



RUSHMOOR BOROUGH COUNCIL

POLICY AND PROJECT ADVISORY BOARD

*at the Council Offices, Farnborough on
Wednesday, 3rd April, 2019 at 7.00 pm*

To:

Cllr A.R. Newell (Chairman)
Cllr Sophia Choudhary (Vice-Chairman)
Cllr Marina Munro (Vice-Chairman)

Cllr J.B. Canty
Cllr A.H. Crawford
Cllr P.I.C. Crerar
Cllr R.L.G. Dibbs
Cllr Mara Makunura
Cllr M.J. Roberts
Cllr P.F. Rust
Cllr J.E. Woolley

Enquiries regarding this agenda should be referred to the Administrator, Justine Davie, Democratic and Customer Services, Tel. (01252) 398832, Email. justine.davie@rushmoor.gov.uk.

A G E N D A

1. **MINUTES – (Pages 1 - 2)**

The confirm the Minutes of the Meeting held on 23 January, 2019 (copy attached).

2. **ALDERSHOT TOWN CENTRE STRATEGY – (Pages 3 - 70)**

To consider the Head of Economy, Planning and Strategic Housing's Report No. EPSH1923 (copy attached) which provides an update on developments and identifies the key elements that will be addressed in the Aldershot Town Centre Strategy. The Report includes a transitional plan to direct the short-medium term activity to sustain the Town Centre and highlights the governance and engagement issues in relation to the development of the Strategy.

3. **CONSERVATION AREA REVIEWS – (Pages 71 - 84)**

To consider the Head of Economy, Planning and Strategic Housing's Report No. EPSH1925 (copy attached) which sets out the proposed approach to conservation area reviews.

4. **ASSET MANAGEMENT PLAN – (Pages 85 - 88)**

To receive the Head of Regeneration and Property's Report No. RP1907 (copy attached) which contains the Asset Management Plan setting out the context and issues to be addressed a part of managing the Council's assets. The Board is asked to consider the aspects of asset management set out in the Asset Management Plan to recommend to Cabinet for major projects and property for priority consideration.

5. **FARNBOROUGH CIVIC QUARTER – (Pages 89 - 178)**

To consider the Executive Director's Report No. DR1905 (copy attached) summarising the outcomes from the recent public engagement on the Farnborough Civic Quarter.

6. **WORK PROGRAMME – (Pages 179 - 186)**

To discuss the Policy and Projects Advisory Board Work Programme (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 Panel Administrator at the Council Offices, Farnborough by 5.00 pm three 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.

POLICY AND PROJECT ADVISORY BOARD

Meeting held on Wednesday, 23rd January, 2019 at the Council Offices, Farnborough at 7.00 pm.

Voting Members

Cllr A.R. Newell (Chairman)
Cllr Marina Munro (Vice-Chairman)

Cllr J.B. Canty
Cllr A.H. Crawford
Cllr Mara Makunura
Cllr M.J. Roberts
Cllr P.F. Rust
Cllr J.E. Woolley

Apologies for absence were submitted on behalf of Cllr Sophia Choudhary, Cllr P.I.C. Crerar and Cllr R.L.G. Dibbs.

21. MINUTES

The Minutes of the meeting held on 21st November, 2018 were approved and signed by the Chairman. It was requested that, in addition to the Progress Group update report that was on the agenda, the action notes from the Progress Group were also circulated to all members of the Advisory Board.

Action to be taken	By whom	When
Circulate action notes from the Progress Group to Advisory Board members	Justine Davie	7th February 2019

22. FARNBOROUGH CIVIC QUARTER

The Executive Director updated the Board on the progress to date on the Farnborough Civic Quarter engagement. The facilitated workshops had been attended by 80 stakeholders. In addition, 150 people had visited the drop-in events and 200 web forms had been received. GT3 would be pulling together a report setting out the results from the workshops and drop-ins which was expected to be complete by mid-February and would be reported to the April Board meeting.

It was proposed that a group similar to the Aldershot Community Together Group should be set up in Farnborough as a forum to engage with on the Farnborough Civic Quarter masterplan. Efforts had been made to set up a group of young people to be involved in the process but responses from the colleges and secondary schools had been disappointing. Further contact would be made with the schools and colleges to encourage participation. Members of the Board were requested to advise the Executive Director the names of any young people that would be interested in being included in an engagement event. It was suggested that larger

numbers of young people should be consulted which it was agreed would be picked up as part of the work by the Rushmoor 2020 Task and Finish Group.

23. UPDATE FROM SUB GROUPS

The Board received an update from the sub-groups set up under the remit of the Policy and Project Advisory Board. The Progress Group met between Board meetings and discussed items to be included on the Board agenda. It was agreed that the notes of the Progress Group would be circulated to the full Board in future.

The Strategic Housing and Local Plan Group had met in July and November 2018 and discussed a number of planning and housing issues. A programme of further meetings and subject matters to be discussed had been agreed for 2019 which was circulated to the Board. The Elections Group had met in August and November 2018 and had discussed issues arising from the May Election and new developments in electoral administration.

The Leisure Facilities & Contracts Task and Finish Group and Rushmoor 2020 Task and Finish Group had not yet met but the initial meetings had been arranged. An update on the work of these Groups would be provided at a future Board meeting.

24. WORK PROGRAMME

The Board **NOTED** the work programme. A question was raised regarding the status of the Aldershot Lido Working Group. The Board was advised that the work of the Aldershot Lido Working Group had been amalgamated into the work of the Leisure Facilities and Contracts Task and Finish Group. It was suggested that consideration should be given to re-establishing the Aldershot Lido Working Group so the Friends of Aldershot Lido had a way of feeding into the work of the Leisure Facilities and Contracts Group. The matter would be raised at the first meeting of the Leisure Facilities and Contracts Group.

Action to be taken	By whom	When
Leisure Facilities and Contracts Group to be asked to consider how to ensure the views of the Friends of Aldershot Lido are received and considered	Justine Davie/ Katherine Booker	12th February 2019

The meeting closed at 7.30 pm.

CLLR A.R. NEWELL (CHAIRMAN)

ALDERSHOT TOWN CENTRE STRATEGY

1. INTRODUCTION

1.1 In September 2018 the Policy and Projects Advisory Board considered a report on the potential Aldershot Town Strategy and provided comments. Since that time there have been a number of developments in terms of the progress of the Council in delivering the key sites, further reports including one by the Institute of Place Management that featured Aldershot and new Future High Street Funding. This report provides:

- an update on these developments and identifies the key elements that will be addressed in the Aldershot Town Strategy.
- Provides a transitional plan to direct the short-medium term activity to sustain the Town Centre
- Highlights the governance and engagement issues relating to the development of the Aldershot Town Centre Strategy

2. BACKGROUND AND CONTEXT

2.1 The regeneration of our town centres is a Council priority. In autumn 2015, Rushmoor Borough Council engaged extensively with residents, businesses and local organisations to create a **long-term vision and masterplan** for the town centre. This was set out in the [Aldershot Town Centre Supplementary Planning Document \(SPD\)](#), which was published in early 2016.

2.2 The SPD identified a number of **key sites** that the council considered important to the regeneration of Aldershot. These included:

- The Galleries shopping centre site
- Union Street East and the former Marks and
- Spencer site
- Aldershot Rail and Bus Station

2.3 In 2017, the council recognised that in order to see the regeneration of the town centre delivered, it would need to step in and step up to take a more proactive, **interventionist approach** (economic viability and diverse ownerships of site). This interventionist approach included bidding for – and securing funding to help towards the key schemes of The Galleries and Union Street. In early 2018, the council secured **£8.4 million** for both schemes from the Ministry of Housing Communities and Local Government and Homes England.

- 2.4 Over the last 18 months, as part of its active approach, the council has been negotiating to **buy a number of key properties in Union Street**, committing its own money to fund these purchases, with the aim of assembling the sites ready for redevelopment and regeneration. Because of the **complex nature of these negotiations** and the fact that these sites had a number of **different owners**, this has taken time. But we are now in a position where we have secured most of the land we need.
- 2.5 We have also worked to bring forward others sites such as the **bus station** site next to the station, which received planning permission in December. We have also secured LEP funding to improve the railway station site. In addition funding was secured from the LEP to establish a games development hub in the Old Town Hall building, which supports an **emerging market sector** while also introducing **employment footfall** into the town centre – important to its future success.
- 2.6 These projects are poised to move forward significantly during 2019 with consultation and submission of planning applications on the two main sites Galleries and Union St East and building works to Aldershot Town Hall being undertaken with opening of the Digital Games Development hub in the second half of 2019. In short the Council has made significant progress on delivering the objectives in the SPD. However since 2015/16 the acceleration of technology with the advent of 5G, increased importance of digital and clean energy e.g. need for EV charging points means that there are aspects of the revitalisation of the town that were not in sight at the time the SPD was developed and now need consideration. An expression of interest was submitted to EM3 LEP on 21 February for development of a “Digital/5G Aldershot” feedback has been received from the EM3 LEP that while they but this meets their strategic aims the proposal requires further development to define and plan the approach.
- 2.7 In recognition of the disruption that the major projects were likely to cause the production of a ‘retail plan for Aldershot Town Centre’ was proposed, and subsequently identified as a Council priority as part of the 2018/19 Council Plan. At the end of 2017, informal advice was sought from specialist retail consultant *Time Retail*, who suggested approaching a number of consultants who were not simply retail focused. Site visits and follow-up meetings with both *Cushman & Wakefield* and *CBRE* at the start of the year provided useful and consistent advice. Key themes from the discussions included:
- Don’t rely on retail - the outlook is so uncertain
 - Retail uses should focus on ‘experience and convenience’
 - Consider town centre uses in relation to lifestyles, not simply retail
 - Consolidate retail uses in the heart of the town
 - Contract the town centre and diversify uses
 - Agree Aldershot’s unique selling point (USP) e.g. family friendly
 - Try to create the conditions for incubator businesses to grow - start with meanwhile uses and see what develops.

There was a clear consensus that, *any plan the council developed needed to look beyond a ‘retail plan’ to a wider ‘town centre strategy’.*

- 2.8 In May 2018, the LGA published a handbook for council leadership entitled, 'Revitalising town centres'. The paper suggests that 'revitalising a town centre involves coordinating a range of activities, possibly over many years', and provides a useful self-assessment checklist of 'success factors' to help gauge current and future processes in strategy development and the delivery of town centre improvements.
- 2.9 The following month, 'The Grimsey Review 2' was published. This paper entitled, 'It's time to reshape our town centres', led by retail guru Bill Grimsey, provides a list of 25 recommendations to do just that. Whilst a number of them are directed at central government e.g. replacing business rates with a new tax, many are suggestions at local level.
- 2.10 During 2018 while the Council has continued to progress its key projects challenges to Aldershot and to the retail market nationally have continued to intensify. The Wellington Centre is facing significant challenges to retain important tenants and has seen the closure of a number of High Street brands during 2018 e.g. Superdrug. Overall vacancies including the Galleries are now 16% in the primary shopping frontages and 26% in the secondary frontages. In order to sustain the centre there is a need for a strategic approach to diversify uses within the centre beyond its traditional retail base and consider further the consolidation of the centre. There may also be other opportunities to increase footfall through utilising the Town's heritage and focused leisure and tourism promotion. In seeking to develop an alternative approach to the Town Centre, the Council has not yet clearly defined the USP for Aldershot. In response to these changing challenges the Council intends to bid for Future High Street Funding. A background paper on understanding Town Centre Uses is included at Appendix 1 and a copy of the Future High Street Funding Expression of Interest is included at Appendix 2.
- 2.11 There are significant issues that affect all the key elements of the Town Centre in particular car parking. A study is in the process of being commissioned and a strategy for the town needs to be developed swiftly once this evidence is available.
- 2.12 The recent High St Report published by MHCLG highlighted that in their view there was not a clear vision for Aldershot and that engagement and leadership required further development. We would question aspects of this conclusion given the work to establish the vision as part of the SPD and ongoing engagement with Aldershot Community Together. However following the extensive consultation relating to the development of the SPD and despite communication about the progress of individual projects the connection of those projects to the vision and the vision itself appears to have been lost in the public consciousness. Given the changing challenges, the slightly unwieldy vision and need to redefine the USP for the Town Centre a fresh look at the vision and how we brand and market the Town is required. Similarly while there has been significant engagement on delivering community events the engagement in the overall regeneration of the Town Centre has diminished. The Town has a substantial Nepali community that has not yet been fully engaged in the

regeneration of the Town Centre. This community contributes significantly to its business and vibrancy and it is important that the opportunities from their involvement are realised. Section 3 below includes initial proposals to address these concerns.

2.13 The SPD, in addition to identifying the key sites also set out six key themes which given the above remain appropriate and relevant:

- A revitalised town centre offer
- Town centre living
- A family friendly town centre
- An improved cultural offer
- Investing in streets and spaces
- Affirming the Victorian heritage

2.14 The key themes underlie a lengthy vision statement. Given the changes that have occurred, the ongoing challenges to the Town Centre outlined above and the evidence of a number of studies it is perhaps time to revisit the Town Centre Strategy to:

- take a stock take of progress,
- assess how far the current projects will achieve the overall objective of regeneration of the town centre in light of changing circumstances
- review the extent of retail and leisure space required, and the development of alternative uses.
- consider the role of heritage, culture and tourism
- ensure the contribution and potential of Nepali business and culture to enhance Aldershot is recognised and included in the regeneration
- develop digital/5G offer and links to clean energy and car parking/access
- define the USP(s) for the Town/Centre
- develop the approach to car parking, access and transportation
- identify further strategic interventions that are required to ensure that the different elements of the approach deliver the overall objective.
- Put in place an overall project plan and project management arrangements to ensure that we are managing the elements as a cohesive whole and identifying clearly the inter-dependencies
- develop engagement strategy
- Create a sharper overall vision and refocus branding and marketing

3. TRANSITION PLAN

3.1 It is important to ensure that we have an effective strategy in place and to recognise that the proposed schemes will provide a major boost to the town centre economy in the longer term. However the proposed redevelopment of two major sites right in the heart of Aldershot – the Galleries, Arcade & High Street car park site, along with the Union Street East site, with potentially works also occurring to the Wellington centre – means the town centre will undergo significant disruption throughout the period of building works. Therefore a short-medium term plan to help sustain the health of the town centre in the meantime

and maintain vibrancy as much as possible through this period of transition has been developed and will start to be implemented from April 2019 (Appendix 3). This also provides the opportunity to explore the potential of different approaches and to lay foundations for the long term success of the projects underway. This transition plan focuses on means of increasing footfall and vibrancy through:

- Events
- Ongoing activities that draw people into the centre
- Experimenting with how to encourage and develop independent businesses in the town centre
- Engaging retailers, stakeholders and the public better

4. GOVERNANCE, CONSULTATION & ENGAGEMENT

4.1 Proposed governance arrangements for the development of the strategic review are outlined below:

- A report was taken to the Policy & Project Advisory Board on 19 September asking Members to provide their views on a potential town centre strategy and transition plan. This has now been split into a longer term Town Centre Strategy and an updated transitional plan. It is proposed that this group will continue to provide Regenerating Rushmoor and Cabinet with their advice when required on the proposed approach and plan.
- At an officer level, it is proposed that there is a small project team established to take forward the strategy. The strategy will sit as an item within the 'Regenerating Rushmoor' programme, with progress reported through the Regenerating Rushmoor Team.

4.2 An "Aldershot Taskforce" Chaired by the Leader will act as a core Stakeholder Group. This group will help shape the strategy and help enable consultation with the wider Aldershot residents and stakeholders. A programme of consultation and engagement will be established to ensure retailers, town centre businesses, residents, and other key stakeholders have the opportunity to feed into the strategy.

4.3 In addition to their engagement in the Taskforce more detailed and direct engagement concerning the content will be needed with the Rushmoor Development Partnership, London & Cambridge (Wellington Centre), Shaviram (Galleries scheme), Grainger plc (Wellesley) and Savills (West End).

4.4 Existing town centre businesses were briefed at the November 'Business & Retailer Forum', with a bespoke workshop event proposed for the new year to generate ideas and buy-in. Regular meetings should continue. A longer term approach to transform our engagement and develop this group to be led by the retailers/businesses is required and should form part of the revisions to the strategy.

4.5 Access to residents views will be sought in person at Aldershot Community Together and Aldershot Civic Society meetings, with a number of social media

forums, (including 'Historic Aldershot Military Town' Facebook page), also used. This will be in addition to the wider programme of engagement developed with all stakeholders.

5. FINANCIAL IMPLICATIONS

- 5.1 Once the Aldershot Town Centre Strategy has been established, any budgetary implications will be identified and a paper will be submitted to CLT and then Cabinet at the appropriate time. Funding for a number of elements of the Transition Plan are included in the agreed budget for 19/20. Any further funding will be sought through the usual budget processes.

6. RECOMMENDATION

- 6.1. Policy and Projects Advisory Board is asked to:

- (i) provide their views on the proposed focuses of the Aldershot Town Centre Strategy.
- (ii) note the finalised transition plan.
- (iii) provide their views on the approach to governance, consultation and engagement.

TIM MILLS

HEAD OF ECONOMY, PLANNING & STRATEGIC HOUSING

Contact: Tim Mills Head of Economy, Planning and Strategic Housing Ext: 8542

List of appendices:

1. Understanding Town Centre Uses
 2. Future High Street Funding Expression of Interest
 3. Transition Plan (Updated March 2019)
-

Aldershot Town Centre Transition Plan

DRAFT MARCH 2019

Background

Ten straight year of footfall decline have led to challenging times for High Streets nationally, with news of retail closures continuing. Since 2008, Aldershot has seen the loss of a number of major multiple retailers including M&S, Next, Burton's and Topshop and, the once thriving town centre is now a shadow of its former self. Whilst the town centre continues to have a lot of which it can be proud - award winning floral displays, a vibrant events programme, two theatres, a cinema and restaurants, the support of loyal and passionate residents, its place as the Home of the British Army - the decline of the retail offer has had a significantly detrimental effect. A 'new model' of town centre is required – one that is not so reliant on retail, but attracts people to take part in a variety of activities, including dining, leisure and sport, culture and the arts, entertainment and medical services. It will also contain business premises, offices and residential. The Aldershot SPD of January 2016 identified a number of key regeneration sites in the town centre, with three of these – Union Street East, the Galleries & High Street car park, and the Railway & Bus Station - on the brink of delivery. Demolition and construction work on these sites will create substantial disruption to the access and trade of existing businesses, and measures will be required to make this period of transition as painless as possible. The 'Aldershot Town Centre Transition Plan' outlines a number of activities that should be considered to keep the town centre as healthy and vibrant as possible throughout this period of change. The structure of the plan has been based on the recommendations of the LGA report 'Revitalising Town Centres' (May 2018). Longer-term activities and governance arrangements – for example, visioning, planning policy, parking strategy, public realm strategy, Digital High Streets, etc – are considered elsewhere.

Project Description, High-Level Outputs & Delivery Team	Code	Key Deliverable	Officer Lead	Service	Activities to assist through period of transition	Comment on progress, status and any recommended actions	RAG status as at xxx
Project Description: Transition plan established to assist Aldershot Town Centre maintain health and vibrancy throughout the period of construction works as major regeneration schemes are developed. Vison for Aldershot: <i>SPD – January 2016</i> 1. A revitalised town centre offer 2. Town centre living 3. A family-friendly town centre 4. An improved cultural offer 5. Investing in streets and spaces 6. Affirming the Victorian heritage Funding Secured: <ul style="list-style-type: none">TBC RBC Delivery Team: <ul style="list-style-type: none">TBC Key Delivery Partners: <ul style="list-style-type: none">ATC Task ForceOther BusinessesResident forums Key Documents: <ul style="list-style-type: none">Aldershot TC Strategy		EVIDENCE & OBJECTIVES <ul style="list-style-type: none">Agree a draft list of activitiesEnsure stakeholders buy-in to engender 'collective responsibility'Track trends and agree PI's	Town Centres, Culture & Events	Economy, Planning & Strategic Housing	<ul style="list-style-type: none">Consult with key stakeholders, including L&C, Shaviram, RDP, Grainger, the Military, retailers, community and residents groups, using feedback to revise Transition Plan.Create a baseline summary document of research and knowledge to date.Establish the best ways to monitor local trends and agree a suite of PI's to measure the economic and public health of the town centre.e.g. footfall data, sales figures, vacancy rates, surveys, etc.Seek examples of best practice from similar towns centres that have experienced significant transition periods e.g. Bracknell.		
		TRANSPORT <ul style="list-style-type: none">Parking – a customer led approachTravel, access, connectivity and wayfinding	Parking	Operations	<ul style="list-style-type: none">Review and summarise the conclusions from previous Aldershot town centre parking studies undertaken in the past five years.Recommend a short-term parking strategy, focused on maximising access to town centre services (location, capacity and convenience) and promoting economic vitality and vibrancy (charging incentives) throughout the transition period.Consider the parking recommendations presented as part of the Grimsey Review 2.Consider the effect of the regeneration site construction works on travel movements, to and around the town centre, and put in place arrangements for alternative measures to mitigate disruption.Review pedestrian and vehicular way-finding signage to ensure clear and accurate.		

<ul style="list-style-type: none"> • Aldershot SPD – Jan 2016 • Regenerating Rushmoor Programme - ongoing • High Street 2030: Achieving Change – Dec 2018 • 25 factors to improve the vitality and viability of town centres • LGA: Revitalising Town Centres – May 2018 • Grimsey Review 2 – June 2018 		ENVIRONMENT <ul style="list-style-type: none"> • Cleanliness • Anti-social behaviour • Placemaking – buildings, public realm and streetscape 	Contracts Community Safety Town Centres, Culture & Events Regeneration Team	Operations Operations Economy, Planning & Strategic Housing Regeneration & Property	<ul style="list-style-type: none"> • Review current cleaning arrangements to ensure they are fit for purpose to deliver results and keep town clean and tidy throughout transition period. • Consider a ‘Big Tidy Up’ initiative • Review the success of the PSPO in tackling anti-social behaviour and bolster enforcement if required. • Consider retailers call for an alcohol ban in the town centre. • Re-launch the Shop watch radio scheme. • Introduce initiatives to improve the environmental quality of the town centre e.g. graphics on hoardings, dressing empty units, reducing street clutter. • Ensure a comprehensive street furniture maintenance programme is in place to maintain an attractive street scene. 		
		BUSINESSES <ul style="list-style-type: none"> • Influence the business mix to enhance quality and distinctiveness • Support the evolving retail offer – through flexible space, mentoring, marketing, etc • Encourage meanwhile uses • Support a Café Culture 	Regeneration Team / Ec Dev / Town Centres, Culture & Events	Regeneration & Property / Economy, Planning & Strategic Housing	<ul style="list-style-type: none"> • Consider support to existing key retailers to ensure their retention through the transition period. • Create a ‘register of empty properties’ and engage regularly with their landlords • Develop a meanwhile strategy to bring vacant units back into use. • Consider how to encourage new independent businesses into the town centre, including start-ups, creative hubs, pop-up shops, etc. • Encourage the provision of flexible space to support these new businesses. • Support new and existing independent businesses through business mentoring and marketing. • Work closely with the Wellington Shopping Centre and the Westgate Leisure Park to support their health and vibrancy through the transition period. • Consider encouraging the relocation of key business from elsewhere in the town, to the town centre. • Encourage businesses located outside the town centre to establish a presence in the centre e.g. local colleges, football club, museum. • Consider the benefits of encouraging a ‘street cafe culture’. • Review engagement with businesses, and enable development of a business led model e.g. Business Improvement District. 		
		PROMOTION <ul style="list-style-type: none"> • Promote a programme of community driven events and markets 	Town Centres, Culture & Events	Economy, Planning & Strategic Housing	<ul style="list-style-type: none"> • Establish a comprehensive programme of town centre events designed to drive maximum footfall and foster civic pride. 		

		<ul style="list-style-type: none"> Create a collective place brand supported by a marketing strategy Promote the visitor economy through the arts, culture and heritage offer 	Markets Team	Regeneration & Property	<ul style="list-style-type: none"> Encourage community organisations and individuals to create and deliver new events through the creation of a grant fund. Review format of existing events, and consider whether construction works will necessitate any changes in their delivery. Consider the benefits of creating a semi-permanent performance space. Consider introducing a shopper loyalty scheme. Explore ways of working with nearby organisations that attract significant footfall, to bring those people into the town centre e.g. theatres, Westgate, football club. Review the current weekly market offer, and consider procuring a new operator? Seek best practice examples e.g. Altringham and Shrewsbury. Consider how the existing market offer may be affected by construction works, and propose changes to its delivery. Consider options for the provision of a 'permanent market area' throughout the transition period. Approach visiting food and speciality markets. Explore the 'Teenage Market' model www.theteenagemarket.co.uk Establish a marketing & communications plan designed to encourage footfall into the town centre during the transition period. 		
		TECHNOLOGY / DIGITAL					
		<ul style="list-style-type: none"> Embrace digital opportunities through a digital strategy Help businesses upskill in their digital capabilities Explore ethical ways of using data from existing sources (parking, social media interaction, etc) 	Economic Development / ITI	Economy, Planning & Strategic Housing / IT, Projects & Facilities	<ul style="list-style-type: none"> Establish opportunities for any short-term benefits presented by Digital High Street project work. Exploit opportunities provided by the new 'Games Hub', due to open at the end of 2019. Provide opportunities for independent businesses to upskill in their digital capabilities through training and mentoring. 		
		PEOPLE					
		<ul style="list-style-type: none"> Community engagement and coordination, backed by a communications plan Clear structure for productive stakeholder partnership working 	Regeneration Team / Ec Dev / Town Centres, Culture & Events	Regeneration & Property / Economy, Planning & Strategic Housing	<ul style="list-style-type: none"> Review structure of stakeholder partnership working, ensuring collaboration and collective responsibility e.g. Town Team Ensure major stakeholders – Rushmoor Development Partnership, London & Cambridge, Shaviram, Grainger, etc – are engaged and on-board. Continue to develop our pro-active residents groups, bringing them along the journey and engendering ownership and responsibility. Reach out to wider groups of residents – new Wellesley tenants, Military families, the Nepali community, young people – to encourage their involvement. Look to work more closely with Nepali business owners. Create a clear communications plan to disseminate information and keep 		
			Corporate	Customer			

			Communication Team	Experience	stakeholders engaged.		
		FINANCE <ul style="list-style-type: none"> Sustainable funding of the transition plan Understand the ‘connected value’ of activities 	Regeneration Team / Ec Dev / Town Centres, Culture & Events	Regeneration & Property / Economy, Planning & Strategic Housing	<ul style="list-style-type: none"> Actively seek public funding streams to finance delivery of the plan. Consider opportunities for attracting private sponsorship and commercial income to support implementation of the plan’s activities. 		
		FUTURE PLANNING <ul style="list-style-type: none"> Rolling delivery plan and parallel action plan Review progress 	Regeneration Team / Ec Dev / Town Centres, Culture & Events	Regeneration & Property / Economy, Planning & Strategic Housing	<ul style="list-style-type: none"> Use established governance arrangements to produce a rolling action plan to coordinate delivery ‘on the ground’. Use available qualitative and quantitative evidence, including agreed performance indicators, to monitor impacts and changes. Use examples of best practice from elsewhere, stakeholder feedback, and monitoring evidence to continually develop the transition plan and rolling action list. Ensure short-term transition plan activities are consistent with the long-term vision of the town centre. Ensure transition activities are delivered in the context of any longer term strategies e.g. parking, public realm, design guidance, heritage trail, digital high streets, etc. Ensure agreed activities are delivered in the context of demographic, mobility, technological, retail and other national environmental and economic changes. 		

Future High Streets Fund

Call for Expressions of Interest

Application Form



Ministry of Housing,
Communities &
Local Government

Applicant Information

Bidding authority: Rushmoor Borough Council

Area within authority covered by bid: Aldershot Town Centre

Bid Manager Name and position: Tim Mills - Head of Economy, Planning and Strategic Housing

Contact telephone number: 01252 398542

Email address: tim.mills@rushmoor.gov.uk

Postal address:

Council Offices, Farnborough Road,
Farnborough
GU14 7JU

Additional evidence, such as letters of support, maps or plans should be included in an annex.

Applications to the Fund will be assessed against the criteria set out below. Further information on the scoring criteria and their weighting will be published by the department before the end of January 2019.

Submission of proposals:

Proposals must be received no later than 2359 on **Friday 22 March 2019**.

An electronic copy only of the bid including any supporting material should be submitted to highstreetsfund@communities.gov.uk.

Enquiries about the Fund may be directed to highstreetsfund@communities.gov.uk.

SECTION 1: Defining the place

This section will seek a definition of the high street or town centre to be covered within the bidding authority. Places should:

- Explain the high street/town centre geography
- Indicate the population of those living and travelling to this centre, how this links to the wider economic area and its role in the lives of those within the catchment area

1.1 Geographical area:

Include information setting out the extent of the high street/town centre area covered in the proposal and a description of this centre.

Please include maps and supporting evidence as annex documents if required.

Please limit your response to 500 words.

Aldershot town centre is located within the Borough of Rushmoor, which sits on the Hampshire / Surrey border. It is a relatively small (3,905 hectares), highly urbanised and densely populated Borough, with a comparatively well-defined built-up area made up of two major settlements whose boundaries adjoin one another:

- Aldershot – In the south of the Borough (population; 36,321)
- Farnborough – In the north of the Borough (population; 57,486)

Definitive in terms of the Borough's heritage, and intrinsic to the creation of Aldershot town centre, the Army Garrison lies to the north. It was established in 1854 as the first permanent Army training camp and is well known, both by locals and nationally, as the 'home of the British Army'. In just 10 short years, a small market village transformed into a vibrant and bustling melting pot of activity that has continued to grow and evolve over a century and a half into the town we know today.

Aldershot town centre is characterised by its Victorian heritage with a number of modern infill developments and today functions as a local centre within a challenging retail hierarchy, commensurate to providing for local shopping, leisure and service needs ([Appendix 1](#))

It acts as a hub of social and economic interaction, concentrating activity and performing an essential function to the local population. By supporting a mix of uses, the town centre provides for the diverse local groups that call our Borough home.

The town centre boundary is defined by the Rushmoor Local Plan. The main retail offer of the town is focused around the pedestrianised Union Street, Wellington Street and the Wellington Centre. This area represents the town's primary retail frontage with a predominance of Class A1 use and the highest footfalls. There is also a significant independent retail presence on surrounding streets (defined as secondary frontage) with a highly valued cluster of specialist ethnic shops along Station Road that meet the needs of the Nepali community within the town.

Important civic/community functions are also contained inside the boundary, including the Princes Hall theatre, Aldershot library, the West End Arts Centre, the Princes Gardens GP surgery and the Empire Banqueting Hall.

Additionally leisure and entertainment provision forms a key aspect of Aldershot's offer with the Westgate centre, completed in 2012, containing a multi-screen cinema accompanied by a number of national restaurant operators including Nandos and Pizza Express.

As one large development of the past defined Aldershot's historic trajectory, another is poised to shape its future. Over the next 15 years, Wellesley¹ will deliver up to 3,850 new homes to the north of Aldershot town centre within a comfortable walking distance, increasing the town's population by over 10,000. The first of these houses are already occupied as part of the first phase of development (Maida). This transformational expansion represents a real opportunity and ensures the town centre will not only continue, but grow in importance as the community's heart, needing to provide a variety of uses, functions and services long into the future.

1.2 Population and links to wider economic area:

Information on the population living and working in the town centre area, how the area acts as a centre of social and economic activity and its links to the wider economic catchment area.

With supporting evidence to include:

Resident and workplace population, travel to work catchment area, town centre footfall, commercial space, retail activity, cultural activities, diversity of uses and social/ historical importance of the centre

Please limit your response to 750 words.

The wider Aldershot area is home to a young, vibrant and affluent population who have full time jobs and own their own homes. Families with young children make up more than 34% of the area's catchment demographics.² Keen, high spending shoppers, this group represents a very strong consumer lifeblood, one that will be strengthened further in the Wellesley development.³

Currently this consumer lifeblood does not flow into Aldershot town centre. As of 2013, Holistic Retail Ltd identified nearly 500,000 people who live within Aldershot's catchment area and nearly 125,000 dwell within the primary catchment band. However, Aldershot has a shopper population of just 31,277 ranking it 443rd nationally. Leakage is very high to large centres such as Guildford (14.8%) and Basingstoke (3.2%) and smaller centres such as Camberley (12.8%), Farnborough (9.6%) and Fleet (6.9%).⁴

Looking at the resident population within Aldershot town centre itself, the demographics are substantially different, with an older and low spending population. Helping to explain

¹ <http://www.wellesleyhampshire.co.uk/>

² Aldershot Retail Factsheet and Business Prospectus, 2012

³ The Galleries, Aldershot: The Opportunity, Holistic Retail Ltd, March 2013

⁴ The Galleries, Aldershot: The Opportunity, Holistic Retail Ltd, March 2013

this is the Nepali community's particularly strong presence within residential accommodation in the town centre. Lower Layer Super Output Area 142 ([Appendix 2](#)) best aligns with the town centre boundary and has a population of 1,931. 26% of the population are 'Asian/Asian British: Other Asian' and a vast majority are Nepali.⁵ Due to the Gurkha connection with Aldershot Garrison during their service, when these retired Gurkha soldiers were granted a right to settle, many returned to Aldershot with their families.

Aldershot town centre has historically focused on its role as a shopping destination and consequently is the largest retail centre in the Borough, with 201 retail / service uses.⁶

Provided in [Appendix 3](#) are:

- A breakdown of the diversity of uses present in the centre in terms of the number of units;
- A breakdown of comparison shop units by category. Notably over 50% of Aldershot's retail premises are independent stores;
- A breakdown of service uses by category.

Our footfall information is limited however, figures from the Wellington Centre showing an average of 306,293 visits per month during 2018 are indicative of the main retail area.⁷

Aldershot's cultural offer is centred around the Princes Hall theatre, which contains a 595 seat auditorium and has over 100,000 visitors each year.⁸ The town also has a central library, on High Street albeit on the far edge of the centre, and a full programme of street-based events.

As noted above, supporting the town's evening economy is the Westgate development, which is home to a seven screen Cineworld cinema alongside national restaurants.⁹

In terms of the historical importance of the town, Aldershot is widely regarded as the 'home of the British Army'. The establishment of the Army Garrison transformed the town. Its population soared from 1,000 to 16,720 in just 10 years. Aldershot's Military Tattoo dates back to 1894 and in its heyday of the 1920s and 1930s, attracted 500,000 visitors. This military history and Victorian heritage continues to be celebrated through regular events, including the Military Festival and Victoria Day.¹⁰

⁵ LSOA population Data for Aldershot Town Centre,

⁶ Occupancy Rates, January 2019 – With the adoption of the new Local Plan, the monitored frontages have been extended and so more retail and service uses are counted than the previous TC1 saved policy.

⁷ 'Wellington Centre Footfall Totals', 2016 - 2018

⁸ <https://www.princeshall.com/>

⁹ <https://www.westgate-leisure.co.uk/>

¹⁰ Aldershot Town Centre Prospectus, Supplementary Planning Document, January 2016

Aldershot plays a role in the sub-regional economy, with a traditional focus on manufacturing and light industrial activities¹¹ however, as part of the Farnborough aerospace cluster, this includes elements of that supply chain. It contains a number of small industrial estates located in close proximity to the town centre that meet the needs of SMEs. More significantly, Aldershot has a growing digital industry and was identified in the Tech Nation 2018 report as one of the super suburbs.¹² In this it is closely linked to Guildford one of the main centres of the digital gaming industry in the UK and to the developing digital hub in Basingstoke forming a corridor linking to the Thames Valley and Reading.

Rushmoor is very much an urban Borough that is densely populated. The Borough makes a substantial contribution to the Blackwater Valley by being located in the centre of this large urban area.

Rushmoor borough falls within the Enterprise M3 Local Enterprise Partnership (LEP). The M3 LEP area is a major component of the South East economy. (Appendix 4) The economy of the area is reliant on a network of towns of which Aldershot is one. It is identified as a “Step up town” within the Strategic Economic Plan (SEP) and is consequently recognised as an area of *‘latent economic potential, which currently experience[s] barriers to growth’*.¹³ The growing Digital and 5G sector in Aldershot is identified as a key element in both the SEP and the developing Local Industrial Strategy of the LEP.

¹¹ Hart, Rushmoor and Surrey Heath Joint Employment Land Review Update: Final Report, November 2016

¹² ‘Connection and collaboration: powering UK tech and driving the economy’, Tech Nation, 2018

¹³ ‘The Enterprise M3 Strategic Economic Plan – 2014 – 2020’, EM3 LEP, March 2014

SECTION 2: Setting out the challenges

Clear description of the issues and challenges facing this area.

This section will seek a description of the issues and structural challenges facing the high street or town centre area to be covered within the bidding. Places should:

- Describe the key challenges facing the area
- Provide evidence to support this argument (additional sources can be included in annexes). Set out why this place would benefit more from moving forward to co-development than other places within the area

We will not accept bids covering town centre areas that are not facing significant challenges.

2.1: Challenges

We recognise that each place will see different challenges. Supporting evidence on the challenges facing areas could cover the following:

- *Proportion and/or number of vacant properties*
- *Openings/closures of commercial units*
- *Diversity of uses in the town centre area*
- *Resident/customer surveys*
- *Pedestrian flows and footfall trends*
- *Evidence of congestion and air quality*
- *Perception of safety and occurrence of crime*
- *State of town centre environmental quality including provision of green spaces*
- *Accessibility*
- *Housing demands*

Aldershot town centre is failing, and has been for some time.

In the wake of the 2008 financial crisis, its position as a medium sized town centre left it disproportionately susceptible to national retailer's reorganisation strategies. One after another, big high street names vacated the centre and in the space of only a few years, Aldershot had lost the likes of Dorothy Perkins, Evans, Next, Top Shop, Burtons, Woolworths and most notably M&S. (Appendix 5)

As highlighted in the published 'Call for Proposals', the pace of technological change has far outpaced the capacity for most high streets to adapt. Aldershot has been particularly affected by this process due to the prevalence of its independent businesses. They are small, local and have limited resources to invest in technological expertise and consequently have struggled to compete with massively expanding online retailers. The Council has gone some way to tackling this issue, but further support is required for Aldershot's independents to thrive in the new digital age.

There are currently 38 vacant retail units within Aldershot Town Centre, with a vacancy rate of 29%, almost triple the regional average of 10.14%.¹⁴ The reason for such a high proportion of vacant units is partly attributable to the vacant Galleries Shopping Centre. Although transferring ownership a number of times, it has remained vacant for over a

¹⁴ Occupancy Rates, January 2019 (Rushmoor Borough Council)

decade. This large, and highly visible, vacancy serves as a constant reminder to visitors and residents alike of Aldershot's deterioration. Even excluding the Galleries, the vacancy rate is 15.5%, ranking Aldershot as the worst town centre in the South East by 3.8 percentage points according to the most recent Springboard statistics.¹⁵

This disproportionately high vacancy rate is by no means a recent phenomenon. Vacancies have been a persistent and sustained blight on Aldershot town centre's vibrancy and vitality for a number of years.

Year	Total Units	Vacant	% Vacant
Aug-10	145	37	26
Jan-11	144	36	25
Jan-12	144	30	21
Jan-13	144	38	26
Mar-14	136	34	25
Apr-15	137	34	25
Dec-16	139	39	28
Oct-17	135	38	28
Jan-19	131	38	29
Without Galleries	110	17	15.5

The loss of M&S, as the town's anchor store in 2015 only served to accelerate the decline that has continued unabated. In its wake, the three pound shops that used to occupy substantial town centre floor space have had to close their doors, a testament to the town's ailing fortunes.

The Wellington Centre has not been immune to the pressures facing the wider town and has suffered in recent years. Footfall data gathered by its owners, London and Cambridge, points to a drop of 30% in the month of December from 2016 to 2018. This pace of decline has meant prominent retailers such as Mothercare and Superdrug have recently vacated their premises, serving to further entrench this cycle.

Aldershot town centre's retail offer has collapsed and over the past 10 years nothing has succeeded in filling the void. It is, as the Guardian put it in 2018, 'a graveyard of British retail.'¹⁶ (Appendix 6)

For so much of Aldershot's history it prided itself on retail success, and so, this single aspect came to define the town. In the collective consciousness Aldershot was / is a retail destination above all else, and so the vacancies and store closures have had a much more profound impact. In a place survey conducted by the Council in 2018, respondents were asked what they thought were the most important factors in making somewhere a good place to live.¹⁷ Those from Aldershot identified shopping facilities as the key. The town centre is currently undergoing a process of transformation and vacancy rates are

¹⁵ Springboard Vacancy Rate – October 2018

¹⁶ <https://www.theguardian.com/business/2018/jun/17/it-was-heartbreaking-what-happens-to-a-town-when-its-marks-and-spencer-closes>

¹⁷ Rushmoor as a Place to Live 2018, August 2018

symptomatic of its struggle to evolve. A resurgence of big brand retail in Aldershot is highly unlikely given its position in the retail hierarchy. Retail specialist Harper Dennis Hobbs published a 'Vitality Index' in 2017 which ranked Aldershot 979 out of 1000 UK centres, and second worst town in the South East Region.¹⁸

As set out in the '*High streets and town centres in 2030 Eleventh Report of Session 2017-19*', the retail picture in Aldershot reflects one of the systematic issues in that our high streets and town centres are too retail-focused and have 'too much retail'. Time Retail calculated Aldershot's total retail floorspace at 720,000 sq. ft. This is almost 50% above the average for other 'small towns' whose floor spaces rarely exceed 500,000 sq. ft.¹⁹ Retail is not the main anchor any more for the 21st century, and it needs to be replaced with other activities. From the evidence set out above, the situation in Aldershot is one that sees it identified as one of the least vital town centres across the UK and in need of urgent addressing. The future success of the town is reliant on getting the right balance between retailing, leisure, hospitality, health, services and residential.

Many towns are focusing on leisure and entertainment provision in an effort to diversify and protect against the contracting retail sector and increase dwell time. These spaces are valuable as community meeting hubs and focus on customer experience, two factors which make them resistant to the expansion of the online marketplace. The vision for Aldershot largely aligns with this process. The Local Plan references how an improved evening economy alongside an increased range of cultural facilities will be a key part of the town centre's future.²⁰ However, currently the town falls short. The Westgate development, although a major improvement to Aldershot town centre's entertainment and leisure offer, has suffered in recent years. Subway, Toby Carvery and Prezzo have closed their doors since the development opened in 2012. Moreover, the increased spend and dwell time that leisure trips usually bring to the wider town centre are not apparent in Aldershot. Albeit located in close proximity to the retail offer of the town centre, Westgate tends to operate in isolation with limited pedestrian flow between it and the focus of retail provision. It is a destination in its own right, rather than complimentary to the wider town centre's offer. Other than Westgate, Aldershot's leisure provision is weak, making the separation between the two even more pronounced.

The commercial office market offers an alternative avenue whereby town centres can remain vibrant and busy in the absence of a strong retail core. However, here Aldershot suffers from an ageing stock profile. The focus of the business sector in and around Aldershot is primarily industrial use, a role that is recognised at a Functional Economic Area (FEA) level. This does little to encourage footfall into the town centre. As a result of lower demand for office space, the market for new development has been limited and, in recent years, the majority of the ageing stock has seen a conversion to residential use via the permitted development route. The town's proximity to more established office markets, in particular Farnborough and Fleet, suggests that the demand for office accommodation in Aldershot is likely to be limited in the foreseeable future due to strong competition.²¹

¹⁸ Harper Dennis Hobbs: 2017 Vitality Rankings, June 2017

¹⁹ 'Aldershot Town Centre', Time Retail Partners, November 2017

²⁰ The Rushmoor Local Plan, February 2019

²¹ Hart, Rushmoor and Surrey Heath Joint Employment Land Review Update, November 2016, Page 64

Reference is often made to the value in locating residential accommodation within town centres and how it has the potential to bring in considerable spend and activity. Currently, Aldershot's town centre resident population have very little disposable income and so do not generate this valuable economic energy.²² As previously mentioned, LLSOA 142 represents a majority of the town centre area and is a focus for Nepali residents. The Nepali population face a number of challenges in terms of integration and adaptation to UK society, particularly amongst the elderly. The area is ranked 4,786th out of 32,844, where 1st is the most deprived, for income deprivation, and worst in the country for income deprivation specifically affecting older people. That is, 275 out of 277 residents aged over 60 are income deprived.²³ Crucially all these older people dwell within the town centre as the land north of Wellington Avenue is made up of army accommodation. Evidently, substantial and sustained efforts need to be made to help raise the quality of life of those that currently call the town centre home. However, in conjunction with this, Aldershot is in need of diversifying its town centre population. The Union Street East and Galleries schemes are designed to stimulate this process and aim to attract a more diverse demographic with a greater disposable spend. They both represent a real opportunity to revitalise the town centre population, and will act as a catalyst for further growth.

Aside from the physical challenges facing Aldershot Town Centre, the Institute of Place Management (IPM) report '*High Street 2030: Achieving Change*' was published in December 2018 with the purpose of taking a people and place-based approach to understanding why some high streets thrive whilst others struggle. Aldershot was identified as one of the case studies for consideration by the IPM. As well as picking up on the challenges associated with retail vacancies, the report highlighted the following challenges for Aldershot:

Vision

The Council undertook a substantial programme of public engagement to develop a vision for the town in developing the Aldershot Prospectus ([Appendix 7](#)). This is a Supplementary Planning Document to guide the regeneration of the Town Centre and includes six key themes which underpin the vision. However, the focus of the Council has been on putting in place the development mechanisms and acquisitions to enable the realisation of that vision and due to this, the level of consultation and engagement diminished. This has led to a disconnection of the public and stakeholders with the original vision and strategy. This was identified by the IPM, and is recognised by the Council which is responding to this challenge.

The Council has established an over-arching regeneration programme, Regenerating Rushmoor. This sets a complementary aims for both towns in the Borough. The report talks of 'Farnborough and Aldershot in 2028' as two towns with "unique heritage and histories," defining them as "family-friendly town centres" that complement their "respective global brands".

²² High streets and town centres in 2030, Housing, Communities and Local Government Committee Page 18

²³ Understanding the detail of the Indices of Deprivation 2015 in Rushmoor, December 2015

The original vision for Aldershot remains sound however both the retail market and technology have evolved. As part of re-engaging the public and stakeholders, the Council needs to refresh and refine the original vision with them and ensure that the USP for Aldershot is more clearly identified and locally owned.

Failure to effectively develop the heritage of the town

Aldershot is in the enviable position of having something unique and distinctive in its role as the 'Home of the British Army' but this has not been developed nor the existing assets effectively promoted in the development of the centre. Observers from the IPM commented that 'apart from one gun at the station' there is little discoverable making reference to Aldershot's heritage. This is a significant missed opportunity. In the past, the town's storied history has too often been overlooked in favour of a focus on attracting big high street brands. Now, after the multiple retailers that were once the lynchpin of the town have vacated, the importance of ensuring Aldershot's individual identity is vital. The Aldershot Prospectus had as one of its key themes **Affirming the Victorian heritage** but this has yet to be effectively developed or promoted in the development and management of the centre.

Limited knowledge/data gathering

Though several consultants have looked at Aldershot town centre's changing retail offer, the data collected is incomplete. Footfall counting is a data set notably absent for the whole town centre although some indications exist from commercial partners for parts of the centre. Although obtaining footfall figures for the whole town centre is a high priority for the Council, a lack of historical records is / will be restrictive.

Limited partnership working/place leadership

Engagement between the Council, the residents, the business community and other stakeholders having been extensive has become more limited with regards to the regeneration. The work has resulted in a very strong partnership focused on the shared delivery of a substantial programme of events with residents and stakeholders and some good partnership work on operational issues. Vehicles exist (Aldershot Civic Society, Aldershot Retailer and Business Forum etc.) which promote collaboration and partnership. However, they have not been part of an overall approach to engagement in the town recently. Due to this, the mechanisms designed to disseminate information and coordinate communication have been ineffective, leading to myths arising around development and compounding frustrations. Recognising this, the IPM highlights how there is 'no feeling of collective responsibility' between groups, which has led each side to blame the town centre's failings on another. The Council recognises and is starting to address these issues and to put in place more effective shared place leadership.

2.2: Rationale for selecting town centre area

Set out your rationale for choosing this town centre area as opposed to other centres within your local authority, and why this area is most in need.

Please limit your response to 500 words

The Borough of Rushmoor comprises of two major towns, Aldershot and Farnborough; each distinct in terms of retail offer, character and heritage. Limited to a transformative submission for a single town centre, we have set out below the rationale for focusing on Aldershot.

A useful starting point is the survey conducted by the Council in 2018, providing evidence of residents' feelings towards the place they live. An individual's perception is built upon a myriad of different factors, big and small, and so is helpful in establishing an overall sense of place. Respondents from Aldershot were significantly less satisfied with Rushmoor as a place to live than respondents from Farnborough, rating it 5.08 compared to 6.34 out of 10.²⁴ A difference of 1.26 points is substantial and hints at numerous disparities which deserve further exploration.

As previously mentioned Aldershot town centre is crippled by vacancies, with empty retail premises a blight on the town environment. Farnborough, by contrast, has a vacancy rate of only 10.7% with 122 units and 13 vacancies.²⁵ This is significantly lower than Aldershot and gives some indication as to the contrasting retail fortunes of the two towns. Farnborough is home to a number of high profile national retailers and has seen recent investment that has resulted in retailers such as Decathlon, Smyths Toys, Dunelm and Hobbycraft moving into purpose built new premises within/on the edge of the town centre.

From a commercial perspective, Farnborough Business Park offers a substantial, prominent high-quality office environment close to the town centre. It is considered one of the premier business locations in the UK, catering to an inward investment and occupier market far removed from local demand and supply drivers. The strategic supply tends to cater for higher value sectors, including activities that demand high quality B1a and B1b floorspace such as corporate office occupiers (IBM, Fluor) and research and development companies (QinetiQ, BAe).

Within the Enterprise M3 LEP's 'Strategic Economic Plan', Aldershot is identified as a 'Step-Up Town' and is consequently recognised as an area of latent economic potential, which has experienced barriers to growth. In contrast, Farnborough is recognised as a 'Growth Town' whose continued success is fundamental to the entire EM3 Area.

Given the polarities observed above, the Council consider that Aldershot town centre should be the focus for the purposes of the Future High Streets fund application.

The Council is also uniquely placed in Aldershot thanks to its policy of land acquisition on Union Street. The Local Plan identifies Union Street East as a key site allocation and so the Council has moved robustly over the past two years to consolidate the fragmented

²⁴ Rushmoor as a Place to Live 2018, August 2018

²⁵ Occupancy Rates, January 2019

land ownership. This means it has the capacity to bring a scheme forward itself without relying on the market to dictate the pace of change, a mechanism absent within Farnborough town centre.

SECTION 3: Strategic ambition

This section will seek evidence of the level of ambition from the local authority, support from stakeholders and evidence that the local authority is well-placed to use the Future High Street Fund to tackle these challenges in a way that will fit with wider existing plans. Local authorities should:

- Set out a high-level vision for improving their area and how this links with need expressed in Section 2
- Demonstrate how this ambition will align with other funding streams (public or private)
- Cover how investment from government will support the area and help overcome these challenges
- Demonstrate engagement with and support from local stakeholders including other tiers of local government, if applicable (supporting evidence of this support such as letters should be attached as an annex)
- Show how this will link to wider strategic plans, including the Local Plan and Local Industrial Strategies e.g. around housing and local growth
- Provide an estimate of how much revenue funding they would need to support the development of their strategic vision and business case for a specific proposal

This phase relates to defining places and challenges and we therefore are not asking for specific project proposals at this stage.

However, if a local authority has been working on a specific project that they feel is deliverable in the short term if they were to receive capital funding at an early stage, we invite them to make that clear here. While the details of the project will not be considered in our decision-making at this stage, we may consider fast-tracking these projects during co-development.

We will not accept bids that do not provide sufficient evidence of support from local stakeholders.

3.1 Town centre vision and ambition for change

Set out your vision for regenerating your high street and how this links with the challenges outlined in section 2.

Please limit your response to 750 words.

The Aldershot Prospectus was adopted in January 2016 and sets out a vision and strategy for regeneration in Aldershot town centre with 6 key aims.

1. A revitalised town centre offer

Aldershot town centre has an important role to play in meeting the local shopping needs of a growing and affluent population. However, it's retail core faces challenges and cannot compete with regional towns nearby. The Council recognises that in conjunction with redevelopment reducing retail space there is a need to focus on the diversification of the town centre. This will include developing independent retail and arrangements such as a "maker's yard", a focus on relocation of public services into the heart of the town alongside bringing in alternative leisure and office uses.

2. A family-friendly town centre

The Council wants to strengthen the town centre's attraction to families by enhancing its open space and leisure offer alongside improving accessibility. This is with the aim of promoting the town centre as a place where families can relax and enjoy experiences together. There is a need to reconfigure access and parking to address issues arising from the existing layout and intensification of use due to redevelopment. Additional sites are required to achieve this.

3. An improved cultural offer

The Council is committed to building on the existing cultural offer, and is engaging with the community and Arts Council England. The plans for the wider Princes Hall Theatre site are on hold due to delayed release of the magistrates court. However, the Council is pursuing the opportunity to expand and refurbish the theatre. It is working in conjunction with the adjacent West End Arts Centre, Rock & Pop Foundation, and Military Museum, all within walking distance. We are also looking to build on the strong Nepali culture in the design and development of the town.

4. Town centre living

The challenges regarding the current residential offer in the town centre have been set out above. However, Aldershot has a significant requirement for new homes and demand from young professionals who wish to move to the area. Combined with the relatively affordable but increasing values of homes, the area is 'up and coming'.

The redevelopment of Union Street East, the Galleries and other sites will lead to substantial residential development in the town centre providing a range of homes. We estimate that there will be an additional 1000 homes over the next 5 years. This will be supplemented by the growth of the Wellesley development on the edge of the centre.

This diversity will bring vibrancy into the heart of the town helping to revitalise its offer and stimulate change.

5. Investing in street and spaces

A series of improvements to the town's public realm have already been undertaken and creating a central public space for Aldershot is planned as part of the new development.

6. Affirming the Victorian heritage

The Council is enhancing references to the town's military past alongside maintaining the quality of the Victorian buildings, throughout the town centre. It has developed a series of heritage trails which link these elements and has submitted external funding applications to enable their implementation. It is also exploring how it can develop its heritage offer further.

7. New - Digital/5G Aldershot

The Council is building on Aldershot's strength as a location for digital businesses by creating a Digital Games Development Hub. This will provide start-up digital businesses space to grow when it opens towards the end of 2019.

The Council is also keen to ensure that its substantial redevelopment of the town centre is future proofed and able to support the expansion of digital and 5G businesses. To support this, it is working with the EM3 LEP to deliver this new element of the vision.

Proposed Future High Street Funding Interventions:

1. Diversification of Town Centre - £4,800,000

Funding is sought to enable the diversification of uses in the town centre in particular:

- The proposed move of Aldershot Library into the Wellington Centre to better promote the library as a cultural hub and attract more families into the centre
- Fit out of the Union Street East development to enable community and independent business including a makers yard.

2. Reconfiguration of Town Centre - £3,250,000

- As a result of the developments around the town centre we need to reconfigure access and parking. In order to achieve this aim there is a need to acquire additional sites. As part of this approach we are examining car clubs and other innovative approaches.

Total FHSF: - £8,050,000

3.2 Engagement and alignment of vision

Set out how your town centre vision aligns with other funding streams, both public and private, including details of partnership working with the private sector in this area.

Show how your vision fits with wider strategic plans such as housing, transport and Local Industrial Strategies.

Please limit your response to 750 words.

In May 2018, the Council's Cabinet approved the establishment of the Regenerating Rushmoor programme to drive the regeneration of both Aldershot and Farnborough. The programme is a comprehensive partner co-ordinated approach to addressing the economic and place-making challenges facing the Borough's key towns of Aldershot and Farnborough; whilst also seeking to tackle other borough-wide regeneration issues. It sets out an overarching vision for our town centres in 2028.

In addition to an internal board overseeing the regeneration programme there is a Delivery Coordination Board including the key external partners. This Partnership board comprises of senior officers from RBC (CX Chair), EM3 LEP, Hampshire County Council & Homes

England plus private sector partners Shaviram and Hill Investment Partners. In this way all partners are engaged and aligned with the vision for regeneration in Aldershot and across the borough

During the development of the regeneration programme, the Council identified that it would need to bring in substantial expertise in order for it to deliver a number of schemes within the programme, particularly the more complex town centre sites – the highest priority being the comprehensive redevelopment of Union Street East in Aldershot town centre. Following advice, the Council identified that the best way to achieve the balance between delivery of regeneration at pace, achieving a financial return and mitigating risk was to enter into a form of joint venture partnership with an experienced private sector partner, known as an investment partnership, and structured as a Limited Liability Partnership (LLP).

The Rushmoor Development Partnership (LLP) was subsequently established in October 2018 as a joint venture between the Council and Hill Investment Partnerships.

In addition to securing a private sector development partner, the Council has also been successful in securing £8.4 million from the Housing Infrastructure Fund (HIF) Marginal Viability Fund, where the Government will provide the final, or missing, piece of infrastructure funding to get additional sites allocated or existing sites unblocked quickly.

The Council's bid was for funding of £5 million towards the Union Street East project, which will bring forward over 150 new homes in the town centre (subject to planning permission) alongside active commercial units and £3.4 million towards The Galleries project, a mixed use scheme of over 400 new homes alongside the provision of a new town centre car park and commercial units (to be delivered by the private sector).

The funding bid specifically sought assistance in the delivery of a sewer diversion on the High Street multi-storey car park, the provision of Suitable Alternative Natural Greenspace (SANG) and to assist with site assembly for the Union Street scheme.

At a regional level, the Council has been successful in securing £900k of funding from the Enterprise M3 LEP towards the delivery of public realm improvements at Aldershot Railway Station alongside approx. £850k to go towards the delivery of a 5G connected Games Hub (subject to funding agreement). This project is an example of the partnership work that is intrinsic to Aldershot town centre's regeneration involving collaboration between public bodies such as RBC, LEP, HCC and private company Rock and Pop.

We propose to take the opportunity to future proof the regeneration of the Town Centre and deliver a 5G/Digital and Low Carbon Transport infrastructure, bringing together the LEP Digital and Clean Growth strategies. The intent is to create a 5G/Digital/Smart Aldershot where this project will merge the overlap between infrastructure for smart transport, EV charging, 5G and a greener environment while creating a base for future business investment. We are working with Hampshire County Council and EM3 LEP to develop these proposals. This fits with the identification of these sectors as a priority and with the approach to towns in the developing Local Industrial Strategy.

3.3 Support for town centre vision

Provide details, including letters of support, for your vision from (where applicable):

• *Other tiers of local government including Mayoral and non-Mayoral Combined Authorities and county councils where applicable*

Other local stakeholders including:

- *Local Enterprise Partnerships*
- *Business Improvement Districts*
- *Private sector*
- *Community groups*

Please limit your response to 500 words and include evidence of this support as an annex where appropriate.

The vision for Aldershot Town Centre was published in January 2016 and has cross party support. A major public consultation exercise had been undertaken to encourage stakeholders to give their views. This included four, week long, regularly manned, public displays at high profile locations, (shopping centre, theatre, etc.), a large public meeting hosted by the Aldershot Civic Society, and an online survey.

The process to refresh and refine this vision – a need identified in the IPM's recent 'High Street 2030: Achieving Change' report – has led to the creation of the new '**Aldershot Town Centre Task Force**'. This group of key stakeholders, which includes landowners, developers, retailers, businesses and residents, is tasked with '*shaping the further development and delivery of the Aldershot Town Centre Strategy, and acting as a voice for, and supporting the engagement of, a wider group of stakeholders*'

A letter of support from the new Task Force is attached, with additional individual letters provided by some of the major stakeholders, including:

- * **L&C Properties** – owners and operators of the Wellington Shopping Centre
- * **Rushmoor Development Partnership** – developers of the Union Street East scheme
- * **Shaviram plc** – owners and developers of the Galleries & Arcade site

The town has two highly active residents groups that are engaged in the vision and strategic process

The Aldershot Civic Society promote civic pride, and 'aim is to make Aldershot a good place to live, work and visit – a home town to be proud of', and their monthly meetings are well attended. The society are fully engaged in the ongoing work. A letter of support is attached from their Chairman, and long-time Aldershot resident, Justin Coll.

Aldershot Community Together are a vibrant group of residents who work together for the benefit of the town. Formed in 2015, over 40 members meet three times a year for 'full' meetings, with a number of additional 'action group' meetings. Their key focus is on enabling the delivery of events to engender civic pride, but they also regularly engage in strategic matters, most recently undertaking a workshop to generate ideas to assist the town centre through its transition period of construction works.

Aldershot has a resident population who are extremely proud and engaged with the town's history and heritage. The 'Historic Aldershot Military Town' Facebook page, for example, has over 12,000 members.

Rushmoor is part of **the M3 Local Enterprise Partnership**, with Aldershot a designated 'step-up town' - a town that 'has high growth potential within which concerted transformational action will be undertaken'. The LEP is fully engaged in delivery of the vision for the town, and continues to support this through significant funding. A letter of support is attached.

We have a close and productive relationship with our public sector partners, with RBC and HCC working together on a number of significant schemes most notably the Games Hub and the Aldershot station improvements. Two letters from **Hampshire County Council** are attached demonstrating the specific commitment on the library and wider regeneration support.

Letters attached separately.

3.4 Estimate of revenue funding needed

Provide details of how much revenue funding you need to develop project plans for capital funding (including detailed business cases).

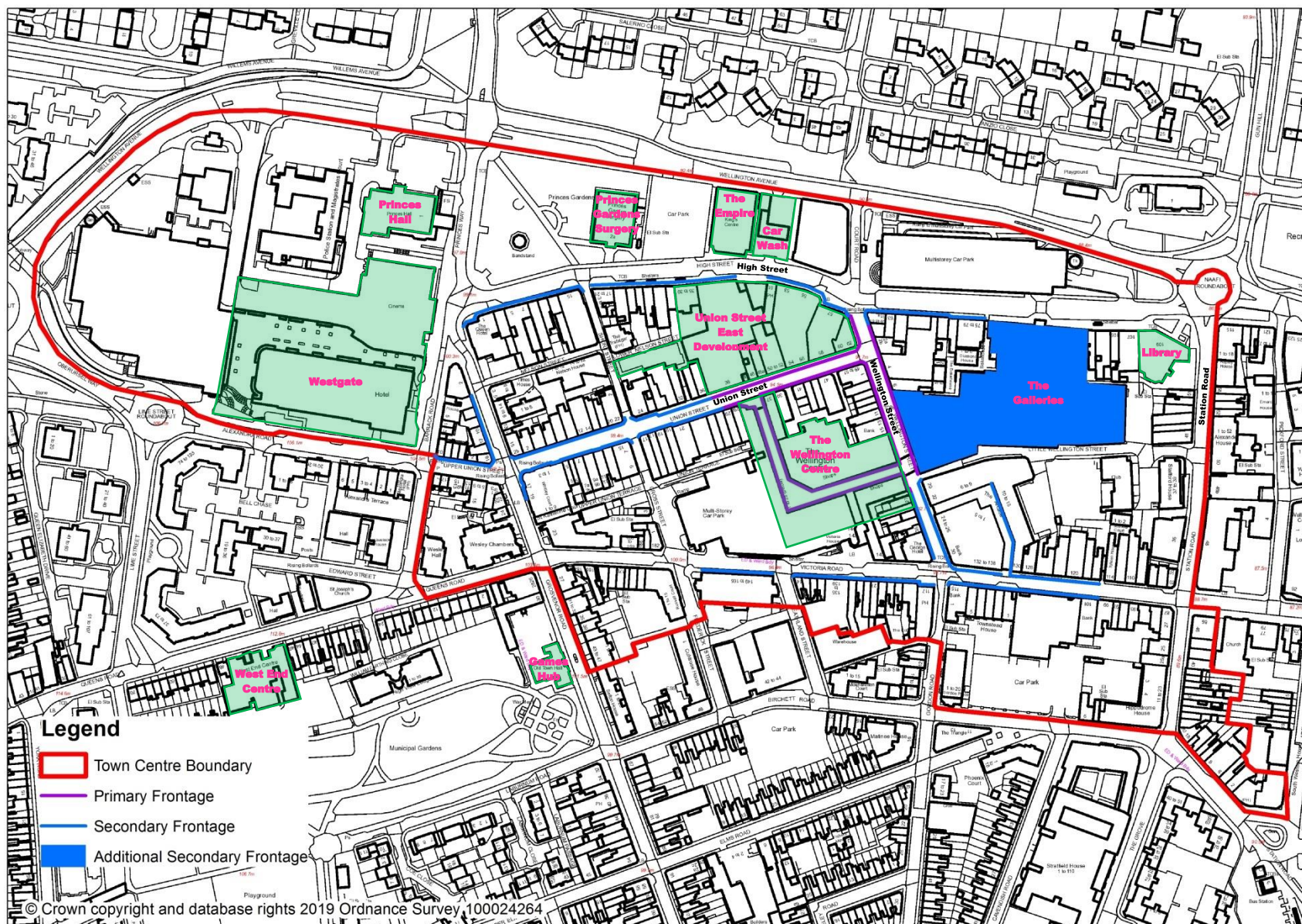
Include estimated breakdowns of how you would spend this revenue funding

Please limit your response to 500 words.

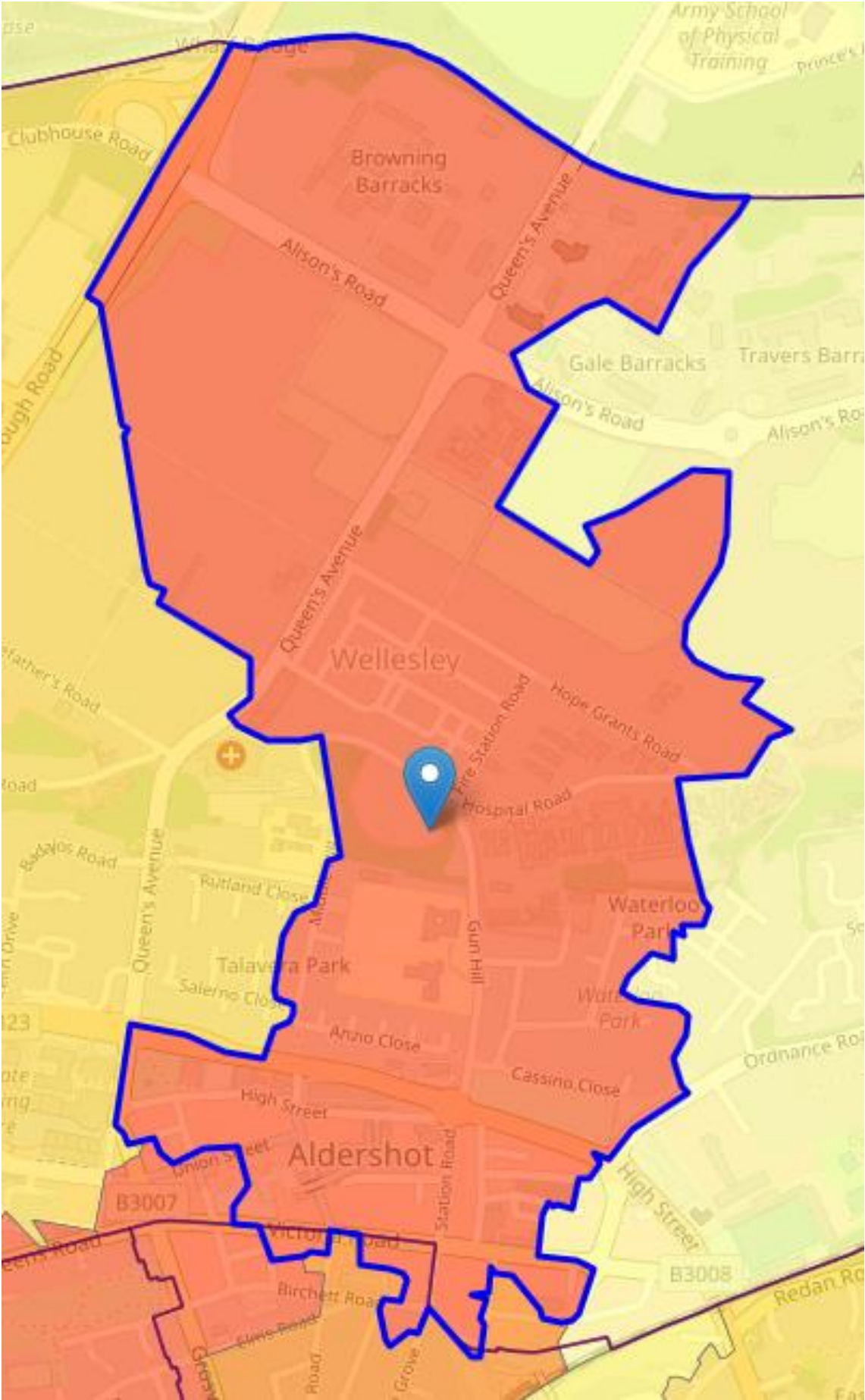
Revenue Funding Requirements:

- £55,000 – Support development of the business case, consultancy support on specific issues around reconfiguration and the associated acquisitions and the green book evaluation - Rushmoor Borough Council
- £30,000 – Support the detailed Library Relocation Feasibility - Hampshire County Council
- £15,000 – Support a wider programme of engagement to reinvigorate public involvement in the town centre regeneration and support its changing focus - Rushmoor Borough Council

Appendix 1 – Town Boundary and Shopping Frontages as defined by the Local Plan



Appendix 2 – Lower Layer Super Output Area 142



Appendix 3 –

Aldershot Town Centre Use Class Mix by Unit

Type of Unit	Units 2014	% of Total Number of Units	
		Aldershot %	UK Average ⁽¹⁾
Comparison Retail	84	27.5	36.0
Convenience Retail	22	7.2	8.1
A1 Services ⁽²⁾	39	12.8	14.1
A2 Services	34	11.1	12.1
A3/A5	46	15.1	14.7
A4 pubs/bar	8	2.6	2.9
Vacant	72	23.6	12.1
Total	305	100.0	100.0

Source: Experian Goad 2014 and NLP 2014

(1) UK average for all town centres surveyed by Goad Plans (March 2014)

(2) incl. hairdressers, travel agents and other Class A1 uses not selling comparison/convenience goods

Aldershot Breakdown of Comparison Units

Type of Unit	Aldershot		% UK Average*
	Units 2014	%	
Clothing and footwear	20	23.8	25.0
Furniture, carpets and textiles	5	6.0	7.4
Booksellers, arts, crafts and stationers	4	4.8	10.6
Electrical, gas, music and photography	10	11.9	9.4
DIY, hardware and homewares	6	7.1	6.4
China, glass, gifts and fancy goods	3	3.6	4.6
Cars, motorcycles and motor accessories	0	0	1.3
Chemists, drug stores and opticians	6	7.1	10.0
Variety, department and catalogue	2	2.4	1.6
Florists, nurserymen and seedsmen	1	1.2	2.3
Toys, hobby, cycle and sport	9	10.7	5.2
Jewellers	10	11.9	5.0
Charity/second-hand	6	7.1	8.4
Other comparison retailers	2	2.4	2.9
Total	84	100.0	100.0

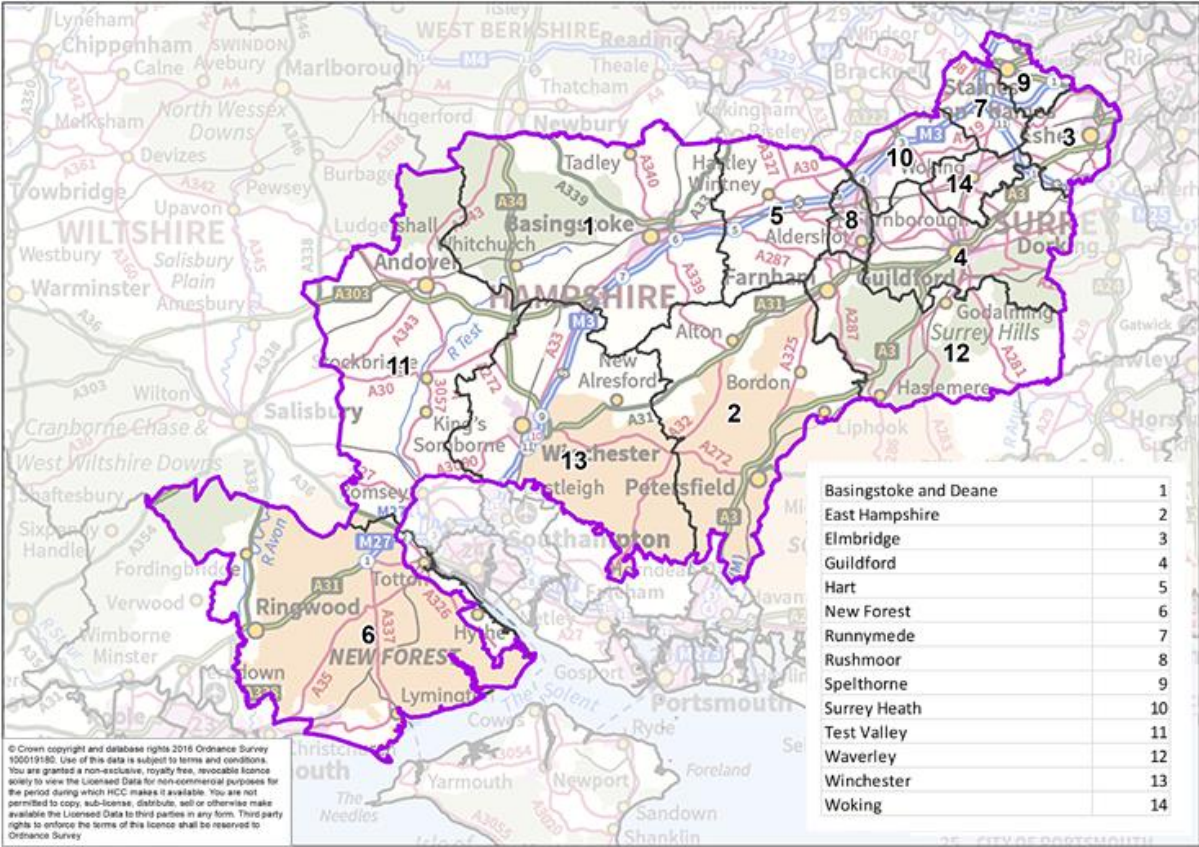
Source: Experian Goad, 2014 *UK average for all town centres surveyed by Goad Plans (March 2014)

Aldershot Analysis of Selected Service Uses

Type of Unit	Aldershot		% UK Average*
	Units 2014	%	
Restaurants/café's	21	17.2	23.3
Fast food/takeaways	25	20.5	15.2
Pubs/bars	8	6.6	7.6
Banks/other financial services	13	10.7	12.9
Betting shops/casinos	6	4.9	4.0
Estate agents/valuers	15	12.3	9.5
Travel agents	5	4.1	2.5
Hairdressers/beauty parlours	26	21.3	22.9
Laundries/dry cleaners	3	2.5	2.2
Total	122	100.0	100.0
Other A1 Retail Services	5	-	-
Total	127	-	-

Source: Experian Goad, 2014. *UK average for all town centres surveyed by Goad Plans (March 2014)

Appendix 4 - Enterprise M3 LEP Boundary



Appendix 5 – Loss of National Multiples

2007

31 x National Retailers in Union & Wellington Streets



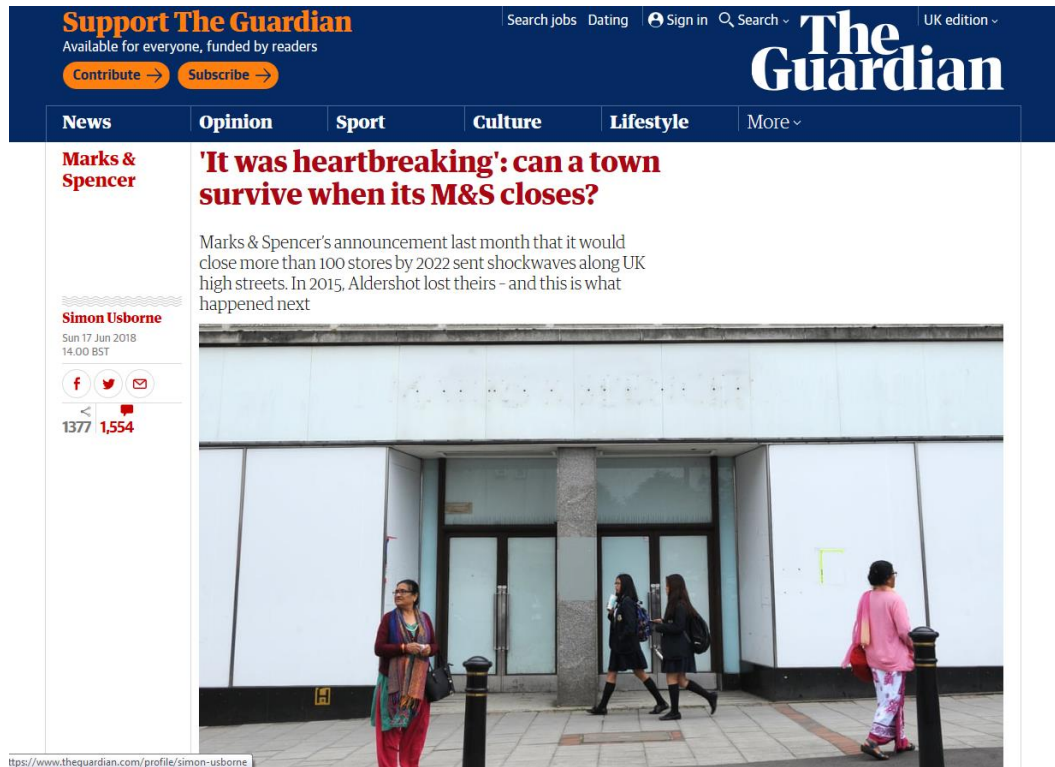
2019

16 x National Retailers in Union & Wellington Streets



Appendix 6 – National News Coverage

<https://www.theguardian.com/business/2018/jun/17/it-was-heartbreaking-what-happens-to-a-town-when-its-marks-and-spencer-closes>



Appendix 7 – Aldershot Prospectus

<https://www.rushmoor.gov.uk/article/8832/Aldershot-Town-Centre-Prospectus---supplementary-planning-document>

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Understanding the Research on Town Centre Use

Summary

- Four central columns, however a permeable distinction between them.
 - Business Incubation
 - Not For Profit Sector
 - Leisure & Entertainment
 - Temporary Use
- Underpinning all of these efforts has to be recognition of the ‘digital’ nature of the current / future high street accompanied by awareness in the value of linking to a place’s heritage.¹
- These understandings should resonate throughout the project regardless of the specifics of the scheme.

Business Incubation	Not for Profit Sector	Leisure & Entertainment	Temporary Use
Heritage-led Regeneration			
The Digital High Street			

¹ ‘A. High Street Community Appraisal’, The Digital High Street 2020

Business Incubation

- Business incubators offer a space, and sometimes advice, to start-ups in order to cultivate local innovation.
- Town centre located business incubators encourage growth by supporting fledgling business to locate within the area, often by way of financial incentives.²
- Co-working spaces are key here, taking into account the relatively constrained nature of the site. A provision of space for micro businesses of just one or two people is perhaps the best approach.³
- Another aspect to consider is the brief of the workspace provider, whether that be job creation, business support or wider community engagement.⁴
- The business incubator is an umbrella idea, with a diverse range of applications.
 - ***The Tech Start-Up*** – Emerging digital technology is a key market that would make great use of a business incubation space.
 - These are often small teams of developers and so a high spec collaborative area would be highly sought after.
 - A potential link with the 'Games Hub', dependent on its success, is a possible avenue here.
 - 'It is anticipated that a 'bespoke' facility can then be designed to be incorporated into the Union Street development.'⁵
 - CASE STUDY – 'Boho One' – Middlesbrough
 - A new digital space was set up for start-ups with a number of specific modifications to cater for them. (Ultra-high speed internet / efficient cooling system etc.)⁶

² <https://beta.centreforcities.org/reader/delivering-change-putting-city-centres-heart-local-economy/city-centre-case-studies/>

³ 'Supporting Places of Work: Incubators, Accelerators and Co-Working Spaces', Greater London Authority

⁴ 'Creating Open Workspaces', Greater London Authority

⁵ 'Aldershot Digital – Games Hub', Cabinet Report 21st August 2018

⁶ <https://www.middlesbrough.gov.uk/business/find-premises/boho-zone>

- ‘The building, which opened in 2009, is becoming recognised as the UK’s most vibrant digital hub.’⁷
- ***The Independent Retailer*** - A test space for trade ideas is another potential avenue whereby entrepreneurs can trial schemes with a level of mitigated risk.
- Small scale, local companies are those most likely to make best use of a space such as this. Using the opportunity as a springboard.
 - CASE STUDY – ‘The Emporium’ – Middlesbrough
 - ‘Entrepreneurs were incubated for up to six months and a business coaching package included one to one support and business growth assistance.’⁸
 - ‘Helped launch 48 businesses in the past three and a half years’ (2011 – 2014)⁹
- ***The Creative*** – Another option would be one with a clear focus on creative businesses. Separate from general retail / trading this would be an area converted into studio, gallery or selling space for local creative businesses.
 - CASE STUDY – ‘Created in Tamworth’ – Tamworth
 - ‘The building can accommodate five creative businesses with each having their own studio and sharing the gallery and shop space on the ground floor.’
 - ‘The business rates are subsidised for two years, after which the business will pay market rent or move onto other premises.’¹⁰
 - CASE STUDY – ‘Fish Island Labs’ – London

⁷ <http://www.thejournal.co.uk/business/business-news/space-start-ups-middlesbroughs-boho-one-5317964>

⁸ ‘Developing Resilient Town Centres’, Department for Communities and Local Government

⁹ <https://www.gazettelive.co.uk/news/teesside-news/emporium-start-up-unit-fledgling-businesses-7841558>

¹⁰ <https://www.tamworthinformed.co.uk/new-tenants-set-up-shop-at-created-in-tamworth/>

- A co-working space specifically focused on kick starting 'the careers of a new generation of emerging talent whose work spans technology and art.'¹¹
 - Covers everything from 'sculpture, installations and physical performance to coding, film editing and digital art.'¹²
- CASE STUDY – 'BlackHorse Workshop' – Walthamstow
 - 'The space offers both permanent workshop space for small maker businesses, as well as shared workshop space for paying members.'¹³
 - 'Members have shared access to hand held tools, specialist woodworking and metal working equipment, and spray booth.'
 - ***The Social Enterprise*** – A final option would be to use a business incubator space as an opportunity to develop social enterprise within the local area.
 - By supporting new businesses which are committed to reinvesting in the local community these schemes have real value during regeneration efforts.
 - CASE STUDY – 'Hatch' – London
 - 'Provide community – based entrepreneurship programmes to emerging entrepreneurs through an eco-system of support that includes the provision of knowledge, mentorship and workspace.'¹⁴
 - There are currently five Impact Hubs in the UK (four in London and one in Birmingham) that offer 'co-working spaces for individuals and ventures interested in social innovation.'¹⁵

¹¹ <http://blog.barbican.org.uk/2015/08/fish-island-labs-interfaces/>

¹² <http://blog.barbican.org.uk/2015/08/fish-island-labs-interfaces/>

¹³ 'Creating Open Workspaces', Greater London Authority

¹⁴ <https://hatchenterprise.org/about-us/>

¹⁵ 'Social Enterprise in the UK', British Council

The Not for Profit Sector

- Engaging with the not for profit sector is a viable alternative to a more traditional focus on private sector investment.
- It provides opportunity for ‘a better balance between economic efficiency, ecological sustainability and social equity.’¹⁶
- By creating a more enterprising local community who are more interested in business, real economic development can arise as a consequence.¹⁷
- Alongside that, social cohesion, as people work together and participate towards a common goal, is a valuable additional benefit.¹⁸
- One disclaimer would be that the most successful schemes here have come from below rather than above. Engaging with local residents to see if there is the appetite for establishing these projects would help evaluate their viability.

- **Charities**

- CASE STUDY – Every One Every Day Initiative – Barking and Dagenham
 - An initiative formed out of a partnership between registered charity Participatory City and Barking and Dagenham Council.¹⁹
 - The scheme will ‘introduce projects such as knowledge sharing, creating dedicated spaces and resources for families to work and play together, and providing facilities for bulk cooking, food growing or tree planting.’²⁰
 - The scheme ‘will work with 25,000 residents across the borough to create over 250 neighbourhood-led projects and form more than 100 new businesses over the next five years.’²¹

¹⁶ ‘Social Enterprise and Urban Regeneration: A Model for the Future?’, Juliet Carpenter

¹⁷ Ibid, Page 143

¹⁸ Ibid, Page 143

¹⁹ <http://www.participatorycity.org/blog/2017/7/23/eighbourhoods-made-by-everyone-for-everyone-multimillion-pound-initiative-set-to-launch-in-barking-and-dagenham-this-year>

²⁰ <http://www.participatorycity.org/blog/2017/7/23/eighbourhoods-made-by-everyone-for-everyone-multimillion-pound-initiative-set-to-launch-in-barking-and-dagenham-this-year>

²¹ <http://www.participatorycity.org/blog/2017/7/23/eighbourhoods-made-by-everyone-for-everyone-multimillion-pound-initiative-set-to-launch-in-barking-and-dagenham-this-year>

- ***The Community Interest Company*** – CICs exist to benefit the community rather than private shareholders by using an ‘asset lock’ to tie the company’s assets into their social objectives, whilst also restricting their pay outs to shareholders.²²
- A rapidly growing sector of over 14,000 registered CICs.²³ ‘CIC’s outperform mainstream businesses against a range of metrics.’²⁴
- If there exist any local CIC’s, offering them a space, at perhaps a reduce rate, in the heart of the town would give them a chance to establish themselves as a hub of the community.
 - CASE STUDY – ‘Allendale Creative Arts – Allendale’
 - An art gallery was established with accompanying café which quickly became a social hub for the community, complete with exhibition programme and youth projects.
 - ‘Each year it hosts a cultural festival with workshops, live music and artwork displays.’²⁵
- ***The Community Shop*** – The rise of the ‘community shop’, specifically within villages who have very limited commercial options, is an interesting development and worthy of note.
- They trade with the aim of benefitting the community and have open and voluntary membership, whereby members are part owners of the business and have equal say in its running.²⁶ Their focus is on sourcing local produce and goods.
- ‘They have average turnovers of £155,000, support local producers and suppliers and create employment.’
- ‘95% success rate of community shops’ compared to ‘46% average small business success rate.’²⁷

²² <https://www.gov.uk/set-up-a-social-enterprise>

²³ ‘Annual Report 2017 – 2018’, Regulator of Community Interest Companies

²⁴ ‘Annual Report 2017 – 2018’, Regulator of Community Interest Companies

²⁵ <https://www.gov.uk/government/case-studies/allendale-creative-artists>

²⁶ <https://plunkett.co.uk/community-shops/>

²⁷ <https://plunkett.co.uk/community-shops/>

- There are limited / if any examples of a 'community shop' within a larger town context however the idea is a novel approach to retail.

Leisure & Entertainment

- There is a noticeable lack of research surrounding entertainment and leisure led regeneration strategies. Many places are looking towards these two sectors however very little evaluative commentary exists.
- What is recognised is that ‘for many towns, the simple fact is that, in the future, they will require a smaller, more focused retail core, repositioned for future consumer and retailer needs.’²⁸
- Consequently, alternative uses for this vacant retail space are required, with leisure and entertainment the prime targets.²⁹
 - ‘Leisure services like coffee shops and restaurants remain amongst the fastest growing categories of business on the high street.’³⁰
 - ‘The leisure aspect of shopping trips is a significant driver of footfall; the leisure offer increases not only dwell time, but also the average spent during trips to town centres and high streets.’³¹
 - ‘Consumer spending on leisure is projected to increase further over the next ten years, with restaurants, cafes and gyms continuing their growth.’³²
 - ‘Additionally people more and more see the value of leisure spaces ... as community meeting hubs and places for mobile working and networking.’³³
- ‘Early evidence suggests that the expansion of the evening economy of town centres and high streets can offer employment opportunities, possibilities for new ventures and can contribute to high street vitality hours. However, this still remains an undeveloped area of research.’³⁴

²⁸ ‘Beyond Retail’, Distressed Town Centre Property Taskforce

²⁹ ‘Beyond Retail’, Distressed Town Centre Property Taskforce

³⁰ ‘British High Streets: from Crisis to Recover? – A Comprehensive Review of the Evidence, University of Southampton

³¹ ‘British High Streets: from Crisis to Recover? – A Comprehensive Review of the Evidence, University of Southampton

³² ‘High Street Performance and Evolution’ – A brief guide to the evidence, University of Southampton

³³ ‘British High Streets: from Crisis to Recover? – A Comprehensive Review of the Evidence, University of Southampton

³⁴ ‘British High Streets: from Crisis to Recover? – A Comprehensive Review of the Evidence, University of Southampton

- Importantly this change of use needs to be supported by a flexible approach to planning policy.
- ***The Food Industry***
 - ***The Café***
 - ‘The growth is continuing but slowly.’³⁵ // ‘Demand for coffee tends to be fairly resilient to economic fluctuations as many consumers consider coffee to be closer to a necessity than a luxury.’³⁶
 - ‘81% of people now visit a coffee shop weekly, spending £9.5bn a year in over 24,000 outlets.’³⁷
 - ‘Despite the mixed year for the big chains, the excellent news for the smaller chains and independents is that it’s the year of the disruptors who are bucking the trends and selling the experience, not just the coffee.’³⁸
 - ***Joe & The Juice***
 - ***Blacksheep***
 - ‘By offering in-store experiences such as tastings, barista theatre, and in-house roasting, the industry has generated a unique and highly attractive cultural proposition.’³⁹
 - ‘This year it seems that apps are reaching critical mass, with 63% of people saying they use a coffee shop app.’⁴⁰
 - ***The Restaurant Industry***

³⁵ <https://www.cafesuccesshub.com/uk-coffee-shop-market-2018/>

³⁶ ‘Market Report: A Snapshot of your Market Sector’, Business Gateway

³⁷ <https://www.cafesuccesshub.com/uk-coffee-shop-market-2018/>

³⁸ <https://www.cafesuccesshub.com/uk-coffee-shop-market-2018/>

³⁹ <https://www.worldcoffeeportal.com/Latest/InsightAnalysis/2018/5-key-themes-The-changing-face-of-British-coffee>

⁴⁰ <https://www.cafesuccesshub.com/uk-coffee-shop-market-2018/>

- Restaurants are suffering because of the ‘triple threat of wage increases, food price inflation and falling consumer confidence since the EU referendum.’⁴¹⁴²
- ‘Despite this growing threat, consumer trends for fine dining and alternative cuisine have supported wider industry revenue growth, at an estimated compound annual rate of 3.2% over the five years through 2018 – 19.’⁴³

Technology in the Restaurant Sector

- ‘Deliveroo and Uber Eats have continued to grow and play a major role in the Food and Beverage sector.’
- Some operators such as Wagamama ‘have utilised the tool to ride the wave and expand their offer to new customer segments who may have not visited their stores previously.’
- ‘A major grip for leisure operators is the impact this service has had on the in-restaurant experience as drivers and patrons congest entry points and the perceived quicker service drivers get than customers causing complaints.’

• ***The Fitness Industry***

- ‘The UK fitness industry has continued to grow in size and value, with the number of gyms hitting 7,000 for the first time in history.’⁴⁴
- ‘During the 12 months to March 2018, the number of fitness facilities increased by 4.6 per cent – with 275 new openings – while total membership grew by 2 per cent.’⁴⁵
- ‘When it comes to operators, budget chain Pure Gym and charitable enterprise GLL have strengthened their positions as the UK’s leading private and public operators.’⁴⁶

⁴¹ ‘Market Report: A Snapshot of your Market Sector’, Business Gateway

⁴² <https://www.theguardian.com/business/2018/jun/28/uk-restaurant-numbers-drop-for-first-time-in-eight-years>

⁴³ ‘Market Report: A Snapshot of your Market Sector’, Business Gateway

⁴⁴ <http://www.leisureopportunities.co.uk/news/State-of-industry-report-UK-fitness-industry-worth-5bn/337551>

⁴⁵ <http://www.leisureopportunities.co.uk/news/State-of-industry-report-UK-fitness-industry-worth-5bn/337551>

⁴⁶ <http://www.leisureopportunities.co.uk/news/State-of-industry-report-UK-fitness-industry-worth-5bn/337551>

- 'The market size of the wellness and fitness segment in the United Kingdom has been growing steadily and is estimated to reach 22.8 billion British pounds by 2020.'⁴⁷
- 'Key opportunities to hone revenue streams across core growth demographics include digital integration for millennials, holistic healthcare services for older consumers, and innovative group fitness concepts for women.'⁴⁸

⁴⁷ <https://www.statista.com/topics/3411/fitness-industry-in-the-united-kingdom-uk/>

⁴⁸ <http://www.leisuredb.com/blog/2018/4/10/project-fitness-uk-2018>

Temporary Uses

- Embracing flexibility and temporality within town centres is a key aspect to current regeneration efforts marking a break from traditional perspectives on fixed building use.
- Temporary urbanism is an attempt to carve out a purpose for commercial premises, derelict sites, and forgotten car parks which have lost their way in the modern town centre.⁴⁹
- There exists a distinction here between temporary but regular markets and yearly festivals which are cyclical and 'one off' pop up shops and public art installations.⁵⁰
- Both represent valuable contributions to regeneration efforts.
 - **The Regular Market** – Recent research shows that 'markets can significantly increase footfall by between 15 – 27% compared to locations without markets' whilst also providing important social and political functions.⁵¹
 - The 'Markets Matter' report published as part of the High Street UK2020 project compellingly argues for the myriad of advantages markets provide.⁵²
 - 'The 2013 Ethical Consumers Market report provides evidence to suggest that the number of shoppers specifically looking to buy local produce increased from 15% in 2005 to 42% in 2012.'⁵³
 - The market space is one of huge potential; however it demands careful management of the mix of traders in order to respond to changing consumer markets.
 - Two possible approaches include:
 - CASE STUDY – 'Food'⁵⁴ – Altrincham
 - In 2010 Altrincham had the highest number of shop vacancies in the UK with nearly a third empty.

⁴⁹ 'Multifunctional Centres: A sustainable role for town and city centres', Institute of Place Management

⁵⁰ Ibid

⁵¹ Ibid

⁵² 'Markets Matter', High Street UK2020

⁵³

⁵⁴ 'Revitalising Town Centres: A handbook for council leadership', Local Government Association

- Accompanied by a multi-million pound investment from Trafford Council a local businessman bought the Altrincham Market and ‘populated it with a carefully curated line up of small-time food and drink traders.’⁵⁵
- Became an award winner and acted as a catalyst for further regeneration in the town.
- CASE STUDY – ‘Culture’ – Deptford
 - Deptford has a strong Nigerian, Caribbean and Vietnamese community and consequently has engaged with this depth of culture to provide a vibrant and unique market.
 - What is sold reflects their tastes and so the whole experience is elevated above the generic.
- CASE STUDY – ‘Both’ – Time Out Market – Waterloo
 - ‘Will be the centrepiece of the new ... development ... turning the station’s former Eurostar terminal into a new South Bank hotspot.’⁵⁶
 - Will ‘host 17 of London’s most acclaimed chefs and restaurateurs serving all kinds of cuisines, plus three bars and a space for cultural experiences showcasing the best London talent.’⁵⁷
- ***The Meanwhile Project*** – A concept developed by Brent Council, the idea behind this was to explore a ‘lighter, quicker cheaper approach’ which supports projects that can rapidly deliver.⁵⁸

⁵⁵ <https://www.manchestereveningnews.co.uk/news/greater-manchester-news/altrincham-trafford-boom-town-market-14299990>

⁵⁶ <https://www.timeout.com/london/news/hello-london-were-opening-a-time-out-market-in-waterloo-121318>

⁵⁷ <https://www.timeout.com/london/news/hello-london-were-opening-a-time-out-market-in-waterloo-121318>

⁵⁸ <https://www.brent.gov.uk/your-community/regeneration/what-is-a-meanwhile-project/>

- These are initiatives that can appear almost spontaneously and help bridge the gap within the often long and protracted development process.⁵⁹
 - Often they work with local communities to breed good will during the process and trial any community uses that may be part of the final scheme.
- CASE STUDY – Drapers Yard – Chichester
 - In 2016 ‘erected 13 sheds in the defunct pub garden to create a hub for small retail independents to encourage creatives and their talents.’⁶⁰
 - The occupants ‘come either by the week, month or ad hoc day.’⁶¹
 - ‘Away from the homogenized high-street ... Mawar’s quest to foster new talent is realised at The Test Shed.’⁶²
 - ‘Here fledgling businesses have an opportunity to rent retail space a day at a time to research the market.’⁶³
 - CASE STUDY – ‘Coastal Housing Association’ - Swansea Town Centre
 - Bought up large empty shops when major retailers left the area.
 - Developed a relationship with artists and creative people in the town and temporarily converted some space into galleries, with offices above and a night club below.⁶⁴
 - Brought variety and life into a high street without a clear future.

⁵⁹ <https://www.placemakingresource.com/article/1497615/advice-promoting-meanwhile-uses-part-regeneration>

⁶⁰ <http://www.drapers-yard.co.uk/about-us/>

⁶¹ <http://www.drapers-yard.co.uk/about-us/>

⁶² <http://www.drapers-yard.co.uk/about-us/>

⁶³ <http://www.drapers-yard.co.uk/about-us/>

⁶⁴ <https://www.placemakingresource.com/article/1497615/advice-promoting-meanwhile-uses-part-regeneration>

- 'The meanwhile uses have helped attract other permanent developments.'⁶⁵
- CASE STUDY - 'Beyond the Finish Line' – Glasgow
 - A year- long initiative giving young social entrepreneurs the opportunity to set up businesses in response to issues facing local residents.
 - It made practical use of empty spaces around Glasgow and provided the individuals involved with specialist support.⁶⁶
- CASE STUDY – 'Open Doors' – MHCLG
 - The scheme will match landlords struggling to find tenants for their empty properties with community groups looking for space.⁶⁷
 - 'This pilot will support community groups who may need premises for several hours a day but are unable to take on a full lease, or who can often struggle to pay rents on town centre premises.'⁶⁸
 - It will also bring empty properties back into use, increasing footfall and bringing life back into an area.⁶⁹
- CASE STUDY – 'Pop Up Museum' – Blackpool
 - 'Brought 128 local residents together with seven local artists to create a resource of pop-up museums.'⁷⁰
 - 'As well as making the borough's historic collections more accessible, the participants discovered a renewed pride in their town and have become champions of local history.'⁷¹

⁶⁵ <https://www.placemakingresource.com/article/1497615/advice-promoting-meanwhile-uses-part-regeneration>

⁶⁶ <https://www.creativescotland.com/explore/read/stories/design/2014/beyond-the-finish-line>

⁶⁷ <https://www.gov.uk/government/publications/open-doors-pilot-call-for-landlords>

⁶⁸ <https://www.gov.uk/government/publications/open-doors-pilot-call-for-landlords>

⁶⁹ <https://www.gov.uk/government/publications/open-doors-pilot-call-for-landlords>

⁷⁰ 'People, Culture, Place: The role of culture in placemaking,' Local Government Association

⁷¹ Ibid

- A potential idea building upon this concept is linking with the Aldershot Military Museum. Using some of its assets to populate a pop up museum seems feasible and would be a chance for local residents to engage with the history of their town in an accessible and interactive way.

Relocating Public Services

- Local Authority offices and services are often sprawling and decentralised, located in numerous buildings throughout a town.
- Relocating public services to the town centre has a number of beneficial outcomes:
 - It concentrates workers in the town centre, who then go on to contribute towards the local retail and services offering.⁷²
 - In today's society, many people are time-poor, and lunch breaks are often a good (and sometimes the only) opportunity to buy the things they need.⁷³
 - Also by concentrating services in fewer buildings, a substantial saving on running and maintenance costs can occur.⁷⁴
 - Finally, these schemes usually free up land that can then be developed, offsetting building and relocating costs.
- CASE STUDY – 'Covent Garden Scheme' – Warwick
 - 'Warwick District Council's Riverside House offices are too large, costly to run, in need of significant investment and relatively inaccessible to people without a car.'⁷⁵
 - 'Therefore the Council is seeking to move to smaller, modern, energy efficient and more economical offices.'⁷⁶
 - 'The new office building will be paid for by the sale of the Riverside House site and new town centre apartments built as part of the overall scheme.'⁷⁷
 - This will allow the Council to move its workforce into the heart of the town centre, supporting local businesses, improving

⁷² 'Collected case studies: City Centre Regeneration, Centreforcities

⁷³ 'Town Centres: Planning for the Future', North East England Chamber of Commerce

⁷⁴ 'Collected case studies: City Centre Regeneration, Centreforcities

⁷⁵ 'Covent Garden Scheme Context', Warwick District Council

⁷⁶ 'Covent Garden Scheme Context', Warwick District Council

⁷⁷ 'Covent Garden Scheme Context', Warwick District Council

public access to its HQ building and provide a modern 'one stop' shop for service users.'⁷⁸

▪ CASE STUDY – 'HQ Relocation' – Slough

- 'Slough Borough Council plans to relocate its offices and civic headquarters to a new 80,000 sq ft town centre building in a move aimed at anchoring its regeneration aspirations.'⁷⁹
- 'The move would also see the release of its home at St Martins Place for conversion to a mix of social and affordable rented residential accommodation.'⁸⁰
- The Council will 'seek to lease out overhanging space to third-party organisations to reduce liability and generate an income stream.'⁸¹
- 'The Council plans to reduce from an 8:10 for most staff to 5:10 for all staff desk ratios creating additional space to lease, generating additional income.'⁸²

▪ CASE STUDY – Bradford

- 'In order to revitalise its city centre, Bradford Metropolitan District Council [has] the key aim of relocating staff to the city centre, helping to boost retail and encouraging new investment there.'⁸³
- 'The sale of 44 buildings between 2008 and 2013 raised £21.2 million and saved £64 million in maintenance costs.'⁸⁴
- 'The move saw public sector jobs in the city centre increase by 1,300 between 2008 and 2010.'⁸⁵

⁷⁸ 'Covent Garden Scheme Context', Warwick District Council

⁷⁹ <https://www.businessmag.co.uk/slough-council-looks-relocate-hq-part-regeneration/>

⁸⁰ <https://www.businessmag.co.uk/slough-council-looks-relocate-hq-part-regeneration/>

⁸¹ <https://www.businessmag.co.uk/slough-council-looks-relocate-hq-part-regeneration/>

⁸² <https://www.businessmag.co.uk/slough-council-looks-relocate-hq-part-regeneration/>

⁸³ 'Collected case studies: City Centre Regeneration, Centreforcities

⁸⁴ 'Collected case studies: City Centre Regeneration, Centreforcities

⁸⁵ 'Collected case studies: City Centre Regeneration, Centreforcities

Heritage-led Regeneration

- There exists substantial opportunity to draw on the ‘individual identity’ of a place, regenerating a town’s historical fabric as a catalyst for further growth.⁸⁶ (Unique Selling Point)
- As Bill Grimsey puts it, retailers ‘spent the whole of the last century cloning every town,’ standardising their offerings into the generic.⁸⁷
- A place’s heritage and history were frequently overlooked in favour of a focus on the big high street brands propagating homogeneity.
- In recent years, using the historical environment as an asset and working to give it a new life, has been integral to the economic and social regeneration of towns and cities.⁸⁸
- **Digital Place making** – ‘Boosts the social, cultural, environmental economic value of places by using location-specific digital technology to foster deeper relationships between people and the places they inhabit.’⁸⁹
- ‘Digital place-making can act as a cost effective alternative to building physical infrastructure.’⁹⁰
- ‘Inclusive and accessible, digital place-making for heritage can range from gamified tours for children ... to geo-locational audio tours.’⁹¹
- ‘Projects like these lever creative storytelling to build emotional engagement across communities.’⁹²
 - CASE STUDY – ‘Street Stories’ – Kings Cross, London
 - ‘The Guardian approached Calvium with an idea to create audio street-stories based around King’s Cross station.’⁹³

⁸⁶ ‘The Grimsey Review 2’, Bill Grimsey

⁸⁷ Ibid

⁸⁸ ‘Heritage Works’, Deloitte

⁸⁹ <https://calvium.com/about/digital-placemaking/>

⁹⁰ <https://calvium.com/about/digital-placemaking/>

⁹¹ <https://calvium.com/about/digital-placemaking/>

⁹² <https://calvium.com/about/digital-placemaking/>

⁹³ <https://calvium.com/projects/guardian-street-stories/>

- Allowed 'the listener to wander as they please instead of following a direct route.'⁹⁴
- 'Designed a manual and automatic interface so that stories would automatically play when you were on location but you were also able to play them manually when you were not.'⁹⁵

○ CASE STUDY – 'Stockton Flyer' – Stockton

- 'An automation combining material and form consistent with the Georgian architecture, with a daily event of movement and sound.'

High Street 2030: Achieving Change – Institute of Place Management

'Aldershot is well-known as the 'home of the British Army' – but apart from one gun at the station there is little clearly discoverable in the town centre that makes references to this heritage.' (Page 11)

'Likewise, Aldershot has a large Nepalese community and there are now Nepalese shops and leisure facilities but nothing is made of this opportunity in the strategy.' (Page 11)

- 'It celebrates Stockton's place in railway history' in a unique and dynamic way, informing visitors and town residents alike.'⁹⁶

⁹⁴ <https://calvium.com/projects/guardian-street-stories/>

⁹⁵ <https://calvium.com/projects/guardian-street-stories/>

⁹⁶ ibid

The Digital High Street

- Irrespective of the specifics of a scheme, there ought to be an underpinning recognition in the value of digital technology to transform the high street.
- This is a topic of considerable depth with substantial research existing surrounding the integration of technology into the town centres of the future.
 - The 'Digital High Street 2020 Report' is perhaps the most exhaustive analysis of the importance of technology for the future of town centres.⁹⁷
 - While the 'Digital Influence Index' compares the digital output of a town against 1,300 others daily.⁹⁸
- **Basic Digital Infrastructure Provision** – Digital tools (such as 4G and Wifi) provide smaller retailers with the means of adopting new ways of conducting their daily business alongside facilitating consumer's mobile shopping habits.⁹⁹
- **Facilitating the Adoption of Digital Technologies** – Small retailers may find it difficult to evaluate whether particular digital solutions may prove useful, or whether their benefits outweigh their costs.¹⁰⁰
- Providing these solutions on a free trial basis makes them more accessible and can stimulate their adoption once their benefits have been experienced first hand.
 - CASE STUDY – Liberte Living-Lab - Paris
 - 'Enables shopkeepers to take part in tests with start-ups and trial digital solutions for free over several months.'¹⁰¹
 - 'In turn the start ups can establish a physical presence through a 'pop-up shop' with a short term lease, to sell their innovate digital products.'¹⁰²

⁹⁷ 'Digital High Street 2020 Report', Digital High Street Advisory Board, March 2015

⁹⁸ <http://www.wdyt.org.uk/uk-digital-index/>

⁹⁹ 'Facing the future: A practical guide for fostering the revitalisation and modernisation of the small retail sector', European Commission

¹⁰⁰ Ibid

¹⁰¹ Ibid

¹⁰² Ibid

- Moreover increasing small business knowledge and skills surrounding digital technology can help them respond to the demands of the modern consumer.
- There exist companies located online which provide a learning platform and support for independent retailers who wish to improve their online presence.¹⁰³
(HighStreet13.com // SocialRetail.co.uk)
 - CASE STUDY – ‘Wembley High Road’ – Brent Council
 - ‘Brent Council contacted the private consultant Clockwork City to provide a series of digital skills workshops for 20 small retailers.’
 - ‘The workshops included one-to-one mentoring to ensure that the skills and tools provided were relevant to their specific circumstances.’
 - ‘100% of the participants said they found the training useful ... 72% had put the lessons they learned into practice.’¹⁰⁴
- **Local Authority App** – By providing an app LA’s can communicate more effectively with their residents, improve employee efficiency and collect valuable data which can be used to inform decisions.¹⁰⁵
 - **Features:**
 - Check recycling and bin collection days.
 - Ability to report infrastructure problems.
 - Browse events listings.
 - Keep up with the latest news.
 - Access contact information.
 - Directions to local facilities.
 - Access a retail directory whereby small local businesses can offer promotions and discounts.
- **The Future of Retail**- A key concept is an omni-channel shopping journey, whereby online, mobile and contactless are incorporated into the shopping process.¹⁰⁶

¹⁰³ ‘Beyond Retail: Redefining the shape and purpose of town centres’, Town Centre Property Taskforce

¹⁰⁴ <https://www.brent.gov.uk/council-news/press-releases/pr6306/>

¹⁰⁵ <https://fliplet.com/blog/essential-local-council-apps/>

¹⁰⁶ ‘A. High Street Community Appraisal’, The Digital High Street 2020

- Town centres need to market themselves as convenient hubs for collecting products ordered online¹⁰⁷ as more and more ‘retailers are ... using physical stores as logistics hubs.’¹⁰⁸
 - Buy online, pick up in store.
 - ‘Online pickups still represent only a single-digit percentage of retailers’ sales but are growing at 30 to 40 percent a year.’¹⁰⁹
 - CASE STUDY – Macy’s – US
 - Customers ‘use a QR code on their emailed receipt to open a ... locker and retrieve their purchase.’¹¹⁰
 - Reserve online, try in store.
 - CASE STUDY – Nordstrom – US
 - ‘Nordstrom erected a large modular fitting room next to’ its storage of online orders.¹¹¹
 - Customer loyalty apps
 - CASE STUDY – The ‘GL Card’
 - ‘Run by Marketing Gloucester and Gloucestershire Live. It is free to join and can be used in the city centre.’¹¹²
 - ‘Get discount vouchers from Voucher Points which can be used at local businesses.’¹¹³

¹⁰⁷ ‘Beyond Retail: Redefining the shape and purpose of town centres’, Town Centre Property Taskforce

¹⁰⁸ Ibid

¹⁰⁹ <https://www.chicagobusiness.com/article/20171117/ISSUE01/171119885/brick-and-mortar-retailers-accommodate-online-shoppers>

¹¹⁰ <https://www.chicagobusiness.com/article/20171117/ISSUE01/171119885/brick-and-mortar-retailers-accommodate-online-shoppers>

¹¹¹ <https://www.chicagobusiness.com/article/20171117/ISSUE01/171119885/brick-and-mortar-retailers-accommodate-online-shoppers>

¹¹² <https://glcard.co.uk/faq>

¹¹³ <https://glcard.co.uk/faq>

- BLE Beacons – ‘Retailers can send personalized notifications to each shopper’s mobile, depending on where they are in the store.’¹¹⁴
- ‘Rather than using stores as the main way of selling goods, many retailers are improving their in-store experience, offering consulting services, after-sale service, and richer interactions with products.’¹¹⁵
- Alongside technological integration is more of a focus on unique experience.
- Town centre engagement has shifted from the functional to the more recreational, whereby consumers are drawn in by the offer of experiences rather than the acquisition of basic goods.¹¹⁶
- ‘Activities – classes in pottery or sewing for example – are offered as well as products’¹¹⁷ thereby providing something that the internet lacks.

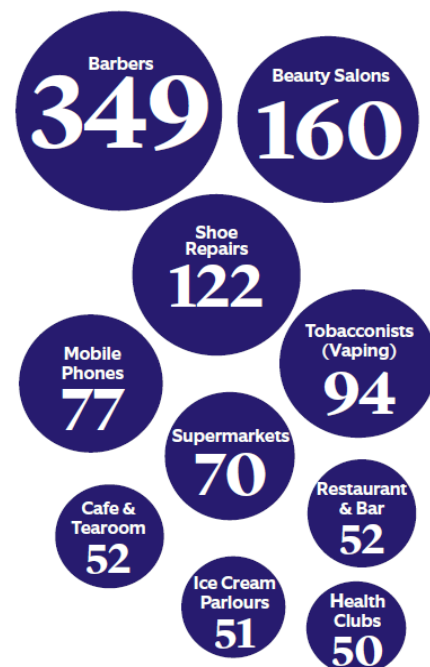
*** An interesting development within this space is the fact that some UK SME e-retailers ‘were planning to expand into physical stores ... as they increasingly feel the pressure from online competition sales.’¹¹⁸*

Service Retail

Physical services, which are impossible to obtain on the internet, are perhaps best placed to differentiate themselves in the future retail environment.

The fastest growing retail category in the first six months of 2018 was barbers with a net increase of 349 units across GB, adding to the 624 store net increase in 2017.

The top 10 categories for growth was dominated by health and beauty categories with beauty salons (+160) and health clubs (+50) featuring.



Figures obtained from the LDC H1 2018 Report

Source: LDC

¹¹⁶ Ibid

¹¹⁷ ‘Everything Must Go...’, The Observer, 02.12.2018

¹¹⁸ ‘British High Streets: from Crisis to Recover? A Comprehensive Review of the Evidence’, Economic and Social Research Council

- ***A Digital Public Realm*** - 'To thrive in the digital age, high streets need to be walkable, accessible, diverse and vibrant.'¹¹⁹
- 'An emerging area of research is the impact of augmented reality on urban planning, and specifically, using technology to increase permeability, walkability and navigation.'¹²⁰
- 'Augmented reality can apply navigational information in real time for pedestrians.'¹²¹
- 'The technology could also help highlight poorly maintained paths or routes based on public data participation or official tracking to increase accessibility.'¹²²

- CASE STUDY – Bird Street, London

- 'From July – December 2017, Bird Street was re-purposed into the world's first smart street.'¹²³
- The street showcased a range of new sustainable technologies:
 - Airlite's clean air bench.
 - Air purifying paint.
 - A Pavegen surface converting the footfall of visitors into electricity.
- 'The project offered low trading fees of £108 per day ... and a collection of pop-up retailers offered visitors a changing mix of fashion, technology and out-door dining on the street.'¹²⁴

¹¹⁹ 'The Pedestrian Pound', Living Streets

¹²⁰ 'The Pedestrian Pound', Living Streets

¹²¹ 'The Pedestrian Pound', Living Streets

¹²² 'The Pedestrian Pound', Living Streets

¹²³ 'The Pedestrian Pound', Living Streets

¹²⁴ 'The Pedestrian Pound', Living Streets

- Within the Strategic Economic Plan of the LEP 'Digital' is mentioned 70 times / 'Tech' mentioned 48 times. Technological modernisation is undeniably a core concept that they are basing their future on.

Parking

- 'Each town needs a customer-led parking strategy, catering to the different needs of workers, visitors and local residents.'¹²⁵
- 'The introduction of innovative and flexible parking policies should be encouraged to attract shoppers and other town users during off-peak periods.'¹²⁶
- 'High street visitors rate access as their top criteria and good access correlates with average spend increase of between 35% and 38%.¹²⁷
- ***In ground parking sensors*** – Magnetic and infrared technology enables operators to have a detailed understanding of occupancy and consumer behaviour.¹²⁸
- This information can be used to dynamically adjust rates at meters.¹²⁹
 - CASE STUDY – 'SFpark' – San Francisco
 - Using in ground parking sensors 'SFpark periodically [adjusted] meter and garage pricing up and down to match demand.'¹³⁰
 - 'Average parking rates were lower.'
 - 'Parking availability improved.'
 - 'Easier to find a parking space.'
 - 'Greenhouse gas emissions decreased.'
 - 'Vehicle miles travelled decreased.'
 - ***Parking apps*** – 'Ease the congestion and stress involved in searching and paying for parking and [help] consumers identify the most economical and time-efficient parking options.'¹³¹

¹²⁵ 'The Grimsey Review 2', Bill Grimsey

¹²⁶ 'Beyond Retail', Distressed Town Centre Property Taskforce

¹²⁷ 'The Grimsey Review 2', Bill Grimsey

¹²⁸ <https://www.governmenteuropa.eu/smart-parking-transforming-the-experience-of-parking/90505/>

¹²⁹ <https://www.governmenteuropa.eu/smart-parking-transforming-the-experience-of-parking/90505/>

¹³⁰ <http://sfpark.org/about-the-project/pilot-evaluation/>

¹³¹ <https://www.governmenteuropa.eu/smart-parking-transforming-the-experience-of-parking/90505/>

- **Overhead guidance indicators** – Clearly highlight whether a space is occupied or not through a simple, and cost effective system.
- Can be incorporated to include on-screen availability information.
- Allows for ‘instant identification of available space to drivers’ alongside ‘disabled, parent & child and other special spaces’.¹³²
- **Automatic Number Plate Recognition**- Allows for real time recognition of a vehicle’s number plate and so can automatically calculate amount to charge.
- Importantly, in terms of the SEP and its priority of embedding a ‘Clean Growth approach in all that we do’, these smart parking measures reduce emissions by limiting circling thereby reducing vehicle miles driven.¹³³

¹³² <https://www.smartparking.com/technologies/overhead-guidance-indicators>

¹³³ <https://www.governmenteuropa.eu/smart-parking-transforming-the-experience-of-parking/90505/>

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**POLICY AND PROJECTS
ADVISORY BOARD****HEAD OF ECONOMY, PLANNING &
STRATEGIC HOUSING****3 APRIL 2019****REPORT NUMBER 1924****CONSERVATION AREA REVIEWS****SUMMARY:**

This report is to be presented to SHLP on 27 March 2019 for input into proposals for a programme of review, preparation and publication of appraisals for the eight designated Conservation Areas in the Borough.

It is proposed to prepare a scoping report based on an initial assessment of the current designated Conservation Areas, together with a detailed work programme and an assessment of priorities and financial implications for the consideration of members.

In order to achieve maximum input from members, the proposed route is via Strategic Housing & Local Plans Group (SHLP) on 27 March and Policy & Project Advisory Board on 3 April 2019 potentially followed by Cabinet in May 2019.

1. Introduction

- 1.1 The historic environment is protected from potentially harmful development by both statutory provision (there are separate planning consent regimes for listed buildings and scheduled monuments) and by national and local planning policy. Listed buildings, scheduled monuments and historic parks and gardens are designated nationally by Historic England. They are recorded on a national register as Grade I, Grade II* or Grade II depending on their historic importance. Conservation Areas and Buildings of Local Importance (BLI's) are designated by local planning authorities.
- 1.2 The Revised National Planning Policy Framework (NPPF) sets out how 'designated' and 'non-designated' (i.e. BLI's) heritage assets should be conserved and enhanced. The NPPF also requires Local Plans to set out a positive strategy for the conservation and enjoyment of the historic environment. The 1990 Planning Act¹ places a continuing duty on councils to keep Conservation Area status under review. The Rushmoor Local Plan sets out a commitment to review the Borough's Conservation Areas and develop character appraisals/management plans so that any opportunities for beneficial change or the need for additional protection can be identified.

¹ Planning (Listed Buildings and Conservation Areas) Act 1990

- 1.3 There are currently eight Conservation Areas designated within the Borough of Rushmoor as follows:
- Aldershot West (designated 1980 and amended 1982, 1989)
 - Basingstoke Canal (designated 1977)
 - Cargate Avenue (designated 1980 and amended 1982, 1989)
 - Farnborough Hill (designated 1977 and amended 1989)
 - Manor Park (designated 1980 and amended 1989)
 - Saint Michael's Abbey (designated 1977)
 - South Farnborough (designated 1987)
 - Aldershot Military Town (designated 2003)
- 1.4 Work on the review and appraisal of six of these Conservation Areas started in 2005. This generated proposals to amend boundaries and in some circumstances remove areas or buildings from Conservation Areas. For example, there was a proposal to split the St Michaels' Abbey and Farnborough Hill designations, creating two new Conservation Areas around Farnborough Street and St Peters Church. Public consultation was carried out on associated character appraisal documents, management plans and proposed boundary changes. No changes were made to the boundaries of existing Conservation Areas and the work was not completed. The Council therefore does not have any substantive documentation which is published and in the public domain, on the character, historic context or the reasons for designation of its conservation areas. This has implications for the determination of planning applications and the defence of refusals of planning permission at appeal, in that any heritage based reason for refusal is weakened.
- 1.5 This report sets out a potential work programme and considers the resource implications for implementing the commitment, set out in the new Local Plan, to reviewing the existing eight conservation areas and publishing new appraisals and management plans.

2. Background

- 2.1 The statutory definition of a conservation area is *"an area of special architectural or historic interest, the character or appearance of which it is desirable to preserve or enhance"*.²
- 2.2 The Revised NPPF states that *"when considering the designation of conservation areas, local planning authorities should ensure that an area justifies such status because of its special architectural or historic interest, and that the concept of conservation is not devalued through the designation of areas that lack special interest."*
- 2.3 The designation of conservation areas does not prohibit development and the NPPF requires local planning authorities to look for opportunities for new development *"to enhance or better reveal their significance"*.
- 2.4 The criteria for designation is different from that for listed buildings, which concentrate primarily on the merits of individual buildings. Conservation Areas cover wider geographical areas, focussing on places of special character, appearance and communal value which can include open

² P(LBCA)A 1990 S69(1)

spaces, parks and trees. Historic England has published detailed guidance on carrying out conservation area appraisals, designation and management, most recently in March 2018 (consultation draft). The guidance recognises that change is inevitable and sets out ways in which this can be managed in a way that conserves and enhances historic areas.

- 2.5 The implications for those living within a conservation area are that property values can be slightly higher but that there are greater controls over future development. For householders, this means that some permitted development rights are not available and planning permission must be sought – for example, works to trees and the demolition of unlisted buildings. Permitted development rights may be further reduced by the making of Article 4 Directions, for example the recent proposal for an Article 4 Direction affecting Church Circle, within of the South Farnborough Conservation Area.
- 2.6 The Council has published the List of Buildings of Local Importance SPD in 2012, which designates over 150 buildings, many of which are located within existing conservation areas. The SPD provides these buildings with a level of closer scrutiny and protection against undesirable alterations and/or irreplaceable loss.
- 2.7 The legislation requires that the authority's proposals for the preservation and enhancement of a conservation area should be submitted for consideration at a 'public meeting'. NPPG states that residents, amenity societies, businesses, public utilities and the highways authority should be invited as 'it is important that conservation area policies are fully integrated with other policies for the area, such as traffic management'. This does not preclude other forms of public participation.

3. Work Programme

- 3.1 The work carried out in 2005/06 on six of the existing Conservation Areas (CAs), including surveys by the Hampshire Buildings Preservation Trust is now out of date. For example the Wellesley development has commenced leading to extensive redevelopment within the Aldershot Military Town CA and many developments have taken place in others. There has never been an appraisal of the Basingstoke Canal CA and Aldershot regeneration proposals are likely to have a significant impact on parts of the Aldershot West CA.
- 3.2 A comprehensive review and the production of up to date appraisals and guidance would therefore entail a substantial amount of work which could include:
 - reviewing the initial work developed in 2005/6
 - updating the Aldershot Military Town CA in the light of the Wellesley development;
 - reviewing the designation of the Basingstoke Canal CA in the light of other environmental designations;
 - reviewing the boundaries of each of the eight CAs in the light of the most recent national guidance and consider any changes;

- reviewing and, where necessary, developing management plans for each CA in partnership with other interested parties, including possible Article 4 Directions;
 - reporting to Cabinet on the results;
 - carrying out public consultation as appropriate;
 - seeking approval from Cabinet for any changes;
 - publishing the information on the Council's website.
- 3.3 In order to ascertain the level of resourcing required, an in-house 'pilot' appraisal was carried out on Cargate Avenue CA in December 2018. Overall, the appraisal concurred with the 2005/06 work in identifying areas of modern housing development built in the 1990's which are not considered to be of special historic or architectural interest and do not contribute to the character of the rest of the CA. The attached map sets these out. The map shows the boundary of the existing CA, the ages of the buildings in and around the CA and the two areas which are proposed for deletion (shaded in blue).
- 3.4 It is likely that similar issues will arise with other CAs, leading to proposals for boundary changes. It is understood that the issue of boundary changes and de-designation of some areas attracted considerable public interest and objection during the earlier exercise, and that the 2005/06 proposals for the South Farnborough CA in particular may have had some bearing on the subsequent lack of progress with the review. However any meaningful new appraisal work will have to accord with the legislative purpose of CA designation and this may involve robust and difficult decisions with regard to whether some parts of the existing designations should remain.
- 3.5 The Planning Policy and Conservation Team has a wide-ranging work programme and limited resources. The Hampshire Buildings Preservation Trust no longer carries out surveys but other providers of this kind of independent research have been contacted for details of costs and capacity. Historic England has also been approached and it has suggested involving the local community. However, this approach will need careful consideration.

4.0 Options

- 4.1 Some initial approaches to external consultants with regard to carrying out appraisals on behalf of the Council has given rise to quotations in the region of £8,000 for each CA. However, the format and extent of the documents produced as examples of this work consist of extensive studies, written histories, discussion of legislation and detailed character appraisals and management plans. This is not considered to be the type of approach (or expenditure) necessary to Rushmoor at this stage.
- 4.2 A second option would be to take no action currently. This would prolong the vulnerability of the Council's heritage assets and fail to deliver an important objective of the new Local Plan.
- 4.3 A third option would be to take a more bespoke approach to the issue. This could commence with an initial scoping review of all the designated CAs. This would establish in principle whether recent changes within the CAs lead

to the conclusion that certain parts should be added or removed, or whether some CA should be de-designated altogether. Subsequent to a decision on the principle of this, a priority list could be drawn up to establish which CAs should be considered first. The next step would then be to carry out character appraisals based on an assessment of the special interest of each CA and to produce streamlined appraisal documents following the format of the attached draft for the Cargate CA.

- 4.4 The suggested product could contain a brief history and background of the CA, information on the designation and the reasons for it, a map identifying the area and its main characteristics, a character appraisal, conclusions and a management plan, including decisions on and reasons for boundary changes, Article 4 Directions and other measures for protection or enhancement. These could then be the subject of public consultation, amendment and publication. In addition, in order to avoid duplication, there would be an overarching Rushmoor CAs document setting out issues common to all the CAs i.e. the legal and policy position and general history of Aldershot and Farnborough.
- 4.5 Current resourcing levels suggest that a maximum of two character appraisals could be undertaken per year 'in house'. Taking into account the complexity and likely levels of public interest, the following indicative work programme is suggested, which will enable experience to be gained and applied over the whole period. This assumes all 8 CAs will be appraised and avoids May (elections) and August (holiday season). The work programme will be set out in more detail in the scoping report.

Activity	Review	Cabinet	Consultation	Designation
Scoping report	Feb/March 2019	May 2019	N/A	N/A
Cargate Avenue and Manor Park	July/Oct 2019	Dec 2019	Jan/Feb 2020	April 2020
Aldershot West and South Farnborough	April/July 2020	Sept 2020	Oct/Nov 2020	Jan 2021
Farnborough Hill and St Michaels Abbey	Jan/April 2021	June 2021	July/Sept 2021	Nov 2021
Aldershot Military Town and Basingstoke Canal	Nov/Feb 2022	April 2022	June/July 2022	Sept 2022

5.0 Financial Implications

- 5.1 The initial scoping exercise will provide more insight into resources needed to complete a programme. At this point we should be in a position to determine what balance between in-house and external resources is necessary and to give consideration to resourcing consultancy services should this be required.

6.0 Recommendations

That Members' input is sought from Strategic Housing & Local Plans Group (SHLP) on 27 March and Policy & Project Advisory Board on 3 April and dependent on these discussions potentially followed by the Cabinet in May (after the local elections).

Report Author:

Tim Mills, Head of Economy, Planning & Strategic Housing

Ext 8542

Cargate Conservation Appraisal



Content

- 1. Introduction**
 - 1.1. Character Area Appraisals
 - 1.2. Management Plan
- 2. Cargate Conservation Area**
 - 2.1. Designation History
 - 2.2. Location
- 3. South Character Area**
 - 3.1. Area Summary
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 - 3.4. Open Spaces, Parks and Gardens and Trees
 - 3.5. Building form and detail (Architecture)
 - 3.6. Detracting Features
- 4. North West Character Area**
 - 4.1. Area Summary
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 - 4.4. Open Spaces, Parks and Gardens and Trees
 - 4.5. Building form and detail (Architecture)
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- 5. North Character Area**
 - 5.1. Area Summary
 - 5.2. Views
 - 5.3. Streetscape and Boundaries (Public Realm)
 - 5.4. Open Spaces, Parks and Gardens and Trees
 - 5.5. Building form and detail (Architecture)
 - 5.6. Detracting Features
- 6. Management Plan**
 - 6.1. Principles
 - 6.2. Implementation

Map Page

1. Introduction

1.1. Character Area Appraisals

Three zones of discernibly different character can be identified within the conservation areas, based on their spatial character and architectural qualities, historical development and the contribution they make to the conservation areas.

1.2. Management Plan

The Conservation Principles (set out from the Overview) are applied to the features identified as significant during the Character Area Appraisals.

2. Cargate Conservation Area

2.1. Designation History

The Cargate Conservation Area was designated in 1980 and then amended in 1982 and 1989; and is one of eight conservation areas under the jurisdiction of Rushmoor Borough Council.

2.2. Location

Cargate Conservation Area is to the south-west of Aldershot town centre. Directly north is Municipal Gardens, which sits within the Aldershot Town Conservation Area and additional modern housing. Finally, to the east and west, there is further Victorian and Edwardian housing and to the south, there are modern housing developments.

3. South Character Area

3.1. Area Summary

The South Character area is a quiet residential area further away from the town centre with low activity and traffic. The road layout has a loose unplanned style based around a much older and irregular road pattern gives this area a semi-rural feel. There are a number of well-established trees that provide a verdant character and allow for only a few glimpsed views out of the conservation area.

3.2. Views

The undulating land within this area allow for mainly short views along the roads. In particular, Number 27 Manor Road is an important focal point when looking down the hill of Winton Road. Church Lane West is a narrow leafy road that rises to a point near its junction with Cargate Avenue and drops towards Winton Road with long views out over the green hills that lie to the east and west.

3.3. Streetscape and Boundaries

The mature trees, hedgerows and well-maintained grass verges make the streetscape relatively green. Manor Road and Winton Road both have avenues of trees that are important in channelling views along the road. Where key trees have been removed and not replaced, the semi-rural streetscape is interrupted which produces a more urban appearance.

The mature trees on the west side of Winton Road screen Normanton House. The surface of Winton Road is gravel hoggin with wide soft uncurbed grass verges, this supports the out-of-town feel of the area.

Predominately the boundary style of this area is hedging or low walls which allow the greenery from the private gardens to contribute significantly to the streetscape. Along Church Lane West there is an area of mature roadside planting, tall walls and overhanging trees. Where the traditional

boundaries have been replaced with standard height fences, this has reduced the feeling of space and light.

Principle: 1

Trees should be retained in the area, with trees being replaced when necessary.

Principle: 2

Traditional boundaries such as walls and hedges should be preserved whenever possible.

3.4. Open Spaces, Parks and Gardens and Trees

Most of the properties are generally set well back from a linear view in generous well-planted gardens that discretely frames or allows glimpsed views of properties. This helps the feeling of openness and space within this character area. Although the buildings are substantial in form, they are set back from the road with wider gaps between the buildings. The large gardens with mature planting helps the feeling of openness and space within this character area. It is notable that a few of the gardens have been tarmacked, and where this has happened the semi-rural setting of these buildings is no longer so prevalent.

Principle: 3

Tarmacking over gardens should be discouraged.

3.5. Building forms and details

The buildings in the South Sub Character Area have a larger plot size and are predominantly individual in character. The houses are generally high status and substantial in form with strong facades. There are five buildings within this sub character area, which have been identified on the Local List as having special historic interest.

The buildings are individual in character however the reoccurring Arts and Crafts style of many of these buildings includes the use of decorative features. In keeping with this style the roof line and decorative chimneys are key features of the design. Clay hanging tiles appear repeatedly in these along with decorative porches, string courses as well as stained glass and ironwork. In a number of cases the chimneys have been removed and decorative tile patterns interrupted which reduces the uniqueness of the buildings.

Principle: 4

Historic features of buildings should be retained whenever possible.

3.6. Alterations

Although a number of the houses along Manor Road have had a series of extensions and alterations, some decorative features remain. Number 33, 37, 41 Church Lane West and Normanton survive from the late 1890s although some of the buildings have been divided and converted. The maintenance of these buildings reflect their high status, however some of the buildings are missing tiles and having areas of peeling paint.

Principle: 5

Buildings within the Conservation Area should be maintained to a good standard.

Principle: 6

New developments should of a good design and location sensitive.

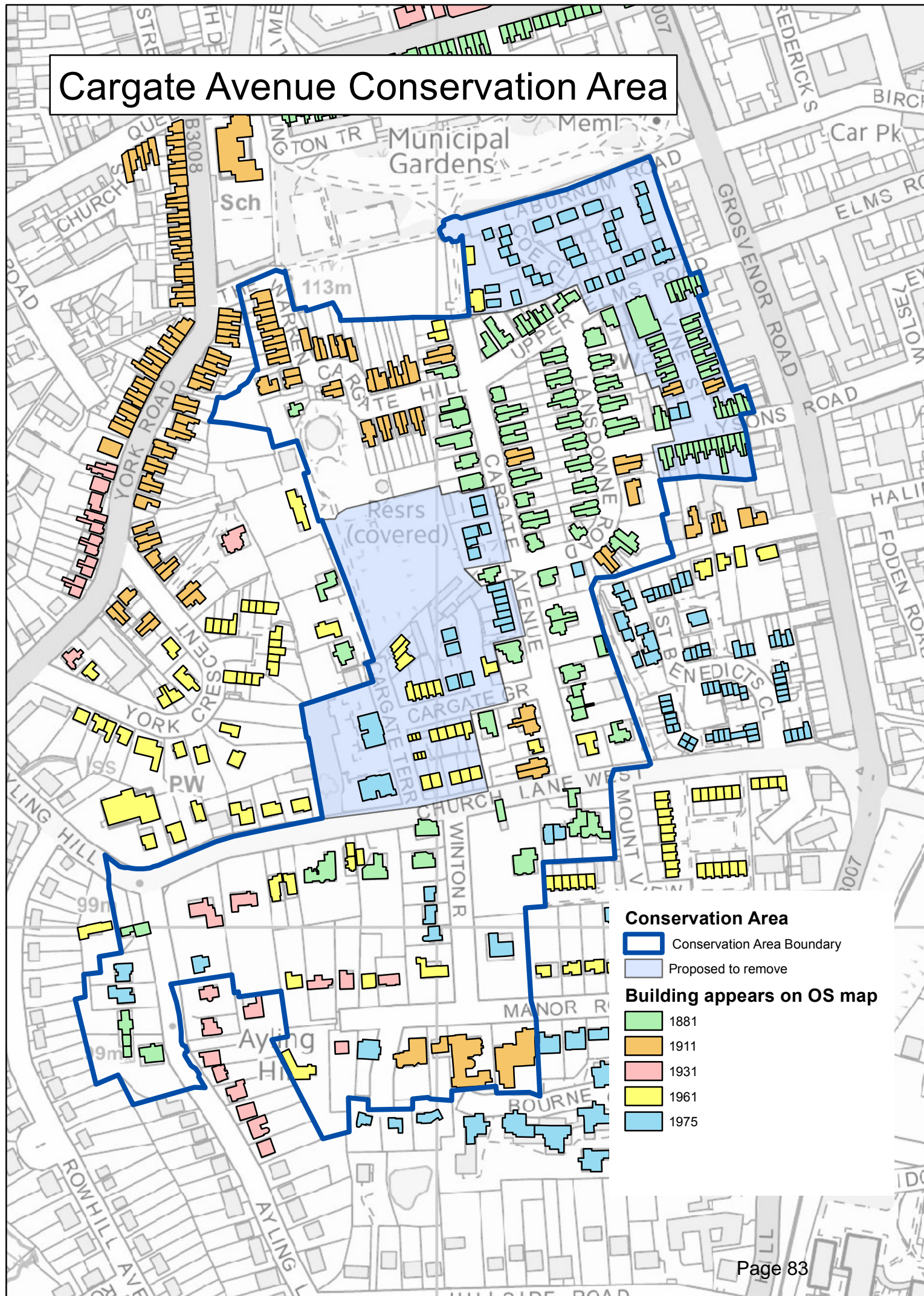
6. Management Plan

There are elements within the conservation area that could be enhanced to help preserve the established character.

Principle: 1	Trees should be retained in the area, with trees being replaced when necessary.
Principle: 2	Traditional boundaries such as walls and hedges should be preserved whenever possible
Principle: 3	Tarmacking over gardens should be discouraged.
Action: 1	
Principle: 4	Historic features of buildings should be retained whenever possible.

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Cargate Avenue Conservation Area



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**POLICY AND PROJECTS
ADVISORY BOARD**

**EXECUTIVE HEAD OF REGENERATION AND
PROPERTY**

3 APRIL 2019

REPORT NO RP1907

ASSET MANAGEMENT PLAN

1. INTRODUCTION

- 1.1 Following the increased role that property assets are having in the delivery of key Council objectives and in providing financial stability through commercial property investment a review has commenced of how we manage these property assets.
- 1.2 The Asset Management Plan (AMP) is intended to be a high-level document that sets out the context and issues to be addressed as part of managing the Council's assets including new acquisitions, sales and how it deals with matters impacting on the day to day management of property.
- 1.3 As the AMP relates to the acquisition of investment assets that is being considered by Overview & Scrutiny it has also been included on its agenda though as this Board will be the reviewing body.

2. BACKGROUND

Property Held:

- 2.1 **As a Generator of Income**
Certain properties are held both in Borough and out of Borough with a strong emphasis on the generation of income. In these cases, the management of these assets requires a purely commercial approach to income generation, particularly as in many cases there are borrowings against these assets
- 2.2 **To Achieve Corporate Objectives**
Assets, such as those held for regeneration, have a corporate aim as the priority therefore sometimes may need to be managed differently. In the case of regeneration their management should not to create conflict with achieving redevelopment proposals. For example, any occupation will need to be short term with minimised holding costs as these costs often cannot be re-cooped.
- 2.3 **Support Services**
In order to deliver its services, the Council often requires assets as part of the delivery plan and these need to be managed so as to support the efficient and effective delivery of these services. This includes maintaining them, adapting them or replacing them if this is the most appropriate option.
- 2.4 **As Community Assets**
Rushmoor Borough Council has adopted a very supportive and considered approach to the management of assets viewed as supporting community organisations that

promote the health and wellbeing of its citizens. To reflect both the financial constraints upon the Council and to provide a consistent approach to managing these assets a transparent suite of policies and procedures is being developed that will be considered by the appropriate Council bodies.

2.5 To Facilitate Shared Services

In the main this relates to the Council Offices in Farnborough where surplus space is occupied by partner organisations. As part of the review of a consistent approach to occupation work will be undertaken with the Facilities Team to map the considerations and how these will be used in decision making going forward.

3. ISSUES TO ADDRESS

Data

- 3.1 Asset data is held in a number of sources and in order to promote better evidence-based decision making it is necessary that we can interrogate this data to greater depth. Work is taking place to implement an asset database that holds the data, will assist with work planning and ensure that key actions are undertaken as part of managing the Council's estate.

Procedures and Processes

- 3.2 As part of the fair, consistent and transparent approach to asset management it is necessary to develop a framework of corporate property documents that record how the Council manages assets.

Priorities

- 3.3 A work programme will be reported to the appropriate Cabinet Members with relevant matters being brought before this Board and other bodies to consider.

4. RECOMMENDATIONS

- 4.1 Receive comments from the Overview & Scrutiny on the Asset Management Plan through the Chair or Vice Chairs of this Board. Taking this into account the Board provides its view on what aspects of asset management set out in the AMP that it recommends to the Cabinet Member for Major Projects and Property for priority consideration.

APPENDICES

1. Asset Management Plan

BACKGROUND DOCUMENTS:

None

CONTACT DETAILS:

Report Author – Paul Brooks, Executive Head of Regeneration & Property

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APPENDIX 1

Asset Management Plan

18/3/2019

Rational	An asset management plan recommended in terms of best practice (e.g. RICS guidance) as it ensures that there are processes in place for the asset management of the property portfolio, and that these processes are reviewed regularly to adapt to changes in legal, corporate and market conditions.			
Strategy links	The asset management plan accords with the following: Rushmoor Borough Council's strategies and policies (MTFS, Corporate Strategy); government's strategies and policies (e.g. One Public Estate); legal requirements (Health and Safety and statutory compliance); and best practice requirements (CIPFA, RICS).			
	Current portfolio		Proposed projects	
Category	Operational assets	Investment assets	Purchase/disposal	Capital projects
Target	<ul style="list-style-type: none"> Ensuring service delivery Save costs Delivering existing and future services Reduce environmental impact Joint working with partners 	<ul style="list-style-type: none"> Ensuring income generation Maximise income from existing assets Delivering investment programme Reviewing performance Preparing asset plans for key assets 	<ul style="list-style-type: none"> Income generation opportunities Reducing liabilities Supporting regeneration Supporting economic, social and environmental development 	<ul style="list-style-type: none"> Making assets suitable for purpose Improving environmental impact Improving service delivery quality Reducing costs Improving efficiency Accessing external funds
Implications	<ul style="list-style-type: none"> Improve energy efficiency (capital projects) Creation and improve suitability of premises (disabled access, purpose-built facilities) Relocating services (transport access, appropriate location, access to users) Shared premises (more efficient use of space, proximity to partners) 	<ul style="list-style-type: none"> Landlord and Tenant (new leases, rent reviews, lease renewals, dilapidations) Access over land (ransom strips, rights of light, licence for access/occupation) Bad debt (processes for alerting, payment plan, recovery, forfeiture) Extensions/improvements (increase floor space, improve standard) 	<ul style="list-style-type: none"> Disposal of unsuitable assets Purchase of suitable assets Identify opportunity sales or purchases – e.g. with adjoining owners Part of regeneration programme 	<ul style="list-style-type: none"> Alteration to existing assets Construction of purpose built assets Income generating assets Strategically important projects Support of regeneration Consistency of project approach
Delivery	<p>Portfolio review programme</p> <ul style="list-style-type: none"> Identifying whether assets are suitable for purpose Classifying assets (efficiency, condition and priority) Establishing options (change of use, capital expenditures, disposal) Cabinet reports for capital projects, disposals, re-locations and investments <p>Maintenance programme</p> <ul style="list-style-type: none"> Inspection of assets, condition surveys and related work Statutory compliance and related work Environmental impact and related work Capital expenditures and project management Procurement <p>Portfolio management:</p> <ul style="list-style-type: none"> Asset register Tenancy schedule Maintenance and statutory compliance schedules Property management system, processes and procedures Capital resources (revenue and capital budgets) Human resources (staff, contractors, joint ventures) Governance (scheme of delegation, line management, procurement) Consistent asset management e.g. community and private disposal policy 		<ul style="list-style-type: none"> Preparing an investment strategy. Agreeing on procedures. Clear scheme of delegation. Identifying opportunities. Employing appropriate internal and external resources. Clear and transparent approach 	<ul style="list-style-type: none"> Preparing a capital strategy. Agreeing procedures and processes Amending the scheme of delegation. Identifying opportunities. Establishing stakeholders. Reviewing potential funding. Working with delivery partners Prioritising projects
Governance	Performance to be reviewed by an Asset Management Group			

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**POLICY AND PROJECTS ADVISORY
BOARD****EXECUTIVE DIRECTOR****3rd April 2019****Report No: ED1905****FARNBOROUGH CIVIC QUARTER PUBLIC ENGAGEMENT****SUMMARY**

This report presents the draft findings from the public engagement carried out around the Civic Quarter site for consideration by the Policy and Projects Advisory Board. The draft report from the public engagement is attached as Exempt Appendix 1 and a supporting presentation will be provided at the meeting. Once agreed the final report will be published and shared with the architects appointed by the Rushmoor Development Partnership and used to inform the development of the Masterplan and subsequent planning applications.

RECOMMENDATIONS

That the Policy and Projects Advisory Board consider the report and note that once finalised it will be published on the Council's website, feedback will be provided to participants and the information used to help shape the future proposals for the regeneration of the Civic Quarter.

1 Introduction

- 1.1 The Civic Quarter is a significant regeneration site which forms part of the Regenerating Rushmoor Programme and also one of four initial sites being taken forward by the Rushmoor Development Partnership (RDP).
- 1.2 To inform the development of the Masterplan the Council commissioned some early public engagement around the site. GT3 were the architects selected by the Council with the support of the RDP to undertake this work .
- 1.3 The work was undertaken between November 2018 and the end of February 2019 and the draft report is attached for consideration by the Board.

2 Level of Engagement

- 2.1 Over 600 people provided responses to the public engagement and the separate consultation on the skate park. In addition to this there were later responses from the Farnborough Indoor Bowls club and a petition which are

currently being analysed. There were also over 70 people who participated in vision workshops.

- 2.2 In addition, as part of the engagement participants were invited to express an interest in joining a residents group to be more involved in the town. Over 70 people expressed an interest and an initial meeting of a 'Heart of Farnborough' residents group was held on 6 March 2019 with 34 attendees.

3. Consideration of the Report

- 3.1 In addition to consideration by the Policy and Projects Advisory Board officers from the Council and the RDP will be providing input. Once the report has been finalised there will be a need to feed back the results to participant and residents and the report will be publically available.

4. Next Steps

- 4.1 The next stage in the regeneration of the Civic Quarter site is the preparation of a Masterplan. This work will commence during April and progress will be reported back to Members via the consideration of the RDP's initial Business Plan later this year.
- 4.2 Whilst this engagement report is extensive and gives a good feel for participants views at this stage, it should be seen as the start of an ongoing dialogue between the residents, businesses and the key stakeholders of the site as the regeneration proposals develop

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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POLICY AND PROJECT ADVISORY BOARD WORK PROGRAMME

The purpose of the work programme is to plan, manage and co-ordinate the ongoing activity and progress of the Council's Policy and Project Advisory Board, incorporating policy development work carried out through working groups.

(A) CURRENT WORKING GROUPS APPOINTED BY THE POLICY AND PROJECTS ADVISORY BOARD

GROUP	MEMBERSHIP 2018/19	CURRENT POSITION	CONTACT
Elections Group	<p>Cllrs Sophia Choudhary, G.B. Lyon, J.E. Woolley, S.J. Masterson, K. Dibble and B. Jones</p> <p>Cllr P.G. Taylor also in attendance</p> <p>Chairman: Cllr John Woolley</p>	<p>Meeting held on 2/8/18 - review of elections 2018, current work in relation to electoral reviews, and new developments.</p> <p>Next meeting planned for September. The main activity will be arrangements for the 2019 election and outcomes from the elections 'systems thinking' review/ planning next steps.</p>	<p>Andrew Colver, Head of Democracy, Strategy and Partnerships, Tel: (01252) 398820, Email: andrew.colver@rushmoor.gov.uk</p>
<p>Strategic Housing and Local Plan Group</p> <p>To steer the development of the Local Plan and monitor updates to the Housing and Homelessness Strategy</p>	<p>Cllrs A.R. Newell, D.E. Clifford, Barbara Hurst, B.A. Thomas, R.L.G. Dibbs, M.J. Tennant, M.J. Roberts, C.P. Grattan, D.M.T Bell</p> <p>Chairman: Cllr Adrian Newell</p>	<p>Meeting held on 31/7/18:</p> <ul style="list-style-type: none"> • Update on the Rushmoor Local Plan - feedback from the Examination and next steps to adoption • Housing and Homelessness Strategy update • Green Infrastructure Strategy <p>A work programme for the period September 2018 to July 2019 has been prepared. Next meeting planned for November 2018.</p>	<p>Keith Holland Head of Planning Tel: (01252) 398790 keith.holland@rushmoor.gov.uk</p> <p>Louise Piper Planning Policy and Conservation Manager</p> <p>Zoe Paine Strategy and Enabling Manager (Housing)</p>

GROUP	MEMBERSHIP 2018/19	CURRENT POSITION	CONTACT
Aldershot Regeneration Group	Cllrs Sophia Choudhary, M.J. Tennant, P.I.C Crerar, M.L. Sheehan, A.H. Crawford and Sue Dibble Chairman: TBC	The Cabinet agreed the Regeneration Programme on 29/5/18. Members' Seminar to update on the projects to be held on 27/9/18. The Board agreed to dissolve the Aldershot Regeneration Group at the meeting on 21/11/18 and regeneration matters will be covered by the Progress Group and/or the full Advisory Board.	Paul Brooks Head of Regeneration and Property Tel: (01252) 398544 paul.brooks@rushmoor.gov.uk
Farnborough Regeneration Group	Cllrs Marina Munro, M.J. Tennant, Liz Corps, P.G. Taylor, C.P. Grattan and B. Jones Chairman: TBC	The Cabinet agreed the Regeneration Programme on 29/5/18. Members' Seminar to update on the projects will be held on 27/9/18. The Board agreed to dissolve the Farnborough Regeneration Group at the meeting on 21/11/18 and regeneration matters will be covered by the Progress Group and/or the full Advisory Board.	Paul Brooks Head of Regeneration and Property Tel: (01252) 398544 paul.brooks@rushmoor.gov.uk
Leisure Facilities and Contracts	Cllrs C.P. Grattan, T.D. Bridgeman, A. Newell, Mara Makunura, Marina Munro, Liz Corps and D. Bell Chairman: Cllr Adrian Newell	On 12/7/18, the Board considered an item on current leisure provision and potential future options and agreed the appointment of a task and finish group. On 25/7/18, the Progress Group agreed draft terms of reference, subject to identifying priorities and setting timescales for specific tasks. Information on current and future leisure trends to be circulated to the new Group. Linked to this, the Progress Group has identified future work around the development of a new Procurement Strategy . It was noted that this should be informed by Overview and Scrutiny review activity.	James Duggin Head of Operational Services Tel: (01252) 398543 james.duggin@rushmoor.gov.uk

GROUP	MEMBERSHIP 2018/19	CURRENT POSITION	CONTACT
Rushmoor 2020 Modernisation and Improvement Programme Task and Finish Group	<p>Cllrs K. Dibble, A. Crawford, A Newell, J Canty, Veronica Graham-Green and John Marsh)</p> <p>Chairman: Cllr Adrian Newell</p>	<p>On 19/9/18, the Board to consider appointing a task and finish group to help shape projects and policies associated with the Rushmoor 2020 Modernisation and Improvement Programme.</p> <p>The Progress Group agreed draft terms of reference at its meeting on 25/7/18.</p> <p>The Progress Group has identified issues that could be incorporated within the 2020 modernisation work;</p> <ul style="list-style-type: none"> • big data and digital strategy - including getting different council systems to work together. • longer-term visioning piece to incorporate key issues relevant to Rushmoor from existing resources i.e. Carbon Strategy, Intergenerational Report. 	<p>Karen Edwards, Executive Director Tel: (01252) 398800 karen.edwards@rushmoor.gov.uk</p>

(B) OTHER ISSUES/MATTERS FOR THE WORK PROGRAMME

ISSUE	DETAILS	CONTACT DETAILS
Aldershot Town Centre Strategy	<p>On 19/9/18, the Board considered a report with proposals for the development of an Aldershot Town Centre Strategy.</p> <p>Members considered the priorities for the short-term, during the regeneration phase, as well as the longer-term strategy.</p> <p>The Board commented on the development proposal which would be incorporated into the development of the draft Aldershot Town Centre Strategy to be submitted to Cabinet for approval and budget allocations.</p>	<p>David Phillips Town Centre and Cultural Services Manager Tel: (01252) 398570 david.phillips@rushmoor.gov.uk</p>
Establishment of a Local Housing Company	<p>The Policy and Project Board considered arrangements for the establishment of a Local Housing Company at a special meeting on 30th August, 2018, and will continue its consideration at a meeting on 26th September.</p> <p>A report with recommendations to be made to the Cabinet meeting on 16th October, 2018.</p>	<p>Karen Edwards, Executive Director Tel: (01252) 398800 karen.edwards@rushmoor.gov.uk</p>
HCC T19 – public consultation on street lighting, supported passenger transport services and the concessional travel scheme	<p>The Board considered the HCC T19 consultation at its meeting on 12/7/18.</p> <p>The portfolio holder submitted a written response, informed by the Board's comments to meet the consultation deadline on 5th August, 2018.</p>	<p>Ian Harrison Executive Director Tel: (01252) 398400 ian.harrison@rushmoor.gov.uk</p>

Health, Wellbeing and Obesity	<p>At the Council Meeting on 18/4/18, a Notice of Motion on the topic of 'tackling obesity' was referred for further consideration.</p> <p>On 21/11/18, the Board to hold a scoping session, with a view to understanding more about the issue, areas where progress has been made, and potential issues for future policy change/support.</p> <p>Data from the Obesity Audit discussed at the Board meeting on 21/11/18. It was agreed that the actions from the Local Action Group would be monitored by the Progress Group and any substantive items would be reported to the Advisory Board.</p>	<p>Andrew Colver Head of Democracy, Strategy and Partnerships Tel: (01252) 398820 andrew.colver@rushmoor.gov.uk</p>
Southwood Park Management Plan	<p>Update on the latest position to be discussed at the Progress Group once the results from commissioned work are available.</p>	<p>Ian Harrison Executive Director Tel: (01252) 398400 ian.harrison@rushmoor.gov.uk</p>
Green Paper – A New Deal for Social Housing	<p>Discussed at Progress Group on 15/10/18 and draft response from the Council was circulated to the Progress Group for comment before being submitted.</p>	<p>Tim Mills Head of Economy, Plannign and Strategic Housing Tel. (01252) 398542 tim.mills@rushmoor.gov.uk</p>
Regeneration Consultation and Policy	<p>Discussed at the Advisory Board on 21/11/18 and agreed that the Progress Group and/or the Advisory Board would be a consultee on key regeneration matters including Farnborough Civic Quarter, The Galleries scheme, Rushmoor Development Partnership, Farnborough Growth Package and other strategies supporting or related to regeneration.</p>	<p>Paul Brooks Head of Regeneration and Property Tel: (01252) 398544 paul.brooks@rushmoor.gov.uk</p>

POLICY AND PROJECTS ADVISORY BOARD**AGENDA PLANNING – 2018-2020**

12th July 2018	<ul style="list-style-type: none"> • Leisure Facilities and Contracts • Response to T19 Consultation – street lighting, supported passenger transport services and concessionary travel • Hampshire Vision 2050 - Commission of Inquiry
30th August 2018	<ul style="list-style-type: none"> • Establishment of a Local Housing Company
19th September 2018	<ul style="list-style-type: none"> • Aldershot Town Centre Strategy • Fire and Rescue Combined Authority Consultation • Appointment of Rushmoor 2020 Modernisation and Improvement Programme Task and Finish Group
26th September 2018	<ul style="list-style-type: none"> • Establishment of a Local Housing Company
21st November 2018	<ul style="list-style-type: none"> • Scoping session – health, wellbeing and obesity • Regeneration – role of Aldershot and Farnborough Regeneration Groups
23rd January 2019	<ul style="list-style-type: none"> • Report from PPAB sub-groups • Farnborough Civic Quarter
3rd April 2019	<ul style="list-style-type: none"> • Aldershot Transition Plan and Town Centre Strategy • Farnborough Civic Quarter • Asset Management Plan - Action Plan
5 June 2019	<ul style="list-style-type: none"> • Strategy for future investment in relation to playgrounds within the Borough • Notice of Motion – Violence at Work Charter • Results of Aldershot and Farnborough 2030 Consultation
31 July 2019	<ul style="list-style-type: none"> •
25 September 2019	<ul style="list-style-type: none"> •
20 November 2019	<ul style="list-style-type: none"> •
22 January 2020	<ul style="list-style-type: none"> •
25 March 2020	<ul style="list-style-type: none"> •
10 June 2020	<ul style="list-style-type: none"> •

PROGRESS GROUP MEETINGS

Membership: Cllrs A.R. Newell, Marina Munro, Sophia Choudhary, J.B. Canty, M.J. Roberts and P.F. Rust (Standing Deputy – Cllr R.L.G. Dibbs)

4th December 2018	<ul style="list-style-type: none"> • Review Progress Group's terms of reference • Farnborough Civic Quarter • Local Plan Policies
6th February 2019	<ul style="list-style-type: none"> • Monitor Local Action Group actions • Aldershot Town Centre Strategy
8th April 2019	<ul style="list-style-type: none"> • Strategy for future investment in relation to playgrounds within the Borough (June 2019) • Notice of Motion – Violence at Work Charter • Results of Aldershot and Farnborough 2030 Consultation • Forthcoming Regeneration matters
FUTURE MEETINGS	<ul style="list-style-type: none"> • Medium Term Financial Strategy/Budget Strategy • Fair Funding consultation • Rushmoor Development Partnership – Business Plan

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