



RUSHMOOR BOROUGH COUNCIL

POLICY AND PROJECT ADVISORY BOARD

*To be held at the Council Offices, Farnborough on
Tuesday, 22nd September, 2026 at 7.00 pm*

To:

Cllr Thomas Day (Chair)
Cllr A. Adeola (Vice-Chair)
Cllr Lisa Greenway (Vice-Chair)

Cllr Leola Card
Cllr Uttar Gurung
Cllr Sharon Harvey
Cllr Rhian Jones
Cllr Mara Makunura
Cllr Rob Matthews
Cllr Mike Roberts
Cllr Calum Stewart

Standing Deputies:

Cllr Jib Belbase
Cllr Dave Bell
Cllr Kevin Betsworth

Cllr Craig Card
Cllr Halleh Koohestani

Cllr Steve Masterson
Cllr Dhan Sarki
Cllr Ivan Whitmee

Enquiries regarding this agenda should be referred to the Administrator, Chris Todd,
Democracy Team, Tel. (01252) 398825, Email. 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 9th June, 2026 (copy attached).

2. **ALDERSHOT & FARNBOROUGH GROWTH PARTNERSHIP – (Pages 7 - 34)**

The Board to review the aims and the action plan of the Aldershot & Farnborough Growth Partnership (action plan and prospectus attached).

Lee McQuade, Economy and Growth Service Manager and Tom Bircham, Economic Development Officer will be in attendance at the meeting to guide the discussion.

3. **STREET TRADING CONSENT POLICY – (Pages 35 - 38)**

The Board to consider recommending changes to the current application requirements or standard conditions relating to the Council's Street Trading Consent Policy (report attached).

Shelley Bowman, Place Protection Manager (Licensing, Patrol, Enviro-crime) and Lauren Arthur, Licensing Apprentice will be in attendance at the meeting to guide the discussion.

4. **WORK PLAN – (Pages 39 - 44)**

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

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 Board 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 Board Administrator fifteen working days prior to the meeting.

POLICY AND PROJECT ADVISORY BOARD

Meeting held on Tuesday, 9th June, 2026 at the Council Offices, Farnborough at 7.00 pm.

Voting Members

Cllr Thomas Day (Chair)

Cllr A. Adeola
Cllr Leola Card
Cllr Lisa Greenway
Cllr Uttar Gurung
Cllr Sharon Harvey
Cllr Rhian Jones
Cllr Mara Makunura
Cllr Rob Matthews
Cllr Mike Roberts

Apologies for absence were submitted on behalf of Cllr Calum Stewart.

1. APPOINTMENT OF VICE-CHAIRS

RESOLVED: That Cllrs Ade Adeola and Lisa Greenway be appointed as Vice-Chairs for the 2026/27 Municipal Year.

2. MINUTES

The minutes of the meeting held on 24th March, 2026 were agreed as a correct record.

3. EQUALITY POLICY

The Board welcomed Mr Alex Shiell, Service Manager – Policy, Strategy and Transformation and Martin Iyawe, Policy and Projects Officer, who provided information on the Council's new Equality, Diversity and Inclusion Policy and Action Plan, prior to its consideration by the Cabinet.

The Board was advised that the policy aimed to deliver outcomes in many areas, including better access to services for customers and helping to develop stronger and more inclusive communities. Members were assured that the Council already demonstrated an equality approach in many areas, including:

- Housing and homelessness prevention
- Cost of living support.

- Nepali-speaking staff available at service desk
- Community cohesion initiatives
- Community safety work
- Accessible leisure opportunities
- Refugee and resettlement support
- Support for local businesses
- Resident engagement and consultation

It was explained that the Equality Act protected certain characteristics, such as:

- Age
- Disability
- Gender reassignment
- Marriage and civil partnership
- Pregnancy and maternity
- Race
- Religion or belief
- Sex
- Sexual orientation

Members heard that the approach was to strengthen existing work rather than create a new programme. A consultation exercise had taken place between December, 2025 and February, 2026 and this had provided useful information that had been factored into the policy. Delivery of the policy would be split between early actions / quick wins over the coming six months and medium to longer-term actions through to 2028. The Board was invited to:

- Note the consultation findings
- Review the Equality Policy and Action Plan
- Consider whether the five priorities reflected local needs
- Identify any gaps or overlooked groups

- Provide feedback before Cabinet consideration

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

- Q – Who to contact if complaints in respect to equality matters?
A – General enquiries through normal Council channels but if a complaint needed to use the formal complaints process
- Evidence of good engagement with Nepali businesses but what about other ethnic groupings?
- Language barriers exist, such as no Nepali speakers at Job Centre
- Consultation aimed at as many community groups as possible but if Members aware of underrepresented group(s), please tell the Policy Team
- 70-80% of respondents did this via website as opposed to other channels
- Accessibility of resources to the young and the neuro diverse are areas where more work is required
- Gender Pay Gap is a driver to support recruitment of women to more senior positions within the organisation
- Armed Forces not a protected characteristic as such but is subject to the provisions of the Army Forces Covenant
- How will we measure success in relation to the Action Plan? Should be outcome-based
- Resources to be offered to this hindered by the significant impact of LGR on senior management capacity - offer from Members to be involved in the delivery of this

In summarising the views of the Board, the Chair proposed that the following recommendations should be made to the Cabinet:

- Consider neuro-diversity to ensure this plan covers people with those needs and obtain data on difficulties neuro-diverse individuals may have had in accessing our services
- Military families should be covered (possibly by reference to the Armed Forces Covenant) even though this is not a protected characteristic in the Act
- Measures in the action plan should focus on outcomes rather than actions taken e.g. numbers of meetings. This will ensure that we are addressing key inequalities, with outcomes that are visible to residents

The Board voted and **AGREED** to the above recommendations.

The Chair thanked Mr Shiell and Mr Iyawe for their input and guidance.

4. **PLAYGROUND IMPROVEMENTS PROJECT**

The Board welcomed Mr Andy Ford, Play & Open Spaces Manager and Ms Ruth Whaymand, Service Manager Environmental Contracts, who provided information in relation to the proposed prioritisation of the refurbishment or renewal of Council-owned playgrounds that would benefit from investment of £400,000 over the following two years.

The Board was advised that, recently, any playground refurbishments or renewals had been carried out using developers' S106 contributions for the relevant area. However, in each of the 2026/27 and 2027/28 financial years, the sum of £200,000 had been allocated to allow for extensive renewals and refurbishments. It was acknowledged, however, that this sum would not allow for the refurbishment or renewal all 40 of the Council-owned sites, so a prioritisation exercise had been required and a proposed order was presented to Members. The Board's view was sought on whether this prioritisation order was correct or should be changed.

Officers had considered the site based on the relative level of dilapidation coupled with usage. Based on this, the following sites were proposed for attention in the 2026/27 financial year:

- 1) Keith Lucas Road, Farnborough
- 2) Sunnybank Road / Dart Road, Farnborough (although two separate sites their close proximity would mean that work on both at same time would make economic sense)

It was expected that these two sites would utilise the entirety of the 2026/27 budget and, should further funding be required, S106 contributions would be used. In relation to 2027/28, the following priority order was suggested:

- 1) Aspen Grove, Aldershot
- 2) Montgomery Road, Farnborough
- 3) Cumbria Court, Farnborough

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

- Lack of public conveniences at some sites a problem
- Confirmed Council looking at reopening Cove Green and Rectory Road toilets – no budget to build new toilets
- Confirmed that relevant local communities consulted on proposals to update playground and local residents invited to be involved in project if they would like to be

- Where sites not directly owned by the Council, e.g. Curly Bridge Close, Council seeks to work in partnership with owning organisation
- Confirmed that accessible play equipment could only be fitted at supervised sites.

The Board voted and **AGREED** that the priority order, as set out by Mr Ford in the presentation and as set out above, was correct and was, therefore, recommended for approval by the Cabinet.

The Chair thanked Mr Ford and Ms Whaymand for their input and guidance for this item.

5. **APPOINTMENTS TO ELECTIONS GROUP 2026/27**

RESOLVED: That the following members be appointed to serve on the Elections Group for the 2026/27 Municipal Year:

Cabinet Member with responsibility for Electoral Issues	Cllr Sophie Porter
Chair of Licensing and Corporate Business Committee	Cllr Sarah Spall
Chair of PPAB	Cllr Tom Day
Conservative Group (2)	Cllrs Steve Harden and Gareth Lyon
'Others' Group (1)	Cllr C.W. Card
Reform Group (1)	Cllr Kevin Betsworth

6. **WORK PLAN**

The Board noted the current Work Plan.

The Chair invited Members to submit any possible items for consideration by the Programme Management Board by email.

The meeting closed at 8.21 pm.

CLLR THOMAS DAY (CHAIR)

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Aldershot and Farnborough Growth Partnership

Problem Statement and Action Plan

For internal use only

Introduction

Aldershot and Farnborough already sit at the heart of a nationally significant aerospace, defence and advanced technology cluster. The area is home to world-class employers, critical defence and aviation infrastructure, globally recognised events and a deep concentration of skills and expertise that supports both national capability and economic growth. These strengths are long-established and actively in use today. However, despite their scale and strategic importance, they are not yet fully recognised or reflected within national industrial or defence strategies, nor consistently articulated as a coherent growth proposition.

The Farnborough and Aldershot Growth Partnership has been established to address this gap. It brings together local employers, education providers and public-sector partners to act collectively – not to reinvent what already exists, but to connect, amplify and better align activity so the area's economic value is clearly understood and more influence can be exercised at regional and national level. By operating as a single, credible voice, the Partnership aims to strengthen recognition, accelerate growth, improve career opportunities for local residents, attract greater government attention and inward investment.

This document provides an internal framework to focus action, coordinate effort and support delivery across business growth, skills and placemaking, ensuring existing assets are fully leveraged and future ambition is pursued with clarity and confidence.

Problem Statement

Farnborough and Aldershot sit at the heart of one of the UK's most important concentrations of aerospace, defence, advanced manufacturing and R&D activity. The area is home to world-class employers, the largest business aviation airport in the UK, the globally recognised Farnborough Airshow, and the birthplace of British aerospace, alongside Aldershot's role as the home of the British Army. Businesses have chosen to locate here because of these **inherent strengths** and continue to benefit from the talent, infrastructure and networks the area offers.

However, while these assets exist – and are already delivering value – they are not yet operating as a fully connected, visible, and self-reinforcing economic cluster. There is currently no single convening force, **shared vision** or framework drawing together business insight, skills demand, place ambition and promotion into a coherent, collective offer. As a result, much of the area's potential remains under-recognised, under-promoted and under-activated.

The absence of a **coordinated approach** means that the area's collective strengths, priority sectors and growth opportunities are not consistently articulated or understood – by businesses themselves, by education providers, residents, or by external audiences such as investors, talent and government. Promotion of the area is fragmented, limiting the ability to tell a compelling, future-focused story that reflects both heritage and innovation.

This challenge is not only external. There is also a need to rebuild confidence and belief among local residents by making the **impact of existing activity more visible**, particularly through the skills and place agendas. By better showcasing progress, success and opportunity, the borough can foster greater civic pride, strengthen confidence in the future

of Farnborough and Aldershot, and encourage residents to become advocates for their towns.

The lack of collective awareness and promotion reduces connectivity within the business community. Businesses are less able to **collaborate at scale**, learn from one another, or mobilise around shared calls to action – from innovation and growth to skills development and place-making. In turn, this weakens the feedback loop between employers and education providers. Skills needs are not always clearly signalled, understood or planned for, limiting collaboration with schools, colleges and training providers on what future roles look like and how young people can realistically access them.

The consequence is a growing challenge around **talent and investment**: young people are not consistently exposed to the breadth of local career opportunities; work-readiness gaps persist; and employers face increasing competition for skills in a tight labour market. These pressures are compounded by place-based factors – particularly the lack of compelling, deliverable town centre visions – which undermines talent attraction, business confidence and the wider perception of the area as a place to live, work and invest.

Put simply, Farnborough and Aldershot have the ingredients of a nationally significant growth cluster, but not yet the joined-up system needed to make those ingredients work harder together. Progress now depends on working as one: shared awareness, **building connectivity** between businesses and partners, aligning skills pipelines to real demand, and renewing the town centres as assets that supports economic growth rather than constrain it.

Key priorities and themes

In response to the challenges set out above, partners within the Farnborough and Aldershot Growth Partnership have coalesced around a clear and shared set of priorities. These priorities reflect where collective effort can have the greatest impact: strengthening the foundations that enable collaboration; accelerating business growth and investment; aligning jobs and skills to real employer demand; and renewing the town centre and wider place offer so it actively supports economic growth. Together, they provide a practical structure for coordinating action across partners while remaining focused on delivery and outcomes.

These priorities are underpinned by a set of cross-cutting themes that shape how activity is developed, coordinated and delivered, and which are translated into practical actions in the sections that follow.

Together, the themes provide a simple framework that brings a wide range of suggested actions into a coherent structure, articulating *why* particular actions matter and *how* they contribute to the Partnership's wider ambitions. The themes are:

- Improving **awareness** of collective business strengths and skills requirements
- Strengthening **growth and connectivity** between businesses and local partners to collaborate, share and learn
- Improving **collaboration** between businesses and schools and colleges on what skills businesses need and the varied career opportunities possible
- Developing a vision and action plan for town centre **regeneration** and business' role in that

- Developing and **promoting** the growth and skills opportunity
- Establishing and promoting the Farnborough and Aldershot Growth Partnership **brand**, creating a clear, credible and consistent identity for the Partnership to unify activity.

The action plans that follow translate these themes into practical activity, phased over time. As an internal working document, this plan is intended to steer collective effort and prioritisation and may be refined over time.

Priority Foundation Level Action Plan

Foundation Priority: Partnership Enablement

We will put in place the essential foundations that allow the partnership to operate as a confident, delivery-focused collective rather than a loose network of organisations.

This includes establishing a clear and engaging strategic narrative and brand, defining a shared journey for growth and renewal, and ensuring sufficient administrative capacity to support action. The partnership will develop a strong collective voice, with visible leadership and named leads for each priority area to drive activity across organisations.

By strengthening governance, coordination and leadership, the partnership will create the conditions in which business, skills and place priorities can move faster, connect more effectively, and deliver shared outcomes.

Short term priorities – to be achieved within the first 6 months, by March 2027

Activity description	Challenge theme	Partnership members involved (lead in bold)	Prioritisation First/Then/Last
Establish essential governance structure and agree key priorities including clearly defined roles for each partner	Growth and Connectivity – connect businesses and facilities to collaborate, learn and share		First – finalise the partners who want to be involved Then – understand what each partnership can commit to, through either time or resources Last – establish a board to drive the strategic direction of the partnership
Create a compelling and engaging brand and strategic journey mapped out and published	Awareness – improving collective awareness / brand		First – create an inward investment proposition document Then – use the basis of the proposition document to create an inward investment website highlighting the aims of the partnership. Develop a marketing strategy to ensure consistent comms

			Last – develop a strategy for how the aims of the partnership will be realised
Appoint a figurehead to lead each priority area	Growth and Connectivity - allow businesses to collaborate more easily		First – understand the capabilities of each partner and which of the priorities they would like to contribute to Then – elect a figurehead to lead the activity within each priority Last – create working groups to lead each priority
Create a channel for partners to be able to communicate with each other	Growth and Connectivity - connect businesses and facilities to collaborate, learn and share		First – create a Microsoft Teams Workstream for partners to use for collaboration. Map out current comms channels. Then – create a workstream for each priority group Last – use content provided by partners to promote the activity of the Partnership through public facing channels

Business Investment and Acceleration Action Plan

Priority 1: Business Investment and Acceleration

We will strengthen awareness and promotion of the area's priority sectors, including defence, aerospace, advanced manufacturing and associated technologies, and create stronger connectivity within the business community.

By supporting collaboration between firms, sharing knowledge and showcasing success, the partnership will help businesses grow, innovate and invest with confidence. This priority focuses on activating the existing business base as a collective force, improving visibility of opportunity and positioning the area as a distinctive and credible location for investment.

Short term priorities – to be achieved within the first 6 months, by March 2027

Activity description	Challenge theme	Partnership members involved (lead in bold)	Prioritisation First/Then/Last
Define businesses within target sectors – create a directory, capture their priorities, strengths and areas for growth (as aligned to industrial strategy) and skills requirements and also what they have to offer across each of the challenge themes	Awareness – improving collective awareness		First - create a directory of businesses and partnership members Then - capture priorities, strengths, needs, offers Last – keep up to date, refine, handover to secretariat to keep running. Use it to suggest working groups and partnership planning and promotion
Create business led working groups , sector specific if needed and including business park collaboration; and use current industry groups to do so	Growth and Connectivity – connect businesses and facilities to collaborate, learn and share		First – map out sector interest groups current and desired, map out business park routes in for collaboration Then – assess missing groups and ask partnership to consider creating. Last – promote current and new networking groups within the

			partnership and via council website
Better promote significant local meeting/event space – for partnership use and supply chain use	Growth and Connectivity		First – capture list of meeting spaces for hire, free use and whether just for partnership use or wider Last – promote via websites

Medium Term priorities – to be achieved within the first 12 months and by September 2027

Activity description	Challenge theme	Partnership members involved (lead in bold)	Prioritisation First/Then/Last
Improve support for businesses through the planning process , by setting up a system of peer-to-peer support and targeted advice sessions from HCC on economic development and RBC on planning practicalities	Growth and Connectivity		First – run peer-to-peer session on navigating the RBC planning system Last – highlight success stories through outward facing comms
Develop and promote the area's existing innovation assets , using them as anchors for inward investment.	Awareness		First – map out the assets Then – highlight these through the inward investment prospectus and website Final – showcase activity and developments at each site through the website, specific marketing activities (such as tours, site visits etc.) and social channels
Support SMEs in applying for business support from HCC and seeking advice from HCC growth hub	Growth and Connectivity		First – add support mechanisms to the website Final – highlight support services through regular updates to website and social channels

Longer Term priorities – to be achieved within the first 18-24 months and by September 2028

Activity description	Challenge theme	Partnership members involved (lead in bold)	Prioritisation First/Then/Last
Investigate the possibility of establishing a local venture fund to support SMEs at every stage of their development	Growth and connectivity		First – understand what funds already exist and how they can be leveraged Then – identify gaps in the current provision Final – lobby appropriate organisations to provide support to close those funding gaps
Frame the town centre as part of the talent attraction offer, linking place improvement with business growth	Awareness		First – identify the current assets that are appealing to employees Then – what are the gaps and how we can fill these Final – create a coherent campaign to market those assets that are attractive to employees and examine how we can feed the gaps in the TC masterplan

Skills and Jobs Action Plan

Priority 2: Skills and Jobs

We will strengthen the connection between local people, employers and training providers to develop the skills needed for current and future economic opportunities. By promoting collaboration, improving access to learning and supporting pathways into employment, the partnership will help businesses access talent while enabling residents to progress into high-quality jobs. This priority focuses on building a skilled and adaptable workforce, reducing barriers to employment and ensuring that local people can benefit from the area's growth and investment ambitions.

Short term priorities – to be achieved within the first 6 months, by March 2027

Activity description	Challenge theme	Partnership members involved (lead in bold)	Prioritisation First/Then/Last
Create a coordinated education-industry skills partnership (schools, FCoT, Sixth Form, key employers) to align training with future career needs.	Collaboration- between businesses and schools and colleges on what skills business need and the varied career opportunities possible		First – identify the partners who wish to be involved Then – identify other organisations who could add value Final – appoint a leader to take this action forward
Support FCoT's bid to become a Defence Technical College and ensure local employers shape the curriculum.	Collaboration		First – confirm whether FCoT's bid was successful and understand feedback or next steps
Partner with ADS's programme of development and licensing of industry-validated apprenticeship and training curricula in aerospace, defence and security to Hampshire Further Education (FE) and Higher Education (HE) institutions.	Collaboration		First – understand the progress of ADS's bid to the LEP Legacy Funds Then – understand what support the Partnership can provide to ADS Final – make part of the industry skills partnership workplan

Promote local apprenticeship opportunities and address business identified barriers to taking on apprentices.	Collaboration		First – identify which companies are recruiting apprentices and communicate this to FE institutions. Set a benchmark, against, which future progress can be monitored Then - identify those companies that would like to take on apprentices and understand current barriers Final – create a support mechanism that bridges the gap between businesses and FE to smooth the path for local businesses looking to hire apprentices
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Medium Term priorities – to be achieved within the first 12 months and by September 2027

Activity description	Challenge theme	Partnership members involved (lead in bold)	Prioritisation First/Then/Last
Build a shared talent attraction message linking skills, jobs, and improved place-making.	Promoting - the growth and skills opportunity and its brand		First – agree the core messages that define Farnborough and Aldershot as a place to build a career (priority sectors, quality jobs, innovation, lifestyle, town centres) Then – co-design a simple narrative and suite of assets (key messages, case studies, visuals) that partners can all use consistently Final – embed the shared message

			across inward investment, recruitment campaigns, education outreach and place marketing
Host a well-publicised aerospace and defence job fair to showcase high quality jobs and attract people of all ages nationwide.	Promoting		First – secure commitment from anchor employers and key sector partners to participate Then – work with FE/HE providers, schools and national networks (e.g. ADS) to shape content and promote widely Final – deliver the event and capture follow-up actions (vacancies filled, applicants engaged, repeat interest)
Launch an early inspiration programme in schools , especially focusing on engineering and STEM pathways.	Collaboration		First – map existing STEM and employer engagement activity already happening locally Then – coordinate businesses to offer talks, site visits and role-model sessions aligned to curriculum needs Final – create a repeatable annual programme with named employer champions and clear routes into apprenticeships and careers

Longer Term priorities – to be achieved within the first 18-24 months and by September 2028

Activity description	Challenge theme	Partnership members involved (lead in bold)	Prioritisation First/Then/Last
Develop a coherent, borough-wide work experience and early careers programme, supported by businesses.	Collaboration		First – audit current work experience provision and identify gaps by sector and age group Then – agree a shared framework for placements, quality standards and safeguarding Final – launch a single, visible offer promoted through schools, colleges and employers as part of the Partnership brand

Renewing the Place Action Plan

Priority 3: Renewing the Place

We will develop a shared vision and coordinated action plan for Aldershot and Farnborough town centres, recognising that quality of place underpins economic success.

By clarifying the role of businesses in town centre renewal, aligning investment and activity, and promoting a stronger sense of identity and purpose, this priority will help create more vibrant, attractive environments. Improved town centres will reinforce talent attraction, business confidence and civic pride, amplifying the impact of the other priorities.

Short term priorities – to be achieved within the first 6 months, by March 2027

Activity description	Challenge theme	Partnership members involved (lead in bold)	Prioritisation First/Then/Last
Use new investment (e.g., Loungers in The Meads) as a catalyst to attract further reputable operators.	Awareness		First – document recent and committed investments and understand why they chose Rushmoor Then – use those examples as proof points in conversations with agents, operators and investors Final – actively promote success stories through the Partnership's channels and inward investment narrative
Create mechanisms for wider business involvement in the regeneration of Rushmoor, including a business fund or consortium model.	Regeneration - vision and action plan for town centre and business' role in that		First – explore models for business involvement (fund, sponsorship, consortium, meanwhile use) Then – test appetite and capacity among local employers and landowners

			Final - pilot one mechanism linked to a visible town centre project or intervention
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Medium Term priorities – to be achieved within the first 12 months and by September 2027

Activity description	Challenge theme	Partnership members involved (lead in bold)	Prioritisation First/Then/Last
Agree a shared vision for 2035 for Aldershot and Farnborough , reflecting the new LGR realities post RBC and Blackwater Valley R&D corridor identity.	Awareness		First – bring partners together to agree key economic and place-based ambitions post-LGR Then – align this vision with the Blackwater Valley R&D corridor and national growth narratives Final – publish and use the vision consistently to guide lobbying, funding bids and investment discussions
Design interventions to activate the town centre , ensuring there are more “things to do” and get support from the business community.	Regeneration		First – identify priority locations and gaps in activity (“what’s missing now?”) Then – co-design temporary and permanent interventions with businesses (events, uses, meanwhile activity) Final – deliver early wins that demonstrate momentum and encourage further private investment
Engage the local community to build empathy with growth	Awareness		First – identify key audiences and concerns linked to growth and regeneration Then – create accessible

			engagement routes (events, storytelling, local champions) to explain benefits Final – feed community insight into regeneration plans and communications to build long-term support
Make the case for increasing power supply to employment sites – and also explore the scope to match those generating surplus energy with other businesses that require it.	Regeneration		First – gather evidence of current and future power constraints from local businesses Then – work with network operators and partners to explore solutions, including energy sharing opportunities Final – jointly lobby for investment and inclusion of power upgrades in wider infrastructure plans

Longer Term priorities – to be achieved within the first 18-24 months and by September 2028

Activity description	Challenge theme	Partnership members involved (lead in bold)	Prioritisation First/Then/Last
Develop a new, evidence based Town Centre Masterplan with a clear delivery pathway and visible early wins.	Regeneration		First – assemble the economic, market and community evidence base Then – co-design the masterplan with businesses, investors and delivery partners Final – publish a clear delivery roadmap with phased projects, funding routes and early confidence-building wins

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INVEST AND GROW IN ALDERSHOT & FARNBOROUGH

Driving **innovation, investment & economic growth** in north Hampshire

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DEFENCE | AEROSPACE | ENGINEERING | TECHNOLOGY INNOVATION | OPPORTUNITY

DISCOVER ALDERSHOT & FARNBOROUGH

Aldershot & Farnborough is home to one of the UK's most productive and strategically important economic clusters.

Combining defence leadership, aerospace innovation and advanced digital and technology capability, the area offers businesses a highly connected environment in which to invest and grow.

Located just 35 minutes from London with direct access to the M3 corridor and Heathrow Airport, Aldershot and Farnborough provide excellent national and international connectivity for businesses, investors and skilled workers.

Farnborough, the birthplace of aviation, internationally recognised for its aerospace, defence and advanced engineering strengths, and anchored by Farnborough Airport and the globally renowned Farnborough International Airshow. Together, they reinforce the area's reputation as a centre for innovation, investment and technical excellence.



Aldershot is the recognised Home of the British Army, hosting Standing Joint Command alongside around 70 military units. This concentration of military leadership creates rare access to defence expertise, operational knowledge and partnership opportunities.



35 MINUTES FROM LONDON
with M3 access, proximity to Heathrow and a strong skills pipeline



HIGHEST PRODUCTIVITY IN THE UK
£84.10 GVA per hour worked (more than double the national average)



UK DEFENCE, TECH AND AEROSPACE HUB
home to QinetiQ, Lenovo, Farnborough Airport and a growing SME base



HOME OF THE BRITISH ARMY
hosting Standing Joint Command



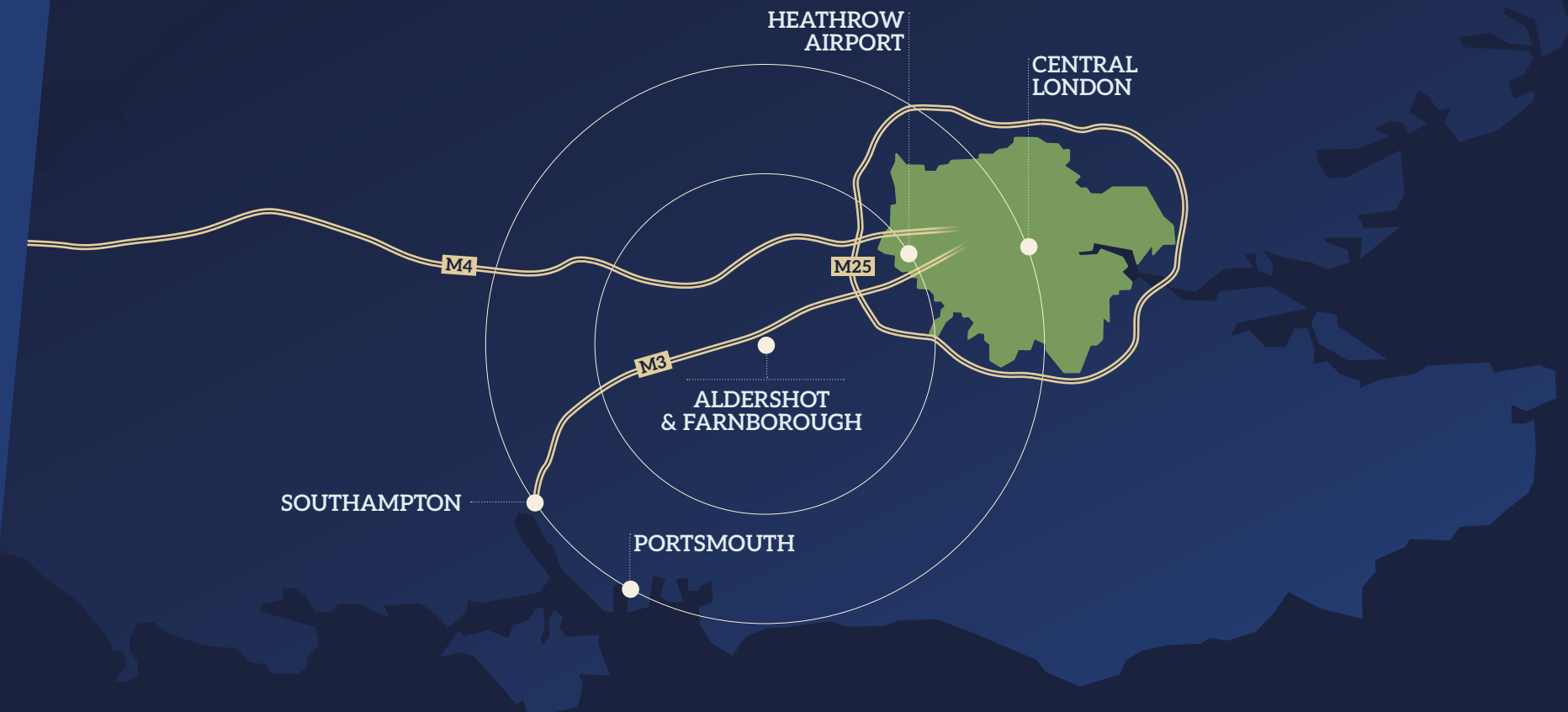
BIRTHPLACE OF BRITISH AVIATION
and host of the Farnborough International Airshow



FARNBOROUGH INTERNATIONAL



LENOVO



A WORLD CLASS ECONOMY

Aldershot & Farnborough offers businesses a proven, high-performing economic environment in which to invest, relocate and grow.

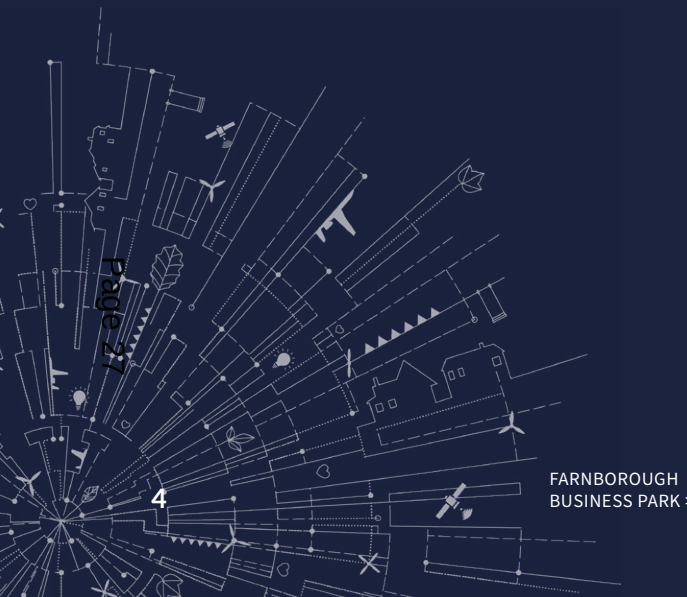
The local economy is characterised by exceptional productivity, the highest in the UK, generating £8.62bn in GDP¹ with an employment rate of 85.6%², significantly above regional and national benchmarks.

The area's mature and organically developed economic cluster, brings together defence primes, global corporates, tier-one suppliers, innovative SMEs and educators, across aerospace engineering, advanced materials, secure digital technologies, systems integration and specialist manufacturing. The cluster has evolved through sustained private-sector investment, supported by its proximity to secure infrastructure, specialist facilities and a highly skilled workforce.

The cluster is further strengthened by Cody Technology Park, one of Europe's largest secure defence and technology campuses, providing a unique environment for research, development, testing and collaboration between industry, government and the armed forces.

For companies considering relocation or expansion, this translates into higher output per worker, access to specialist skills, established supply-chain depth and a business environment accustomed to complex, regulated and mission-critical activity.

1 Source: Office for National Statistics (ONS), Regional Economic Activity by Gross Domestic Product (GDP).
2 Source: Office for National Statistics (ONS), Annual Population Survey (APS).



FARNBOROUGH
BUSINESS PARK >

AT THE HEART OF DEFENCE

Aldershot & Farnborough form one of the UK's most significant defence and aerospace hubs, supporting national security, operational readiness and long-term industrial capability.

Defence lies at the heart of this ecosystem. Aldershot's status as the Home of the British Army reflects the critical role the armed forces play in keeping the nation safe and secure.

Home to key Army headquarters, including Regional Command, Home Command and Standing Joint Command, alongside around 70 military units, creating a uniquely dense concentration of defence leadership, operational expertise and decision making. This proximity offers businesses rare access to end users, real world insight and opportunities to support capability development across land, air and digital domains.

This high performing ecosystem is underpinned by strong collaborative structures. The Farnborough Aerospace Consortium (FAC) — the UK's oldest aerospace and defence trade association — supports around 300 companies, from SMEs to primes, through supply chain development, innovation support and alignment with national priorities.

Alongside FAC, ADS provides national advocacy and industry representation, a particularly important partnership for Farnborough given it's headquartered

within Farnborough International, hosts of the globally recognised Farnborough International Airshow (FIA). This connection helps ensure local aerospace, defence, security and space businesses are well positioned to engage with government programmes, industry networks and procurement reform.

The Aldershot & Farnborough Growth Partnership brings these strengths together.

By working collectively — across local authorities, industry, defence, skills providers and government — the Partnership is better placed to attract investment, secure funding and respond to the MOD's renewed focus on streamlining procurement, defence innovation, SME access, export support and technical skills development.



KEY ASSETS

Farnborough Airport plays a central role in Aldershot and Farnborough's economic success.

As the UK's leading business aviation airport, it enhances the area's connectivity for investors and high-value industries, contributing to the local economy through skilled employment, supply-chain activity and ongoing investment in high-quality facilities.

Alongside its aviation role, the Airport and the adjacent Aviator hotel support a growing creative industries presence in the region. The nearby Farnborough International Studios and Farnborough

International Exhibition & Conference Centre further strengthen this offer, providing purpose-built production facilities and hosting major trade, business and public events that reinforce Farnborough's role as a hub for the creative and events sectors. Their distinctive architecture and secure environment make them attractive filming locations, while providing convenient access for production teams working across the wider area.

Farnborough Airshow

Farnborough's global profile is elevated by the International Airshow.

Hosted by Farnborough International Ltd, a subsidiary of ADS Group, the 2024 Show welcomed over 100,000 visitors and more than 1,400 exhibitors, reinforcing the area's position as a premier showcase for aviation, defence, security and space technologies.

FARNBOROUGH AIRSHOW 2024:

\$105.8BN
(£83BN+)

in global commercial deals announced in 2024

ESTIMATED
£13BN

flows to UK industry through supply chains

260
AIRCRAFT ORDERS worth £6.4bn to the UK

OVER
100,000
VISITORS generating local spend



FARNBOROUGH AIRSHOW



FARNBOROUGH AIRPORT

FARNBOROUGH INTERNATIONAL STUDIOS



PRIME LOCATIONS

Aldershot and Farnborough offer a portfolio of strategically significant locations that support defence-led growth and long-term private sector investment.

More than high-quality real estate, these locations provide the infrastructure, proximity and the credibility businesses need to operate within defence supply chains, public sector programmes and regulated markets, while positioning them close to key partners, customers and future opportunities across the UK's defence and security landscape.

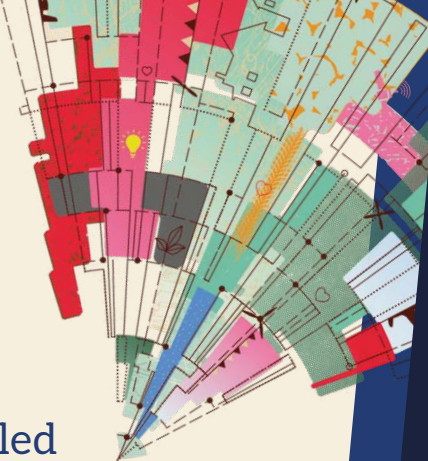
Cody Technology Park is central to this proposition and is a nationally important asset for future defence and security growth. Home to organisations including QinetiQ and SiXworks, the park is the focus of a phased, multi-million-pound programme of redevelopment aimed at modernising facilities, increasing capacity and delivering flexible, secure accommodation for defence-aligned businesses. The ambition is to create new space for both prime contractors and SMEs, supporting collaboration and supply-chain integration alongside existing occupiers.

By providing secure, high-quality space close to established defence organisations and customers,

Cody offers a rare environment in which companies can develop, test and scale solutions aligned to public-sector demand. For new and growing firms, this creates clear opportunities for collaboration, supply-chain participation and future commercial activity, including engagement with government frameworks and long-term programmes.

Farnborough Business Park complements this offer, providing Grade A commercial space suitable for headquarters, R&D, programme delivery and collaborative working. The park is home to major organisations including DXC Technology, Lenovo, Fluor, Siemens and AON, reflecting its role as a proven location for aerospace, defence, technology and advanced engineering activity.

Alongside this, the Farnborough Aerospace Centre provides a dedicated environment for aerospace and aviation-focused businesses, supporting innovation, collaboration and supply chain development within one of the UK's most established aerospace clusters.

- 
- 1 Aldershot College
 - 2 Aldershot Enterprise Centre
 - 3 Aldershot Garrison
 - 4 Aldershot Railway Station
 - 5 Aldershot Town Centre
 - 6 BAE Systems
 - 7 BMW UK
 - 8 Cody Technology Park
 - 9 Farnborough Aerospace Centre
 - 10 Farnborough Airport
 - 11 Farnborough Business Park
 - 12 Farnborough College of Technology
 - 13 Farnborough International Exhibition & Conference Centre
 - 14 Farnborough International Studios
 - 15 Farnborough Main Railway Station
 - 16 Farnborough North Railway Station
 - 17 Farnborough Town Centre
 - 18 Gulfstream
 - 19 Lenovo
 - 20 North Camp Railway Station
 - 21 QinetiQ
 - 22 Royal Pavilion
 - 23 The Meads Shopping Centre
 - 24 The Sixth Form College, Farnborough
 - 25 The Wellington Centre
 - 26 Wellesley Aldershot



Taken together, Aldershot and Farnborough's prime locations offer more than high quality real estate.

They provide strategic platforms for defence aligned investment, supporting businesses that want to be close to partners, customers and **future opportunities within the UK's defence and security landscape.**

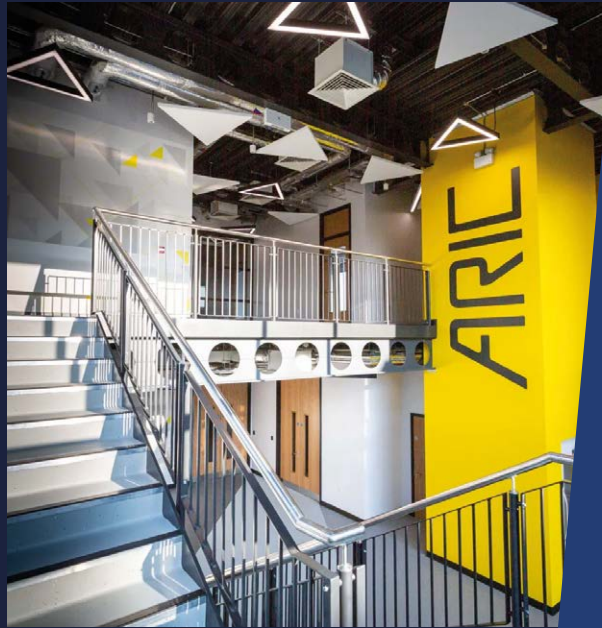
PIPELINE OF TALENT

Aldershot & Farnborough benefit from a highly skilled and technically proficient population, supported by Farnborough College of Technology and Aldershot College, and Sixth Form College, Farnborough, giving local businesses unrivalled access to talent, research and specialist training.

This depth of talent not only supports ongoing research, testing, and product development, but also attracts inward investment from global companies seeking access to world-class technical capability.

The region is also supported by leading universities—Surrey, Reading, Portsmouth, Winchester, Solent and Southampton—each within easy reach.

This concentration of colleges and universities forms a powerful regional skills ecosystem, one that continually feeds Aldershot and Farnborough's growth sectors with new talent, fresh ideas and opportunities for innovation.



FARNBOROUGH COLLEGE OF TECHNOLOGY

FARNBOROUGH COLLEGE OF TECHNOLOGY

Farnborough College of Technology provides industry aligned training in engineering, digital technologies and advanced manufacturing, with a clear ambition to develop as a leading Defence Technical College.

Alongside recognised higher education pathways delivered through the University Centre, the college has a strong record in apprenticeships and employer partnerships, producing job ready graduates equipped to step directly into defence, aerospace and advanced technology roles.

Through close collaboration with defence, aerospace and advanced manufacturing, the college shapes curricula around real world requirements, helping businesses access skilled talent at every stage of growth.



YOUNG PEOPLE AT BAE SYSTEMS

THE SIXTH FORM COLLEGE, FARNBOROUGH

The Sixth Form College, Farnborough is a key local skills asset, enrolling around 4,000 students from a wide catchment and offering strong A-level and vocational pathways supported by nationally recognised careers guidance.

Rated **Outstanding** by Ofsted, it provides businesses with a reliable pipeline of **well-prepared, motivated young people** equipped with the **transferable skills** needed in a modern economy.



FARNBOROUGH WIND TUNNELS

A GREAT PLACE TO LIVE & WORK

Situated in the borough of Rushmoor in North East Hampshire, Aldershot and Farnborough benefit from a young and diverse population, creating an energetic and forward-thinking environment for business.

In the 2026 Centre for Cities report comparing 63 of the UK's urban areas, Aldershot ranked 3rd for gross disposable household income per capita and 6th for average weekly workplace earnings*, demonstrating a high-value local economy, quality employment and excellent income outcomes for residents.

A place built for family living

Only 35 minutes from London and 45 from the south coast, Aldershot and Farnborough offer welcoming communities, excellent schools and abundant green spaces.

Families enjoy expansive parks, woodland trails, two retail parks and a diverse range of leisure and cultural attractions, including a theatre, cinemas, sports facilities and one of the South East's premier outdoor ski centres. Safe neighbourhoods, excellent transport links, a strong sense of community and ongoing investment into the town centres, with a new leisure facility in Farnborough set to be completed in 2027, make the area an attractive place to live, work and raise a family.

New housing

Aldershot and Farnborough have a range of housing to suit most tastes and budgets. The Wellesley development on part of the former Aldershot Garrison site north of the town centre is providing 3,850 new homes of which 1,200 are already built and occupied.

This includes a mix of home sizes and tenures along with two new primary schools, 110 ha of managed green space, and the refurbishment of six listed buildings, including the former Cambridge Military Hospital, which has now been converted to luxury apartments.

*Centre for Cities (2026), Cities Outlook 2026. Based on the Aldershot Primary Urban Area (including Farnborough and Camberley).



ALDERSHOT:
3RD
for **gross disposable household income** per capita
6TH
for **average weekly workplace earnings**



The recently completed **UNION YARD** accommodates **128 student lets**, **82 apartments** and **18 affordable homes**.

ALDERSHOT TOWN CENTRE

sees **continuing growth** with **596 new homes** planned as part of the Galleries redevelopment.

THE FARNBOROUGH CIVIC QUARTER

will deliver a **significant programme of regeneration**, introducing **new homes** and **enhanced public realm** while strengthening Farnborough's position as an attractive location for investment, innovation and growth.



SHOPPING IN NORTH CAMP

PARTNERS FOR GROWTH AND OPPORTUNITY

The **Aldershot & Farnborough Growth Partnership** has been established to provide strategic leadership and a coordinated approach to shaping the long-term future of Aldershot & Farnborough.



It brings together key partners and stakeholders to combine forces, speak as a single economic cluster, and more effectively articulate the area's strengths, ambitions and needs.

By aligning effort and acting with one voice, the Partnership will attract talent and investment, secure funding and support from government, and set out a clear case for future development that enables local businesses and sectors to grow and thrive.

The Partnership recognises the significant opportunities arising from the Strategic Defence Review 2025, which positions national defence investment as both a security imperative and an economic catalyst. As the 'Home of the British Army' and the 'Birthplace of British Aviation', the area is uniquely placed to support and benefit from this agenda — driving high-quality jobs, innovation and resilience, while playing a vital role in the engine that protects the nation's security as government mobilises its industrial and defence strategies.

FIND OUT MORE

about the Aldershot & Farnborough Growth Partnership

If you're interested in finding out more about the opportunities for your business in Aldershot and Farnborough then contact the business support team.

www.afgrowthpartnership.co.uk

T 01252 398399 E business@rushmoor.gov.uk





INVEST AND GROW IN ALDERSHOT & FARNBOROUGH



www.afgrowthpartnership.co.uk

T 01252 398399 E business@rushmoor.gov.uk



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PPAB**22 SEPTEMBER 2026****STREET TRADING POLICY****1.0 INTRODUCTION**

- 1.1 The Council have adopted the Schedule 4 of The Local Government (Miscellaneous Provisions) Act 1982 and designated all streets in Rushmoor as 'consent streets'. This means that street trading is prohibited without our consent, anywhere within the borough.
- 1.2 The Council does not have a cohesive policy document in respect of street trading, but there are some historic decisions by elected members that are applied.
- 1.3 During the PPAB meeting, we will ask for the committee's recommendations regarding some specific elements of the policy. This report is to provide some information that may assist those discussions.

2.0 APPLICATION REQUIREMENTS

- 2.1. Currently we require the following from applicants for street trading consent:
 - Application form providing the following details:
 - Applicant details
 - Whether consent has been refused in the past
 - Products to be sold
 - Proposed trading location
 - If selling food / drink which authority the business is registered with for food safety
 - Days & Times of proposed trading
 - Description of stall, or vehicle details if trading from a vehicle
 - Address where stall or vehicle is to be kept overnight
 - Public liability insurance (£10million minimum cover)
 - Plan of proposed trading location
 - Photograph of stall, trailer or vehicle
 - Permission from landowner if private land
 - Proof of right to work in UK
 - Payment of the relevant fee

3.0 STANDARD CONDITIONS

- 3.1. The current standard conditions normally applied to street trading consents are given at **appendix A**.

BACKGROUND DOCUMENTS: None

CONTACT DETAILS:

Report Author – Shelley Bowman, Licensing Manager
Shelley.bowman@rushmoor.gov.uk, 01252 398162

Head of Service – David Phillips, Executive Head of Operations
David.phillips@rushmoor.gov.uk 01252 398570

APPENDICES:

Appendix	Title
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Appendix A - Current standard conditions

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APPENDIX A

CURRENT STANDARD CONDITIONS

- (1) Permitted activities shall only be conducted on the days and during the hours detailed in Table.1. below.

Table.1. - PERMITTED DAYS & TIMES OF TRADING	
DAY(S)	PERMITTED TIME OF TRADING
Monday	-
Tuesday	-
Wednesday	-
Thursday	-
Friday	-
Saturday	-
Sunday	-

- (2) When operating within the Borough, the proprietor of the business to which this consent relates shall not:
- (a) cause any obstruction to any highway,
 - (b) cause or allow to be caused in connection with the undertaking, a nuisance by way of noise, smoke, odour, litter or otherwise,
 - (c) contravene the provisions of the Food Safety Act 1990 or any Regulations made thereunder,
 - (d) contravene the provisions of the Health & Safety at Work etc. Act 1974 or any Regulations made thereunder,
 - (e) operate anywhere in the Rushmoor Borough Council area other than the site where consent is given,
 - (f) operate outside of approved hours,
 - (g) cause refuse or litter to be deposited and shall provide suitable containers for the reception of the same; and shall not,
 - (h) erect any awnings or projections over the pavement or highway.
- (3) The holder of this consent shall formally notify (in writing) the licensing officer of Rushmoor Borough Council of any material change(s) to his / her operations or personal details (e.g. changes to the vehicle, name and / or address etc) within 72 hours of any such change taking effect.
- (4) The consent holder shall effect insurance indemnifying him / her, Hampshire County Council and Rushmoor Borough Council for the duration of the consent and shall, when required by representatives of Hampshire County

Council or Rushmoor Borough Council, produce evidence of such insurance to their satisfaction. Such insurance shall afford indemnity of not less than £10 Million in respect of each and every occurrence or series of occurrences caused or attributable to any event giving rise to a claim. A copy of the insurance policy must be clearly and conspicuously displayed on the unit to which this consent relates so as to be visible to members of the public.

- (5) The consent holder shall ensure that **every** person operating under the terms and conditions to which this licence relates and, who acts in a food handling capacity, is adequately trained in food hygiene matters to a level commensurate with their duties. In all cases, **every** such person must have received a minimum 6 hours instruction on food hygiene matters which has been certified by a recognised body; a copy of which (for each person) must be clearly and conspicuously displayed on the mobile unit to which this licence relates so as to be visible to members of the public.
- (6) A copy of this consent certificate (consisting of 4 page(s)) must be clearly and conspicuously displayed on the mobile unit to which this licence relates so as to be visible to members of the public. Further, this certificate is and remains the property of Rushmoor Borough Council and must be surrendered to an authorised officer of the Council on request.
- (7) The trading activities stated may be undertaken in accordance with the conditions of this consent ONLY at the premises / land addressed and / or described above and outlined / highlighted on the attached map / plan.

RUSHMOOR BOROUGH COUNCIL CAN NOT AND WILL NOT ACCEPT ANY LIABILITY FOR ANY ACCIDENT OR DAMAGE TO ANY PERSON, PROPERTY OR OTHER THING WHATSOEVER ARISING OUT OF OR IN CONNECTION WITH THE ACTIVITIES OF THE CONSENT HOLDER OR MATTERS RELATING TO THIS STREET TRADING CONSENT.

POLICY AND PROJECT ADVISORY BOARD WORK PLAN

SECTION 1 – WORKFLOW 2026/27 (dates of meetings and work allocated to each)

DATE	ITEMS	DELIVERY PLAN PRIORITY
9 June 2026	Equality Policy – PPAB to review and provide feedback/ recommendations to Cabinet on the proposed draft Equalities Policy and Action Plan (Alex Shiell / Martin Iyawe)	Community and Wellbeing
	Playground Improvements Project – To consider and make recommendations in support of the proposed prioritisation of the refurbishment/renewal of Council-owned playgrounds that will benefit from £400,000 of investment over the next two years (Andy Ford / Ruth Whaymand)	Community and Wellbeing
21 July 2026 MEETING CANCELLED	Consider offering free parking for shoppers (Motion from Council) PART 3 – LM – written update to be sent	Skills, Economy and Regeneration
	Maintenance of unattached land (Motion from Council) PART 2 – JD - written update sent 5/8/26	Pride in Place
22 September 2026 (Pre agenda mtg 26/8/26)	Aldershot & Farnborough Growth Partnership – PPAB to review aims and action plan of partnership (Lee McQuade / Tom Bircham) – 45 mins	Skills, Economy and Regeneration
	Street Trading Consent Policy (Shelley Bowman / Lauren Arthur) – 45 mins	Pride in Place

Last Updated
14/09/2026

17 November 2026		
19 January 2027		
23 March 2027		
Potential Future Items for the Committee in 2027/28	1. <i>LGR</i> 2. <i>Civil Society Covenant programme – how we support voluntary sector</i> 3. <i>Animal Licensing Policy</i> 4. <i>Sex Establishment Policy</i> 5. <i>Tobacco and Vapes Policy / new legislation</i>	<i>Future and Financial Sustainability</i> <i>Community and Wellbeing</i> <i>Pride in Place</i> <i>Pride in Place</i> <i>Pride in Place</i>

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

SKILLS ECONOMY AND REGENERATION	
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.
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. Introduction at December 2025 meeting with follow up with further evidence in March 2026 and presentation of further options in July 2026 (July meeting cancelled – written update sent 24/8/26 – in process of working up a short trail of one option, further details to follow).
Aldershot & Farnborough Growth Partnership	Item planned for September 2026 – look at aims/Terms of Reference for Partnership.
HOMES FOR ALL: QUALITY LIVING, AFFORDABLE HOUSING	
ISSUE	CURRENT WORK
COMMUNITY AND WELLBEING: ACTIVE LIVES, HEALTHIER AND STRONGER COMMUNITIES	
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.
Rushmoor Cultural Strategy	In November, 2025, the Board heard of plans to refresh the current strategy. This work has now been delayed until summer, 2026.

PRIDE IN PLACE: CLEAN, SAFE AND VIBRANT NEIGHBOURHOODS	
ISSUE	CURRENT WORK
Maintenance of unattached land	Notice of Motion at December Council meeting – agreed that Board would consider this matter in a number of areas set out in the Motion. Initial information to the Board meeting in March 2026 with follow up in July 2026, possibly trialling the acquisition of a parcel of unattached land (July meeting cancelled – written update sent 5/8/26 – to acquire a ‘test’ piece of land in the Borough appears to be cost-prohibitive at the moment).
THE FUTURE AND FINANCIAL SUSTAINABILITY	
ISSUE	CURRENT WORK
Local Government Reorganisation (LGR)	Elements discussed at June and July 2025 meetings and expected to return to PPAB once next stage underway.
Council Delivery Plan and Service Reviews outcome	Board provided feedback to the Cabinet in these areas at its meeting in December, 2025.
OTHER	
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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