - 3.2.1. "Rushmoor is a place with unique culture and heritage. Its vibrant and diverse mix of communities and more youthful population differentiate it from surrounding towns. Rushmoor's cultural strategy celebrates the distinctiveness of Aldershot and Farnborough, the creativity in all

its communities and builds on the creative and technological legacy of its aviation and military heritage to present a distinctive sense of place and opportunity for existing and new residents.

- 3.2.2. It embraces diversity and inclusion, expressed through four pillars of social engagement, cultural engagement and skills development, as a way to create opportunity, build capacity and attract investment in its cultural and creative sector.”
- 3.3. The Strategy sets out an overview of the ‘cultural ecology’ of the borough including details on the consultation undertaken to inform the Strategy and includes data on the scale and significance of the cultural industries in Rushmoor.
- 3.4. A SWOT analysis summarises some of the key characteristics of the cultural sector. This analysis is underpinned by a detailed Baseline Report which is appended to the Strategy.
- 3.5. The Strategy has four main pillars:
 - Social engagement
 - Cultural engagement
 - Skills development
 - Building capacity in the cultural sector.
- 3.6. These cut across six priority actions:
 - 3.6.1. Support Rushmoor’s varied communities (especially the least culturally engaged) to express and develop their cultural identity and celebrate these together.
 - 3.6.2. Ensure that culture plays an important role in the regeneration of Aldershot and Farnborough town centres.
 - 3.6.3. Build on Rushmoor’s rich aviation and military heritage to both increase community pride and the visitor economy.
 - 3.6.4. Work with artists and the Createch sector to establish Rushmoor as a centre for innovation and excellence in creative media.
 - 3.6.5. Give more young people in Rushmoor the opportunity of developing a sustainable career in the Creative Industries.
 - 3.6.6. Building capacity in Rushmoor’s cultural sector.
- 3.7. The action plan is intended to meet the vision and deliver on the six priority actions. This action plan is a live document, subject to change, and will be owned and monitored by the Cultural Compact.

- 3.8. The Rushmoor Cultural Strategy, and actions in the action plan, support the priorities and activities in *Your Future, Your Place – A vision for Aldershot and Farnborough* and the Council Plan 2022 – 2025

Consultation

- 3.9. The Rushmoor Cultural Strategy has been subject to public consultation. A residents' survey attracted 477 responses. A separate survey of arts organisations and freelance creatives was also undertaken. This attracted a further 137 responses. This included national partners engaged in arts and cultural activity in other areas but not currently active in Rushmoor. An analysis of the survey responses has been included in the Baseline Report.

4. CULTURAL COMPACT

- 4.1. Arts Council England invited Rushmoor to develop a Cultural Compact (partnership). A Cultural Compact is a partnership intended to help areas make a step change in their strategic governance of culture. Such a partnership seeks to help more people and more places benefit from engaging with cultural opportunities by linking into the ambitions of partner agencies including health, business, universities, the third sector and other partners.
- 4.2. The Cultural Compact in Rushmoor was set up in 2021. It has helped to develop the Cultural Strategy and action plan and will monitor and manage the Strategy going forward.
- 4.3. Rushmoor Borough Council has played a key enabling role on the Cultural Compact as one of several partners. The partnership includes representation from the public and private sectors including Arts Council England, Hampshire County Council, Hampshire Cultural Trust, Grainger, the University of Creative Arts, nDreams, Farnborough College of Technology, Frimley CCG and Enterprise M3 LEP.
- 4.4. The membership and governance of the partnership is likely to evolve over time as the cultural sector develops in the borough and the partnership matures. It could become a properly constituted body with terms of reference and an independent chair.

5. IMPLICATIONS (of proposed course of action)

Risks

- 5.1. There are limited risks with regard to the Strategy itself. The actions and interventions set out in the document are not static or isolated, but a programme of activity intended to enhance the cultural life of the borough. Risks associated with specific projects or activity, such as events, will be managed on an individual project basis.
- 5.2. Changes in current financial settlements between government and public sector partners including Arts Council England, Hampshire County Council

and Hampshire Cultural Trust, as well as Rushmoor Borough Council, would impact on the delivery of actions within the document.

Legal Implications

- 5.3. There are no specific legal implications arising from the Strategy itself however any legal impacts will be considered against any relevant actions in the action plan.
- 5.4. Membership and governance of the Cultural Compact (partnership) may evolve over time. Depending on what is appropriate, and the functions that the Compact will take on (e.g. to apply for funding), the partnership may choose to become a properly constituted body (with the need for an accountable body) and Rushmoor Borough Council's role might change.

Financial and Resource Implications

- 5.5. The Rushmoor Cultural Strategy will help to inform future funding bids and leverage additional funding from public and private sector partners, including Arts Council England. It has already informed the council's Levelling Up Fund bid. Evidence from the document was also used in a recent application for the South Western Railways Customer and Communities Improvement Fund.
- 5.6. The delivery of the strategy and Compact will be supported by the recruitment of a Cultural Development Manager at Hampshire Cultural Trust. This post is externally funded, with an existing Rushmoor Borough Council grant to Hampshire Cultural Trust being used as match funding.
- 5.7. Rushmoor Borough Council will support event delivery and cultural activity by recruiting an Events and Cultural Apprentice. This post will be funded by the Shared Prosperity Fund (£10,000 per annum for two years), subject to final confirmation of that funding from government.
- 5.8. The apprentice will sit in the Economy and Growth Team and will also release existing capacity in the team to support elements of the strategy and action plan. Rushmoor Borough Council actions, such town centre events and actions which enhance Rushmoor's creative industry cluster, will be managed and monitored by that team working closely with other services where relevant.

Equalities Impact Implications

- 5.9. The Strategy is intended to engage all Rushmoor's diverse communities and ensure all residents and visitors to the borough can participate in the cultural life of the borough. Equalities impact implications will be considered against any relevant actions in the action plan.

6. CONCLUSION

- 6.1. The Strategy celebrates the distinctiveness, diversity and legacy of arts, culture and heritage that exist across people and places in Rushmoor. It proposes new ways of bringing people and organisations together and new investment in places, skills, arts, culture, heritage and creative organisations to bring about a step change in cultural engagement and boost opportunities for employment in fast-growing creative industries.
- 6.2. The Strategy provides a significant opportunity to address the gaps in cultural investment in Rushmoor, reflected in Arts Council England data, whilst also allowing the council to achieve wider social and economic objectives.

BACKGROUND DOCUMENTS:

Rushmoor Cultural Strategy and Baseline Report

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Rushmoor Cultural Strategy and Cultural Compact



THE FIFTH SECTOR

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Executive summary

Rushmoor's cultural strategy is informed by the views of its residents and artists and driven by opportunities presented by the diversity and distinctiveness of its places, people and heritage.

Rushmoor has a younger and more diverse population than the rest of Hampshire and surrounding areas. This trend will accelerate in the next decade, driven by inward migration, both from diaspora communities which form part of the area's military legacy and new arrivals from other parts of the UK, drawn by a combination of job opportunities locally, across the M3 Corridor and in London, regeneration of civic, retail and business space and a mix of new and (relatively) low-cost housing.

Both Aldershot and Farnborough boast distinctive cultural and heritage assets which emphasise their military and aviation legacy – including Aldershot Military Museum and the Farnborough Air Sciences Trust Museum (FAST). Farnborough International and the Air Show draw national and international audiences numbered in the tens of thousands. More local events, such as Victoria Day, are well-attended and provide enjoyment to thousands of residents and visitors.

Aldershot and Farnborough's computer games and "Createch" businesses form an important part of the innovation-led, high-wage economy which characterises places across the M3 corridor, offering well-paid jobs in fast-growing digital sectors.

But the benefits of these assets and opportunities are unevenly distributed – places like Cherrywood, Aldershot Park and North Town are amongst the 10% most deprived in

England – and levels of engagement with culture are lower than in neighbouring towns; there is a lack of awareness amongst residents about the local cultural offer.

Many residents who do engage with culture think that Aldershot and Farnborough town centres lack scale and distinctiveness, often preferring to travel to London or to nearby towns such as Guildford and Farnham.

More diverse communities report that their lived experience is missing from cultural programming in local venues and at events. This means that all residents are missing out on the varied and vibrant expressions of Nepali and other cultures' art and identity, members of those communities are not accessing employment opportunities in the sector, and the opportunity to appeal to a wider visitor audience is lost.

To address those concerns, the planned regeneration of Aldershot and Farnborough town centres will create new facilities for creative industries and provide more opportunities for families and individuals to enjoy cultural experiences – including a new civic centre in Farnborough combining a leisure centre, library and performance space.

The cultural strategy celebrates the distinctiveness, diversity and legacy of arts, culture and heritage that exist across people and places in Rushmoor. It proposes new ways of bringing people and organisations together and new investment in places, skills, arts, culture, heritage and creative organisations to bring about a step change in cultural engagement and

boost opportunities for employment in fast-growing creative businesses.

Cultural strategy

The strategy has four main pillars and three cross cutting strands:

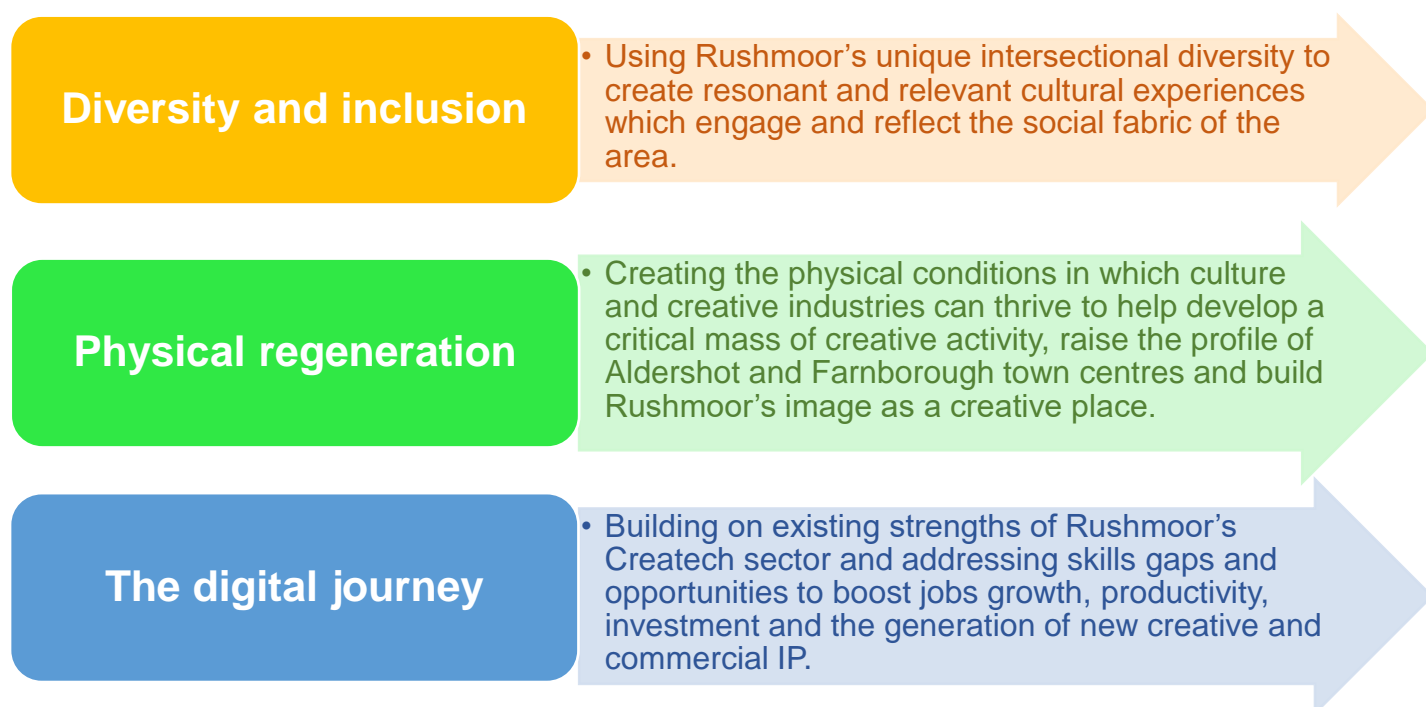
Pillars of the cultural strategy

Table 1 Pillars of Rushmoor's cultural strategy

Social engagement	Celebrating and drawing on the distinctiveness and diversity of communities, heritage and lived experience across Aldershot and Farnborough to define programmes which deliver against wider social and environmental outcomes, the strategy will promote the development of projects engaging with marginalised communities and people from socio-economically disadvantaged backgrounds in order to provide equitable cultural participation and a cultural voice for those who are more marginalised.
Cultural engagement	Investing in commissioning, mentoring and audience development to realise culturally diverse content and create a ladder of development opportunity for emergent community-based organisations, whilst linking to regional and national initiatives and activities to raise Rushmoor's profile as a cultural destination for both residents and visitors. This aims to create independent, sustainable cultural organisations with agency to create relevant community-based practice and, in turn, to create an authentic and vibrant home-grown cultural ecology in which amplifies Rushmoor's diverse and distinctive people, places and heritage.
Skills development	Working in partnership with Further and Higher Education to support skills and leadership development, providing new pathways to employment and addressing skills gaps and shortages. This will operate at all levels and in all sectors of the cultural and creative industries but will prioritise creative digital skills development to capitalise on opportunities within Createch. It will build capacity amongst local creative employers, helping to attract new investment and raise economic output and productivity of Aldershot and Farnborough to match and better that of surrounding major towns.
Building capacity in the cultural sector	The Council and its partners will create new permanent positions to support cultural engagement, skills development and event delivery and identify other investment to expand the cultural offer. These posts will have a specific remit to support the development of Rushmoor's cultural ecology, catalysing and engaging with creative and cultural talent, supporting it through an inclusive growth framework to enable sustainable, viable organisations which in turn develop new talent to create a resilient cultural ecology.

Cross-cutting strands

Figure 1 Cross-cutting strands



Action plan

The findings of extensive research and consultation, including a residents' survey which attracted 477 responses, have been used to inform an action plan which will deliver both on recommendations of the cultural strategy and on the wider social and economic objectives of Rushmoor's Vision 2030.

The strategy sets out **six priority actions** in the short term (2022-25):

Table 2: Priority actions for the cultural strategy

Communities	Support Rushmoor's varied communities (especially the least culturally engaged) to express and develop their cultural identity and celebrate these together.
Town centres	Ensure that culture plays an important role in the regeneration of Aldershot and Farnborough town centres.
Heritage	Build on the rich military and aviation heritage of Aldershot and Farnborough to increase both community pride and the visitor economy.
Creative industries	Work with artists and the Createch sector to establish Rushmoor as a centre for innovation and excellence in creative media.
Young people	Give more young people in Rushmoor the opportunity of developing a sustainable career in the Creative Industries.
Build capacity	Establish new arts team, the Cultural Compact and key partnerships

Cultural Compact

To secure delivery against these objectives and ensure that the vision and strategy for culture continues to reflect the fast-changing nature of its communities and economy, Rushmoor is putting in place a **Cultural Compact**. A compact is a place-based strategic partnership of local authorities, business, education, cultural and community leaders, tasked with co-designing and delivering a vision for culture and setting out a business plan to deliver measurable progress against local priorities.

Rushmoor's Compact will be established by a partnership of Rushmoor Borough Council, Hampshire County Council, Hampshire Cultural Trust (HCT)¹ and Arts Council England.

Membership and governance of the compact will evolve over time to address the changing needs and opportunities of Rushmoor and its diverse communities. Addressing equality, diversity and inclusion as a priority, the Cultural Compact will help focus and promote investment in Rushmoor through:

¹ Hampshire Cultural Trust (HCT) was established as an independent charity in 2014 to promote Hampshire as a county that offers outstanding cultural experiences to both its residents and visitors.

It manages and support 23 attractions across the county, including the West End Centre and Aldershot Military Museum.

It is a National Portfolio Organisation of Arts Council England, with a mission to provide great arts, heritage, museums and creative programming. It works closely with local and

national partners, placing communities, its collections and their stories at the heart of its activity.

HCT has been a key partner in the development of the Cultural Strategy and will play an essential convening and commissioning role in Rushmoor's Cultural Compact, including employing a new Cultural Development Manager to help coordinate community engagement and delivery of cultural experiences.

- Tackling spatial and other inequalities
- Engagement with national government and its agencies over strategic development of key initiatives for industry and culture
- Engagement with NHS and other local partners where there are specific opportunities for culture to make a major contribution to the place
- Delivery of programmes funded by government, e.g., Levelling Up Fund, UK Shared Prosperity Fund, Cultural Development Fund
- Taking action to improve the talent pipeline and the local skills base in line with the Creative Industries Sector Deal
- Providing strategic leadership in the long term
- Supporting local innovation
- Exploring and delivering innovations such as those set out in the UK Cultural Cities Enquiry, e.g., city cultural trusts and other asset-based models and corporate social venturing for culture
- Building longer term relationships with sectors that are key to culture, but which are too rarely engaged, e.g., transport providers and public transport authorities
- Building relationships with other places and working with other Compacts to share learning and good practice.

Vision

Rushmoor is a place with unique culture and heritage. Its vibrant and diverse mix of communities and more youthful population differentiate it from surrounding towns. Rushmoor's cultural strategy celebrates the distinctiveness of Aldershot and Farnborough, the creativity in all its communities and builds on the creative and technological legacy of its aviation and military heritage to present a distinctive sense of place and opportunity for existing and new residents.

It embraces diversity and inclusion, expressed through four pillars of social engagement, cultural engagement and skills development, as a way to create opportunity, build capacity and attract investment in its cultural and creative sector.

The vision for Rushmoor's cultural strategy and cultural compact complements five of the six priorities of Rushmoor Borough Council's vision for 2030 – "Your future, your place":

- Vibrant and distinctive town centres
- Strong communities, proud of our area
- Healthy and green lifestyles
- A growing local economy - kind to the environment
- Opportunities for everyone - quality education and a skilled local workforce

1. Cultural ecology

Residents' views of culture

A residents' survey carried out late in 2021 attracted 477 responses. The respondents were mainly white and mainly female; most were between 25 and 65-years-old, two-thirds lived in Farnborough and one-third in Aldershot.

The results identified a “core” audience with a traditional understanding of arts and culture, an appetite for cultural activity across most genres and appreciation of the importance of arts and culture and its contribution to individuals, place making and quality of life. The cultural strategy will meet a need and an interest amongst this audience.

Arts organisations and freelance creatives

We also carried out a survey of arts organisations and freelance creatives, which attracted 137 responses. This identified significant gaps in the local cultural ecology.

The poor cultural image of Aldershot and Farnborough town centres, combined with a smaller pool of freelance workers than found in comparable places, make it harder for local employers to recruit people with creative and software skills, where they are in competition with London and other regional hubs. Those skills gaps and shortages make it harder in turn to attract new investment, further constraining opportunities for economic growth.

Addressing gaps in the cultural ecology

Insights framed by residents' and artists' surveys, wider consultation, through “World Cafes” events, interviews, and the lived experiences of those we spoke to suggest that alongside a “traditional” view of culture there is:

- Significant underrepresentation of people with protected characteristics within audiences and at all levels of the creative and cultural sector workforce
- Disproportionate under-employment and self-employment across minority ethnic communities, LGBTQI+ people and people with disability
- and that this intersects with socio-economic background, age and gender.

To achieve a state of equality and parity it was clear from our feedback that intervention was needed to achieve greater social engagement through culture and deliver more equitable outcomes for all Rushmoor's residents. This needs to be catalysed by investment and capacity building of arts organisation and individual creative skills and practice highlighted in the action plan; but it also requires rethinking the relationship between Aldershot, Farnborough and surrounding towns to bring

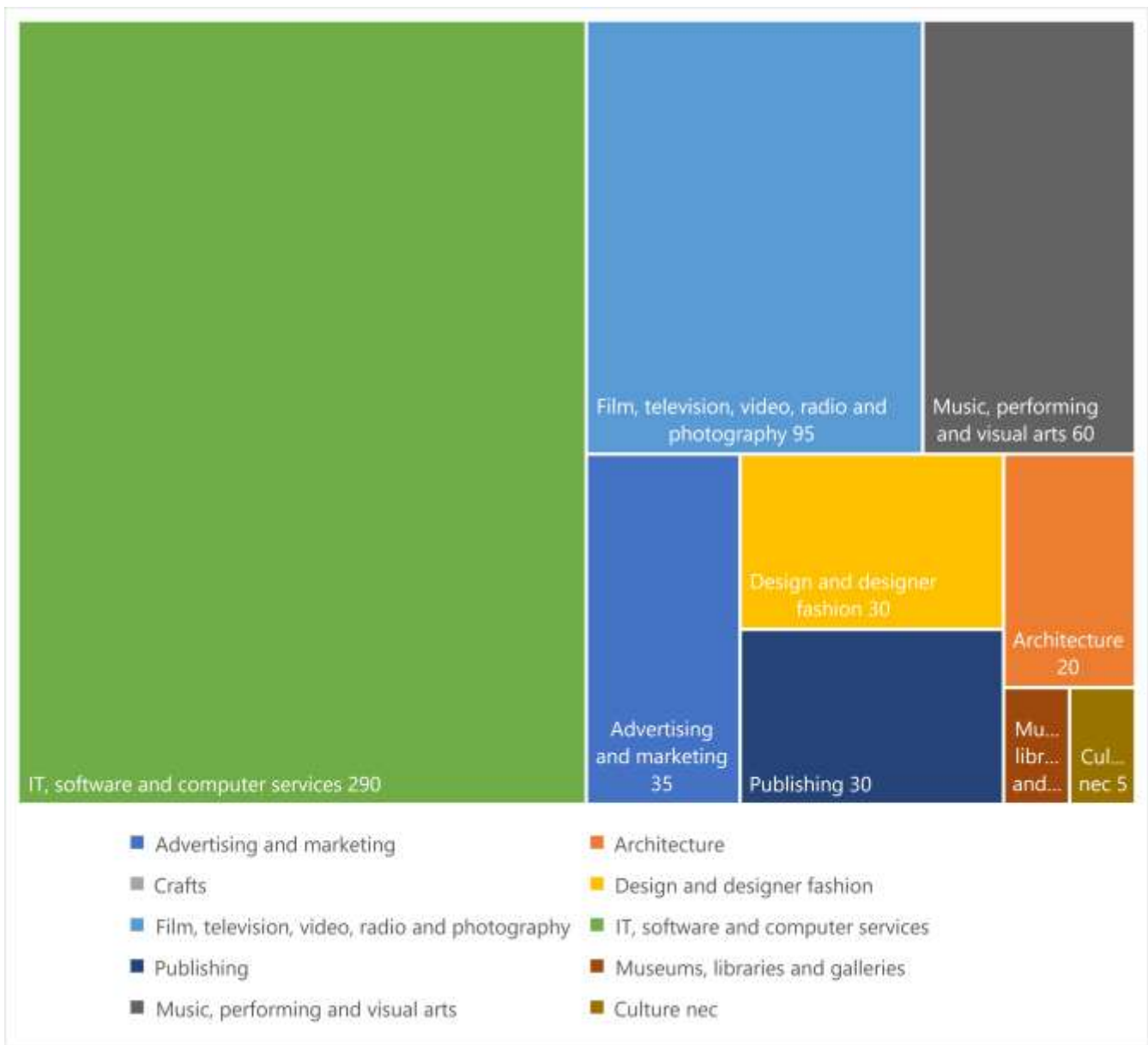
out their distinctiveness and complementarity between their offers, rather than looking to duplicate offers either within Rushmoor or in the surrounding area.

2. Cultural & Creative Industries

2.1 Scale and significance of Cultural & Creative Industries in Rushmoor

Rushmoor’s cultural and creative industries sector (CCI) is made up of 560 firms and some 5,400 employees. It is dominated by IT, computer services and software and, along with Guildford, forms part of a nationally significant cluster of games businesses.

Table 3: Rushmoor Cultural & Creative Industries companies



The Fifth Sector analysis of Beuhurst data, April 2022 (figures rounded to prevent disclosure)

Table 4 SWOT analysis of Rushmoor's Cultural & Creative Industries

<p>Strengths</p> <p>Createch sector – in particular, video games companies which form part of a nationally significant cluster stretching from Aldershot to Guildford</p> <p>Lower cost accommodation than surrounding areas</p> <p>Good connectivity to London and to employment hubs along the M3 corridor</p> <p>Strong Further Education offer</p> <p>Younger and more diverse demographic than neighbouring towns</p>	<p>Opportunities</p> <p>Engage diverse communities across Aldershot, Farnborough and North Camp to create more opportunities for jobs and to attract a new audience from a wider demographic and geographical catchment</p> <p>Increase in demand for film, television and short-form content complements existing strengths in digital content</p> <p>Town centre developments of creative workspace and showrooms and student accommodation bring critical mass to Aldershot</p> <p>Plans for new civic leisure and cultural hub and library anchor redevelopment of Farnborough town centre</p> <p>UCA plans to focus on digital creative courses at its Farnham campus could increase the pipeline of skilled talent to Rushmoor employers</p>
<p>Weaknesses</p> <p>Sparse cultural sector and low levels of audience and community engagement with current offer means little incentive for mid-career producers to locate in the borough</p> <p>Small pool of freelance talent makes it hard for local businesses to recruit and retain skilled staff, leading to skills gaps and shortages</p> <p>Lack of consideration of diversity (lived experience) within current cultural commissioning</p> <p>Aldershot and Farnborough town centres lack scale and identity</p> <p>Areas of multiple deprivation close to centres of employment mean that some individuals and</p>	<p>Threats</p> <p>Skills gaps and shortages (especially in key digital skills) deter potential investors, exacerbating outward migration of talent</p> <p>The physical representations of Rushmoor's military and aviation heritage require ongoing investment and maintenance</p>

communities are more excluded from opportunities in culture and creative industries	
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Film, television and short-form content

Recent growth in demand for original film and high-end television content, driven by streaming providers such as Netflix, has created investment in the whole production and production services supply chain. Rushmoor has seen some benefits, including the construction of temporary sound stages at Farnborough International. Netflix's decision to make its UK base at nearby Longcross means that there is a much greater short-term opportunity to attract production services providers to take advantage of Rushmoor's strategic location and comparatively low costs.

In the medium to long term, encouraging the development of original content – including short form content for platforms such as Instagram and Tik Tok – presents the

opportunity to attract investment from production companies and to grow an indigenous production sector in Rushmoor. Public sector broadcasters are charged with increasing diversity amongst those in front of and behind the camera; this is an opportunity to work with colleges, universities and private sector training providers to attract more of Rushmoor's younger and more diverse demographic toward high value employment opportunities in this sector.

Creative and digital skills

The creative and digital skills pathways that will be established in the process will better enable cross-sector innovation and supply chain development with Rushmoor's other key added value sectors in aerospace, defence, digital security and logistics.

2.2 Creative employment

The Business Register and Employment Survey (BRES) shows the significance of the IT, software & computer services sector (a combination of digital and creative companies which come together under the banner of "Createch") within Rushmoor's creative industries, which account for over 4,400 of a total 5,400 jobs.

Growth in creative industries employment in Rushmoor between 2015 and 2020 was only 280 jobs, or 8% - far below national and regional averages, with even the Createch sector (which includes games) being practically static.

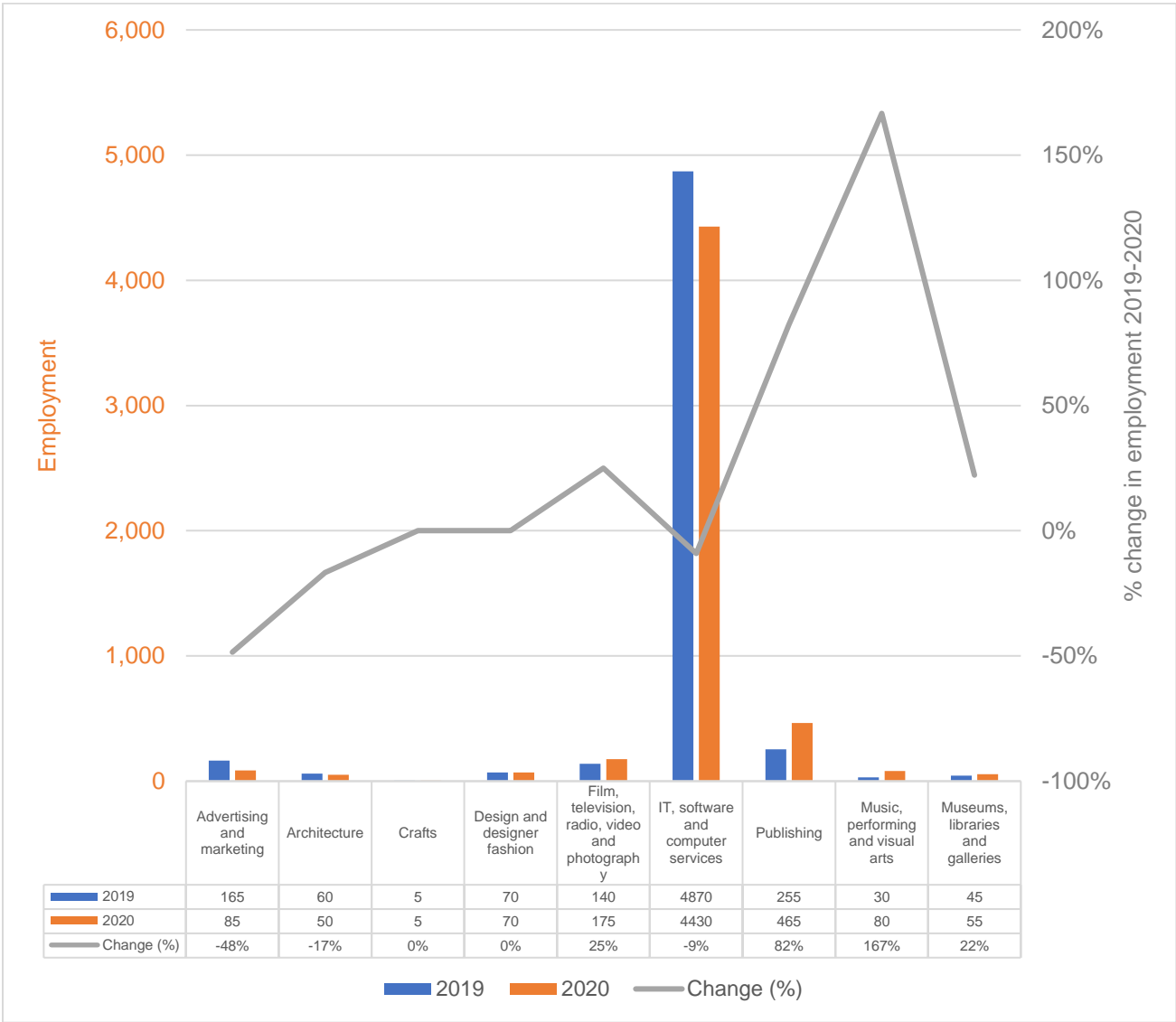
Further research established that Rushmoor has a smaller freelance creative workforce than we find in other parts of England. Analysis of profiles of individuals on LinkedIn identifying themselves as located in Rushmoor and within the creative industries suggests that the current creative workforce numbers 5,790, of whom 4,200 are in employment (full-time, part-time, contract or internship), with the remainder in freelance or contracting roles.

LinkedIn typically identifies a creative workforce between two and five times *larger* than the record of employment in BRES,

reflecting the high levels of freelance and self-employment typically found across creative industries. However, in Rushmoor freelancers represent only 28% of the creative workforce identified through LinkedIn - we would normally expect the ratio to be at least 1:1. This

is supported by findings from our survey of creative practitioners and organisations working in Rushmoor: the 27 organisations which provided employment data reported a total of 487 full and part-time staff and only 64 freelance workers

Figure 2: Change in CCI employment in Rushmoor 2019-2020



Source: The Fifth Sector analysis of BRES (2020), 2022

Impact of Covid-19

BRES 2020 data show a fall of 225 jobs from 2019, reflecting the impact of Covid on employment in some creative sectors – most obviously, advertising and marketing, where employment fell from 165 to 85 (Figure 2:).

However, in contrast to the national picture, where around two-thirds of freelance workers were unemployed through the pandemic, employment in music, performing and visual arts rose from 30 to 80. This may reflect freelance individuals seeking greater security in

permanent employment or registering as businesses in the hope of securing other kinds of emergency relief but will need a longer time frame to see if this represents a lasting shift in employment patterns.

Conclusions

Rushmoor has lower than average levels of freelance working in cultural and creative industries.

The small population of freelance creatives represents a lack of capacity in the creative workforce, reflected in the skills gaps and shortages reported by creative employers, and is a constraining factor on sector growth.

3. Rushmoor Cultural Strategy

Rushmoor's cultural strategy builds on and accelerates a process of culture-led regeneration already set in train by the planned redevelopment of Aldershot and Farnborough town centres.

The cultural strategy aligns with wider government policy around “levelling up” (Table 5) to ensure that Rushmoor is best positioned to take advantage of other opportunities to invest in wider social, economic and environmental outcomes in which culture is a contributory factor.

3.1 Pillars of the strategy

The strategy has four pillars:

- **Social engagement:** drawing on the distinctiveness and diversity of Rushmoor's communities, heritage and lived experience to define programmes linked to “levelling up” which deliver against wider social and environmental outcomes. This priority focuses on actions which use Rushmoor's unique intersectional diversity (which spans ethnicity, gender, disability, faith and sexuality, complemented by the intersectional diversity within its military heritage) as a springboard to create resonant and relevant cultural experiences which engage and reflect the social fabric of the area.
- **Cultural engagement:** capacity building arts organisations through commissioning, mentoring and an audience development strategy based on diversity and inclusion to realise culturally diverse content and create a ladder of development opportunity for emergent community-based organisations, whilst linking to regional national initiatives and activities to raise Rushmoor's profile as a cultural destination.
- **Skills development:** working in partnership with FE and HE, the strategy will support skills and leadership development across the cultural and creative industries and at all levels to address skills gaps and shortages, build capacity and fill gaps in the cultural ecology and increase diversity and inclusion at all levels of the creative workforce – producers and cultural leaders, as well as new entrants. It will emphasise creative digital skills development to capitalise on opportunities within Createch.
- **Building capacity in Rushmoor's cultural sector:** establishing permanent positions to support engagement, skills development and event delivery and identifying investment to expand the cultural offer.

3.2 Cross-cutting themes

There are three threads which run through all four pillars:

- **Equality, diversity and inclusion:** identifying and acknowledging the distinct lived experience of all Rushmoor's diverse communities to address gaps in cultural provision, skills, talent development, sector capacity and productivity and putting in place the investment, mentoring and training to enable all Rushmoor's residents to project their cultural identity and to participate at all levels of the creative workforce.
- **Physical regeneration:** creating the physical conditions in which culture and creative industries can thrive, through town centre redevelopment, provision of new cultural facilities, creative workspace, showrooms, galleries and student accommodation to help develop a critical mass of creative activity, raise the profile of Aldershot and Farnborough town centres and build Rushmoor's image as a creative place.
- **The digital journey:** building on existing strengths of Rushmoor's Createch sector and addressing skills gaps and opportunities to boost jobs growth, productivity, investment and the generation of new creative and commercial IP.

Social engagement

Rushmoor's cultural strategy will draw on the distinctiveness and diversity of Rushmoor's communities, heritage and lived experience to define programmes linked to "levelling up" which deliver against wider social and environmental outcomes.

Using Rushmoor's unique intersectional diversity (which spans ethnicity, gender, disability, faith and sexuality, complemented by the intersectional diversity within its military heritage) as a springboard to create resonant and relevant cultural experiences which engage and reflect the social fabric of the area.

The strategy will promote the development of projects, engaging with marginalised communities from socio-economically disadvantage backgrounds, in order to provide equitable cultural participation and a cultural voice for those who are more marginalised.

Table 5 Cultural strategy alignment with Levelling Up

Levelling up

Rushmoor's Cultural Strategy aligns with wider Government policy around "levelling up".

Levelling Up White Paper

The Cultural Strategy contributes to three of the Government's 12 Levelling Up Missions:

Mission 1. By 2030, pay, employment and productivity will have risen in every area of the UK.

Mission 6. By 2030, the number of people successfully completing high-quality skills training will have significantly increased in every area of the UK. In England, this will lead to 200,000 more people successfully completing high-quality skills training annually, driven by 80,000 more people completing courses in the lowest skilled areas.

Mission 9. By 2030, pride in place, such as people's satisfaction with their town centre and engagement in local culture and community, will have risen in every area of the UK, with the gap between the top performing and other areas closing.

UK Shared Prosperity Fund

The £2.6bn fund (a mixture of revenue and capital funding) has three investment priorities, all of which all align closely to cultural and creative industry (CCI) development drivers:

- Communities and place
- Support for local businesses
- People and skills.

Other programmes with potential to fund culture, arts, heritage and creative industries include:

- Cultural Development Fund
- Towns Fund
- UK Community Ownership Fund
- Plan for Jobs
- High Street Heritage Action Zones

Cultural engagement

Evidence from mapping, surveys and consultation with cultural practitioners and businesses suggests that Rushmoor is lacking in some important aspects of a sustainable cultural ecology, in particular:

- **Connectors**, who make things happen and bring together other parts of the system, such as producers, entrepreneurs, freelance workforce, artists, artist collectives, commissioners, and funders.
- **Nomads**, individuals who participate in and provide an audience for culture but may also combine that with roles as artist and technicians.

The strategy therefore prioritises capacity building arts organisations through commissioning, mentoring and an audience development strategy based on diversity and inclusion to realise culturally diverse content and create a ladder of development opportunity for emergent community-based organisations, whilst linking to regional/ national initiatives and activities to raise Rushmoor's profile as a cultural destination. This aims to create independent, sustainable cultural organisations with agency to create relevant community-based practice and, in turn, to create an authentic and vibrant home-grown cultural ecology in Rushmoor.

With Hampshire Cultural Trust in the lead, this priority may draw capacity from and support investment in cultural organisations based outside Rushmoor with specialist knowledge and an established track record, including Nutkhut, Stopgap Dance, Kala the Arts and Artswork. It also entails building stronger links to national networks, initiatives and activities to raise Rushmoor's profile, as well as connecting into regional activity:

- Regional networks such as the creative visual arts network, Visual Arts South West.
- National organisations with a widening participation agenda, such as the national Saturday Morning Art Club (SMAC), which is prioritising developing clubs in ACE's priority places and Levelling Up for Culture places. SMAC has a widening participation agenda and 72% of attendees are now from protected characteristic and low socio-economic backgrounds. Its model is to develop a club with Further and Higher Education providers, who also then co-fund activity.

The Cultural Compact needs to be proactive about seeking out those opportunities to connect.

Programme delivery should address:

- Marginalised and diverse communities (using core and external funding) to ensure the cultural offer is relevant, reflective, and responsive to local need.
- Developing further community orientated, responsive programming as a significant part of the operation and programming of the West End Centre, Aldershot Military Museum and other cultural venues as well the council's events programme.
- Support for local and regional cultural networks, facilitating the sharing of best practice between Hampshire priority places (including Isle of Wight and Havant as well as Rushmoor, New Forest and Gosport) and making learnings available to broader sector partners.
- Supporting museums and local heritage assets to build local and regional audiences through short- and medium-term intervention.

Delivery of new cultural activity

The strategy will support delivery of accessible cross-sector training to support local cultural and community organisations to deliver cultural activity and to upskill creative practitioners. RBC and HCT will seek to identify additional resource to partner with organisations already involved in delivery of cultural activity in Rushmoor (including Nutkhut, Stopgap, Kala The Arts, local community organisations and others) on outdoor celebratory events for a wide audience e.g., a Mela.

Rushmoor Borough Council and partners will look to identify additional resource to commission a new biannual Arts Festival, commencing in 2024.

Skills development

Rushmoor's relatively younger demographic means that a higher-than-average proportion of its population is of working age. This in turn means that skills development, training, leadership development and sustainability of careers across cultural and creative disciplines are vital to the sustainability and growth of the sector in the area.

Rushmoor already boasts an excellent Further Education offer. Farnborough has both an outstanding **Sixth Form College** and a **College of Technology** with an associated University Centre and Aerospace Research and Innovation Centre. The range of courses on offer at these institutions is wide, and incorporates A and T levels, Apprenticeships, BTECs, Degrees, Professional, Technical and Vocational training across a wide range of subject areas, including gaming, drones, robotics, STEM subjects, and eSports, performing arts and design.

The Higher Education offer will be boosted by changes to the curriculum of the **UCA campus in Farnham** to focus on digital content and to introduce a year out in industry (either as an employee or freelance practitioner) as part of every student's experience. This will build demand for student accommodation, creative workspace and showrooms which form part of the redevelopment of Union Yard in Aldershot and will be available from 2024.

Working in partnership with FE and HE, the strategy will support skills and leadership development across the cultural and creative industries and at all levels but will prioritise creative digital skills development to capitalise on opportunities within Createch.

Across all creative sectors, the challenge for Rushmoor is to ensure that skills development opportunities are made accessible and promoted to people with protected characteristics, including those from lower socio-economic backgrounds. Making diversity and inclusion a key focus of creative skills development is essential to ensure the vibrancy, resilience and agility of the sector and to harness culture as an opportunity for economic growth by expanding the creative workforce. This will:

- Address skills gaps and shortages.
- Build capacity and fill gaps in the cultural ecology.
- Increase diversity and inclusion at all levels of the creative workforce – producers and cultural leaders, as well as new entrants.

As part of diversifying provision, Hampshire Cultural Trust plans to run a grassroots music development programme at West End Centre, supporting young people to find routes into the industry and building new programming and audiences for grassroots music in Aldershot and the surrounding area.

Building capacity in Rushmoor's cultural sector

The strategy has provided new impetus to identify resource to build capacity within Rushmoor's cultural sector and in the delivery of cultural events. As part of this, RBC, Hampshire Cultural Trust and Arts Council England are collaborating to identify resource for some cross-cutting actions:

- Build a Rushmoor arts team, including employing a Cultural Development Manager (which sits within HCT) to develop relationships, build strategic partnerships, and attract and support partner organisations to develop and deliver new projects towards a coherent and diverse local cultural offer.
- HCT will employ a part time Creative Producer to deliver pilot projects and work with Rushmoor Borough Council to develop a biannual arts festival.
- HCT will employ an audience development position to work at the grassroots, linking local communities and existing local cultural provision.
- RBC will employ an Events and Culture Apprentice to support the delivery of events and arts projects across the two town centres.

The development of creative workspaces, art showcases and student accommodation at Union Yard in Aldershot, and the regeneration of Farnborough town centre around a leisure and cultural hub, will lend a more distinctly creative identity to the town centres. Making the town centres more attractive will:

- Encourage more residents to attend cultural events in the local area and reduce 'leakage' of footfall and income to nearby towns and cities, and to London.
- Increase the attractiveness of Aldershot and Farnborough to current and potential employees and employers.
- Provide job opportunities for new residents drawn in by the large housing developments underway.
- Help address skills gaps and shortages to build capacity amongst local creative employers to attract new investment and raise Rushmoor's economic output and productivity to match and better that of surrounding major towns.

4. Rushmoor Cultural Compact

Background to Cultural Compacts

Cultural Compacts formed one of the key recommendations from the Cultural Cities Enquiry (2019), led by the Core Cities group in partnership with the Arts Councils of England, Wales and Northern Ireland and Creative Scotland. A compact is a strategic partnership of local authorities, business, education, cultural and community leaders, tasked with co-designing and delivering a vision for culture and setting out a business plan to deliver measurable progress against local priorities.

From the Cultural Cities enquiry report (2019):

“Effective Compacts will have a close relationship to other local delivery bodies and strategies, including Local Economic Partnerships (LEPs), or equivalent planning partnerships, to agree the cultural component of a Local Industrial Strategy, a health and wellbeing strategy, or spatial and economic plans, and be the go-to body for discussion with national governments.

“Each Compact must have a business plan, with clear and measurable aims, and publish a report on progress annually.”

Arts Council England Priority Places

Rushmoor is identified by Arts Council England (ACE) as a “priority place”, based on its low levels of cultural engagement and lower than average levels of investment in culture. ACE support for development of a compact is one measure designed to address these shortfalls.

The ambition for a cultural compact also reflects wider government “levelling up” agendas:

“The UK Government wants to encourage private sector-led partnerships across the UK, especially when these coincide with existing or potential new clusters of business activity. These initiatives should ideally seek to coordinate action not just across the private sector, but in partnership with local and central government, and local education and research institutions.”

Levelling Up White Paper

4.1 Focus and promote investment

The Cultural Compact will help **focus and promote investment** in Rushmoor through:

1. Tackling spatial and other inequalities;
2. Engagement with national government and its agencies over strategic development of key initiatives for industry and culture;
3. Engagement with NHS and other local partners where there are specific opportunities for culture to make a major contribution to the place;
4. Delivery of programmes funded by government, e.g., Levelling Up Fund, UK Shared Prosperity Fund, Cultural Development Fund;
5. Taking action to improve the talent pipeline and the local skills base in line with the Creative Industries Sector Deal;
6. Providing strategic leadership in the long term;
7. Supporting local innovation;
8. Exploring and delivering innovations such as those set out in the UK Cultural Cities Enquiry, e.g., city cultural trusts and other asset-based models and corporate social venturing for culture;
9. Building longer term relationships with sectors that are key to culture, but which are too rarely engaged, e.g., transport providers and public transport authorities;
10. Building relationships with other places and working with other Compacts to share learning and good practice.

4.2 Place

The Arts Council's prospectus for Cultural Compacts makes it clear that,

“A compact is not a one-size-fits-all model.”

Compacts exist to co-create and co-deliver a holistic vision for all the factors which support cultural production and consumption in a place. Their vision must be one in which the Compact is part of a **step change** in the sustainability and contribution of culture to the life of that place. It must link the cultural sector to broader aspirations and priorities for that place, and secure the partnerships across the cultural sector, and with other sectors necessary to realise that.

Rushmoor has taken a **place-based approach** to the development of its Cultural Compact, building on both engagement around development of Aldershot and Farnborough town centres and evidence from cultural

strategy research. The combined findings have emphasised how a compact can build on specific elements of “culture in place” to deliver both on recommendations of the cultural strategy and on the wider social and economic objectives of Rushmoor's Vision 2030.

Rushmoor's strategy complements work on a Cultural Compact in Gosport and a new Creative People and Places partnership in the New Forest, and wider collaboration with priority places across Hampshire including the Isle of Wight and Havant. It has contributed to an increased county-wide focus and collaboration on the importance of culture. The Cultural Compact will enable Rushmoor to better engage with national partners, including government and its agencies, in the furtherance of local ambitions, and also internationally where appropriate.

4.3 Equality, diversity and inclusion

A Compact is about step change. **Its membership must reflect the ambition of its vision**, the commitment of the cultural sector to that vision, and the necessary connection to other sectors through the inclusion of those sectors in compact membership.

Principles of equality and diversity are fundamental. Through consultation, we have sought to ensure that views of all citizens and communities are at the heart of the compact.

At the core of the Compact must be a membership that reflects the breadth and potential of the cultural sector in that place, but membership must not be limited to the cultural sector: there must be connection to those organisations and sectors beyond the cultural that have a direct interest in the ambition of the Compact, including public agencies, LEPs, Chambers of Commerce, destination management organisations and the third sector.

4.4 Governance

Governance of a Cultural Compact must demonstrate connection to local leadership, primarily through the full support and effective engagement of the local authority. In this case, Rushmoor's Executive Director and Deputy Chief Executive will lead an interim board which also includes representatives of Hampshire County Council, Hampshire Cultural Trust and Arts Council England. This board will:

- Draw up a vision
- Agree the purpose of the compact
- Outline business plans, membership and partnerships
- Set in train a three-year programme of work
- Look to identify operational capacity (which may involve collaborating in recruitment of new posts)
- Draw up terms of reference and person specifications for new board members
- Undertake recruitment for board members in a transparent way, helping capacity build new leadership as it goes.

Membership and governance of the Compact may evolve over time. As it moves forward, the Compact may determine new leadership requirements and seek an independent chair with no direct role in the cultural sector or local authority. Depending on what is appropriate, and the functions that the compact will take on (e.g., to apply for funding, employ staff or delivery activity directly) the Compact may choose to become a properly constituted body.

4.5 Business plan

Compacts are about change, and the business plan for Rushmoor's Cultural Compact identifies six priorities to bring about change in ways that are appropriate to the place and to the ambitions of its people and communities, identified through consultation.

The compact steering group has drafted a three-year action plan (Annex 2: Action plan – Phase 1 (2022-25)) to address **six priority action areas**:

1. Support Rushmoor's varied communities (especially the least culturally engaged) to express and develop their cultural identity and celebrate these together.
2. Ensure that culture plays an important role in the regeneration of Aldershot and Farnborough town centres.
3. Build on Rushmoor's rich aviation and military heritage to both increase community pride and the visitor economy.
4. Work with artists and the Createch sector to establish Rushmoor as a centre for innovation and excellence in creative media.
5. Give more young people in Rushmoor the opportunity of developing a sustainable career in the Creative Industries.
6. Building capacity in Rushmoor's cultural sector.

4.6 Cross-cutting actions

The business plan also identifies three cross-cutting actions (see below) to build capacity in design, delivery and promotion of cultural activity in Rushmoor:

Table 6 Cross-cutting actions to establish the Cultural Strategy and Cultural Compact

Establish new arts team, the Cultural Compact and key partnerships Establish workplans	Establish new arts and culture team.
	Build and develop Cultural Compact Board.
	Establish core group of arts and other organisations to support delivery of strategy and action plan.
Promotion of activities within the borough	Research methods for wide-scale promotion of cultural activities within the borough. This could include filming and venue hire, alongside promotion of tourist attractions, events and arts activities (and potentially green spaces).
Identify and secure new income streams to deliver priorities	Identify and apply for funding to deliver action plan. Research and pursue potential commercial income streams to sustain activity.

Annex 1: alignment with national Government policy

The Levelling Up White Paper

The Cultural Strategy aligns closely to Government ambitions set out in the Levelling Up White Paper, contributing to three of the Government's 12 Levelling Up Missions:

Mission 1. *By 2030, pay, employment and productivity will have risen in every area of the UK.*

Mission 6. *By 2030, the number of people successfully completing high-quality skills training will have significantly increased in every area of the UK. In England, this will lead to 200,000 more people successfully completing high-quality skills training annually, driven by 80,000 more people completing courses in the lowest skilled areas.*

Mission 9. *By 2030, pride in place, such as people's satisfaction with their town centre and engagement in local culture and community, will have risen in every area of the UK, with the gap between the top performing and other areas closing.*

Levelling Up Fund

There is a total fund of £4.8bn available until 2024/25. Applications for the second (and potentially final round) opened on 31 May 2022 and close on 6th July 2022. The Levelling Up Fund is a competitive fund, with funding distributed to places across the UK on the basis of successful project selection.

Funding will be targeted towards places in England, Scotland, and Wales that are most in need of the type of investment the Fund provides, as measured by an [Index of Priority Places](#). There are three investment themes:

- Transport
- Regeneration
- Town Centre and Cultural investment

The Fund focuses investment on smaller scale, local projects that require less than £20 million of funding. But DLUHC is prepared to fund up to two large bids for up to £50 million under the Fund's culture and heritage investment theme.

The UK Shared Prosperity Fund

Summary: The submission window for investment plans is the 30 June 2022 to 1 August 2022 for the funding period April 2022 to March 2025. The £2.6bn fund (a mixture of revenue and capital funding) has three investment priorities, all of which all align closely to cultural and creative industry (CCI) development drivers:

- Communities and place
- Support for local businesses
- People and skills.

Investment Priority One: Communities and place

Strengthening our social fabric and fostering a sense of local pride and belonging, through investment in activities that enhance physical, cultural and social ties and amenities, such as community infrastructure and local green space, and community-led projects.

CCI relevant underpinning interventions

- E4: Enhanced support for existing cultural, historic and heritage institutions that make up the local cultural heritage offer.
- E6: Support for local arts, cultural, heritage and creative activities.

Investment Priority Two: Supporting local businesses.

CCI fits into all three objectives under this strand:

- Creating jobs and boosting community cohesion, through investments that build on existing industries and institutions, and range from support for starting businesses to visible improvements to

local retail, hospitality and leisure sector facilities.

- Promoting networking and collaboration, through interventions that bring together businesses and partners within and across sectors to share knowledge, expertise and resources, and stimulate innovation and growth.
- Increasing private sector investment in growth-enhancing activities, through targeted support for small and medium-sized businesses to undertake new-to-firm innovation, adopt productivity-enhancing, energy efficient and low carbon technologies and techniques, and start or grow their exports.

CCI relevant underpinning interventions

- E18: Supporting Made Smarter Adoption: Providing tailored expert advice, matched grants and leadership training to enable manufacturing SMEs to adopt industrial digital technology solutions including artificial intelligence; robotics and autonomous systems; additive manufacturing; industrial internet of things; virtual reality; data analytics. The support is proven to leverage high levels of private investment into technologies that drive growth, productivity, efficiency and resilience in manufacturing.
- E19: Increasing investment in research and development at the local level. Investment to support the diffusion of innovation knowledge and activities. Support the commercialisation of ideas, encouraging collaboration and accelerating the path to market so that more ideas translate into industrial and commercial practices.

- E20: Research and development grants supporting the development of innovative products and services.
- E21: Funding for the development and support of appropriate innovation infrastructure at the local level.
- E22: Investing in enterprise infrastructure and employment/innovation site development projects. This can help to unlock site development projects which will support growth in places.
- E23: Strengthening local entrepreneurial ecosystems and supporting businesses at all stages of their development to start, sustain, grow and innovate, including through local networks.
- E24: Funding for new and improvements to existing training hubs, business support offers, 'incubators' and 'accelerators' for local enterprise (including social enterprise) which can support entrepreneurs and start-ups through the early stages of development and growth by offering a combination of services including account management, advice, resources, training, coaching, mentorship and access to workspace.

E27: Funding to develop angel investor networks nationwide.

E28: Export Grants to support businesses to grow their overseas trading, supporting local employment.

adult skills provision e.g., by providing additional volumes; delivering provision through wider range of routes or enabling more intensive/innovative provision, both qualification based and non-qualification based. This should be supplementary to provision available through national employment and skills programmes.

CCI-relevant underpinning interventions

E38: Support for local areas to fund local skills needs. This includes technical and vocational qualifications and courses up to level 2 and training for vocational licences relevant to local area needs and high-value qualifications where there is a need for additional skills capacity that is not being met through other provision.

Other programmes

Other programmes with potential to fund culture, arts, heritage and creative industries include:

- Cultural Development Fund
- Towns Fund
- UK Community Ownership Fund
- Plan for Jobs
- High Street Heritage Action Zones.

Investment Priority Three: People and Skills

Relevant Objective

Supporting local areas to fund gaps in local skills provision to support people to progress in work, and supplement local

Annex 2: Action plan – Phase 1 (2022-25)

PRIORITY 1 - Support Rushmoor's varied communities (especially the least culturally engaged) to express and develop their cultural identity and celebrate these together.

Activity (Phase 1)	ACE <i>Let's Create</i>	Rushmoor 2030	Outcomes
<p>Ensure arts and cultural programming and provision reflects old, new and potential future communities, creating a sense of community for those who are moving into the area, and not leaving behind existing residents.</p> <p>Aldershot and Farnborough libraries will act as high-profile centres for a variety of cultural activities, events and cultural bridges between those communities. The Library Service will also seek to engage young children and new families in cultural activity and provide opportunities for creative play and learning.</p> <p>Project(s) using performing arts, sport and outdoor activity to address disability, isolation and mental health issues, and physical wellbeing.</p> <p>Crafts project to address domestic life, linking experience of white, Nepali, other Asian and Black people (especially women).</p> <p>Engage areas of multiple deprivation in Rushmoor (Cherrywood, Aldershot Park, North Town).</p>	<p>Outcome: Cultural Communities</p> <p>Investment Principles: Ambition & Quality</p> <p>Inclusivity and relevance</p>	<p>Strong communities, proud of our area</p> <p>Healthy and green lifestyles</p>	<ul style="list-style-type: none"> • Development and demonstration of community engagement for CPP bid (apply 2024, launch 2025) • Use of green space • (Audience development)

Action	Who	When	Funding
<p>PROJECT 1.1</p> <p>Creation of pilot arts project with deprived and diverse communities. Work with key arts organisations / partners to understand community needs and project opportunities. Pilot arts project outcomes will identify potential project leads, priorities, community networks and buy-in for future activity, linked to a creative producer programme.</p> <p>There could and should be multiple projects in this space.</p> <ul style="list-style-type: none"> • HCT has employed a Cultural Development Manager (CDM) until 31 March 2023, to develop relationships, build strategic partnerships, and attract and support partner organisations to develop and deliver new projects towards a coherent and diverse local cultural offer. HCT will employ a part time Creative Producer to pilot projects. • HCT will develop its ACE-funded Make a Mandala project into a co-creation project targeting the Nepali community (2022, funding dependent but part of HCT's core plans) • HCT will develop a pilot pen-pal project partnering with Aldershot Library, reducing isolation and overcoming language barriers • HCT will provide creative producer training as part of its programme (see below) <p>RBC will continue to commission arts projects that meet the priority</p>	<p>HCT RBC Arts team (Potential: Nutkhut & others)</p>	<p>Late 2022</p>	<ul style="list-style-type: none"> • Big Lottery Fund (Prospect Estate) • Ward grants • Lottery / ACE Project Grants/ HCT NPO

<p>PROJECT 1.2 (cross cutting)</p> <p>Develop creative producer and mentoring programme, leading into new community projects and an arts festival.</p> <p>HCT will</p> <ul style="list-style-type: none"> • Employ a part time creative producer • Include producer training in our creative practitioner training programme • Lead on creative producer programme (if commissioned) 	<p>HCT – lead RBC Arts team</p>	<p>Launch late 2022</p>	<p>HCT NPO</p>
<p>PROJECT 1.3</p> <p>Develop proposals to create and commission public art and cultural activity to attract visitors to green spaces, outside of town centres (enhancing wellbeing and encouraging healthy lifestyles).</p> <ul style="list-style-type: none"> • Invite proposals for projects in this space from varied partners • HCT has been running ticketed outdoor theatre and workshops for the past three years and plans to increase these (core activity) • HCT is also interested in supporting Nutkhut and others on a Mela or similar gathering with wide community appeal • RBC continue to deliver and develop projects through the Community and Economy and Growth teams. 	<p>RBC HCT (core activity) Arts team NHS</p>	<p>Research 2022 Deliver 2023</p>	<p>HCT (via core income and HCT's RBC grant)</p>
<p>PROJECT 1.4 (cross cutting)</p> <p>Lay groundwork for Arts Festival in 2023. Secure funding and team.</p> <p>Deliver borough-wide Arts Festival (every 2 years).</p>	<p>HCT RBC Arts team</p>	<p>Launch late 2022 Deliver late 2023</p>	<p>HCT NPO Other?</p>

HCT's CDM (from 2022) and part time creative producer role from 2023 will lead on development (delivery and the commissioning of artworks would be commissioned).			
PROJECT 1.5 (cross cutting) Promote (unusual) spaces and other venues to event producers, artists etc, stimulating arts activity at every scale.	RBC Arts team	Late 2022	
INFRASTRUCTURE Develop artistic programming and activities at existing venues, such as Princes Hall, to engage the community.	RBC Arts team		
INFRASTRUCTURE Support future development of libraries: <ul style="list-style-type: none"> Aldershot – develop as a community hub, providing a focal point for community and cultural activity. Farnborough – explore potential for an integrated library/community/cultural offer including viability of indoor performance venue and operating model within Civic Quarter 	RBC HCC HCT (if commissioned)		
RELATIONSHIPS (cross cutting) Develop relationships and attract partner organisations to deliver projects (ACE, NPOs, private sector, community) in the borough, engaging Rushmoor's diverse communities. Partner organisations to include Nutkhut, Stopgap, Artsworld and Kala the Arts. HCT's Community Development Manager would lead on this and ensure a coherent and strategic local offer.	HCT – lead Arts team	Ongoing	HCT ACE (year 1) HCT NPO (year 2-4)
RELATIONSHIPS (cross-cutting)			

HCT will support wider local cultural networks, facilitating the sharing of best practice between Hampshire Priority Places (including Isle of Wight and Havant as well as Rushmoor, New Forest and Gosport) and making learnings available to broader sector partners.	RBC Arts team	Ongoing	HCT NPO
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PRIORITY 2 - Ensure that culture plays an important role in the regeneration of Aldershot and Farnborough town centres.

Activity (Phase 1)	ACE <i>Let's Create</i>	Rushmoor 2030	Outcomes
<p>Creation of supported incubator/workspaces for creative practitioners and small creative industries in spaces such as Union Yard, the Digital Hub and Farnborough Civic Quarter. These spaces could also be creative industries employment hubs for young people.</p> <p>Regular programming of small and medium-scale performances in both town centres and the gradual development of larger scale artistically ambitious programming for new/interesting sites on a less frequent basis.</p> <p>Consider how design can help to ensure that culture is reflected in the regeneration of the towns such as how we use lighting in the town centres to enhance the experience and encourage the safe and sustainable use of town centres.</p>	<p>Outcome: Creative Places</p> <p>Investment Principles: Ambition & Quality Dynamism Environmental Responsibility Inclusivity & Relevance</p>	<p>Vibrant and distinctive town centres</p> <p>A growing local economy – kind to the environment</p>	<ul style="list-style-type: none"> Building demand and local supply chain as part of regeneration of Aldershot town centre and development of Farnborough civic centre offer Arts Festival 2023 onward (Audience development)
Action	Who	When	Funding
PROJECT 2.1			

Develop temporary artwork on the regeneration hoardings in Farnborough and Aldershot.	RBC	Ongoing	
PROJECT 2.2 (cross cutting) Promote (unusual) spaces and other venues to event producers, artists etc, stimulating arts activity at every scale Attract large-scale, high profile event promoters to use green space within the borough, capitalising on existing event infrastructure such as Farnborough International Exhibition and Conference Centre.	RBC Arts team	Late 2022	
PROJECT 2.3 Develop a public art project at the Maker's Yard, Aldershot.	RBC Arts team	2024	
PROGRAMMING Continue to programme a Council-led comprehensive outdoor events programme and arts projects in Aldershot and Farnborough town centres to boost footfall and community engagement.	RBC	Ongoing	Funded by RBC to Mar 2023
PROGRAMMING Develop existing Council-led town centre events and arts programme, actively engaging local communities and artists. Research potential to commission an experiences artist / organisation to deliver new activity alongside RBC's existing programming.	RBC	2023	
PROGRAMMING Assess potential for combined arts delivery between town centres, Princes Hall and West End Centre, particularly outdoor programmes.	RBC HCT (core activity) Princes Hall	Mid-2022	

Explore potential to cross-programme cultural activity with other boroughs (including priority places) and within HCT.			
INFRASTRUCTURE Ensure existing and potential cultural spaces and venues are fit for purpose, attracting audiences in the medium and long-term (indoor, outdoor).	RBC HCT (lead for Aldershot Military Museum, West End Centre and others, if commissioned) FAST Libraries	Ongoing discussion	HCT (via core income and HCT's RBC grant)
INFRASTRUCTURE Create fit-for-purpose (creation, rehearsal, office) space within Princes Hall theatre (or alternative location) for use by partner arts organisations such as Nutkhut, Artswork, Stopgap.	RBC	Ongoing discussion	
INFRASTRUCTURE Develop publicly available indoor performance venue(s) in Farnborough and commission programme. Assess viability of developing new Civic Quarter space in partnership with Library and HCC. HCT is feeding into discussions and is a potential operating partner.	RBC HCC HCT (if commissioned)	Ongoing discussion	
INFRASTRUCTURE Provision for semi-permanent public art space in in Aldershot.	RBC	Ongoing discussion Launch Aldershot 2024	

INFRASTRUCTURE Provision for permanent public art in the Civic Quarter and Farnborough town centre, potentially reflecting Farnborough's unique aviation heritage.	RBC	Ongoing discussion	
RELATIONSHIPS Work with UCA (digital, creative and making courses) to research potential for: <ul style="list-style-type: none"> Graduate self-employment support / workspace in the Maker's Yard container village from 2024 Creation and showcase space for students within the Makers' Yard container village (incl. students on industry year) from 2024. 	RBC UCA	Ongoing discussion Deliver 2024	
RELATIONSHIPS (cross cutting) Capitalise on and promote Rushmoor's venues and broader assets to attract film production companies.	RBC Arts Team	Late 2022	

PRIORITY 3 - Build on Rushmoor's rich aviation and military heritage to both increase community pride and the visitor economy.

Activity (Phase 1)	ACE <i>Let's Create</i>	Rushmoor 2030	Outcomes
Using the past to map the future - public art project around Rushmoor's unparalleled combination of aviation and military <i>legacy</i> (and heritage). Celebrate current and future innovation in STEAM sector.	Outcome: Cultural Communities Investment Principle: Ambition & Quality Inclusivity and relevance	Strong communities, proud of our area	<ul style="list-style-type: none"> Development of National Centre for Aviation Heritage bid (AMION) Developing local history as part of role of Aldershot and proposed new library in Farnborough as culture-led community hubs (Audience development)
Action	Who	When	Funding
PROJECT 3.1 Deliver Farnborough heritage trails (with AR technology)	RBC FAST	Deliver mid-2022	
PROJECT 3.2	RBC	Ongoing discussion	

Support MODCAF Q121 project 2022, promoting heritage assets and supporting artists.	ACE	Deliver late 2022	
PROJECT 3.3 Develop one-day family STEAM festival in Farnborough town centre, showcasing fun, hands-on steam activities.	RBC	Launch 2023	
PROJECT 3.4 Support Aldershot Military Museum and the Royal Army Physical Training Corps museums to launch new joint learning programmes for schools.	HCT (core activity) RAPTC	Late 2022	
PROJECT 3.5 (cross cutting) Lay groundwork for Arts Festival in 2023. Secure funding and organiser. Deliver borough-wide Arts Festival (every 2 years). HCT CDM (from 2022) and part time creative producer role from 2023 will lead on development (and delivery and the commissioning of artworks if commissioned).	HCT RBC Arts team	Launch late 2022 Deliver late 2023	HCT NPO Other
PROJECT 3.6 (cross cutting) Promote Farnborough's aviation assets and (unusual) spaces such as the wind tunnels and centrifuge to event producers, artists etc, stimulating arts activity at every scale. Continue to promote these assets to film production companies.	RBC Arts team	Late 2022	
INFRASTRUCTURE	FAST	Late 2022	

Support museums / assets to build local and regional audiences through short medium term intervention.	RAPTC HCT (core activity) RBC Arts Team		
INFRASTRUCTURE Long-term development of a national aerospace heritage centre.	RBC HCT (as operating partner if commissioned)	Ongoing discussion	
RELATIONSHIPS (cross cutting) Develop relationships and attract partner organisations to deliver projects (ACE, NPOs, private sector, community) which link with the borough's rich aviation and military heritage.	HCT RBC Arts team	Ongoing	

PRIORITY 4 - Work with artists and the Createch sector to establish Rushmoor as a centre for innovation and excellence in creative media.

Activity (Phase 1)	ACE <i>Let's Create</i>	Rushmoor 2030	Outcomes	
Projects, competitions, annual showcase and rolling investment fund for creative innovation, with LEP and industry partners	<p>Outcome: A Creative & Cultural Country</p> <p>Investment principles: Ambition & Quality Dynamism</p>	<p>Opportunities for everyone – quality education and a skilled local workforce</p> <p>A growing local economy – kind to the environment</p>	<ul style="list-style-type: none"> • Development and take-up of sector-specialist business development capacity collocated within Digital Hub (including EM3 support for branding as a county hub) • Building demand from indigenous businesses and investors for property in Union Yard • Studio space – pilot (talent development) • Longer term proposal for larger creative space to be explored 	
Action		Who	When	Funding
<p>PROJECT 4.1(cross cutting) Develop creative producer and mentoring programme, leading to new community projects and arts festival.</p> <p>HCT will:</p> <ul style="list-style-type: none"> • Employ a part time creative producer 		HCT Arts team	Launch late 2022	HCT NPO Other funding bids

<ul style="list-style-type: none"> • Include producer training in our creative practitioner training programme • Lead on creative producer programme (if commissioned) 			
PROJECT 4.2 Develop one-day family STEAM festival in Farnborough town centre, showcasing fun, hands-on steam activities.	RBC	Launch 2023	
PROJECT 4.3 Competition for creative innovation.	LEP RBC HE Createch Sector		
PROJECT 4.4 Annual showcase of creative innovation.	LEP RBC HE Createch Sector		
PROJECT 4.5 Work with Farnborough International Exhibition and Conference Centre to promote the venue as a potential centre for e-sports tournaments / gaming events.	FIL LEP		
INFRASTRUCTURE			

Research the potential of creating an e-sports arena within the borough.	FIL LEP		
INFRASTRUCTURE Launch the Digital Hub at the Old Town Hall in Aldershot as an office space for creative professionals and businesses in creative and digital media technologies.	LEP RBC HE	2022	
INFRASTRUCTURE Launch business support / start-up support at Digital Hub (town hall)	RBC LEP	2022-24	
INFRASTRUCTURE Provide suitable (subsidised) studio / creation / performance space within the borough with initial focus on Aldershot.	RBC HCT		RBC HCT (core + RBC grant)
INFRASTRUCTURE Ensure planning policies reflect the need for suitable spaces for high-spec gaming companies and creative professionals.	RBC		
INFRASTRUCTURE Develop proposals for design of Makers Yard container space as a creation / studio / makers sale area. (<i>*See above action in Priority 1 with UCA</i>)	RBC Creative sector		

RELATIONSHIPS Research potential partnerships and build relationships with universities / technology sector / LEP to promote sector growth, build career pathways and ensure training is fit for purpose	LEP RBC HE nDreams		
INVESTMENT Rolling investment fund for creative innovation	LEP RBC HE Createch Sector		

PRIORITY 5 - Give more young people in Rushmoor the opportunity of developing a sustainable career in the Creative Industries.

Activity (Phase 1)	ACE <i>Let's Create</i>	Rushmoor 2030	Outcomes	
<p>Digital creative skills (talent development) project/competition(s), engaging schools, colleges and industry in supporting young people to create short form content to be used in marketing, social media and branding for 'behaviour change' around:</p> <ul style="list-style-type: none"> • Health & wellbeing • Environmental responsibility 	<p>Outcome: A Creative & Cultural Country</p> <p>Investment principles: Ambition & Quality Dynamism Environmental Responsibility Inclusivity & Relevance</p>	<p>Opportunities for everyone – quality education and a skilled local workforce healthy and green lifestyles</p>	<ul style="list-style-type: none"> • CPP bid (apply 2024, launch 2025) • Engage community, voluntary, health and environmental organisations • Increase diversity of creative and digital workforce • Promote business start up • Inward investment from (larger) companies looking to access local talent pool (Talent development) 	
Action		Who	When	Funding
<p>PROJECT 5.1 Support existing TV training academy for young people / adults.</p>		RBC	Ongoing	
<p>PROJECT 5.2 Research potential new projects i.e. Your DNA (Digital News Agency), PC Gaming Club and Pop-up Digital Agency</p>		RBC	Ongoing	

PROJECT 5.3 Develop new HE and school projects to showcase relevant creative courses and student talent. Work with Hampshire Skills and Participation service to develop and fund suitable apprenticeships.	Arts team HE RBC HCC	Late 2022	
PROJECT 5.4 Support and promote HCT Grassroots Music Project at West End Centre.	HCT - lead	Ongoing	HCT (Year 1 - core + ACE grant, core + other funding)
PROJECT 5.5 Support Hampshire Music Education Hub to deliver activity with libraries (young people and primary age, focussed on areas of deprivation).	Libraries Hants Music Service	Ongoing discussion	
RELATIONSHIPS Continue to support FE creative student projects, events and work experience opportunities. Develop new opportunities within partnership organisations	RBC All partners	Ongoing	

PRIORITY 6 - Cross-cutting actions to drive and deliver Rushmoor Cultural Strategy and Action Plan

Activity (Phase 1)	Action	Who	When	Funding
Establish new arts team, the Cultural Compact and key partnerships Establish workplans	Establish new arts and culture team resource	HCT – lead RBC ACE	Ongoing	HCT ACE grant year 1 HCT NPO years 2-4
	Build and develop Cultural Compact Board	HCT – lead RBC ACE	Ongoing	HCT ACE grant year 1 HCT NPO years 2-4
	Establish core group of arts and other organisations to support delivery of strategy and action plan	HCT – lead RBC ACE	Ongoing	HCT ACE grant year 1 HCT NPO years 2-4
Promotion of activities within the borough	Research methods for wide-scale promotion of cultural activities within the borough. This could include filming and venue hire, alongside promotion of tourist attractions, events and arts activities (and potentially green spaces).	Arts team RBC HCT Key partners		ACE grant year 1 HCT NPO years 2-4
Identify and secure new income streams to deliver priorities	Identify and apply for funding to deliver action plan Research and pursue potential commercial income streams to sustain activity	Arts team HCT RBC		ACE grant year 1 HCT NPO years 2-4



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