



## RUSHMOOR BOROUGH COUNCIL

### POLICY AND PROJECT ADVISORY BOARD

*To be held at the Council Offices, Farnborough on  
Tuesday, 9th December, 2025 at 7.00 pm*

**To:**

Cllr S.J. Masterson (Chair)  
Cllr Abe Allen (Vice-Chair)  
Cllr Lisa Greenway (Vice-Chair)

Cllr A. Adeola  
Cllr Steve Harden  
Cllr Rhian Jones  
Cllr Mara Makunura  
Cllr T.W. Mitchell  
Cllr M.J. Roberts  
Cllr Dhan Sarki  
Cllr Ivan Whitmee

**Standing Deputies:**

Cllr C.W. Card  
Cllr Leola Card  
Cllr A.H. Crawford  
Cllr Thomas Day  
Cllr G.B. Lyon  
Cllr Becky Williams

Enquiries regarding this agenda should be referred to the Administrator, Chris Todd,  
Democracy Team, Tel. (01252) 398825, Email. [chris.todd@rushmoor.gov.uk](mailto:chris.todd@rushmoor.gov.uk).

# **A G E N D A**

## **1. MINUTES – (Pages 1 - 6)**

To confirm the Minutes of the Meeting held on 18th November, 2025 (copy attached).

## **2. FREE PARKING FOR SHOPPERS – (Pages 7 - 8)**

Following the approval of a Motion at the Council meeting in October, 2025, to consider offering free or discounted car parking for shoppers in Aldershot and Farnborough town centres (copy of Motion wording attached).

Lee McQuade, Economy and Growth Service Manager, will be in attendance at the meeting to provide a short presentation and to guide the discussion.

## **3. WORK PLAN – (Pages 9 - 14)**

To discuss the Policy and Project Advisory Board Work Plan (copy attached).

## **4. EXCLUSION OF THE PUBLIC –**

To consider resolving:

That, subject to the public interest test, the public be excluded from this meeting during the discussion of the undermentioned item to avoid the disclosure of exempt information within the paragraphs of Schedule 12A to the Local Government Act, 1972 indicated against such item:

<b>Item No.</b>	<b>Schedule 12A Para. No.</b>	<b>Category</b>
4	3	Information relating to financial or business affairs

## **5. COUNCIL BUDGET 2025/26 - SERVICE REVIEWS – (Pages 15 - 28)**

To receive a briefing on the options under consideration by Cabinet to improve financial sustainability (confidential paper attached) and consider making recommendations to Cabinet.

Ian Harrison, Interim Managing Director, Peter Vickers, Executive Head of Finance and Sction 152 Officer and Alex Shiell, Service Manager – Policy, Strategy and Transformation will be in attendance at the meeting to guide the discussion.

The Leader of the Council (Gllr Gareth Williams) will also be in attendance.

## **MEETING REPRESENTATION**

Members of the public may ask to speak at the meeting on any of the items on the agenda by writing to the Panel Administrator at the Council Offices, Farnborough by 5.00 pm two working days prior to the meeting.

Applications for items to be considered for the next meeting must be received in writing to the Panel Administrator fifteen working days prior to the meeting.

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# POLICY AND PROJECT ADVISORY BOARD

Meeting held on Tuesday, 18th November, 2025 at the Council Offices, Farnborough at 7.00 pm.

## **Voting Members**

Cllr Abe Allen (Chair)  
Cllr Lisa Greenway (Vice-Chair)

Cllr Steve Harden  
Cllr Rhian Jones  
Cllr Mara Makunura  
Cllr S.J. Masterson  
Cllr M.J. Roberts  
Cllr Dhan Sarki  
Cllr Ivan Whitmee

Apologies for absence were submitted on behalf of Cllrs A. Adeola and T.W. Mitchell.

Cllr Leola Card attended the meeting as a Standing Deputy.

## **18. MINUTES**

The minutes of the meeting held on 17th September, 2025 were agreed as a correct record.

## **19. APPOINTMENT OF CHAIR**

**RESOLVED:** That Cllr S.J. Masterson be appointed as Chair for the remainder of the 2025/26 Municipal Year.

## **20. APPOINTMENT OF VICE-CHAIRS**

**RESOLVED:** That Cllrs Abe Allen and Lisa Greenway be appointed as Vice-Chairs for the remainder of the 2025/26 Municipal Year.

## **21. RUSHMOOR CULTURAL STRATEGY - REVIEW AND NEXT STEPS**

The Board welcomed Mr Lee McQuade, Economy and Growth Service Manager, who provided an update on work towards reviewing the Council's Rushmoor Cultural Strategy.

The Board was advised that the Rushmoor Cultural Strategy had been adopted in 2022/23 and had set out six shared priorities:

- 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

Mr McQuade ran through a number of initiatives that had contributed towards these priorities including:

- Rushmoor Heritage Festival
- Aldershot and Farnborough Heritage trails
- Town centre banners and graphics
- Makers’ Yard in Union Yard in Aldershot town centre
- The Landing in Farnborough town centre
- Temporary artworks and installations, including murals at Aldershot Station and North Camp toilets
- Delivery of free Council events
- Supporting arts projects and initiatives, such as Bula Festival
- Surrey+ Creative Constellation, alongside key partners such as University of Creative Arts, Farnham
- Farnborough Film Studios
- Employment, skills and training promoting pathways in film, media and digital arts
- Strengthened partnerships with Hampshire Cultural Trust, Arts Council England and other partners

- New Cultural Programming Group
- Cultural Places project

It was explained that the Cultural Strategy would not be rewritten but that a document would be produced that would set out a direction of travel for the Council and its partners. Members were asked to suggest what activities should be included in any future plans and what the future focus should be on.

In discussing the content of the presentation, the Board raised the following points:

- Important to engage with Nepali community but also to remember that there are many other ethnic groups in the Borough that are hard to reach
- Must ensure that people know that they are welcome to host their own event(s)
- Could the Council run training/workshops to assist people in organising their own event(s)?
- Councillors to assist with this training?
- Can further assistance be sought from Hampshire Cultural Trust?
- Important to engage with young people to establish their wants
- West End Centre (WEC) has had a pioneering approach – important facility
- Could more flag raising be done – e.g. all four Saints' days?
- Could we buy staging etc. and then market an 'events package' to individuals considering hosting an event at The Landing?
- It is not felt that current events are marketed sufficiently – Arena magazine, website and Facebook not enough – need to consider younger persons' technology such as Instagram, TikTok and Snapchat
- Council should consider joining up platforms to provide an online Rushmoor events calendar
- How can more funding for events be obtained from partners?
- Could the Council consider allowing free parking for volunteers assisting at events? Otherwise this can be a barrier
- The 'Aldershot Mixtape' event and events at the WEC bring in many people from outside the Borough, including as far away as London

The Chairman thanked Mr McQuade for his input.

## **22. REVIEW OF EVENTS PROGRAMME**

The Board welcomed Mr Lee McQuade, Economy and Growth Service Manager and Mr Alex Stone, Business Analyst, who provided details of the Council's events programme, which was being reviewed as a result of the withdrawal of the UK Shared Prosperity Fund (UKSPF) and the Community Response Fund (CRF).

The Board was advised that the current plans for the 2026/27 Council events programme included 24 events with a forecasted cost of £135,300. To aid the relative assessment of events, the report analysis assigned a 'value rating' to each event based on a relative assessment of:

- The event's contribution to the Council's Delivery Plan priorities
- The event's contribution to adopted Strategies and Strategic Plans
- The event's value to partners seeking outcomes that aligned with those of the Council
- The public expectation around the event

The scope of the 'events programme' did not include:

- Events that were considered part of service delivery or statutory activity, such as committee meetings
- Economic Development Service's markets, craft fayres and car boot sales, as these were focussed on economic opportunities for traders and small businesses rather than an event offered directly to the public
- Events that were not organised by the Council but that the Council participated in, promoted or otherwise supported

The event cost vs value rating plotted each of the 24 events in a table and suggested whether the event was considered to be high cost and high value, low cost but high value, low cost and low value or high cost but low value. The Board was invited to consider the assessment of the relative value of the events and, given the current financial situation, whether there were any recommendations they wished to make to the Cabinet as to how events might be prioritised. In response to these specific considerations, the Board requested the report's analysis of events should incorporate the ratio of event cost to attendance and an Officer based assessment of the value-for-money achieved in the delivery of the event. No specific recommendation on prioritisation was made by the Board.

In discussing the content of the presentation and the table, the Board raised the following points:

- Friends of the Earth are a key partner in terms of the Eco Festival



- Should 'Men's Health Day' be redesigned as 'Family Health Day'?
- Cost of Annual Council Meeting seems high – can the cost of this be reduced in terms of buffet etc? - would be good to know the cost of a normal Council meeting for comparison purposes
- Should consider doing more flag-raising – low cost and high impact
- Civic Banquet and Ball – need to understand where the cost is over and above the cost of the ticket to the event – not clear how much this event raised the profile of the Mayor's chosen charities
- Could 'Carols at The Landing' be a new event for Farnborough?
- Need to consider these events in the context of the Council not existing in this form from 2028 – part of our heritage?
- There needs to be very good reason to hold an event that the table shows as being high cost but low value – otherwise should be stopped or changed
- 'Cost per head' column should be included in the analysis
- Some of the events, such as the Easter and Halloween events, feel 'tired' now – should they be replaced with something new?
- Could Eco Explorers Clubs be held less often to save money?
- Could Council buy own staging equipment for use at The Landing with a view of using for Council events and hiring out to people organising other events at venue?

The Chairman thanked Mr McQuade and Mr Stone for their input.

## 23. **WORK PLAN**

The Board noted the current Work Plan.

It was agreed that the work plan would be updated following the inaugural meeting of the Programme Management Working Group on 1st December, 2025.

The meeting closed at 8.19 pm.

CLLR S.J. MASTERSON (CHAIR)

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## **Notice of Motion – Town Centre Parking – FINAL VERSION**

This Council:

- Recognises the huge challenges facing local businesses, particularly those in our town centres.
- Acknowledges that with alternative shopping options available in other town centres, as well as the growth of online shopping, parking charges may discourage people from visiting Farnborough and Aldershot.
- Observes that forthcoming option of setting up town councils could lead to changes which allow for more support to be provided to town centres and local economies, making consideration of the matter timely.
- Believes that any discussions or consultations on this issue need to be informed by detailed evidence.
- Recognises the heavy workload placed upon Council Officers and the desirability to avoid duplication of effort.

Therefore, this Council:

- Requests officers, under guidance from PPAB, to develop a suitable method of consulting residents, local businesses and potential investors about the likely impact of free or discounted parking and how it could work best.
- Requests the Portfolio Holder to present the findings of feasibility investigations to PPAB to allow it to make recommendations to the Cabinet in time for next year's budget.

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## POLICY AND PROJECT ADVISORY BOARD WORK PLAN

### SECTION 1 – WORKFLOW 2025/26 (dates of meetings and work allocated to each)

DATE	ITEMS	DELIVERY PLAN PRIORITY
10 June 2025	LGR – approach to public engagement and involvement - KE/AS  Potential future changes to Integrated Care Boards - KE  Pathways to Work consultation - JC/AS	Future and Financial Sustainability  Community and Wellbeing  Skills, Economy and Regeneration
22 July 2025	LGR – options for councillor ratios and warding patterns and engagement update - KE  Implications of the Supreme Court judgement on the interpretation of the Equality Act – AS (deferred)	Future and Financial Sustainability
17 September 2025	Community Governance Review – consultation responses  Permitting scheme for automated passenger services consultation	Future and Financial Sustainability  Skills, Economy and Regeneration
18 November 2025	Rushmoor Cultural Strategy – review and next steps - LM  Review of events programme - PPAB to look at events programme (measures of success, which events to retain) – LM/AS	Community and Wellbeing  Community and Wellbeing

Last Updated  
25/11/2025

9 December 2025 <i>(rearranged from 20/1/26)</i>	Feedback on Council Budget 2025/26 - Service Review outcomes – AS/JS  Consider offering free parking for shoppers (Motion from Council) - LM	Future and Financial Sustainability  Skills, Economy and Regeneration
24 March 2026	Cohesion – PPAB to consider a plan	Community and Wellbeing
Potential Future Items for the Committee in 2025/26	<ol style="list-style-type: none"> <li>1. <i>LGR</i></li> <li>2. <i>Equalities Review – PPAB to look at producing an Equalities Policy</i></li> <li>3. <i>Civil Society Covenant programme – how we support voluntary sector</i></li> </ol>	<i>Future and Financial Sustainability</i> <i>Community and Wellbeing</i> <i>Community and Wellbeing</i>

**SECTION 2 – ISSUE LOG**  
(recent updates on running topics)

<b>SKILLS ECONOMY AND REGENERATION</b>	
<b>ISSUE</b>	<b>CURRENT WORK</b>
Pathways to Work consultation	Reviewed the Council's response to the consultation at its June 2025 meeting. Board was keen to track progress of this topic.
Consider free car parking for shoppers	Council Motion passed for PPAB to consider possibility of offering free parking in town centres to encourage footfall in shopping areas. To be considered at December 2025 meeting.
<b>HOMES FOR ALL: QUALITY LIVING, AFFORDABLE HOUSING</b>	
<b>ISSUE</b>	<b>CURRENT WORK</b>
<b>COMMUNITY AND WELLBEING: ACTIVE LIVES, HEALTHIER AND STRONGER COMMUNITIES</b>	
Future changes to Integrated Care Boards	In June 2025, the Board discussed potential changes and expected to be involved as firmer proposals unfold.
Review of events programme	In November 2025, the Board considered which events should continue to be funded now that UKSPF funding is coming to an end. Further information to be provided to assist review going forward.

PRIDE IN PLACE: CLEAN, SAFE AND VIBRANT NEIGHBOURHOODS	
ISSUE	CURRENT WORK
Permitting scheme for automated passenger services consultation	Board requested by Portfolio Holder to consider response to a Government consultation on the introduction of a pilot for driverless taxis. Feedback provided and expected that Board will be involved once pilot has direct effect on Borough.
THE FUTURE AND FINANCIAL SUSTAINABILITY	
ISSUE	CURRENT WORK
Local Government Reorganisation	Elements discussed at June and July 2025 meetings and expected to return to PPAB once next stage underway.
Community Governance Review	Discussed at September 2025 meeting and expected to return to PPAB once next stage underway.
Council Delivery Plan and Service Reviews outcome	Board to consider providing feedback to the Cabinet in these areas at its meeting in December (brought forward from date in January).
OTHER	
Equalities Review	Board expecting to look at process for Council to produce and Equalities Policy – likely to be considered in 2026.
Elections Group	Well-established Group that meets regularly for Members to consider pertinent electoral matters.



### **SECTION 3 – Criteria for selection of items for the work programme**

The Panel's work programme to align with the Panel's purpose:

- to provide policy and project support to the Cabinet and Council which helps to deliver Council Plan priorities. This may include consideration of how policies and service provision is framed based on resident need/demand, pressures and constraints, and risks and other strategic factors;
- to undertake research, consultation and reviews for the purpose of advising the Cabinet on the delivery of priorities in the Council Plan (usually through the task and finish groups);
- to assist the Cabinet in reaching decisions on specific issues;
- to assist and advise the Cabinet on budget preparation; and
- to develop and maintain a work programme, in co-ordination with OSC and AGC, which engages with the Cabinet Work Programme and ensures that there is efficient use of time.

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