



# BOROUGH OF RUSHMOOR

To the Mayor and Members of the Council,

**YOU ARE HEREBY SUMMONED** to attend a Meeting of the Council to be held at the Council Offices, Farnborough on **Thursday, 25th July, 2019 at 7.00 pm** for the transaction of the business set out on the Agenda given below.

## A G E N D A

1. **MINUTES –** (Pages 1 - 6)

To confirm the Minutes of the Ordinary Meeting of the Council held on 20th June 2019 (copy attached).

2. **MAYOR'S ANNOUNCEMENTS –**

3. **STANDING ORDER 8 - QUESTIONS –**

To receive any questions by Members submitted in pursuance of Standing Order 8 (3).

#### 4. **NOTICE OF MOTION - FOOD POVERTY –**

To consider the following Notice of Motion, which has been submitted by Cllr Gaynor Austin pursuant to Standing Order 9 (1):

"This Council recognises food poverty and food insecurity as issues meriting urgent action within the Borough. Therefore, this Council commits to:

- the development of a Food Poverty Strategy and Action Plan, including the preparation and delivery of a Food Access Plan (identifying the barriers to accessing sufficient affordable and nutritious food, and actions to address them);
- the drawing up of local measures of food poverty and insecurity to provide a baseline by which to monitor interventions and evaluate progress; and
- working with partnership organisations and engaging with external experts in the field where possible, including the facilitation of a Food Insecurity Forum."

#### 5. **RECOMMENDATIONS OF THE CABINET AND COMMITTEES –**

To consider the recommendations of the Cabinet in relation to the following item:

- 1) **Your Future, Your Place - Vision for Aldershot and Farnborough 2030 –**  
(Pages 7 - 56)

To receive a report on the long-term vision for Rushmoor "Your Future, Your Place – A vision for Aldershot and Farnborough 2030" (copy attached – Annex 2). The Leader of the Council (Cllr D.E. Clifford) will introduce this item and report on the discussion at the Cabinet meeting on 23rd July.

- 2) **Rushmoor Council Business Plan - April 2019 to March 2022 –** (Pages 57 - 72)

To receive a report on the proposed Council three-year Business Plan - April 2019 to March 2022 (copy attached – Annex 1). The Leader of the Council (Cllr D.E. Clifford) will introduce this item and report on the discussion at the Cabinet meeting on 23rd July.

- 3) **Approval of the Rushmoor Development Partnership Business Plan –**  
(Pages 73 - 102)

To receive a report from Cabinet (copy attached – Annex 3), which recommends the approval of the first business plan of the Rushmoor Development Partnership. The Deputy Leader of the Council (Cllr K.H. Muschamp) will introduce this item.

#### 6. **QUESTIONS FOR THE CABINET –**

To receive any questions by Members to Cabinet Members submitted in accordance with the Procedure Note.

7. **REPORTS OF CABINET AND COMMITTEES – (Pages 103 - 106)**

To receive and ask questions on the Report of the following Meeting (copy attached):

**Cabinet**

25th June, 2019

A.E. COLVER

Head of Democracy, Strategy and Partnerships

Council Offices  
Farnborough  
Hampshire GU14 7JU

Wednesday 17 July 2019

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# BOROUGH OF RUSHMOOR

**MEETING OF THE BOROUGH COUNCIL** held at the Council Chamber, Council Offices, Farnborough on Thursday, 20th June, 2019 at 7.00 pm.

The Worshipful The Mayor (Cllr Sue Carter (Chairman))  
The Deputy Mayor (Cllr P.F. Rust (Vice-Chairman))

Cllr Gaynor Austin  
Cllr J.B. Canty  
Cllr A.K. Chowdhury  
Cllr A.H. Crawford  
Cllr K. Dibble  
Cllr C.P. Grattan  
Cllr A.J. Halstead  
Cllr Prabesh KC  
Cllr J.H. Marsh  
Cllr S.J. Masterson  
Cllr K.H. Muschamp  
Cllr Sophie Porter  
Cllr M.L. Sheehan  
Cllr C.J. Stewart  
Cllr M.J. Tennant  
Cllr J.E. Woolley

Cllr Mrs. D.B. Bedford  
Cllr Sophia Choudhary  
Cllr R.M. Cooper  
Cllr A.S. Dekker  
Cllr Veronica Graham-Green  
Cllr Christine Guinness  
Cllr L. Jeffers  
Cllr Mara Makunura  
Cllr Nadia Martin  
Cllr Marina Munro  
Cllr A.R. Newell  
Cllr M.J. Roberts  
Cllr M.D. Smith  
Cllr P.G. Taylor  
Cllr B.A. Thomas

Honorary Alderman C. Balchin J.P.  
Honorary Alderman R.J. Kimber

Apologies for absence were submitted on behalf of Cllr T.D. Bridgeman, Cllr M.S. Choudhary, Cllr D.E. Clifford, Cllr P.I.C. Crerar, Cllr P.J. Cullum and Cllr Jacqui Vosper.

Before the meeting was opened, Cllr J.H. Marsh led the meeting in prayers.

## 8. MINUTES

It was MOVED by Cllr K.H. Muschamp; SECONDED by Cllr P.G. Taylor and

**RESOLVED:** That the Minutes of the Annual Meeting of the Council held on 21st May, 2019 (copy having been circulated previously) be taken as read, approved and signed as a correct record.

## 9. MAYOR'S ANNOUNCEMENTS

- (1) The Mayor extended congratulations to Councillor Sophie Porter who would be getting married that Saturday to her fiancé, Matt. She wished the couple a memorable day with family and friends and a wonderful future together.

- (2) The Mayor advised Members that PC Mark Ranola had been awarded an OBE in the recent Queen's Birthday Honours List. PC Ranola had received an OBE for his services to policing and the community in Hampshire in recognition of his "generous and industrious work" for the large and growing Nepali community in Rushmoor since 2004. The Mayor would be writing to PC Ranola to extend the Council's congratulations on receiving this honour.
- (3) The Mayor advised Members that she had attended the annual Gurkha Cup Football Tournament on 26th May, 2019. The Mayor thanked the Tamu Dhee Association UK, Mr Nanda Jung Gurung and members of the Association who had very generously presented her with a cheque for £500 for the Mayor's charities.
- (4) The Mayor advised Members that she had attended the annual Farnborough Donkey Derby at King George V playing Fields on 27th May, 2019, which had been organised by local Rotarians. The event had been very well attended and it was understood that a considerable amount had been raised for local charities.
- (5) The Mayor advised that she had had the honour of attending a Royal Garden Party at Buckingham Palace on 29th May, 2019 and had been accompanied by former councillor, Barbara Hurst, and her granddaughter.
- (6) The Mayor advised that, on 1st June, 2019, she had attended the Rushmoor 'Get Involved' Fair in Aldershot town centre. The Fair had been supported by many local voluntary organisations and gave an insight into what local charities, community groups and clubs did. The Fair provided information on how to get involved in volunteering and support local organisations who played an important part in the local community.
- (7) The Mayor advised Members that she had been proud to attend the Victoria Day event in Aldershot town centre on 8th June, 2019. The rain had held off and more than 500 people from community groups, schools and businesses had taken part in the grand parade. The Best in Parade certificate had been awarded to Aldershot Girl Guiding and, for the second year running, the Best Dressed Shop Window certificate had been awarded to Edgar Jerome in Wellington Street. The Mayor thanked those at the Council who had organised the event, with the help of an enthusiastic group of volunteers and residents who were part of the Aldershot Community Together group.
- (8) The Mayor reported that, every June, Rotary Clubs throughout Britain and Ireland, together with the Kids Out Charity, took over 25,000 disadvantaged children on a big day out. The local Kids Out fun day, for over 800 children and their carers, had been held on 12th June at the Army Rugby Stadium, in Aldershot.
- (9) The Mayor advised Members that, earlier that day, she had attended a presentation of the Elizabeth Cross and Memorial Scroll to the family of Lance Corporal Newsome, formerly of the Royal Army Service Corps. The Elizabeth

Cross and Memorial Scroll was granted to the next of kin of UK Armed Forces personnel who had died on medal-earning operations or as a result of an act of terrorism, in recognition of their loss and sacrifice.

- (10) The Mayor advised that Armed Forces Day would be celebrated in Aldershot on 24th June, 2019 with the raising of the Armed Forces Day flag in Princes Gardens, Aldershot and also on 29th June, 2019 with troops from 1st Battalion Grenadier Guards and the Corps of Drums on parade in Aldershot town centre.
- (11) On behalf of all Members of the Council, the Mayor congratulated Honorary Alderman Colin Balchin and his wife, Rosemary, who would be celebrating their Diamond Wedding Anniversary on 27th June, 2019.

#### 10. **STANDING ORDER 8 - QUESTIONS**

The Mayor reported that no questions had been submitted under Standing Order 8.

#### 11. **NOTICES OF MOTION**

The Council was asked to consider three Notices of Motion which had been submitted for debate in accordance with the provisions of Standing Order 9 (1).

##### **(1) Environment and Sustainability/Climate Emergency**

The first two Motions had been submitted by Cllrs C.J. Stewart and A.J. Halstead in respect of environment and sustainability/climate emergency.

In introducing this item, Cllr Stewart referred to discussions held by the Conservative and Labour Groups, in consultation with the Liberal Democrat Group, to amalgamate the first two Motions to cover the subject of a green and sustainable Borough and carbon-neutral Council by 2030. It was therefore **MOVED** by Cllr Stewart and **SECONDED** by Cllr Gaynor Austin that the first two Motions on the agenda be consolidated as follows:

“This Council acknowledges a ‘Climate Emergency’.

Taking into account the responses from residents to the recent public engagement on a long-term vision for the Borough, this Council agrees to develop a plan to enable:

- a green and sustainable Rushmoor; and
- a carbon-neutral Council by 2030.

In developing this plan, Rushmoor Council will:

- seek to improve the Borough’s recycling rates;
- explore the adoption of a ‘green’ procurement strategy;
- aim to eliminate its use of single-use plastics; and
- by working with partner agencies, encourage greener transport usage.

Using the full democratic processes of the Council and encompassing all members in the development, scrutiny and implementation of this plan, it will be brought back to this Council by year end.”

Speaking in support of the amended Motion, Cllr Stewart stated that the Council must be committed to making lasting change. He was of the opinion that the Council had to facilitate the Borough’s residents to work with the Council to create a greener and sustainable Rushmoor. Cllr Stewart also referred to the need for the Council to be clear what actions could be taken to make Rushmoor more resilient and to work with partners to achieve this.

In seconding the amendment, Cllr Gaynor Austin drew attention to the need to declare a climate emergency and for the Council to work together with residents and partners to achieve the aims set out in the amendment.

During discussion, Members referred to the need for green transport opportunities, local authorities to work together or a task and finish group to drive the aims of the amended Motion forward and co-ordinate action.

On a recorded vote, there voted FOR: Cllrs Gaynor Austin, Diane Bedford, J.B. Canty, Sophia Choudhary, A.K. Chowdhury, R.M. Cooper, A.H. Crawford, A.S. Dekker, K. Dibble, Veronica Graham-Green, C.P. Grattan, Christine Guinness, A.J. Halstead, L. Jeffers, Prabesh KC, Mara Makunura, J.H. Marsh, Nadia Martin, S.J. Masterson, Marina Munro, K.H. Muschamp, A.R. Newell, Sophie Porter, M.J. Roberts, M.L. Sheehan, M.D. Smith, C.J. Stewart, P.G. Taylor, M.J. Tennant, B.A. Thomas, J.E. Woolley, Deputy Mayor (Cllr P.F. Rust) (32); AGAINST: 0; and ABSTAINED: The Mayor (Cllr Sue Carter) (1) and the amended Motion was **DECLARED CARRIED**.

## **(2) Rushmoor Community Contribution Scheme**

A Motion had been submitted by Cllr A.S. Dekker in respect of a Rushmoor Community Contribution Scheme. It was MOVED by Cllr A.S. Dekker; SECONDED by Cllr A.K. Chowdhury – That

“This Council introduce a “Community Contribution Scheme”, similar to that run by Westminster Council. Higher value properties, such as Band H, would be asked to make a voluntary contribution of double the normal contribution of Rushmoor’s share of the Council Tax.”

In introducing the Motion, Cllr Dekker said that a community contribution scheme would involve inviting residents of higher value properties to make a voluntary contribution to help pay for local projects, such as helping young people, extra support for the homeless, a graffiti wall for young people and helping to tackle isolation and loneliness across all age groups. Cllr Dekker was of the opinion that such a scheme could be open to anyone in the Borough.

In seconding the Motion, Cllr Chowdhury referred to the current lack of money for many projects for the community. He felt that the proposed scheme could be based on the principle that many people cared about others in their community. He

stressed that the scheme would be voluntary and would not be about giving money to subsidise Council services. He also made the point that the proposed scheme could make a real difference to the lives of the most needy in the Borough and bring hope to people.

During debate, the point was made that Rushmoor was not comparable to the City of Westminster and that there was already provision of £1.2 million in the Council's budget for good causes.

During the discussion it was **MOVED** by Cllr K. Dibble; **SECONDED** by Cllr Sophie Porter that the Motion be referred to the Policy and Project Advisory Board for further investigation. On a recorded vote, there voted **FOR**: Cllrs Gaynor Austin, Sophia Choudhary, A.K. Chowdhury, A.H. Crawford, A.S. Dekker, K. Dibble, C.P. Grattan, Christine Guinness, A.J. Halstead, Nadia Martin, Sophie Porter and M.J. Roberts (12); **AGAINST**: Cllrs J.B. Canty, R.M. Cooper, Veronica Graham-Green, L. Jeffers, Prabesh KC, J.H. Marsh, S.J. Masterson, Marina Munro, K.H. Muschamp, A.R. Newell, M.L. Sheehan, M.D. Smith, C.J. Stewart, P.G. Taylor, B.A. Thomas and J.E. Woolley (16); and, **ABSTAINED**: Cllrs Diane Bedford, Mara Makunura, M.J. Tennant, the Deputy Mayor (Cllr P.F. Rust) and the Mayor (Cllr Sue Carter) (5) and the Amendment was **DECLARED LOST**.

During debate on the substantive Motion, Members referred to existing grants and funding available for community projects, which the community contribution scheme could duplicate. The view was also expressed that, by asking residents from Band H properties to contribute to the scheme, it could result in these people then not donating to charities. It was also noted that the Borough only had 25 Band H properties, most of which were MOD properties.

The substantive Motion was then put to the meeting. There voted **FOR**: 2; **AGAINST**: 17 and the Motion was **DECLARED LOST**.

## 12. **QUESTIONS FOR THE CABINET**

The Mayor reported that no questions had been submitted for the Cabinet.

## 13. **REPORTS OF CABINET AND COMMITTEES**

### (1) **Cabinet**

It was **MOVED** by Cllr K.H. Muschamp; **SECONDED** by Cllr P.G. Taylor that the Reports of the meetings of the Cabinet held on 2nd April and 28th May, 2019 be received.

In accordance with Standing Order 10 (2), it was **MOVED** by Cllr. M.J. Roberts and **SECONDED** by Cllr A.S. Dekker that Item No. 12 of the Minutes of 28th May, 2019 (Leasehold Disposal – Aldershot Town Football Club, High Street, Aldershot) be brought forward for discussion at this meeting.

The Portfolio Holder, Cllr M.J. Tennant, referred to the need by Aldershot Town Football Club for an additional lease in order to undertake some development of the

ground to ensure the future of the Club. Members were advised that, in making its decision, the Cabinet had examined ways in which the Council could support the Club. Set out in the report considered by the Cabinet were several caveats to protect the Council's position. Members were also advised that, if the work was not completed within the stipulated timeframe, then the lease would revert back to the original lease. The Club had to try to make itself sustainable in order to protect the land. Cllr Tennant considered that there was no reason to bring the item forward.

On a recorded vote, there voted FOR: Cllrs Gaynor Austin, A.K. Chowdhury, A.H. Crawford, A.S. Dekker, K. Dibble, C.P. Grattan, Christine Guinness, A.J. Halstead, Nadia Martin, Sophie Porter and M.J. Roberts (11); AGAINST: Cllrs Diane Bedford, J.B. Canty, Sophia Choudhary, R.M. Cooper, Veronica Graham-Green, L. Jeffers, Prabesh KC, Mara Makunura, J.H. Marsh, S.J. Masterson, Marina Munro, K.H. Muschamp, A.R. Newell, M.L. Sheehan, M.D. Smith, C.J. Stewart, P.G. Taylor, M.J. Tennant, B.A. Thomas and J.E. Woolley (20); and ABSTAINED: The Mayor (Cllr Sue Carter) and the Deputy Mayor (Cllr P.F. Rust) and the Motion was **DECLARED LOST**, whereupon it was

**RESOLVED:** That the Reports of the meetings of the Cabinet held on 2nd April and 28th May, 2019 be received.

**(2) Development Management Committee**

It was MOVED by Cllr B.A. Thomas; SECONDED by Cllr J.H. Marsh and

**RESOLVED:** That the Reports of the meetings of the Development Management Committee held on 10th April and 29th May, 2019 be received.

**(3) Licensing, Audit and General Purposes Committee**

It was MOVED by Cllr J.E. Woolley; SECONDED by Cllr S.J. Masterson and

**RESOLVED:** That the Report of the meeting of the Licensing, Audit and General Purposes Committee held on 6th June, 2019 be received.

**14. REPORTS OF OVERVIEW AND SCRUTINY COMMITTEE AND POLICY AND PROJECT ADVISORY BOARD**

**RESOLVED:** That the Reports of the undermentioned meetings of the Overview and Scrutiny Committee and Policy and Project Advisory Board be received:

<b>Meeting</b>	<b>Date</b>
Policy and Project Advisory Board	3rd April 2019
Overview and Scrutiny Committee	30th May 2019
Policy and Project Advisory Board	5th June 2019

The meeting closed at 9.08 pm.

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**COUNCIL MEETING – 25TH JULY 2019****AGENDA ITEM NO. 5. (1)****YOUR FUTURE, YOUR PLACE – VISION FOR ALDERSHOT  
AND FARNBOROUGH 2030**

Background report from the meeting of the Cabinet on 23rd July 2019.

**1. INTRODUCTION**

- 1.1. For many years the Council has prepared an annual plan which has identified its key objectives and priorities for the Borough. The Council has now decided to prepare a long term vision setting out its future ambitions for Aldershot and Farnborough to 2030. This report sets out the background to the work, the consultation that has taken place and the key messages that have emerged from the consultation. It then sets out a place based vision which has been created following research and the programme of engagement.
- 1.2. A report containing the proposed vision has been submitted to the Cabinet on 23rd July, 2019 and an update will be provided at the Council meeting.

**2. BACKGROUND**

- 2.1. The Council has been subject to a number of significant organisational changes over the past 2-3 years and a priority has been established to develop a longer term vision for the Borough. This was highlighted by a Corporate Peer Challenge that was undertaken in late 2017 which recommended that a vision should be prepared for the Borough and that the Council should extend the planning horizon of the Council Plan to support the delivery of that vision.
- 2.2. As a result it was agreed that the development of the vision should commence and that a supporting Council Business Plan should be prepared on the basis of a three-year time horizon with annual reviews. This would replace the existing annual Council Plan.
- 2.3. A process was then established for creating the vision and Business Plan which encompassed a number of key stages:
  - Review of evidence on the PESTLE analysis and the results of a residents' survey
  - Working with the Cabinet on an emerging vision and ambitions
  - Consulting with Rushmoor stakeholders at network events
  - Engaging widely with residents, interest groups and local businesses
  - Using the outcomes and evidence to build the vision
- 2.4. The Council's starting point in the process was a review of where it currently was using a PESTLE (political, economic, sociological, technological, legal and environmental) analysis which provided evidence of the key factors influencing the organisation. In addition, a survey of residents was undertaken in 2018 about their views and priorities. This was primarily an online survey with the main questions based around asking what is important to residents and what needs improving in the area. A total of 1,042 responses were received.

- 2.5. The Cabinet, drawing on their own experiences and a range of data sources, including the PESTLE analysis and the results of the residents' survey outlined above, drew up a set of longer term ambitions.
- 2.6. Other information that was used in the process included emerging evidence from the Hampshire County Council's Commission of Inquiry to develop a Vision for Hampshire 2050 and the forward view from the Enterprise M3 Strategic Economic Plan 2018-2030.
- 2.7. The evidence and information, which included the key ambitions that could form part of a future vision, were presented at an event attended by a significant number of Rushmoor stakeholders. At this event, the partners and stakeholders were supportive of the key ambitions and gave feedback on what each element of a vision might look like. Partners also indicated a strong interest to be involved in the delivery of the future vision and were looking to the Council to act as a key enabler and facilitator in the delivery process.
- 2.8. Subsequently, the content of the emerging long-term future vision was developed into six themes for the purposes of public consultation. The six themes, with the headings as set out below, reflected the issues that were thought to be the most important for the place, and for residents and businesses:
- Vibrant and distinctive town centres
  - Housing for every stage of life
  - Connected communities, proud of our area
  - Healthy and active residents
  - A growing local economy – kind to the environment
  - Opportunities for everyone – quality education and a skilled local workforce
- 2.9. The public consultation approach was developed by a cross-Council group of staff and took place between 22nd February and 31st March 2019. There were three main strands to the consultation, comprising an online survey, drop in consultations and discussions which were supported by Members and an Instagram poll. The appendices in Annex 1 provide the details of the approach and results covering:
- Appendix 1 – The Six Ambitions
  - Appendix 2 – Communications, Activities and Resources
  - Appendix 3 – Full Survey Results
  - Appendix 4 – Short Survey Results
  - Appendix 5 – Analysis of Feedback/Comments
  - Appendix 6 – Instagram Story Polling
- 2.10. The information obtained from the consultation was then analysed by the cross-Council group and the summary of key messages is as follows:
- Overall, there was strong support for the themes and aspirations within the draft vision consultation, 'Your future, Your place – Vision for Aldershot and Farnborough 2030'. Generally, feedback affirmed that the Council is seeking to focus on the issues that matter to local people, and that the improvement of the town centres, and enabling opportunities for high quality education and skilled local jobs are some of the issues that matter the most.



- In addition, the consultation has helped to clarify, or understand those aspects of each theme that are most important to people. These aspects helped to guide the emphasis of the new vision. For example, the draft vision is aspirational about more people cycling to and around our towns, but building on this, consultation feedback shows that it is important that people can cycle safely.
- Reviewing the key outcomes and messages, there were three issues recommended to be incorporated in the long-term vision, which didn't appear strongly in the draft vision:
  - Community safety
  - Stronger communications with the community to inform and share news and information – whether it is the latest on the town centre developments or clubs/activities and events taking place in the area.
  - A greater emphasis within the vision on green and environmentally-friendly living across all themes – homes/travel and leisure.

### **3. PREPARING THE VISION**

- 3.1. A comprehensive report setting out the results of the engagement process was presented to the Policy and Project Advisory Board at its meeting on 5th June, 2019. The points raised by the Board have been taken into account in preparing the vision. The results of the engagement process have also been shared with the Rushmoor Partners Network and Cabinet Members.
- 3.2. Annex 2 sets out the draft document “Your Future, Your Place – a Vision for Aldershot and Farnborough 2030” which reflects the high level of engagement across the Borough in the process. Any further comments made at the Cabinet meeting on 23rd July will be reported at the Council meeting.
- 3.3. Once adopted the vision will be shared with the local community and the Council's partners. It will help to shape the future of the Borough over the next ten years. The Council will work with its partners to achieve the ambitions set out in the vision.

### **4. CONCLUSIONS AND RECOMMENDATIONS**

- 4.1. “Your Future, Your Place - A Vision for Aldershot and Farnborough 2030” is the culmination of an extensive process involving a wide range of stakeholders and residents from right across the community. The strong level of engagement and the interest in the local area, provides a solid base on which to shape the Borough's future. The work to achieve the ambitions has already begun and the strong leadership being provided by the Council will be key to moving the vision towards reality.
- 4.2. Subject to the views of the Cabinet, the Council is recommended to approve “Your Future, Your Place – A Vision for Aldershot and Farnborough 2030”.

**CLLR D.E. CLIFFORD  
LEADER OF THE COUNCIL**

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## Healthy and active residents

- Everyone will have access to parks, green spaces and facilities that help them to lead active and healthy lifestyles
- People will enjoy good physical and mental health and wellbeing from childhood right through to their senior years
- There will be excellent health facilities and local support where and when people need it

## A growing local economy - kind to the environment

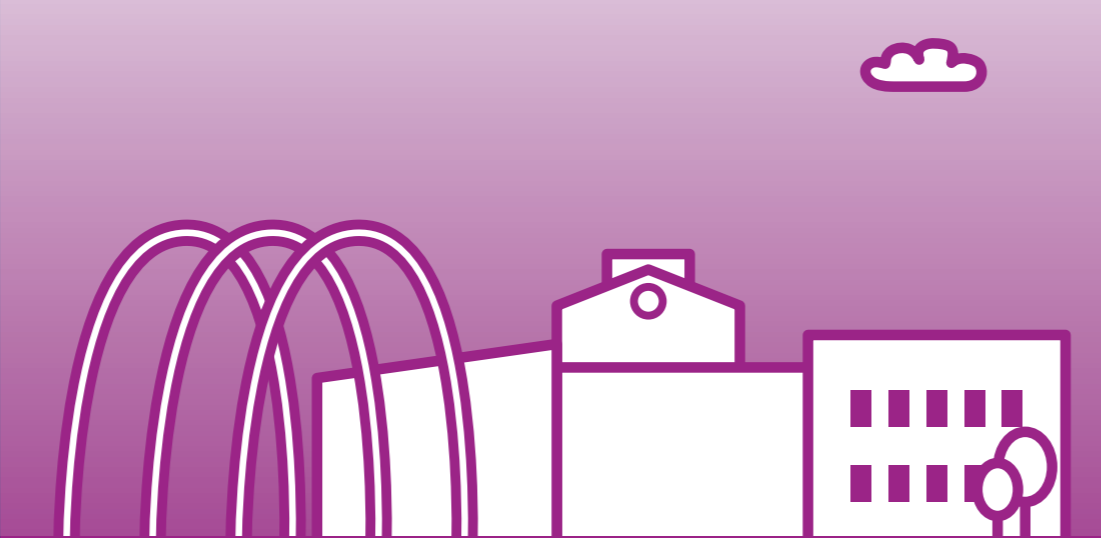
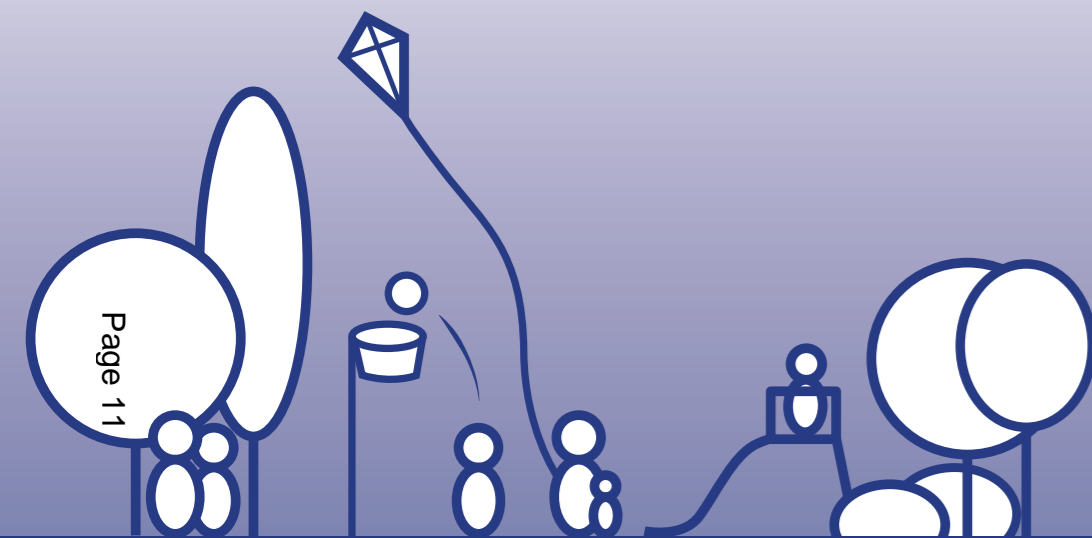
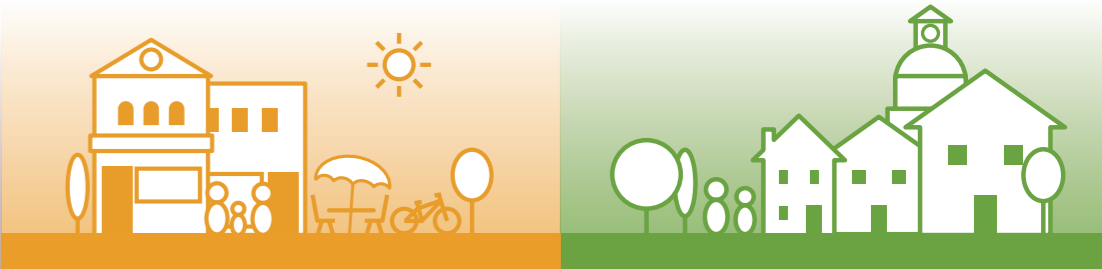
- Our local economy will grow and thrive, with a strong emphasis on creative technology, digital business and gaming. The area will continue to attract top-notch aerospace and global business, as well as support smaller and medium sized companies
- Companies that develop 'green' and environmentally-friendly technologies will be encouraged to set up and grow in the borough
- Businesses will benefit from support to help them become more energy efficient
- Good road and better public transport networks will keep things moving and have less impact on the environment

## Opportunities for everyone - quality education and a skilled local workforce

- Our children and young people will have the best start in life and be helped to achieve their potential
- All our schools and colleges will offer a high quality education
- There will strong links between schools, colleges and employers to inspire young people for the future
- Our residents will have the right skills needed to secure good local jobs and meet the needs of local businesses
- All residents and businesses will benefit from the opportunities offered by digital technologies

ANNEX1

# Your future, your place Aldershot and Farnborough 2030



# Your future, your place - Aldershot and Farnborough 2030

## Vibrant and distinctive town centres

## Housing for every stage of life

## Connected communities, proud of our area

### How do you see our area in 2030?

#### What really matters to you about the place you live and work, for your friends and family, for your business?

We'd like to hear what's important to you so you can help shape the future of Aldershot and Farnborough.

#### Your views

We've identified six themes that we think are important for our place and really matter to our residents and businesses.

These themes have come from consultation with residents and by listening to our businesses, our communities and our partners. They will help shape the work we do over the coming years.

So we'd really like to know what you think.

Are these things important for you? Have we missed something? Would you like to see something different?

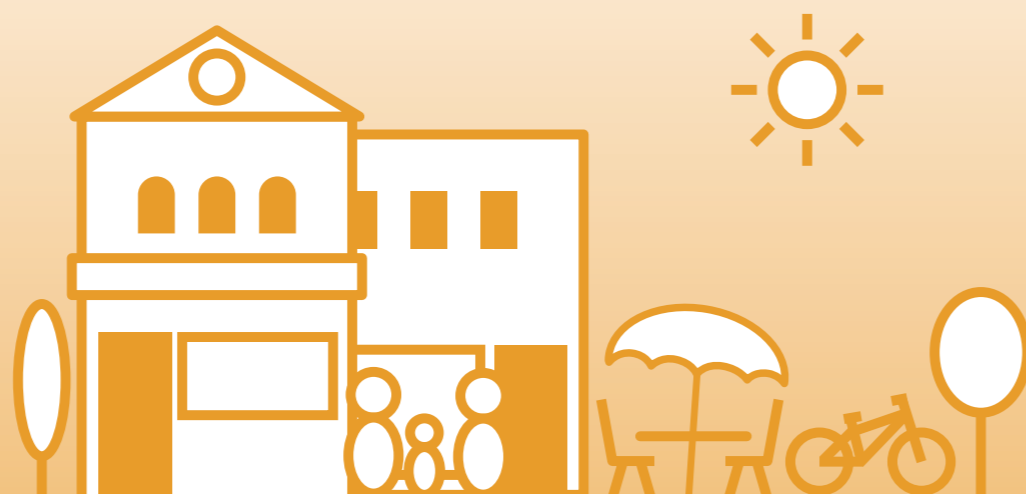
Please give us your views by taking part in our consultation.

You can do this by filling in our survey at  
[www.rushmoor.gov.uk/rushmoor2030](http://www.rushmoor.gov.uk/rushmoor2030)

If you'd prefer, we can send you a paper copy of the survey. Please contact us by email at [communications@rushmoor.gov.uk](mailto:communications@rushmoor.gov.uk) or by phone to **01252 398 822** to ask for a survey.



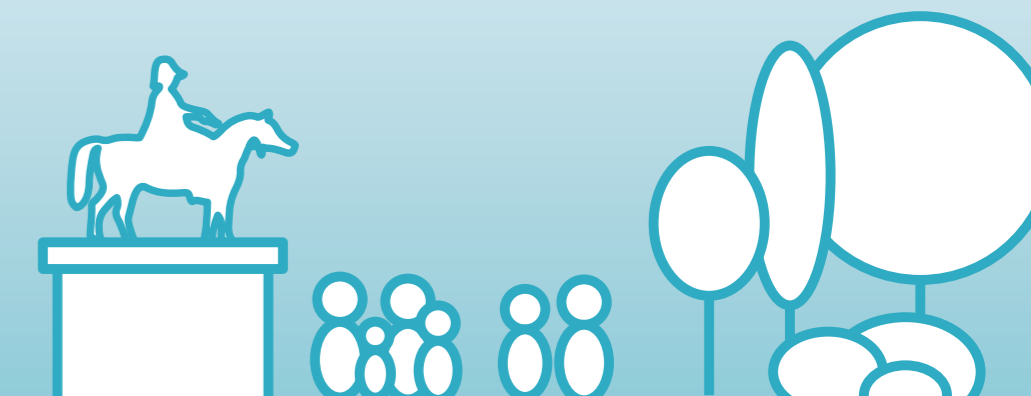
- Our towns will be family-friendly, vibrant and thriving places where people want to spend their time and money, from daytime through to evening
- Each town will have its own distinct character: Aldershot will reflect the town's military and Victorian heritage; Farnborough its proud aviation history
- Regenerated town centres will have a wide mix of uses, including shopping and leisure activities, business, and town centre living
- Aldershot and Farnborough will be well connected. More people will walk, cycle and use public transport to get to, and around, our towns



- There will be a good mix of homes to meet our residents' needs throughout their lives. There will be more homes to rent and buy and affordable housing for those who need it
- Homes will be attractive, encouraging people to move here and stay, supporting the local economy, and reducing the need to commute
- New housing will be of a good quality and energy efficient



- People and businesses will feel proud to be part of our towns and of their unique military and aviation heritage. They will enjoy a strong sense of community and belonging
- Everyone will feel able to get involved - through volunteering, community projects and groups
- Great public spaces and places will be available, where people can meet for a wide range of leisure, cultural and community activities and events
- There will be thriving and supportive local networks and online communities



The closing date is Sunday 31 March

## Communications activities and resources

Activity and resources	
1.	<p><b>2030 Consultation Webpage</b></p> <p>Development of a 2030 Consultation webpage hosting the draft Vision, a digital animation to accompany the Vision, and a link to the questionnaire which was hosted within Survey Monkey. Consultation graphics developed to be suitable for social media formats</p> <p>Dates and times of the public drop-in sessions published on the website.</p>
2.	<p><b>Marketing and publicity to promote the consultation</b></p> <p>News/email sent to the following, with a link to the on-line consultation :</p> <ul style="list-style-type: none"> <li>• Corporate Communications Team database of residents – approx 1700 recipients</li> <li>• Rushmoor Partners Network (Business and Community)</li> <li>• Rushmoor’s Senior Citizens Forum</li> <li>• Rushmoor councillors</li> </ul> <p>Social Media promotion of consultation and drop-in engagement sessions , with a 2030 consultation animation, via:</p> <ul style="list-style-type: none"> <li>• Facebook</li> <li>• Twitter</li> <li>• Instagram</li> <li>• Linked in</li> </ul> <p>Wide circulation of consultation leaflets and posters including council offices, leisure centres, Aldershot parliamentary constituency office, Prospect Community Centre, Totland flats, Mayfield Community Centre, The Hive (Army), Citizens Advice Bureau, Aldershot town centre businesses, Hawley Community Garden, doctors, dentists, libraries, Grainger for Wellesley households, hotels, and B&amp;Bs within Aldershot and Farnborough. Posters were also posted on the Council’s Community Noticeboards</p> <p>Over 700 leaflets collectively distributed by councillors</p> <p>Coasters with QR Codes provided to:</p> <ul style="list-style-type: none"> <li>• The Plough &amp; Horses, Fleet Road, Farnborough</li> <li>• The Elephant &amp; Castle, Lynchford Road, Farnborough</li> <li>• The Alexandra, Barrack Road, Aldershot</li> <li>• Word of Mouth, High Street, Aldershot</li> <li>• The Victoria, Victoria Road, Aldershot</li> <li>• The George, Victoria Road, Aldershot</li> <li>• The Funky End, Station Road, Aldershot</li> </ul>

	<p>Council Press release</p> <p>Promotion within the Council via the staff hub, posters in meeting rooms and coasters in the staff canteen</p>
3.	<p><b>Organisations which supported the Council to promote the Consultation included:</b></p> <ul style="list-style-type: none"> <li>• Aldershot Garrison – welfare groups and Garrison radio</li> <li>• Rushmoor Voluntary Services – mailing list</li> <li>• CMPP – tweeted vision information</li> <li>• Rushmoor Timebank – website</li> <li>• Grainger Wellesley – leaflets to all houses within Wellesley (500)</li> <li>• Farnborough College of Technology – email news to staff and students</li> </ul>
4.	<p><b>Community Meetings attended</b></p> <ul style="list-style-type: none"> <li>• Disability Youth Forum – presentation – leaflets and posters provided</li> <li>• Cohesion Forum – presentation – leaflets and posters given</li> <li>• Prospect Community Centre Youth Club – one to one conversations with young people</li> <li>• 27 Regiment RLC welfare group – after school group at the Connaught Centre with military wives</li> <li>• RVS Forum – presentation</li> <li>• Fernhill School – facilitated group discussion</li> <li>• SSAFA Armed Forces Charity – presentation</li> <li>• Hawley Community Garden</li> </ul> <p>Leaflets circulated at Heart of Farnborough meeting RBC Affordable Housing event</p>
5.	<p><b>Consultation stands in locations around the Borough</b></p> <p>Resources included banners, leaflets, hard copy questionnaires</p> <p><b>Public Consultation stands – locations included:</b></p> <ul style="list-style-type: none"> <li>• Supermarkets</li> <li>• Town Centres - Princes Mead/Wellington Centre</li> <li>• Aldershot Pools</li> <li>• Farnborough College of Technology</li> <li>• Prospect Centre– Skills Cafe</li> </ul>

# Your future, your place

## Aldershot and Farnborough 2030 – Full survey results

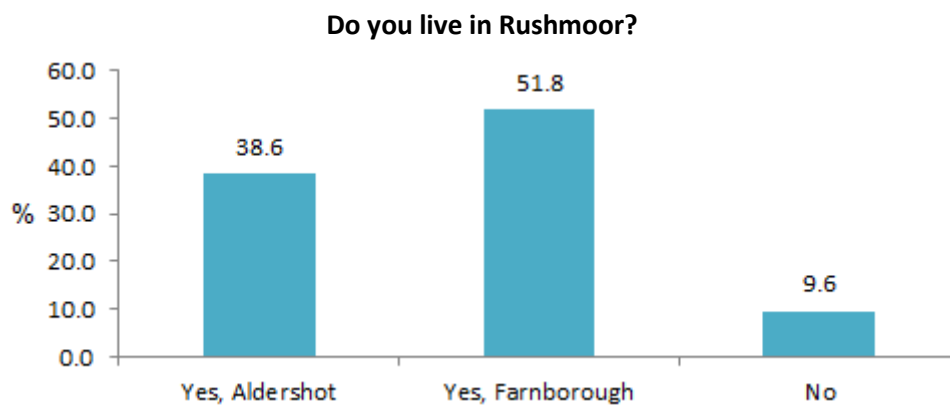
### Responses

In total 766 people completed the survey. 759 online and seven by paper.

### Characteristics of respondents

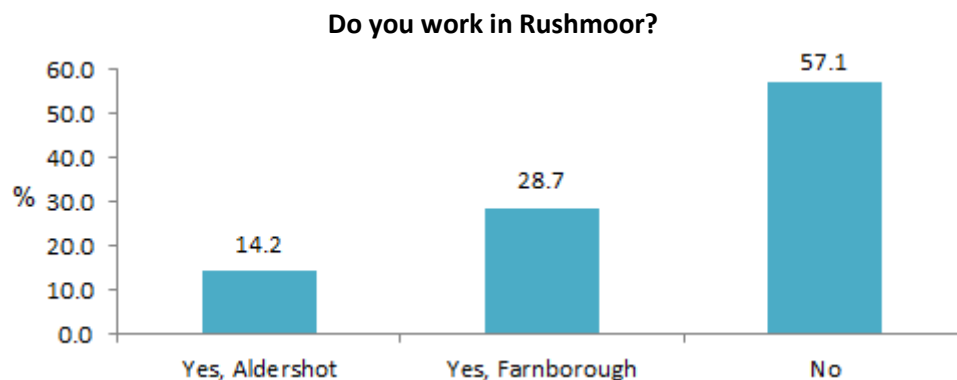
#### Do you live in Rushmoor?

In total 656 respondents completed this question. The majority of respondents did live in Rushmoor (90.4% - 593 respondents) and the majority lived in Farnborough (51.8% - 340 respondents)



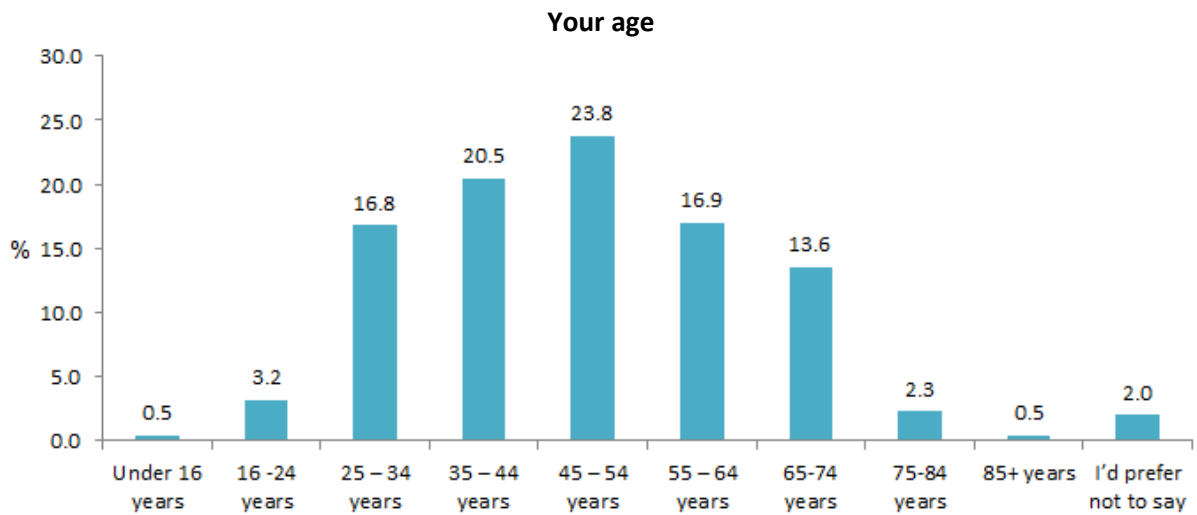
#### Do you work in Rushmoor?

In total 655 respondents completed this question. The majority of respondents 57.1% (374 respondents) didn't work in Rushmoor, 14.2% (93 respondents) worked in Aldershot and 28.7% (188 respondents) worked in Farnborough.



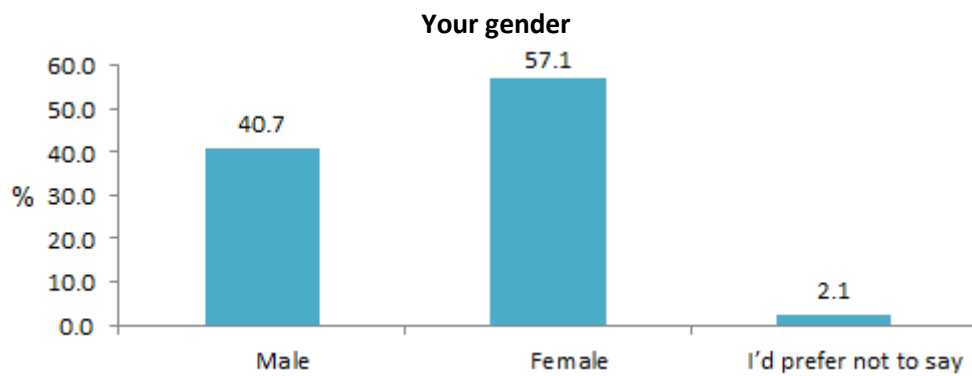
**Your age**

In total 655 respondents completed this question. The largest group of respondents were the 45-54 year olds (23.8% - 156 respondents).



**Your gender**

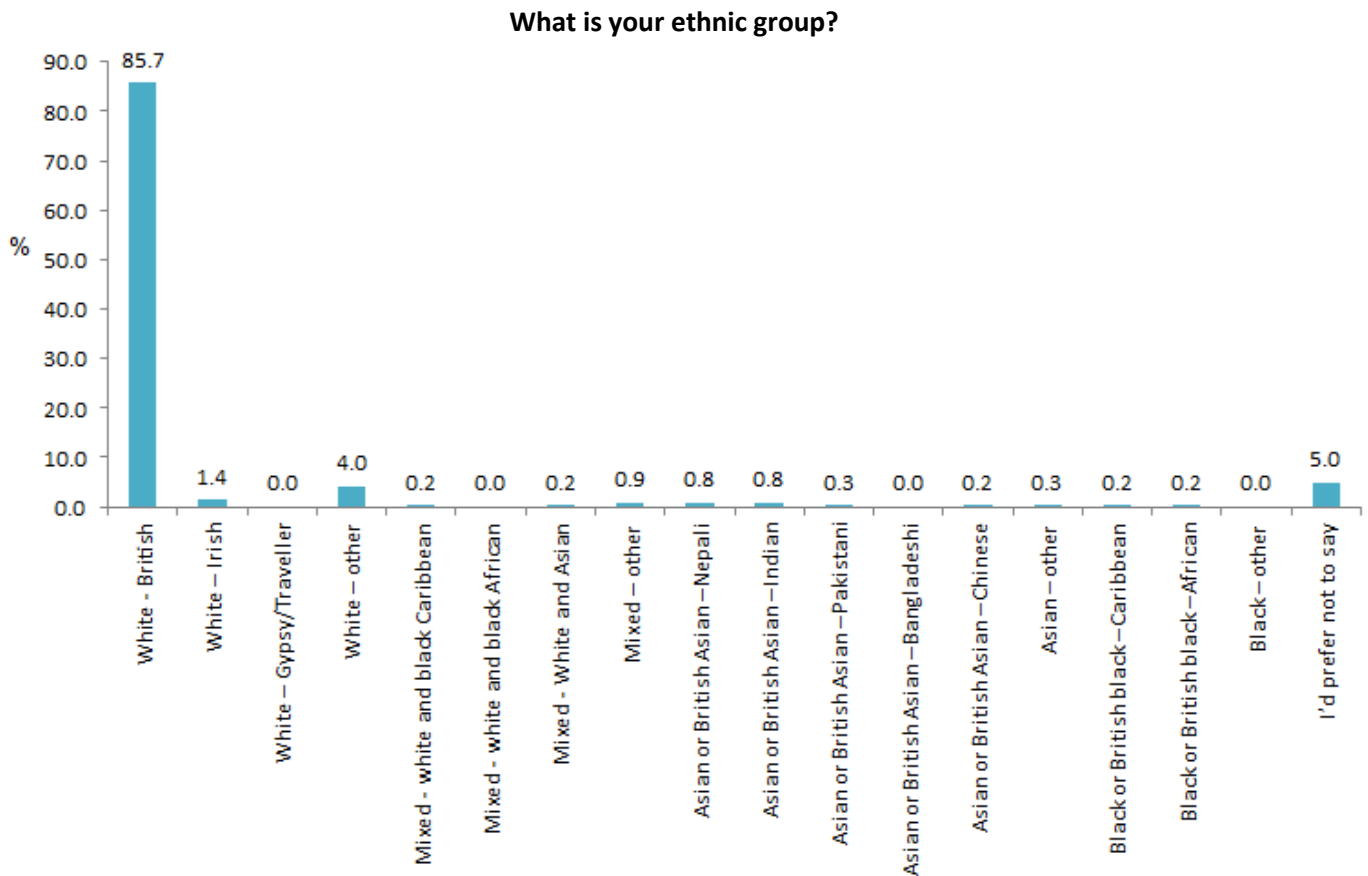
In total 653 respondents completed this question. The largest group of respondents were the females (57.1% - 373 respondents).





### What is your ethnic group?

In total 644 respondents completed this question. The largest group of respondents identified as white – British (85.7% - 553 respondents).

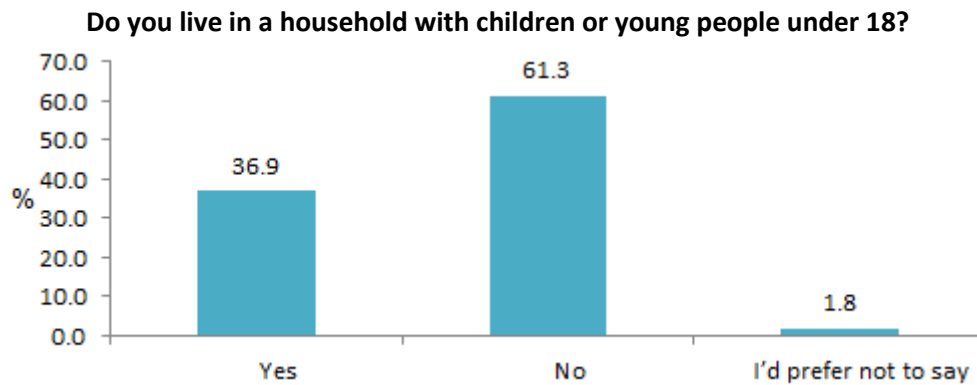


This question also had an “other background comment box”, in total 18 respondents completed this. The comments said:

- Born, raised and lived all but 5 years in this locality
- White English
- Arab
- Lived and worked in Farnborough for 53 years
- English
- White English
- Celtic
- Welsh
- Irrelevant
- White - Welsh.
- White English stop putting British as Scotland say they are Scottish etc
- French
- British Asian - other
- White - English
- British European
- European
- English
- Jedi

**Do you live in a household with children or young people under 18?**

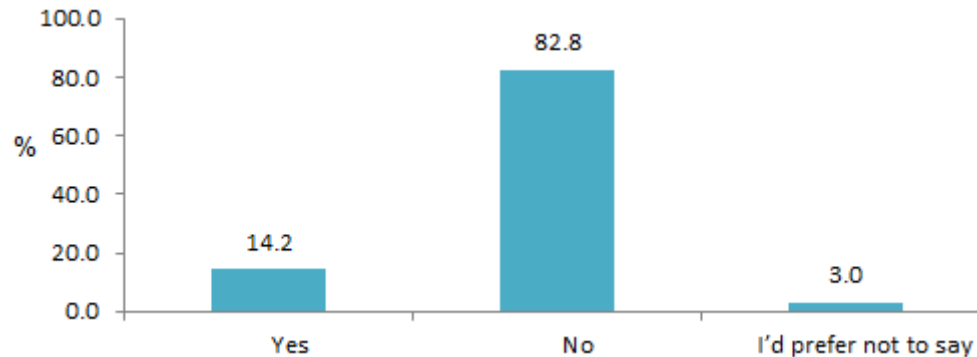
In total 656 respondents completed this question. 61.3% (402 respondents) didn't live in households with children or young people under 18 in.



**Do you consider yourself to have any health conditions or disabilities, which limit your daily activities?**

In total 656 respondents completed this question. 82.8% (543 respondents) didn't have any health conditions or disabilities, which limited their daily activities.

**Do you consider yourself to have any health conditions or disabilities, which limit your daily activities?**



**Results**

**Vibrant and distinctive town centres theme**

- Our towns will be family-friendly, vibrant and thriving places where people want to spend their time and money, from daytime through to evening
- Each town will have its own distinct character: Aldershot will reflect the town's military and Victorian heritage; Farnborough its proud



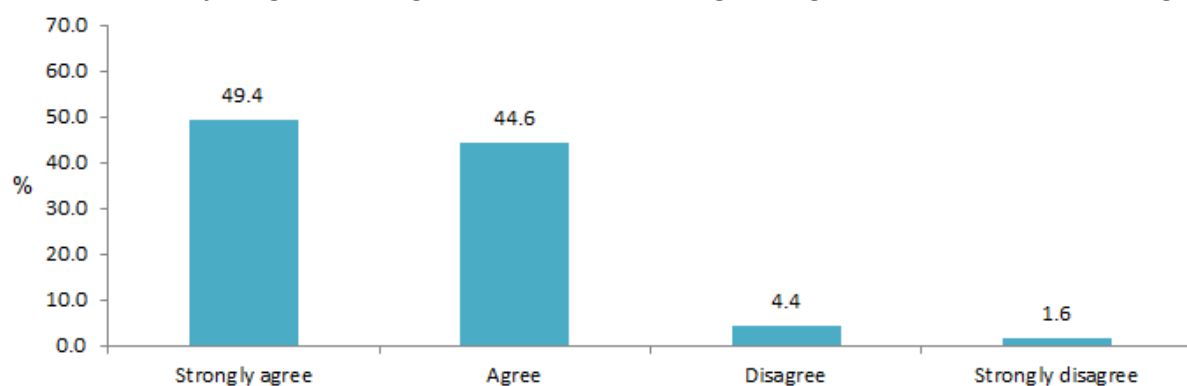
aviation history

- Regenerated town centres will have a wide mix of uses, including shopping and leisure activities, business, and town centre living
- Aldershot and Farnborough will be well connected. More people will walk, cycle and use public transport to get to, and around, our towns

**Question 1 - How much do you agree or disagree that these are the right things for us to focus on achieving?**

There were 749 valid responses for this question excluding the eight 'I don't know' responses. Overall, there was support for this theme with 94.0% (704 respondents) strongly agreeing and agreeing.

**How much do you agree or disagree that these are the right things for us to focus on achieving?**



**Question 2 - If there is anything you would like to add, remove or change, please tell us in the box below.**

In total 336 respondents completed this question. The main themes of the responses were as follows (those mentioned over 10 times):

- There were 57 comments around shops - need more/better shops (including quality and independent) /shops are leaving
- There were 36 comment around parking - more/free/better/cheaper parking in town centre and residential
- There were 25 comments around public transport – better/cheaper public transport
- There were 20 comments around the need for more cafés, restaurants, bars and pubs
- There were 16 comments around concern/doubt about prioritising other forms of transport over cars
- There were 16 comments around arts and culture being needed/included and more leisure activities
- There were 15 comments around cycle infrastructure - better cycle network/safer to cycle

- There were 14 comments around roads – sort out potholes/congestion/road infrastructure first
- There were 14 comments around crime, community safety and anti-social behaviour
- There were 13 comments around concern about focus on military/aviation history these are in the past we should focus on the future
- There were 11 comments around delivery timing - get a move on/already too late/things haven't worked so far/ doubt on delivery
- There were 10 comments around green space and open space - need more/concern about loss/more parks
- There were 10 comment around better/attractive building design

### Housing for every stage of life theme

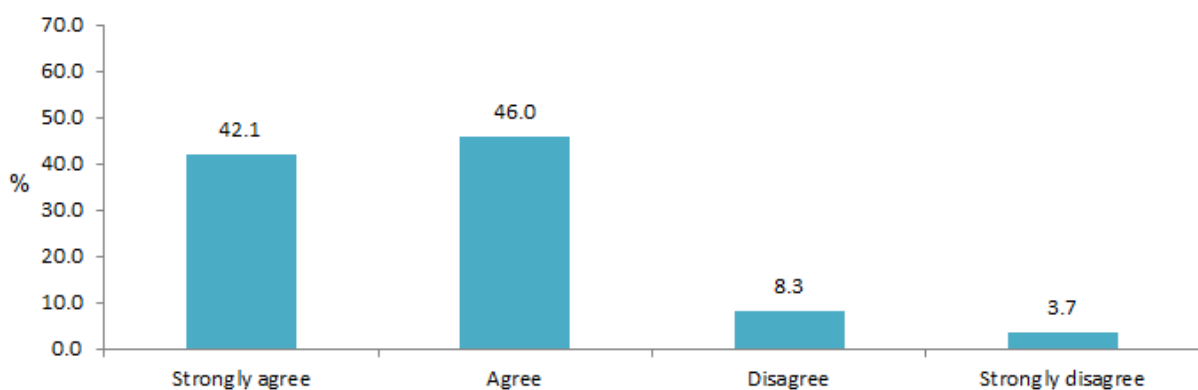
- There will be a good mix of homes to meet our residents' needs throughout their lives. There will be more homes to rent and buy and affordable housing for those who need it
- Homes will be attractive, encouraging people to move here and stay, supporting the local economy, and reducing the need to commute
- New housing will be of a good quality and energy efficient



#### Question 3 - How much do you agree or disagree that these are the right things for us to focus on achieving?

There were 711 valid responses for this question excluding the 12 'I don't know' responses. Overall, there was support for this theme with 88% (626 respondents) strongly agreeing and agreeing.

How much do you agree or disagree that these are the right things for us to focus on achieving?



**Question 4 - If there is anything you would like to add, remove or change, please tell us in the box below.**

In total 318 respondents completed this question. The main themes of the responses were as follows (those mentioned over 10 times):

- There were 54 comments around infrastructure - infrastructure needs to be in place for housing (roads/schools/doctors)/ current infrastructure can't cope
- There were 51 comments around affordable housing– more affordable housing/housing needs to be affordable/actually affordable/prices too high
- There were 21 comments around parking - parking needs to be included with developments/not enough parking in residential areas/developments
- There were 20 comments around green and open spaces – more green space/open space/gardens needed/concern about loss of green space
- There were 20 comments around flats - too many flats/no more flats
- There were 18 comments around social housing - more social/council housing and to be of better quality
- There were 17 comments around quality housing - housing needs to be of quality/currently low quality/new builds are low quality
- There were 14 comments around bigger homes - need family/bigger homes/houses
- There were 13 comments around housing for older people - housing for the retired and elderly/the right homes
- There were 12 comments around no more housing - no more housing/over developed/ overcrowded
- There were 11 comments around the environmental impact of housing - build with low environmental impact/ built with solar panels/energy efficient
- There were 10 comments around town centre - better town centres/more shops

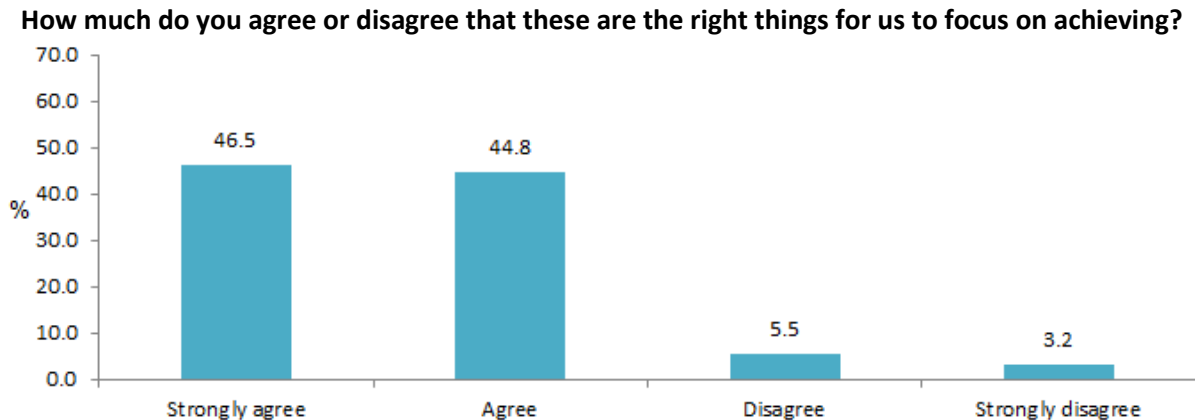
### Connected communities, proud of our area theme

- People and businesses will feel proud to be part of our towns and of their unique military and aviation heritage. They will enjoy a strong sense of community and belonging
- Everyone will feel able to get involved - through volunteering, community projects and groups
- Great public spaces and places will be available, where people can meet for a wide range of leisure, cultural and community activities and events
- There will be thriving and supportive local networks and online communities



**Question 5 – How much do you agree or disagree that these are the right things for us to focus on achieving?**

There were 678 valid responses for this question excluding the 15 'I don't know' responses. Overall, there was support for this theme with 91.3% (619 respondents) strongly agreeing and agreeing.



**Question 6 - If there is anything you would like to add, remove or change, please tell us in the box below.**

In total 241 respondents completed this question. The main themes of the responses were as follows (those mentioned over 10 times):

- There were 28 comments around doubts on delivery/ unsure on how it is going to be delivered
- There were 20 comments around activities and events - more activities and events needed and the community facilities for them to happen in/free events and activities
- There were 16 comments around heritage and history - not attached/not interested in the heritage/history of the area/don't overdo it
- There were 16 comments around the need for more integration/more inclusive
- There were 13 comments around children and young people - more youth clubs/activities and facilities for children and young people
- There were 12 negative comments around the closure of the golf course
- There were 11 comments around issues with anti-social behaviour in the area needs to be safe
- There were 11 comments around green and open and public spaces - we need more/improve/protect

## Healthy and active residents theme

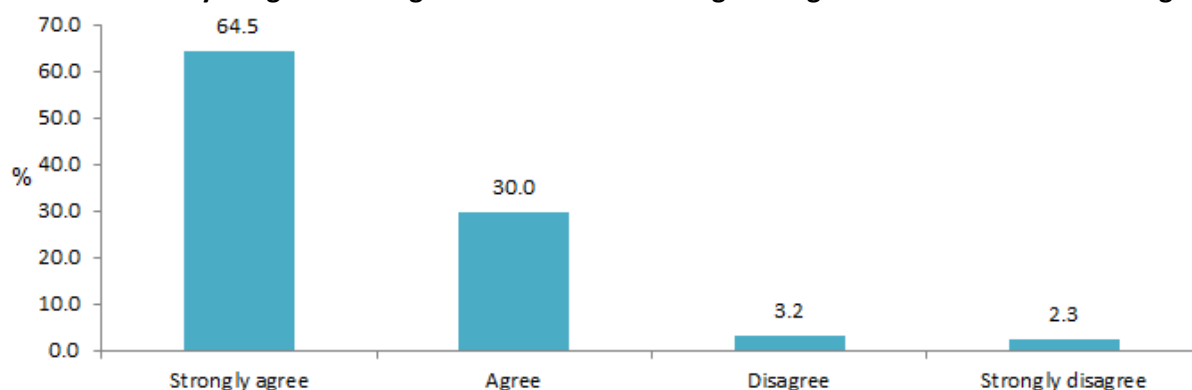
- Everyone will have access to parks, green spaces and facilities that help them to lead active and healthy lifestyles
- People will enjoy good physical and mental health and wellbeing from childhood right through to their senior years
- There will be excellent health facilities and local support where and when people need it



### Question 7 – How much do you agree or disagree that these are the right things for us to focus on achieving?

There were 681 valid responses for this question excluding the 16 'I don't know' responses. Overall, there was support for this theme with 94.4% (643 respondents) strongly agreeing and agreeing.

#### How much do you agree or disagree that these are the right things for us to focus on achieving?



### Question 8 - If there is anything you would like to add, remove or change, please tell us in the box below.

In total 241 respondents completed this question. The main themes of the responses were as follows (those mentioned over 10 times):

- There were 27 comments around health services - more health services/GPs needed/ health services are currently over stretched
- There were 19 comments around how and when this is going to happen along with doubt on delivery
- There were 15 comments around importance of mental health services and need of better mental health services
- There were 14 comments around cheaper activities and facilities - affordable/free

- There were 12 comments around more parks and open space – more needed/ upgraded/stop getting rid of them/building on them
- There were 12 comments around transport - transport to facilities an issue/better public transport
- There were 11 comments around agreeing with the theme
- There were 11 negative comments around the closure of the golf course
- There were 10 comments around the need for an outdoor gym and exercise areas in parks

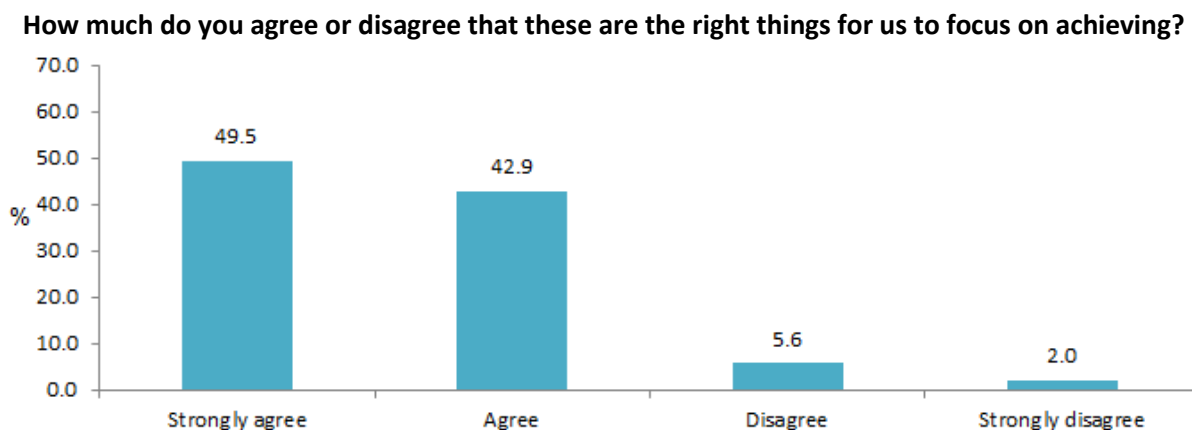
### A growing local economy - kind to the environment theme

- Our local economy will grow and thrive, with a strong emphasis on creative technology, digital business and gaming. The area will continue to attract top-notch aerospace and global business, as well as support smaller and medium sized companies
- Companies that develop ‘green’ and environmentally-friendly technologies will be encouraged to set up and grow in the borough
- Businesses will benefit from support to help them become more energy efficient
- Good road and better public transport networks will keep things moving and have less impact on the environment



#### Question 9 - How much do you agree or disagree that these are the right things for us to focus on achieving?

There were 655 valid responses for this question excluding the 19 ‘I don’t know’ responses. Overall, there was support for this theme with 92.4% (605 respondents) strongly agreeing and agreeing.





**Question 10 - If there is anything you would like to add, remove or change, please tell us in the box below.**

In total 232 respondents completed this question. The main themes of the responses were as follows (those mentioned over 10 times):

- There were 43 comment around issues with roads and road infrastructure, congestion and potholes
- There were 21 comments around environmental issues - better environmental infrastructure/ electric charging points/ agree with the move towards environmentally friendly/ better recycling
- There were 17 comments around gaming – comments suggesting there may be confusion about what is meant by gaming (gambling?)/anti gaming comments
- There were 17 comments around the need for better/more affordable public transport
- There were 16 comments around jobs - we need more jobs/ jobs for the local community/ jobs for all types of people
- There were 16 comments around the need to attract and support business
- There were 13 comments around doubt on delivery of the themes.

### Opportunities for everyone - quality education and a skilled local workforce

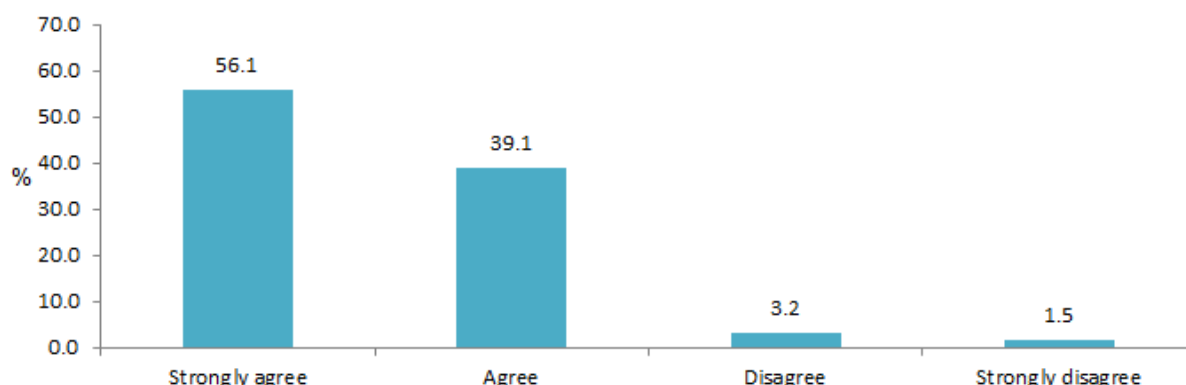
- Our children and young people will have the best start in life and be helped to achieve their potential
- All our schools and colleges will offer a high quality education
- There will strong links between schools, colleges and employers to inspire young people for the future
- Our residents will have the right skills needed to secure good local jobs and meet the needs of local businesses
- All residents and businesses will benefit from the opportunities offered by digital technologies



**Question 11 – How much do you agree or disagree that these are the right things for us to focus on achieving?**

There were 652 valid response for this question excluding the 13 ‘I don’t know’ responses. Overall, there was support for this theme with 95.2% (621 respondents) strongly agreeing and agreeing.

**How much do you agree or disagree that these are the right things for us to focus on achieving?**



**Question 12 - If there is anything you would like to add, remove or change, please tell us in the box below.**

In total 186 respondents completed this question. The main themes of the responses were as follows (those mentioned over 10 times):

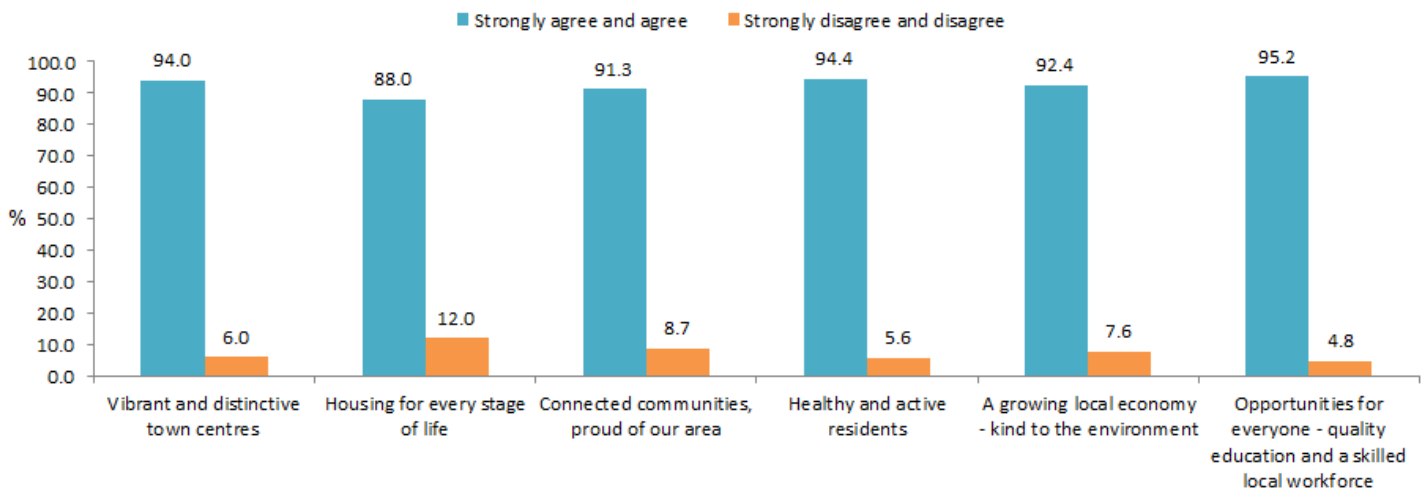
- There were 38 comments around schools needing improvement and excellent schools are needed
- There were 23 comments around issues with secondary schools
- There were 15 comments around agreement but how/when/how pay for it and doubt it will be delivered
- There were 12 comment around schools needing more funding
- There were 10 comments around jobs – quality of jobs available/diversity of jobs/do job opportunities reflect community

Note: schools were mentioned in a total of 81 comments of the 186 comments.

## Summary of themes

The following chart shows the percentage of those who agree and disagree with the six themes. The theme with the highest percentage that strongly agreed and agreed is Opportunities for everyone - quality education and a skilled local workforce with 95.2%. The theme with the highest percentage that strongly disagreed and disagreed is Housing for every stage of life with 12.0%.

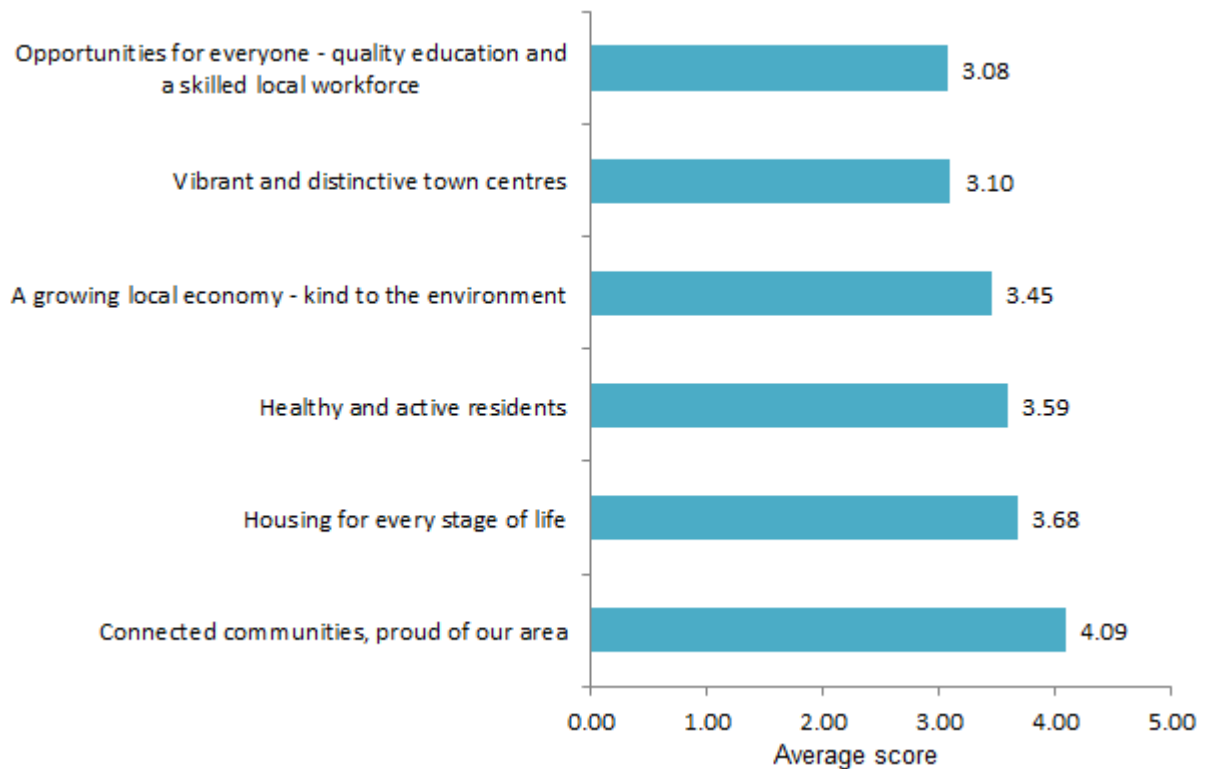
**Percentage of those who agree and disagree with the six themes**



**Question 13 - Of the six themes you have looked at, can you please rank them in order of importance to you - 1 being the most important and 6 the least important**

In total 654 respondents completed this question. The following chart shows the average score for each of the themes. The results show that Opportunities for everyone - quality education and a skilled local workforce was the most important theme, with an average score of 3.08.

**Average score for each theme with the lower the score the more important the theme is**



Note: So there was no bias to the orders of the themes, for this question responses were randomised on the online survey.

**Question 14 - Is there anything else you would like to tell us about what really matters to you about the future of our area?**

In total 192 respondents completed this question. The main themes of the responses were as follows (those mentioned over 10 times):

- There were 29 comment around the towns - sort out town centres/stop decline/need more shops and businesses big and small
- There were 18 comment around crime - reduce crime/antisocial behaviour and increase safety/more police/more patrols
- There were 15 comments around the theme ranking as they were seen as equally important or interlinked
- There were 12 comments around roads - road and pavement repairs/potholes and deal with traffic congestion/better road infrastructure

# Your future, your place

## Aldershot and Farnborough 2030 – Short survey results

### Responses

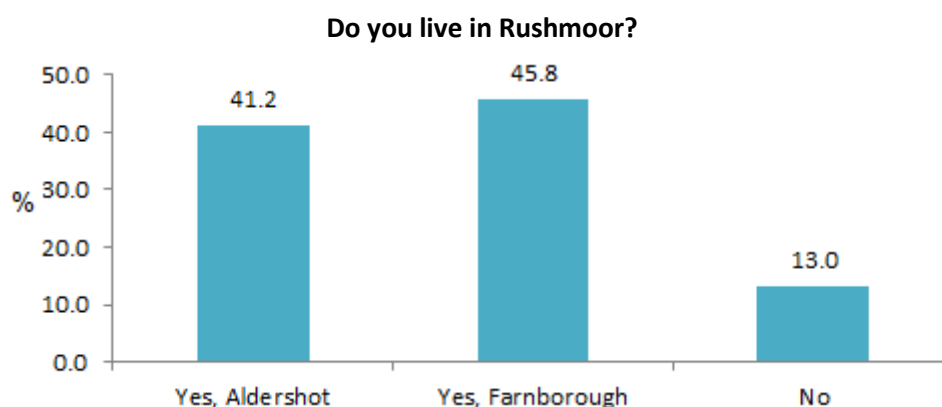
In total 206 people completed the survey from the following consultation events

	Number completed
Princes Mead Shopping Centre, Farnborough	31
Aldershot Pools, Guildford Road, Aldershot – 27 February 19	9
Morrisons Supermarket, Farnborough – 7 March 19	24
Wellington Shopping Centre, Aldershot – 9 March 19	31
Princes Mead Shopping Centre, Farnborough – 16 March 19	23
Prospect Community Centre, Farnborough – 20 March 19	14
North Town Community Base, Aldershot - 22 March 19	12
Garrison, Aldershot – 12 March 19	32
Plough and Horses, Farnborough – 11 March 19	9
Hawley Community Garden, Farnborough – March 19	6
Farnborough College of Technology, Farnborough – 18 March 19	7
Connaught Centre Coffee morning, Aldershot – 20 March	5
General (just came through post after events)	3

### Characteristics of respondents

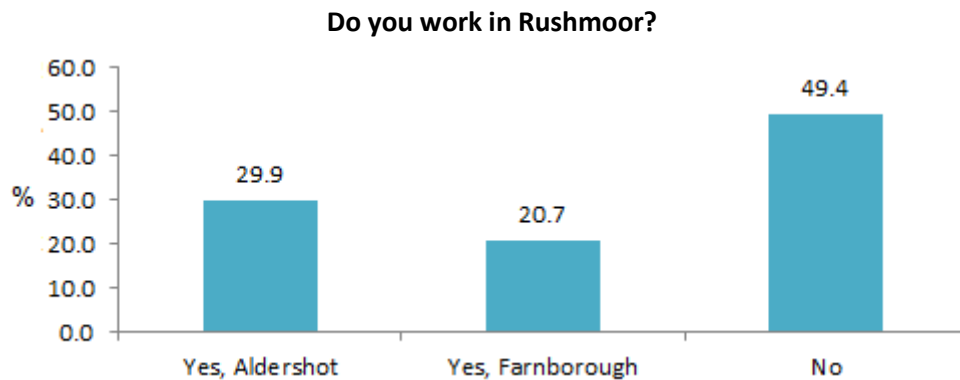
#### Do you live in Rushmoor?

In total 177 respondents completed this question. The majority of respondents did live in Rushmoor (87% - 154 respondents) and a higher percentage lived in Farnborough (45.8% - 81 respondents)



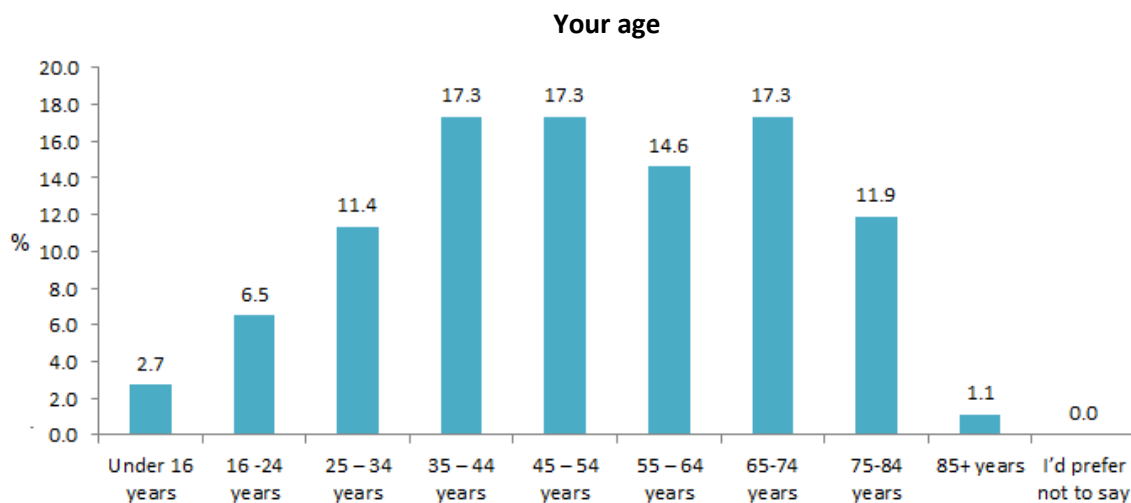
**Do you work in Rushmoor?**

In total 174 respondents completed this question. A higher percentage of respondents 50.6% (88 respondents) worked in Rushmoor, 29.9% (52 respondents) worked in Aldershot and 20.7% (36 respondents) worked in Farnborough.



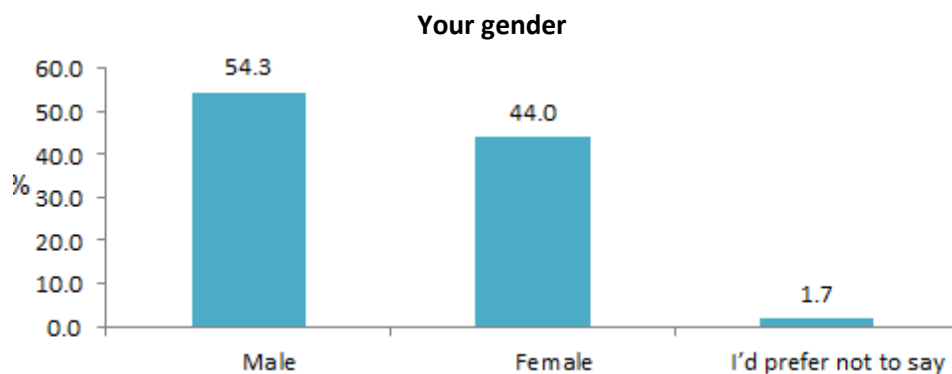
**Your age**

In total 185 respondents completed this question.



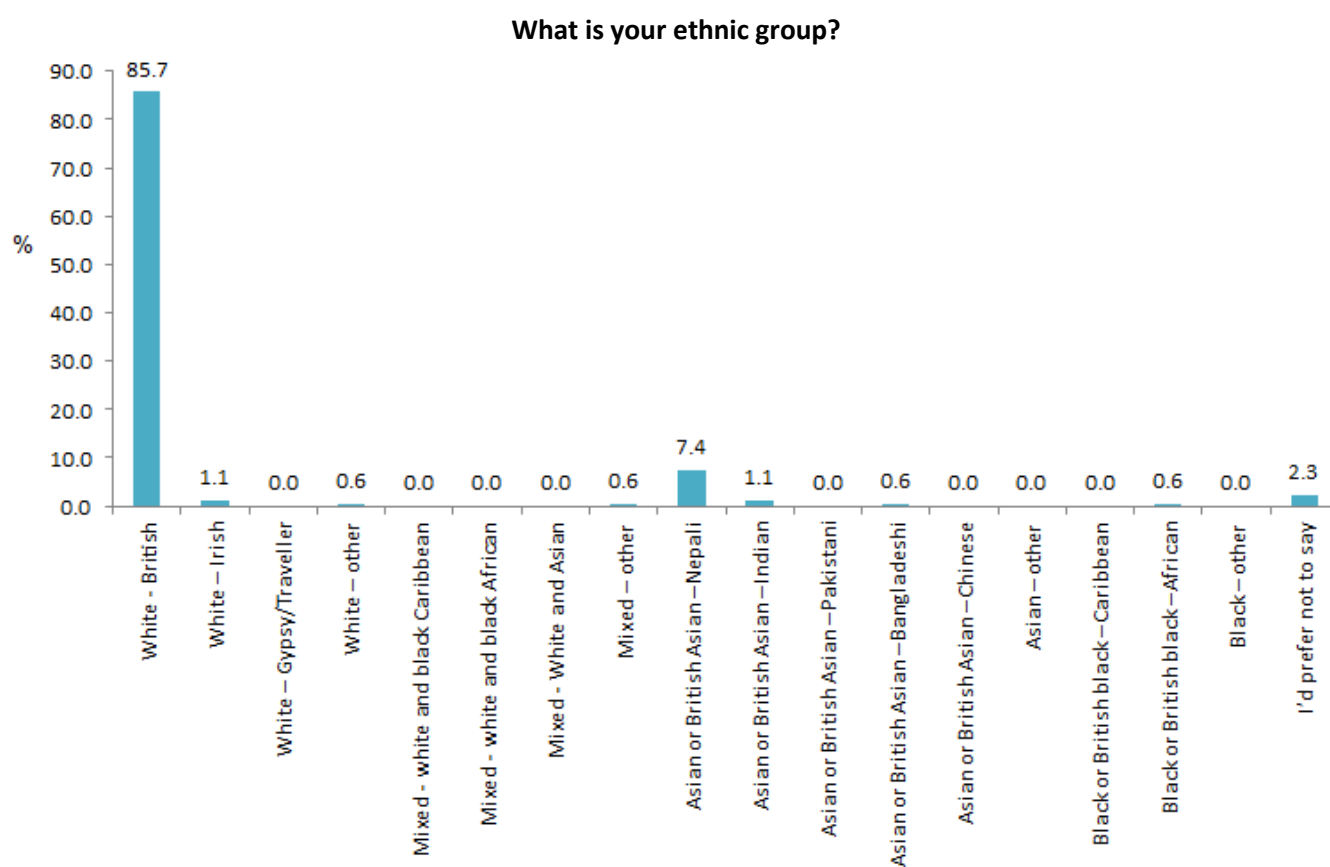
**Your gender**

In total 175 respondents completed this question.



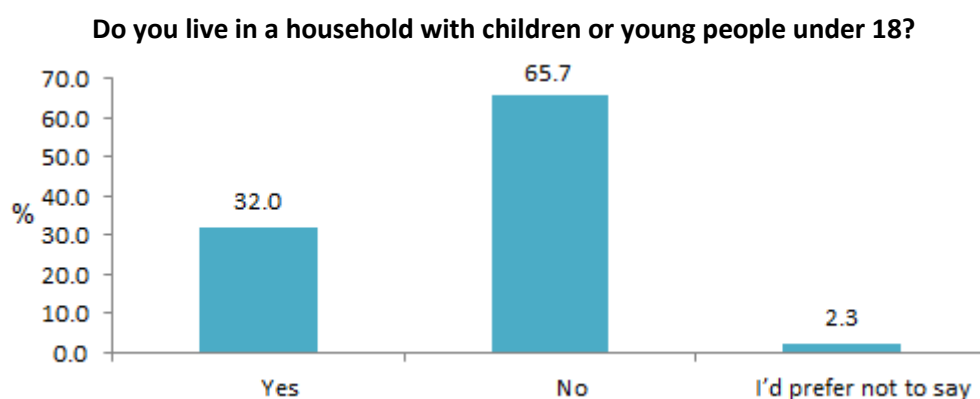
### What is your ethnic group?

In total 175 respondents completed this question



### Do you live in a household with children or young people under 18?

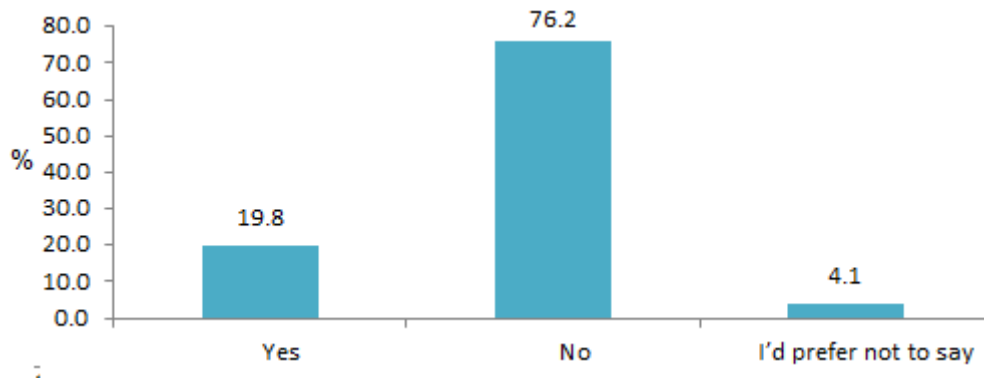
In total 172 respondents completed this question.



**Do you consider yourself to have any health conditions or disabilities, which limit your daily activities?**

In total 172 respondents completed this question.

**Do you consider yourself to have any health conditions or disabilities, which limit your daily activities?**

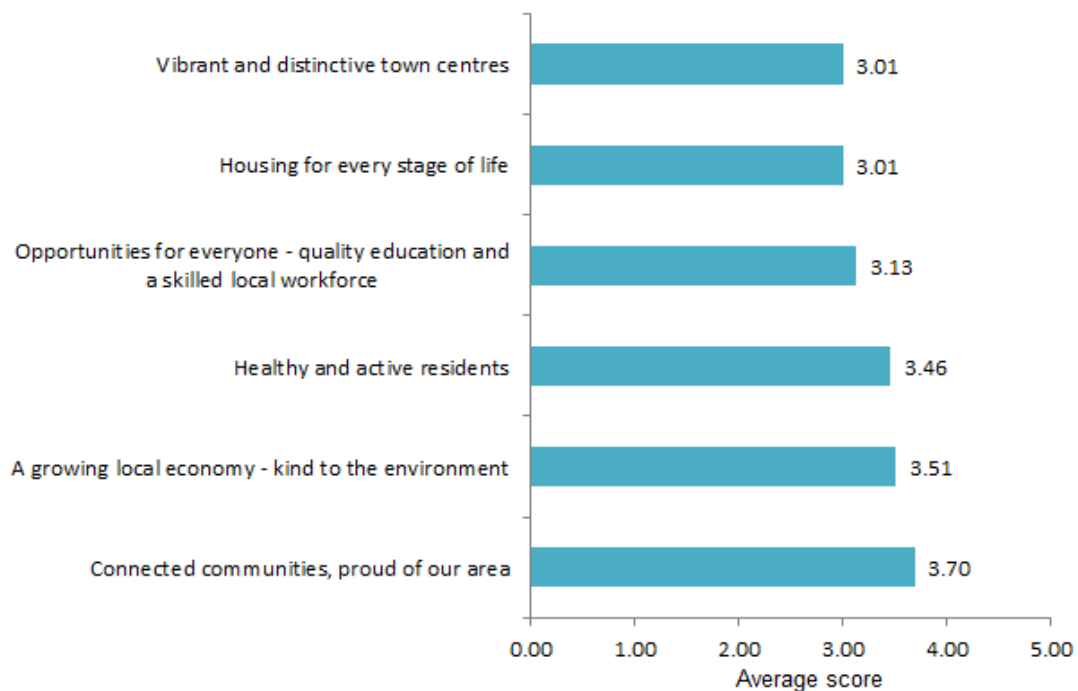


**Results**

**Question 2 - Of the six themes you have looked at, can you please rank them in order of importance to you 1 being the most important and 6 the least important**

In total 187 respondents completed this question. The following chart shows the average score for each of the themes. The results show vibrant and distinctive town centres and housing for every stage of life were both the most important themes, with an average score of 3.01.

**Average score for each theme with the lower the score the more important the theme is**





**Question 3 - Is there anything else you would like to tell us about what really matters to you about the future of our area?**

In total 167 respondents completed this question. The main themes of the responses were as follows (those mentioned over 10 times):

- There were 64 comments around the town centres - sort out Town Centres/more shops and business/stop them closing.
- There were 26 comments around the need for affordable housing and that housing was too expensive.
- There were 17 comments around the need for more activities and facilities for children and young people.
- There were 17 comments around public transport - better/more/cheaper
- There were 16 comments around parking issues both on and off street and the concern about parking at new developments.
- There were 13 comments around the need for more activities, facilities and things to do.
- There were 12 comments around the need for infrastructure to support new housing development.
- There were 12 comments around the need for community centres/space.
- There were 11 comments around community safety and anti-social behaviour issues/ need to feel safe.
- There were 11 comments around green and open spaces and parks – the importance of/ more needed/protect/improve.



## HOUSING FOR EVERY STAGE OF LIFE

In this theme, the ambitions that generated the highest number of comments were having “more homes to rent and buy and affordable housing” and “Homes will be attractive, encouraging people to move here and stay, supporting the local economy, and reducing the need to commute”.

### Affordable

Respondents were very expressive in the desire to ensure affordable homes are made available, both in terms of rental and ownership. The community are seeking a variety of homes which are affordable to a range of groups; low income, increasing families, first time buyers, etc.

### Style of homes

In addition to affordable homes, respondents communicated the need for appropriate styles of property. They feel it is important that they are complimentary to the heritage that already exists and are of a high quality. Respondents also noted the need for a variety in home type; houses, flats, bungalows. There was a strong feeling that providing large numbers of flats/apartments would not meet the needs of the whole community. Respondents frequently referred to the need for properties that are more energy efficient.

### Infrastructure

Respondents felt that whilst seeking to meet the housing need is important, it was equally as important to ensure infrastructure and services are also improved, including improved roads, new schools (primary and secondary) and increased health facilities. A significant number of comments highlighted the need for suitable parking provision linked to new housing developments, and many comments emphasised the need for greater public transport options.

### Green spaces and children

Residents gave a strong message about the need to ensure green space is not lost by further development, using brownfield sites as alternatives. More green space should be made available as the population increases, particularly spaces for children and families to play in.

### Employment

Whilst new homes are created, respondents highlighted that greater employment options are needed in the local area to support families onto the housing ladder. They feel it important the area does not become a commuter hub.

### Local people

Echoing the comments above, it is felt that local people should not be forgotten. Whilst appreciating the need to attract people and employment options to the area, it is felt necessary that people with a local connection to the area are given some form of priority for accommodation, both rented and owned, above that of persons moving to the area.



“My partner and I would like to stay in the area, but it is quite expensive...she needs to commute to London and I need access to major roads so this area would be ideal if we could get affordable housing”

“Housing should be supported by investment in roads, services and other infrastructure; there should be consideration of how to build and integrate communities together”

“Ageing population needs appropriate housing for downsizing – not just small apartments. Flats would not be the answer for many, because of the lack of garden space”

“I would love there to still be green land and more parks. We moved here from another town which is incredibly built up now, so would hate that to happen here”

“Don’t make new builds all look the same and cram as many as you can into a tiny plot of land, give them actual parking spaces and decent gardens”

## CONNECTED COMMUNITIES, PROUD OF OUR AREA

In this theme, the ambition that generated the highest number of comments was around the provision of ‘public spaces and places’ where ‘people can meet for leisure, cultural and community activities and events’.

### Community halls and centres

Respondents strongly emphasised the need for community buildings to be available and affordable for use by local community, leisure and arts groups and clubs. In particular for ‘medium-sized’ spaces for local classes. Enabling face to face interaction was seen as important – not just online communities.

### Safe public spaces and places

Respondents also emphasised the need for public outdoor ‘green’ spaces, but in addition, also highlighted the need to protect outdoor parks and public meeting places as ‘safe spaces’ which are free from anti-social behaviour. People want to feel safe and secure within the community and open spaces, and views were expressed that public parks may be underused due to fear of crime.

### Cross-cultural inclusive events – and greater community integration

There was very strong support and endorsement for public events in the towns and parks e.g. litter picks, arts events and seasonal events. However, it was also highlighted that events should be cross-cultural and inclusive, which encourage all of the community to participate. This also links to many comments that people would like greater integration between communities in the Borough. Many respondents suggested events and activities should be free or low cost to encourage participation. Some felt that this should help to make up for the loss of the International Air Show public weekend.

### Communications

Many comments referred to the need for better communications, and better co-ordination of communications, around what is available in terms of events, local activities, facilities, clubs, volunteering opportunities and support services. It was suggested that more could be done to improve the promotion of existing facilities and the opportunities available to people to get involved in – in print as well as digital media.

### Looking to the future

Many respondents felt that the heritage of the area should not be overemphasised in the future vision – and instead to look to the future for ideas to build and connect communities.



“Anti-social behaviour prevents everyone else from using such spaces”

“There already seems to be so much good stuff that happens in the Borough that I was totally unaware of until the last year or so (because I changed jobs)... so much good stuff but we don’t seem to have found a way to tell the whole community about it”

“We need to focus on the present and future as well as heritage”

“Aldershot looks a lot better in terms of roundabout planting etc. compared to other towns”

“The Senior Citizens’ Activity Guide is great”

### Other positive messages and ideas we heard:



“The Westy is a treasure”

“I like the fact it [the town] is multi-cultural and I think this should be celebrated”

“Hold a local ‘community day’ event each year”

“In new housing developments, include information on services such as local community centres, groups, libraries and green spaces”

## HEALTHY AND ACTIVE RESIDENTS

In this theme, the ambition that generated the highest number of comments was around the provision of ‘excellent health facilities and local support where and when people need it’

### Health facilities

Respondents want excellent, appropriately located health facilities, which meet the demands of a growing population and provide a full range of services. They want good availability of appointments and at times convenient to the user. These facilities should be accessible by public transport and with parking. Partnership working with other agencies would be needed. Housing and financial support should be provided to key workers to attract workers to this area.

### Mental health support

The provision of well-resourced mental health services for people of all ages was strongly emphasised, with particular focus on the provision for children and young people. People want access to these services in a timely manner, and mental health awareness needed improving.

### Parks and open spaces

Respondents placed great value on our parks and open spaces - as key to encouraging healthy and active lifestyles. They want more of these areas provided in appropriate and accessible locations. It is important that existing provision is protected, and with improvements to include facilities such as better children’s play areas, family outdoor gyms and exercise space, fitness events in the parks and areas where dogs are required to be on lead. Facilities to be clean and safe as fear of crime and anti-social behaviour discourages people from visiting.

### Leisure facilities

Respondents wanted a wide range of accessible local leisure facilities, which are affordable (or even free) to everyone and meet the needs of all ages. The need for good quality leisure centres in both Farnborough and Aldershot was highlighted, as was the renovation of the Aldershot Pools and Lido. Concern was raised about the loss of facilities, for example the redevelopment of the Farnborough Civic Quarter and closure of Southwood Golf Course.

### Cycle Routes

The provision of safe, well-signed cycle routes linking areas within the borough and neighbouring areas was important to respondents. Encouraging cycling not only improves health and fitness levels, but reduces reliance on the car, which results in pollution and noise.



“I feel very strongly that great green spaces and areas to exercise is very important”

“Mental health is very important and needs to be properly funded and resourced in a timely manner. Health facilities need to be readily accessible by public transport and have adequate parking, preferably free”

“Leisure facilities that will be available should come with varying degrees of membership that is affordable for all types of people and background”

“We need to make more of our cycle paths and have new routes to link up key sites”

“More flexible appointment times at GP’s surgeries to allow working people to attend. Evenings and weekend please”



### Other positive messages and ideas we heard:

“Control number of fast food premises”

“Would be great to have some open air gym equipment. This would be fun and free”

“Have free fitness events and classes in the parks”

“We need to have strategies to deal with poverty, impact of austerity, widening inequality and loneliness”



**A GROWING LOCAL ECONOMY – KIND TO THE ENVIRONMENT**

In this theme, the ambitions for economic growth and good road and better public transport networks, which have less impact on the environment, generated the highest number of comments.

**Road networks**

Respondents agreed the need for good road networks to keep traffic moving, with a particularly high number of comments emphasising the need for improved road condition, junctions and capacity to deal with congestion during peak periods. There were comments that road and other infrastructure should be in place *before* further trade and business growth, and suggestions for electric car charging points on the network.

**Public transport networks**

Respondents supported the need for better public transport networks, which are cost effective and flexible to people’s needs. Feedback included the need for better links to large airports e.g. Heathrow in order to attract business, and for public transport to be the preferred choice for ‘inter-Borough’ travel. Suggestions for hybrid and electric buses.

**Emphasis on specific industries**

A number of respondents felt that specific industries should not be emphasised, as this would not provide for sustainability as trends changed, however, there was strong support for business growth for *both* Farnborough and Aldershot. It was a strong location for the gaming industry – however, there should be a clearer explanation of the ‘gaming’ industry as a digital industry, as this was misinterpreted as ‘gambling and betting’. Generally, many comments indicated a need for jobs for all types of people with all types of qualifications.

**Local business**

Many comments on the need to support local business to provide the services that local people need, as distinct from global businesses providing global services. There should be incentives and encouragement for local people to start and grow their own ‘green’ businesses, and for advice and reductions in business rates.

**Environmentally Friendly – not just businesses**

Strong support for energy efficient businesses, but many comments also identified that local residents want to support environmentally friendly practices with better recycling facilities and more drop-in work space in towns so that people can work locally rather than commute.

**Corporate Social responsibility**

Support for measures to encourage greater corporate and community engagement to facilitate corporate social responsibility.



“You must ensure that the infrastructure is in place first before growth”

“This is by far what I would consider the most important thing to help boost the local people – we need more jobs created and encouraging companies to go green/greener is always a positive move”

“Bringing more jobs to the area will have a positive impact and stop the area turning into a commuter town”

“The emphasis must surely be on what people want to buy, not what you want to sell them”

“Anything that brings a wider variety of jobs at all levels in the borough would be a good thing”



**Other positive messages and ideas we heard:**

“Why can’t we have a science festival”

“Farnborough business history should be remembered in a local museum or community led historic walks”

“More space for public working or studying in town centres to save commuting”

“The move is towards environmentally friendly, and encouraging it now could help Aldershot lead the way in this and provide possible opportunities for entrepreneurs with ideas”

## OPPORTUNITIES FOR EVERYONE – QUALITY EDUCATION AND A SKILLED WORKFORCE

In this theme, the ambitions that generated the highest number of comments were around ‘high quality education’, ‘links between schools, colleges and employers’ and residents having ‘the right skills needed to secure good local jobs’.

### Secondary Education

Whilst there was some praise for quality education at age 16-18, there were a significant number of comments about the need to improve the quality of secondary education within both Farnborough and Aldershot. Concerns were expressed about large class sizes, shortage of teachers, breadth of curriculum and facilities, standards, discipline and safety, and too few school spaces. Respondents want children to learn in a better secondary environment than is currently offered, and want fairness of investment and support for all schools.

### Special Educational Needs (SEN)

A number of respondents also highlighted that SEN provision within schools was poor, and that special educational needs should be given greater attention to support young people to achieve their potential.

### Links between schools, colleges and employers

There was strong support for creating and strengthening links between education providers and local businesses. Respondents gave potential examples such as students supporting charities with practical projects, businesses supporting careers advice, and enterprise events and opportunities for students interested in STEM subjects. Linked to this, it was suggested that this type of activity could also help to develop students’ ‘hope and aspirations’ for the future. Respondents also made the point that schools and colleges should liaise with local employers to ensure that college courses meet business needs and to ensure that young people are being taught the right skills and subjects needed for the modern work force. A number of respondents indicated that more local businesses should be encouraged to offer apprenticeships, particularly in practical ‘technical’ subjects. There should be clear pathways to access services and careers support and guidance.

### Supporting Families

Comments also referred to the fact that education should include wider social-skills, managing mental health and encouraging young people to care about where they live. Support is needed for parents and families.

### Lifelong learning and re-skilling

Many respondents also mentioned the importance of access to adult education and non-vocational education, for a range of reasons e.g. retraining for employment, and to keep mentally active in older age.



“Focusing on getting our local secondary school to achieve 'outstanding' status should be a priority. We deserve an excellent school.”

“Schools need to be better set up to cope with SEN provision. We have removed our child from the local school because they were not being given the best start in life.”

“Encourage new businesses to develop connection with local schools (enterprise champions)”

“Schools can only do so much to help children get a good start in life, what will you be doing to support parents...to give the best support at home?”



### Other positive messages and ideas we heard:

“One thing we should be proud of is our colleges”

“Schools should promote more green policies to make children aware of climate change, pollution etc so they can learn to be proactive in tackling such issues”

“the over 60's need learning activities to keep the mind and body active. To be included with activities with the young to pass on life learning skills”

Responses from young people

Analysis of Feedback Comments - Key Messages

Key messages from young people include a need for more versatile/branded shops, in the town centres, with examples being given - B&M, Maplin, Menkind, Primark, Afro hairdressers, Taco Bell restaurant and a bigger JD Sports. Social activities were also key, including the provision of more youth clubs and sports clubs such as archery, boxing and understanding what is going on at the local theatres. Accessibility to doctors' surgeries was important and receiving good health advice.



Community facilities

Respondent's comments included - the provision of more casual space, sitting space, working space and green space. An area, in the skate park, dedicated to younger people so part of it becomes family friendly with a fitness space for youngsters. Young people like Farnborough Leisure Centre and engage with a variety of activities, suggestions about having flumes and a walk in pool for those with disabilities.

"In town centres would like more shelter from rain."

Safe public spaces and places

Respondents' comments included - community safety is a key issue for young people living in the Totland Estate – young people feel unsafe, especially at night – poorly lit estate and lack of police patrolling. Comments were made about more CCTV cameras being placed around the Totland estate to ensure people feel safe and less crime committed.

"I agree the housing should be better but we could always incorporate it throughout places in the town."

Environment – what is important?

Students at Fernhill School were knowledgeable about environmental issues and commented about not cutting down trees, saving energy, supporting recycling, less graffiti and less plastic waste and packaging.

"Bike routes into the town centre which make travel safer."

The Future

A mix of responses concerning whether young people will stay in the area. Some young people wanted to stay in the area due to having family/friends living here and the social connections were really important to them. Others would like to move away from estates when they can afford it. Young people were interested in apprenticeships and bringing back work experience. Respondent's mentioned having better education in state schools to match private schools and access to school trips for the less well off – more permanent teachers, not supply teachers, as they don't teach as well. Young people would like more information and materials from businesses about careers and employment especially around options time.

Posher/nicer restaurants and with more seating space inside to eat. Don't want all fast food.

"Shops with teen friendly products."



Other positive messages and ideas we heard:

"Like living here because of friends, leisure centre near-by."

"Like some parts of Farnborough – parks, shops, Southwood area in nice."

"Big screen in public spaces with information."

"Get people to treat the space with more respect – more bins and better cleaning."



## Instagram Story Polling

### 1. Introduction

- 1.1. Instagram is a free photo and video sharing app available on smart phones. People can upload / post photos or videos and share them with their followers or with a select group of friends. They can also view, comment and like Posts shared by their friends on Instagram via their News Feed.
- 1.2. Instagram Stories is a feature within the Instagram app where users can capture and post related images and video content in a slideshow format for a 24-hour period. Stories allow the addition of text, drawings, polls and emoticons to images or video clips. Unlike Posts, Stories will disappear after 24 hours.
- 1.3. At the beginning of 2019 there were an estimated 23 million Instagram users in the UK (42% of the UK's population). The 15-34 age group is very dominant, and the gender split is slightly skewed towards females (54% vs 46% males).<sup>1</sup> As of April 2019 Rushmoor has 494 followers for its Instagram profile.
- 1.4. To ensure that a younger population was consulted on the Rushmoor 2030 vision, the Rushmoor Instagram profile was used to present the six themes, and poll on how important each theme was to them. Each theme was presented as a three slide, 24-hour Story over a period of six days. Slide one was an invitation to take part, slide two the poll slider and slide three a link to the full consultation survey.
- 1.5. Example Story slides for 'Housing for every stage of life' theme.



<sup>1</sup> Sources: <http://www.rosemcgrory.co.uk/2019/01/07/uk-social-media-user-statistics-for-2019/>  
<https://www.avocadosocial.com/latest-social-media-statistics-and-demographics-for-the-uk-in-2019/>

- 1.6. Each poll slider allowed Instagram users to mark how important each theme was to them out of 100, with zero representing 'Not very important' and 100 representing 'Very important'

## 2. Stories Advertising

- 2.1. Instagram Posts and Stories are presented only to followers on their news feed. Advertising allows for Posts and Stories to be pushed out to the News Feed of non-followers, who fit with a defined demographic (e.g. age, area, interests, etc).
- 2.2. As part of the Rushmoor 2030 Instagram consultation, the Rushmoor 2030 theme Stories were planned to be advertised to local under 30's, to trial a new way of polling, with an advertising budget allocated to each.
- 2.3. Due to issues with the advertising process, only the first theme 'Vibrant and distinctive town centres' on 18<sup>th</sup> March was advertised to non-followers, and not for the full 24-hour period.
- 2.4. None of the remaining five themes had paid for additional advertising, therefore only followers of Rushmoor Borough Council's Instagram profile would have had access to the Stories.

## 3. Instagram Stories Poll Results

Story Theme	Story Period (24 hours)	Accounts / Users Reached	Impressions	Answers to polls	Average Score
Vibrant and distinctive town centres	18 <sup>th</sup> March	85	150	24	89/100
Housing for every stage of life	19 <sup>th</sup> March	72	93	15	74/100
Connected communities	20 <sup>th</sup> March	68	97	15	78/100
A growing local economy	21 <sup>st</sup> March	63	90	18	75/100
Opportunities for Everyone	22 <sup>nd</sup> March	59	62	14	73/100
Healthy and Active residents	25 <sup>th</sup> March	58	59	13	85/100

'Impressions' are the number of times a 'Story' is viewed. An account / user can view a single Post / Story several times.

#### **4. Instagram Stories Poll Results**

- 4.1. A total of 99 answers were given to the six polls.
- 4.2. 'Vibrant and distinctive town centres' received the highest average score (89/100), and 'Opportunities for Everyone' the lowest (73/100).
- 4.3. Of the non-advertised themes, 'Connected Communities' received the most impressions (97), whilst 'Housing for every stage of life' reached the most users (72).

#### **5. Instagram Post**

- 5.1. Due to advertising issues with the Instagram stories, the Rushmoor 2030 consultation animation was advertised as a standard post on the Rushmoor Borough Council Instagram profile.
- 5.2. This post reached 12,087 people, with 84 people clicking the embedded link through to the consultation survey on the Rushmoor Borough Council website.

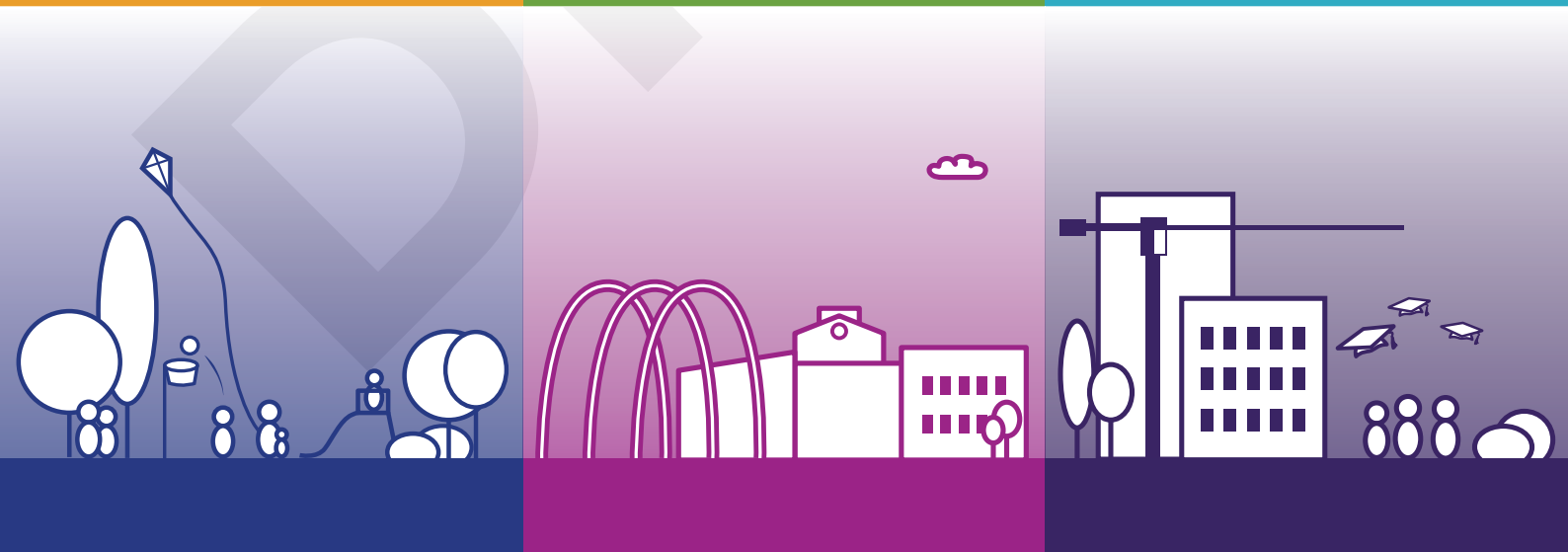
#### **6. Conclusions**

- 6.1. The current demographic of Instagram users represents an ideal opportunity for the council to engage with locals aged 15-34. However, this will require the use of paid for advertising to reach users who are not current followers of the Rushmoor Borough Council Instagram profile.
- 6.2. Instagram offers two options for polling within Stories; a Poll Slider and a binary Yes / No button. The user can customise the labels attached to the slider and yes / no buttons to make them relevant to the question asked. Whilst these two options will limit the type of question that can be asked, it is ideal to provide a 'snap shot' of an opinion.
- 6.3. Paid for advertising will increase reach and impressions and can be targeted to population segments for relatively low cost.
- 6.4. The consultation animation reached over 12,000 Instagram users, but only 0.6% went through to complete the full survey. Instagram users appear unlikely to want to engage in this way, so any polling ideally needs to take place within Instagram.
- 6.5. A suitable amount of time is required for setup and administration of Instagram Stories', Polls and Advertising to ensure that everything works as intended.
- 6.6. The insights that Instagram provides on poll answers is currently limited to the number of polls completed and the average answer. Currently detailed demographics from each user who took part (age, location, etc) are unavailable.



# Your future, your place

A vision for Aldershot  
and Farnborough 2030



# Welcome to **Your Future, Your Place**

This document sets out our future ambitions for Aldershot and Farnborough to 2030.

It was created following a programme of events, workshops and engagement with residents, elected members, partners and community organisations to come up with a shared vision for the borough of Rushmoor.

This is a fantastic place to live and **Your Future, Your Place** sets out our aspirations for Aldershot and Farnborough over the next ten years to ensure that our residents can make the most of our family-friendly regenerated town centres, distinct in character.

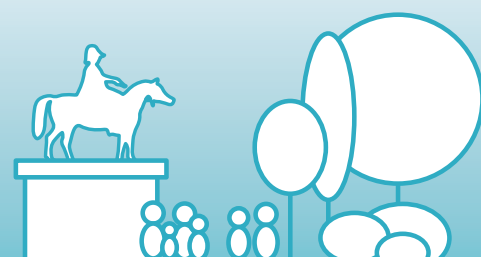
Our communities will be able to access quality housing for all stages of life, feel proud and connected to their towns and able to enjoy easy access to parks, green spaces and leisure activities that help them to lead an active life.

We will help our economy to grow, working with partners and industry to increase productivity and prosperity, access funding opportunities and attract investment.

And finally, we want future generations to have the best start in life, receive a quality education and achieve their full potential, living and working in a borough where we all respect and protect our environment.

**David Clifford**  
Leader  
Rushmoor Borough Council

**Paul Shackley**  
Chief Executive  
Rushmoor Borough Council



## Building the vision

Using information from our 2018 residents' survey, an ambition workshop with members of our Cabinet and a partners' network event, six key themes emerged as those thought to be the most important for Rushmoor and for its residents, businesses and partners.

We asked residents for their views in February and March 2019. Around 1,100 people took part in our consultation, which included an online survey, a range of public drop-in sessions and engagement with local community groups, both face-to-face and using social media.

A key message from our residents, was they want us to **focus on issues that matter to them**, with the improvement of our town centres, enabling opportunities for high quality education and skilled local jobs top of the list.

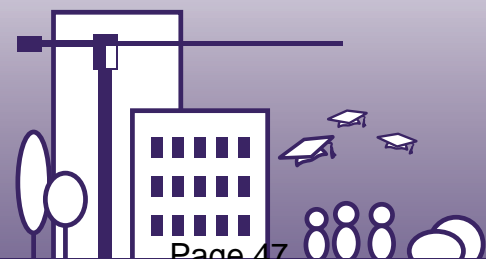
Residents liked the ambitious nature of the vision and were keen for us to also include additional areas such as community safety, communications with the community, and the importance of green and environmentally-friendly living for residents.

Residents want our towns to be well-connected, with an emphasis on safer routes for those that want to walk and cycle. They wanted to know more about what we have planned for community spaces and to ensure that green spaces are designed as part of new housing developments.

These were the areas our residents wanted the vision to focus on:

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

Above all, we were pleased to hear from a very engaged community, interested in their local area, keen to find out more and to be part of its future.



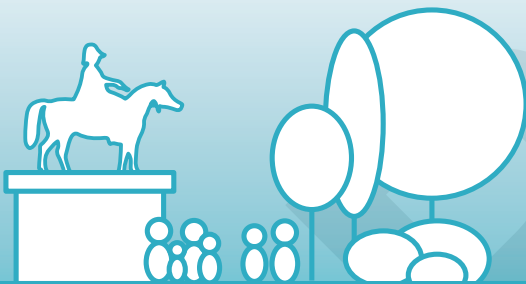
# Vision at a glance



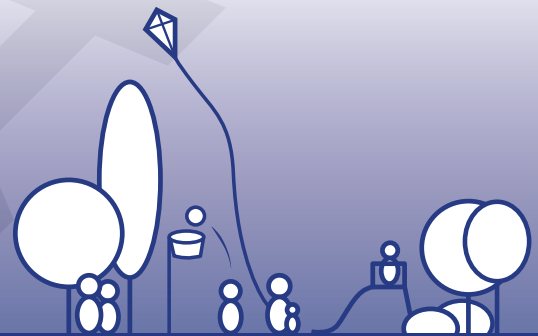
**Vibrant and distinctive town centres**



**Housing for every stage of life**



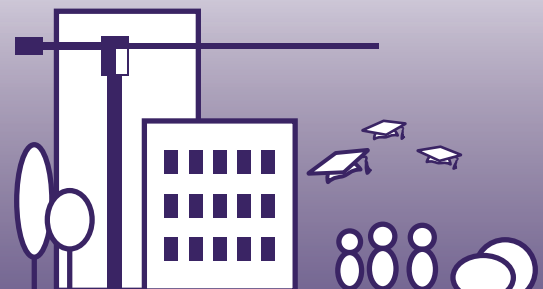
**Strong communities, proud of our area**



**Healthy and green lifestyles**



**A growing local economy – kind to the environment**



**Opportunities for everyone – quality education and a skilled local workforce**



## Vibrant and distinctive town centres

Farnborough and Aldershot town centres will be regenerated with a wide mix of uses. These will include a good shopping offer, leisure, arts and social spaces that attract people into the town, as well as businesses and town centre living. New town centre homes will be of good quality and sit well alongside existing historic buildings.

Our towns will be family-friendly, safe, vibrant and thriving places where people want to spend their time and money, from daytime through to the evening.

Each town will have its own distinct character that respects its unique heritage. Aldershot will benefit from the legacy of its Victorian and military history and Farnborough, from its proud aviation and aeronautical reputation.

Our towns will also be well connected and more people will choose to walk and cycle. Public transport will be reliable, accessible and affordable. Where people use their cars, they will enjoy good access into, and around, the town centres; with access to decent parking and electric charging points.



## Housing for every stage of life

There will be a good mix of homes of sizes and types to meet our residents' needs throughout their lives. There will be more homes to rent and buy, including a good supply of truly affordable homes to help ensure we attract and retain young talent locally and provide housing for key workers.

New homes will be attractive, greener, and fit in with their surroundings. The selection and quality of homes available will encourage people to move here and stay, working locally, supporting the local economy and reducing the need to commute.

Residents will be helped to adapt their homes to take advantage of green technologies to be kinder to the environment and reduce their energy costs.

When new homes are built, there will be the facilities and infrastructure in place to cater for a growing population, including roads, health facilities, schools and green spaces for children to play.



## Strong communities, proud of our area

People and businesses will feel proud to be part of our towns and will enjoy a strong sense of community and belonging.

Everyone will feel able to get involved in helping out in their local area - through volunteering, community projects and groups.

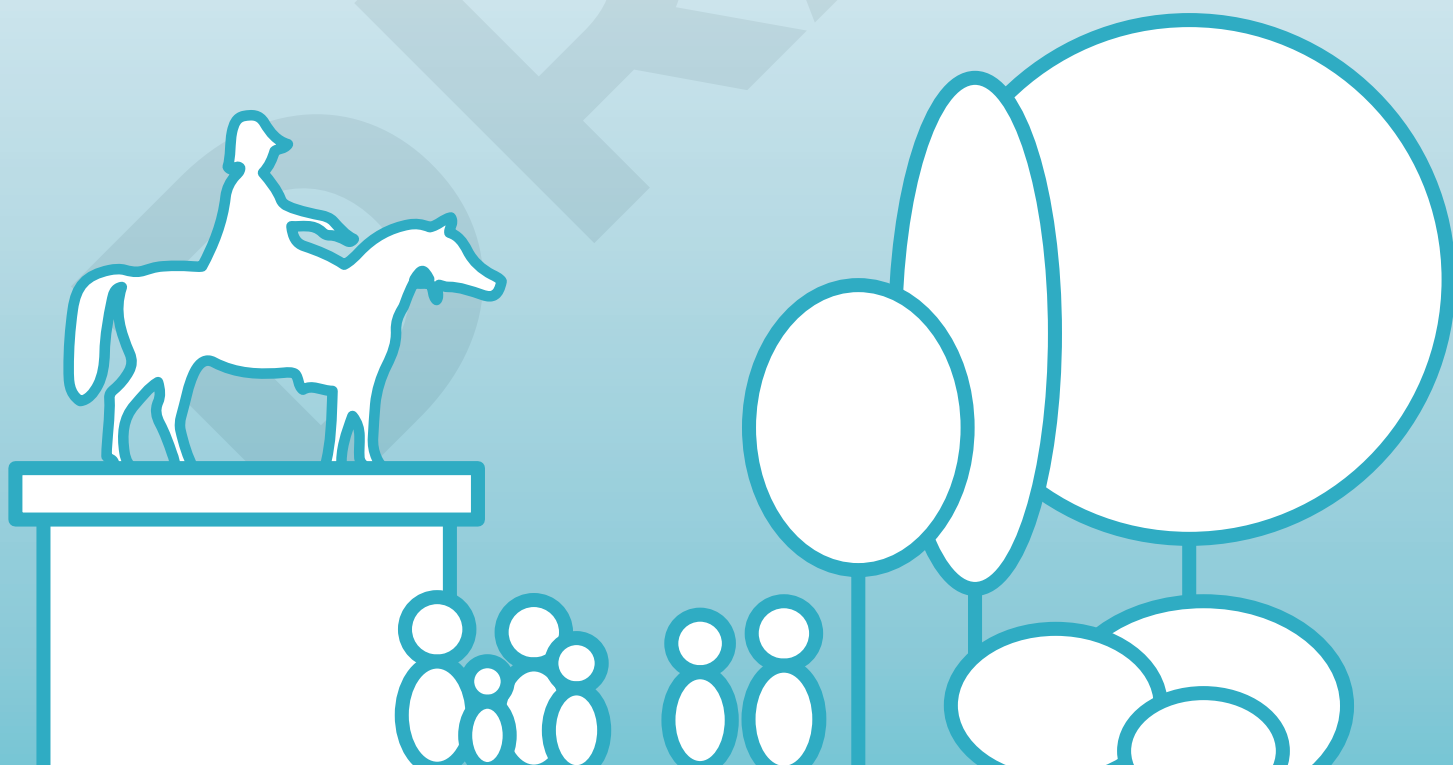
There will be great public spaces and places, where people can meet for a wide range of affordable leisure, cultural and community activities, classes and events.

There will be thriving and supportive local networks and online communities.

In our neighbourhoods, residents will look out for each other, so that everyone feels safe and cared for.

People will feel well informed about what's happening in their area and about the facilities, activities and services available locally.

As well as being ambitious for the future and excited by what the area has to offer, we will continue to value and celebrate the contribution of Aldershot and Farnborough's military and aviation heritages to the unique character of our borough.



## Healthy and green lifestyles

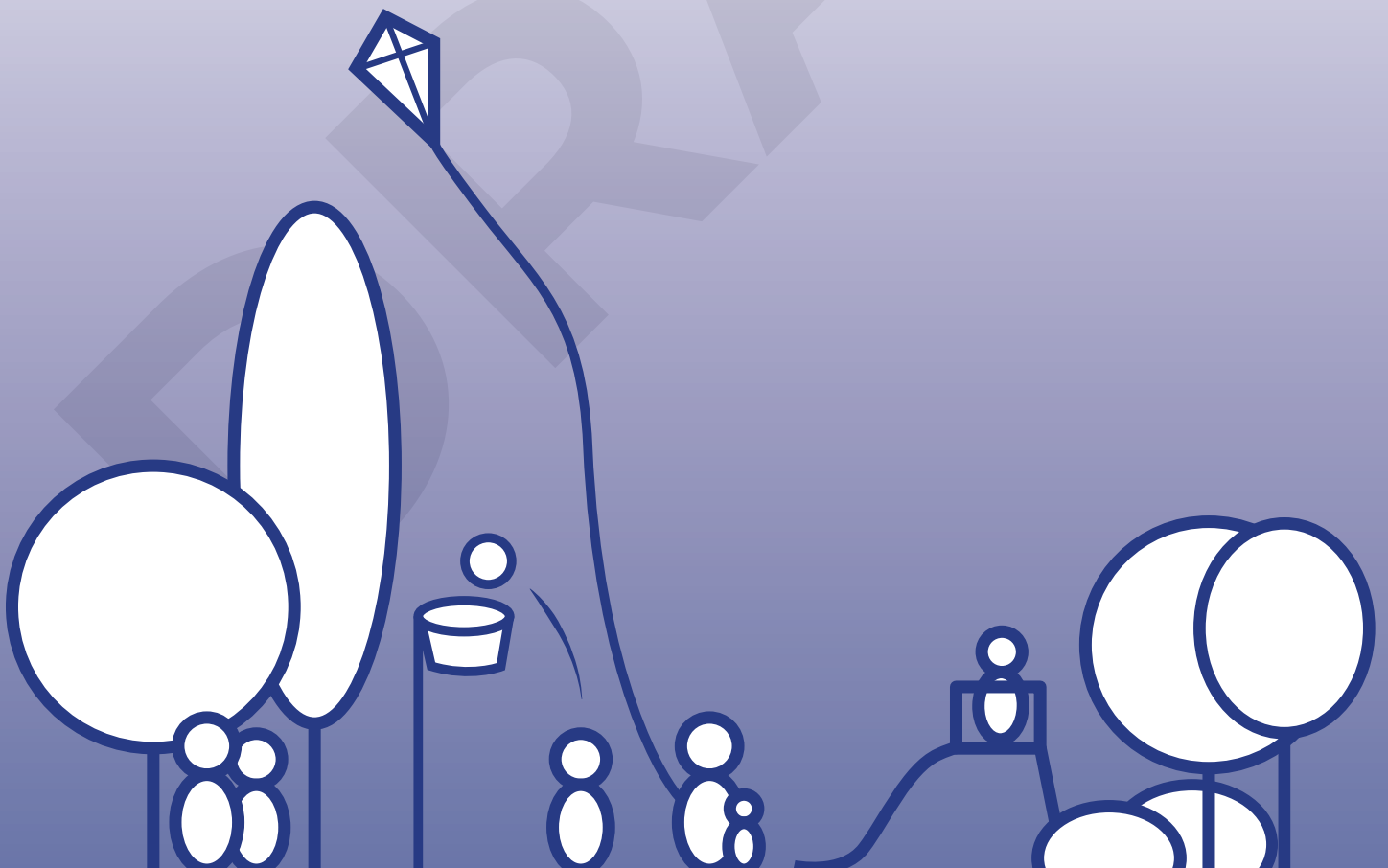
Everyone will have access to parks and green spaces, and to affordable facilities so they can lead active and healthy lifestyles.

There will be a network of safe and well-signed cycle routes across the borough, helping people to keep fit and supporting green travel.

People will enjoy good physical and mental health and wellbeing from childhood right through to their senior years.

There will be excellent health facilities and local support and advice services available – where, and when, people need them. Health services will cater well for local need and people will find it easy to get help at an accessible location.

Residents will be able to enjoy environmentally-friendly lifestyles, with greater support available to make it easy for them reduce, reuse and recycle.



## A growing local economy – kind to the environment

Our local economy will grow and thrive, with a strong emphasis on creative technology, digital business and gaming. The area will continue to attract top-notch aerospace and global business, as well as to support smaller and medium sized companies. Aldershot and Farnborough will be towns that actively encourage entrepreneurs and business start-ups.

Companies that develop 'green' and environmentally-friendly technologies will be helped to set up and grow in the borough.

All businesses will be encouraged to protect the environment and benefit from opportunities to become more energy efficient.

Good road networks, better public transport and great digital connections will support business growth and have less impact on the environment.



## Opportunities for everyone – quality education and a skilled local workforce

Our children and young people will have the best start in life and be helped to achieve their potential.

All our schools and colleges will offer a high-quality education.

There will be strong links between schools, colleges and employers to inspire young people for the future.

Our residents will have the right skills needed to secure good local jobs, increase their prosperity and meet the needs of local businesses. They will also have opportunities for life-long learning to keep mentally-active and engaged.

All residents and businesses will have the skills to benefit from the opportunities offered by digital technologies.



## Bringing the vision to life

Now that we have our shared vision for Aldershot and Farnborough to 2030, we will be using it with our partners to guide future decisions that will help us all to shape Rushmoor's future.

At the council, the vision will link back to everything we do and be part of day-to-day business.

The document will work alongside and be reflected in, our council business plan, so that key decisions and priority work all links back to achieving our vision.

For an online version of this document go to [www.rushmoor.gov.uk/vision2030](http://www.rushmoor.gov.uk/vision2030)

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**To keep up-to-date with the latest news from Rushmoor Borough Council and progress with our vision, please look for us on social media.**



Rushmoor  
Borough Council

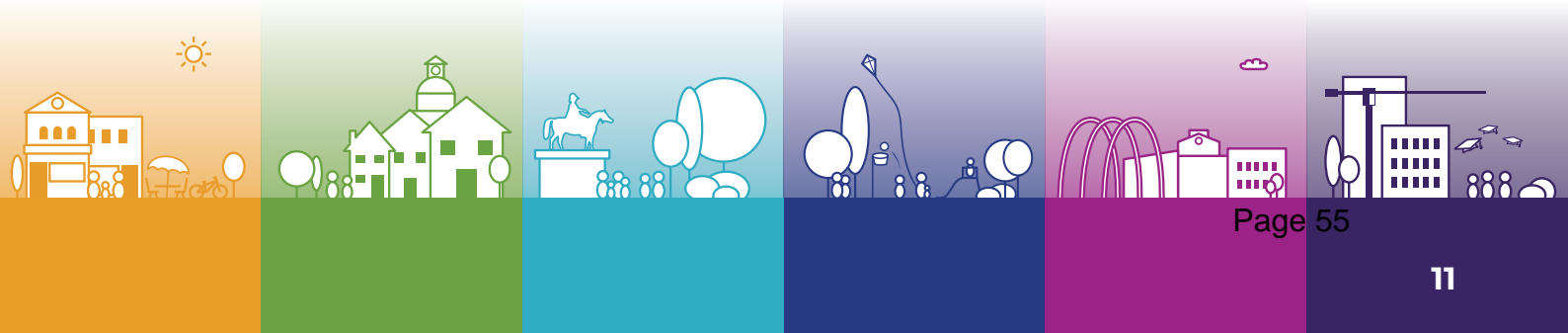


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You can also sign up to receive regular email news from us and be invited to receive information about future consultations at [www.rushmoor.gov.uk/news](http://www.rushmoor.gov.uk/news)



DRAFT



**COUNCIL MEETING – 25TH JULY 2019****AGENDA ITEM NO. 5. (2)****RUSHMOOR COUNCIL BUSINESS PLAN - APRIL 2019 TO MARCH 2022**

Background report from the meeting of the Cabinet on 23rd July 2019.

**1. INTRODUCTION**

- 1.1. This report sets out a three-year Business Plan for the Council, running from April 2019 to March 2022. To support the Vision for Aldershot and Farnborough 2030, the Cabinet has identified sixteen priorities for the Council which fit under the four themes of **People, Place, Partnerships and Better Public Services**.
- 1.2. The information contained in the report is being considered by the Cabinet on 23rd July, 2019 and an update on the discussions will be made at the Council Meeting.

**2. CONTEXT**

- 2.1. In December 2017, the Council went through a Peer Challenge process with a team from the Local Government Association. Recommendations from the Review Team included the need for the Council to develop a long-term vision for the Borough and the Council, and extend the planning horizon for the Council Plan to support delivery of that vision.
- 2.2. The work to develop the vision and a three-year rolling business plan has been underway over the last year and has coincided with major changes to the organisational structure and the decision-making structure.
- 2.3. During the Spring of 2019, extensive engagement work was carried out with the public to form the Vision for Aldershot and Farnborough 2030. This work has been concluded and the new vision is on the agenda for this meeting.
- 2.4. Whilst the vision will need to be pursued in partnership, the Council has been working to develop its three-year Business Plan which sets out what it is committed to delivering in the period to 2022. This is a longer time horizon than previously used by the Council and this should provide an opportunity to identify, monitor and deliver the focused priorities of the Cabinet and the Council within the broad framework of the vision document.

**3. COUNCIL BUSINESS PLAN**

- 3.1. To support the delivery of the vision the Cabinet has agreed the priorities under the four themes of **People, Place, Partnerships and Better Public Services**. Work has been carried out by the Council's Corporate Leadership Team to pull together the key activities in their service areas to deliver the priorities.
- 3.2. The development of the Council Business Plan has taken into account the need to respond to the continued economic pressures and uncertainty that local government faces.

- 3.3. The high-level plan (Annex A) sets out the Council's priorities and key deliverables for the Business Plan period (April 2019 to March 2022).
- 3.4. A detailed action plan to deliver the Council's Business Plan, which reflects the Council's portfolio and service structure, has been developed and is being finalised with Portfolio Holders. This is a 'living' document and will be monitored regularly.

#### **4. MONITORING**

- 4.1. The progress being made towards achieving these activities and actions will be regularly monitored. Portfolio Holders will play a key part in the monitoring of the actions and activities in their portfolios with the development of service monitoring. The Cabinet will maintain an overview of performance to be reassured that progress is being made to deliver the priorities and the Overview and Scrutiny Committee will also provide detailed monitoring.
- 4.2. As the service monitoring for the Portfolio Holders is still being developed, it is expected that a full monitoring report to the Cabinet will be provided for the Quarter Two (July, August and September 2019) monitoring period.

#### **5. CABINET DISCUSSION**

- 5.1. The Cabinet will be considering the Business Plan at its meeting on 23rd July 2019. Portfolio Holders have been involved in its development throughout the process and presented the content to Members at a seminar briefing on 11th July. A number of issues raised at the seminar are also being examined.
- 5.2. Any further comments and the views of the Cabinet will be reported at the Council meeting. In addition, since the agenda for the Cabinet was issued a couple of priorities have been added under "Place" as follows:
  - Bring forward proposals for a new leisure centre in Farnborough; and
  - Develop proposals for a visitor offer related to aviation heritage to enhance educational and tourism opportunities.

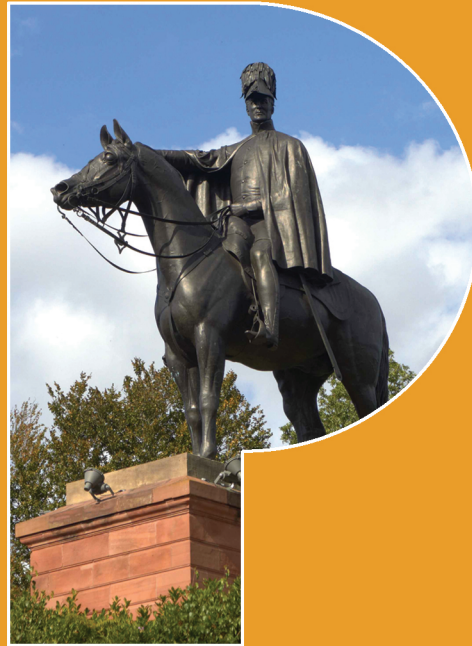
#### **6. CONCLUSIONS AND RECOMMENDATION**

- 6.1. The new Council Business Plan reflects the aspirations of Members to make significant improvements to the Borough and support the vision. The development of the plan reflects the Peer Review recommendations and will also enable the performance management arrangements to be strengthened.
- 6.2. Subject to any changes made by the Cabinet, the Council is recommended to approve the three-year Council Business Plan from April 2019 – March 2022.

**COUNCILLOR DAVID CLIFFORD  
LEADER OF THE COUNCIL**



*People*



*Place*



*Partnerships*



*Better  
Public Services*

# Rushmoor Council Business Plan

April 2019 to March 2022



# Welcome

Rushmoor Borough Council wants to make sure Rushmoor continues to be a fantastic place to live and this is why we developed the Your Future, Your Place vision for Aldershot and Farnborough over the next ten years. The aspiration in that vision is rightly ambitious and will only be delivered by working with our residents, business and partners.

In this - the Council's Business Plan - we are setting out what we as a Council are committed to do over the next three years as our part in making sure that Your Future, Your Place becomes a reality by 2030. It identifies the key actions we will be taking and demonstrates how we plan to Listen, Learn and Deliver - Better. These commitments focus on four themes:

**People**, **Place**, **Partnerships** and **Better Public Services**.



Underpinning this plan are Service Action Plans which includes more detailed information.

You can check our progress at [www.rushmoor.gov.uk/councilplan](http://www.rushmoor.gov.uk/councilplan)

We look forward to delivering for you.

Councillor David Clifford  
Leader - Rushmoor Borough Council

Paul Shackley  
Chief Executive - Rushmoor Borough Council

# In support of the Vision for Aldershot and Farnborough 2030



## People

- We will help improve the health and wellbeing of residents
- We will encourage volunteering and being involved, and help people become more connected within their communities
- We will help residents to remain independent in their homes
- We will help our residents and businesses be sustainable - including reducing waste, recycling more and making sustainable transport choices e.g. cycling



## Place

- We will continue to drive forward the regeneration of Aldershot and Farnborough town centres
- We will maintain and develop excellent indoor and outdoor facilities
- We will increase our response to addressing climate change and other environmental issues
- We will facilitate more homes being built that will meet the needs of local people
- We will work to grow the local economy in a sustainable way



## Partnerships

- We will work with our partners to help people feel safer
- We will strengthen relationships with the voluntary and community sectors to maximise the value they bring to our community
- We will continue to support our military community
- We will work with schools, businesses and other partners to improve educational attainment and raise career aspirations



## Better Public Services

- We will transform and modernise the way we deliver our services to customers
- We will listen and learn from our residents and businesses and improve the ways we engage and communicate
- We will manage our finances well, increase income and deliver the savings and efficiencies we need to ensure we can deliver excellent services to residents





## People

Our residents are central to everything we do. In the next few years we will focus on helping to make sure that people have access to the support and facilities they need to improve their health, wellbeing and happiness. Part of this will be connecting up our communities by encouraging a spirit of involvement through greater opportunities to take up volunteering or do other things that benefit their local area.

We also want to encourage and support our residents and businesses to embrace more sustainable ways of living with reduced waste, more recycling, lower fossil fuel consumption and more sustainable transport choices, like cycling. We will continue our work to help residents remain independent, so they can live the lives they choose in their own homes.



# People

## Our priorities

- We will help improve the health and wellbeing of residents
- We will encourage volunteering and being involved and help people become more connected within their communities
- We will help residents to remain independent in their homes
- We will help our residents and businesses be more sustainable - including reducing waste, recycling more and making sustainable transport choices like cycling



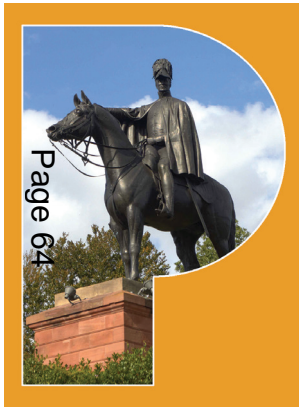
## Key activities in 2019-20

- Deliver the Housing and Homelessness Strategy
- Provide Disabled Facilities Grants to enable people to remain independent in their own homes
- Create a Rushmoor Youth Forum and a support programme for young people
- Review our 'Tackling Deprivation in Rushmoor' strategy and share the information with our partners
- Work with our contractors to help our residents increase recycling and reduce waste
- Implement a range of opportunities for the community to improve physical wellbeing and address mental health issues
- Improve how the Council communicates with residents
- Continue to support community groups such as the Aldershot Civic Society, Aldershot Communities Together, the Heart of Farnborough group and the Farnborough Society
- Deliver the 2019/20 programme of community events

## Activities over the next three years

- Implement the Temporary Accommodation Strategy and identify alternative sites for temporary accommodation
- Develop and deliver a strategy and action plan to promote health and wellbeing, specifically in areas identified as in greatest need
- Develop and support a comprehensive community events programme with residents and organisations
- Deliver a programme of activities with local communities in our areas identified as in greatest need to build capacity and resilience





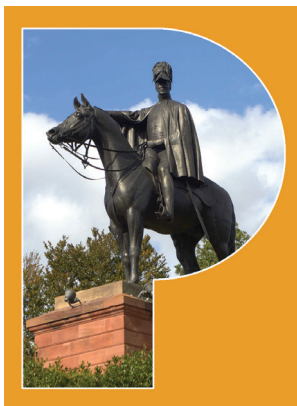
## Place

Our borough, our town centres, our businesses, how we work and how we use our leisure facilities all continue to change. This is far from unique but the way we respond to these changes will shape the borough for future generations. For this to be the place our residents deserve, we will continue to drive forward the regeneration of Aldershot and Farnborough town centres. We can't do this alone, but by listening to residents and businesses and working through the Rushmoor Development Partnership, we will bring forward plans and deliver real sustainable change for our town centres. This will include new investment in indoor and outdoor facilities and we will put in place new leisure contracts for the Farnborough Leisure Centre and the Aldershot Indoor Pools and Lido complex.

We will open Southwood Country Park and enhance our parks, play areas and walking and cycling trails. Housing is key to a successful place: we want to see more houses built that meet the needs of local people. As well as encouraging private investment, we will use our new housing company, Rushmoor Homes. All this above will need to be achieved alongside addressing environmental issues and growing the local economy in a sustainable way. As a Council we have committed to be carbon neutral by 2030.







# Place

## Our priorities

- We will continue to drive forward the regeneration of Aldershot and Farnborough town centres
- We will maintain and develop excellent indoor and outdoor facilities
- We will increase our response to addressing climate change and other environmental issues
- We will facilitate more homes being built that will meet the needs of local people
- We will work to grow the local economy in a sustainable way

## Key activities in 2019-20

- Complete planning process and site assembly for the Union Street East site in Aldershot
- Complete the Master Plan for the Civic Quarter in Farnborough
- Determine the planning application for the Galleries scheme in Aldershot
- Launch four new heritage trails in Aldershot to celebrate Aldershot's military history
- Develop new leisure and play facilities at Moor Road playing fields
- Open Southwood Country Park
- Review and agree our future approach to litter enforcement
- Support the ongoing development of Wellesley
- Develop the Affordable Housing Delivery Programme to deliver 150 affordable homes each year
- Establish the Council's Housing Company, Rushmoor Homes
- Develop a plan to enable a green and sustainable borough and a carbon neutral council by 2030
- Explore the options for a closed circuit cycle track in the borough
- Support the growth and development of the digital sector of the economy and facilitate the delivery of the Games Hub in Aldershot
- Bring forward proposals for a new leisure centre in Farnborough
- Develop proposals for a visitor offer related to aviation heritage to enhance educational and tourism opportunities

## Activities over the next three years

- Start development at Union Street East, Aldershot
- Bring forward site proposals at the Farnborough Civic Quarter and development sites with the Rushmoor Development Partnership
- Provide a new community pavilion at Wellesley playing fields
- With partners, facilitate and produce proposals for the development of Farnborough North station and surrounding area
- Develop facilities for visitors to the Southwood Country Park
- Implement new agency agreements for on-street parking services and look at opportunities for electric vehicle charging points
- Re-procure the Council's leisure contracts for the Farnborough Leisure Centre and the Aldershot Indoor Pools and Lido complex
- Develop policies and initiatives to improve our green infrastructure and enhance biodiversity
- Deliver plans and work towards being a carbon neutral council by 2030
- Prepare and start implementing a plan for improved walking and cycling facilities in the borough



## Partnerships

To achieve all that we want for our people and our place, we must continue to work with others. We want Rushmoor to be a place where people are safe and feel safe. This is where the work of the Safer North Hampshire Community Safety Partnership and a programme to reduce levels of antisocial behaviour in our town centres will pay dividends.

We have some excellent schools and colleges but overall the levels of education of the children living in the borough should be better, as we cannot fail to give future generations of our young people the chance to achieve their potential. We want to give everyone the best opportunity we can and by working with families, schools, colleges and local businesses, we hope to help improve educational attainment, and raise career aspirations and employment outcomes for everyone. We are proud of our military community and heritage, and we will continue to embrace and respect this and work with the army to make sure soldiers and their families feel welcome and supported. Our voluntary and community sectors is a real strength, the work it does invaluable, and we want to work harder to help maximise the value the sector brings to our community.



# Partnerships

## Our priorities

- We will work with our partners to help people feel safer
- We will strengthen relationships with the voluntary and community sectors to maximise the value they bring to our community
- We will continue to support our military community
- We will work with schools, businesses and other partners to improve educational attainment and raise career aspirations



## Key activities in 2019-20

- Deliver the Safer North Hampshire (SNH) Community Safety Partnership Plan
- Deliver a focussed programme to reduce levels of antisocial behaviour in Aldershot town centre
- Put in place a delivery plan for the Council to support the improvement of educational attainment and raise aspirations
- Continue delivery of the Rushmoor Employment and Skills Zone programme
- Introduce a Councillor shadowing scheme with Farnborough College of Technology students
- Develop a new delivery plan for ensuring effective working arrangements with the voluntary and community sectors
- Take forward the military covenant priorities and obtain the defence employers recognition scheme silver award
- Establish international and business links with the following cities:
  - Gorkha Municipality, Nepal
  - Rzeszow, Poland
  - Dayton, Ohio, United States

## Activities over the next three years

- Renew the CCTV network for the borough
- Deliver our plans for improving educational attainment and working with the voluntary sector
- Undertake activities to increase the number of people volunteering locally
- Implement a volunteering scheme for Council staff to support local projects
- Support the Centre of Excellence at Farnborough College of Technology for the development of aerospace industry apprenticeships with major employers
- Establish a delivery plan with the Garrison to improve integration of the military and civilian communities
- Develop our international links through the Rushmoor International Association





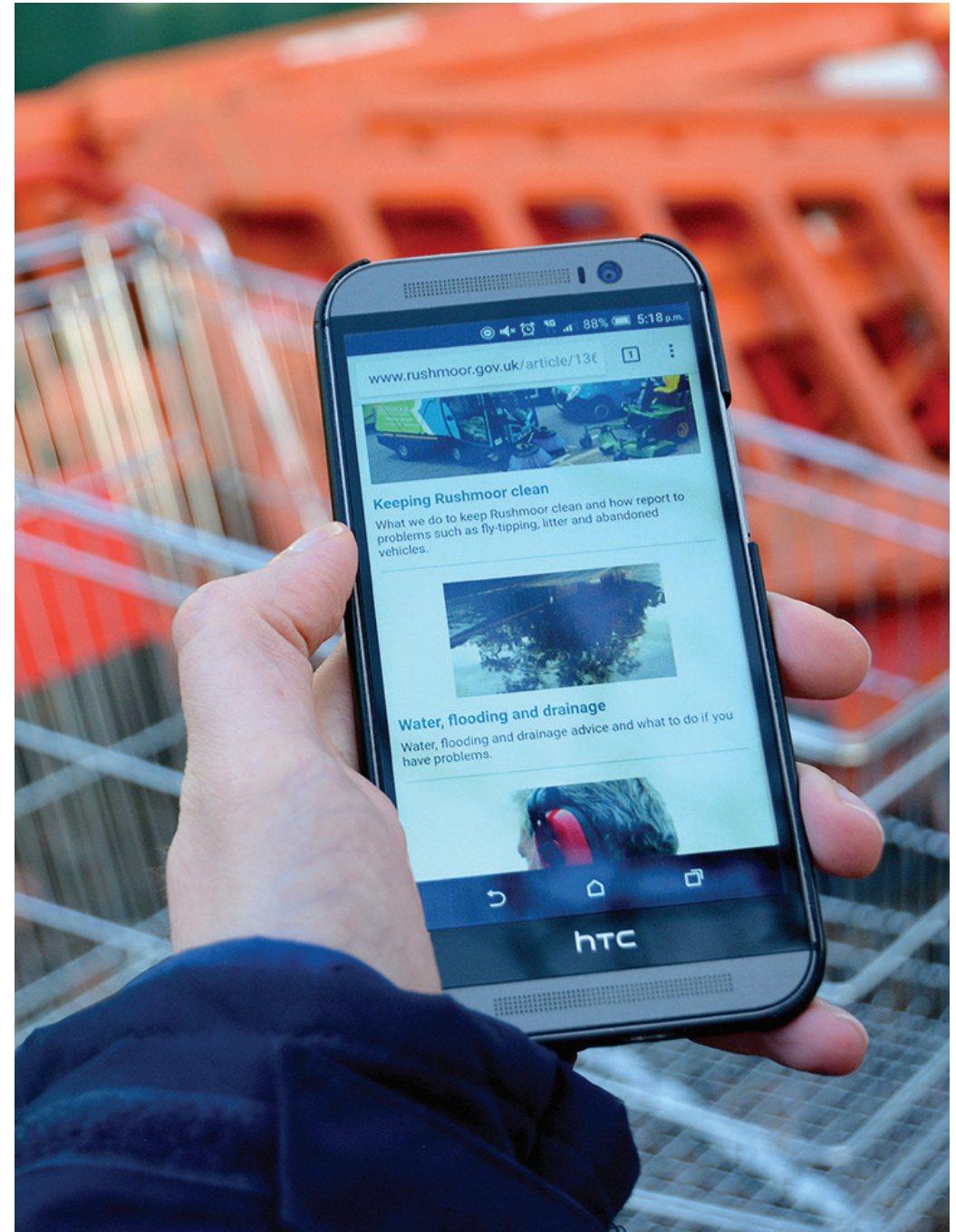
## Better Public Services

We pride ourselves on listening, learning and delivering and we want to continue to improve how we do this. We have developed a new vision for the area with local people and we now need to help make it a reality.

We believe we are delivering quality, value for money services to our local community, but we are not complacent. We will embrace the changes and opportunities that are available to transform and modernise the way we deliver our services to our customers. We will reduce bureaucracy and streamline our internal processes.

We are bringing our partners closer, improving co-ordination and generating income by sharing accommodation at the Council Offices.

The ways we use technology to deal with our customers' requests are being modernised to help make our customers' experience better. We will manage our finances well and seek ways to use our commercial property assets and investments to generate more income, which we can use to continue to fund excellent and much needed services to our residents and local businesses.



# Better Public Services

## Our priorities

- We will transform and modernise the way we deliver our services to customers
- We will listen and learn from our residents and businesses and improve the ways we engage and communicate
- We will manage our finances well, increase income and deliver the savings and efficiencies we need to ensure we can deliver excellent services to residents



## Key activities in 2019-20

- Vision for Aldershot and Farnborough 2030 and Council Business Plan in place
- Launch new online services for rubbish, recycling and bulky waste collections
- Review our commercial property assets and investments and put in place a programme of regular reviews to maintain or enhance the value of our property portfolio
- Re-locate Rushmoor Voluntary Services to our Council Offices and maximise the benefits of the co-location of Citizens Advice
- Review the Council's constitution and other governance arrangements
- Start a three-year transformation programme to improve and modernise our core business and to create a consistently excellent customer service
- Deliver a plan to improve the way in which we carry out electoral registration and elections

## Activities over the next three years

- Finalise and deliver the new savings and income generation plan
- Continue to develop the Council's workforce so that our staff have the skills they need for now and the future
- Develop and take forward a new procurement strategy, to include an approach to 'sustainable' procurement
- Develop and take forward an online customer account for residents
- Make use of new technologies to provide better connections with our customers, and of data to inform our business decisions
- Develop our approach to thinking and working more commercially
- Move forward the proposals for the development of commercial opportunities at Frimley and Optrex Business Parks and Hawley Lane

# Finance

Income		Spending and Saving Plans	
Income from	In 2019/20 we plan to collect:	Spending and saving plans	Key Investments
Council Tax	£6.4m Council Tax *	We plan to spend £8.7m of our £11.6m budget	£28m invested in town centre regeneration projects for Aldershot and Farnborough this year (with a further £40m by 2021/22)
Business Rates	£3.8m Business Rates **		
Fees & Charges	£10m from a wide variety of sources	We will add £2.9m to our reserves to protect us against future financial challenges and for us to invest in improving our services	£1m investment in North Town community facility and Moor Road recreation ground
Commercial Rents	£7m in Commercial rents		
Other local income	£1m from the Government through the New Homes Bonus scheme, but no Revenue Support Grant is received	We will continue to identify opportunities for savings and efficiencies to help us balance the budget in the future	£422,000 to help set up the Southwood Country Park

\* Rushmoor collects around £59m of Council Tax including the amount of Council Tax for the County Council, Police and Crime Commissioner, and Fire & Rescue. £6.4m is Rushmoor's share of the total.

\*\* Rushmoor collects around £50m of Business Rates income, with our local share being £3.8m



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**COUNCIL MEETING – 25TH JULY 2019**

**AGENDA ITEM NO. 5(3)**

**RUSHMOOR DEVELOPMENT PARTNERSHIP –  
APPROVAL OF BUSINESS PLAN**

A report from the meeting of Cabinet on 25th June 2019.

**1. INTRODUCTION**

1.1 In October 2018 the Council established the Rushmoor Development Partnership LLP (RDP) with Hill Investments Partnership Limited (HIPL) to support the delivery of the Regenerating Rushmoor Programme. At its meeting 25 July 2019 Cabinet considered report CEX 1904, which included the RDP's first business plan. The RDP Business Plan sets out the key activities for the RDP and the processes for development of the sites to be taken forward by the Partnership. It also provides a position statement on the sites currently being worked on.

**2. THE BUSINESS PLAN**

2.1 When agreeing to establish the RDP, the Council, at its meeting on 4th October 2018, agreed a report that set out the key elements of the Partnership Agreement and other documentation that support the RDP's operation. These documents regulate the respective responsibilities and dealings between the Council and HIPL as Investment Partners and the conduct of the business and management of the affairs of the RDP.

2.2 The RDP has now prepared its first Business Plan and elected members were invited to a presentation on 20th May 2019. The Business Plan is included as an Appendix to this report. Members should note that Sections E and F of the Plan are considered to be commercially sensitive and are therefore exempt from publication.

2.3 The Business Plan, also known in legal terms as the Investment Plan, is a significant document as it will establish the ongoing principles of business between the Council and the RDP.

2.4 The Council has already agreed that four sites would be included as the initial "portfolio" for the RDP. These are:

- Civic Quarter, Farnborough
- Union Street East, Aldershot
- Farnborough Main car park (also known as Union Street West)
- Parsons Barracks car park, Aldershot

2.5 The processes for progressing sites for development are set out in Section D and E of the Business Plan.

### **3. GOVERNANCE**

- 3.1 The governance arrangements for the RDP were considered by the Licensing, Audit and General Purposes Committee at its meeting on the 6th June 2019 (report CEX 1903). The Committee agreed that, for matters arising from the establishment and proposed site development processes for the RDP, the Council's established arrangements for decision making, as set out in the Constitution, together with Statutory Guidance from MHCLG and other guidance from CIPFA, were sufficient and would ensure that RDP business would be conducted in accordance with the law and proper standards and that public money would be safeguarded, accounted for and spent economically, efficiently and effectively. The Committee also felt that the proposed RDP governance and management arrangements were sufficiently linked to the Council's democratic processes, to give assurance that the Council would not be exposed to unacceptable or unforeseen risks.

### **4. CONCLUSIONS AND RECOMMENDATION**

- 4.1 The Cabinet considered the Business Plan at length and received clarification on a number of matters, as set out in Cabinet minute 16. of 25th June 2019 and requested that these matters be brought to the attention of the RDP.
- 4.2 The Cabinet reflected on the views of the Licensing, Audit and General Purposes Committee and noted that decisions related to the sale and transfer of land would be made under normal delegations as an executive function with individual site project plans from the RDP coming forward in due course.
- 4.3 The Cabinet considered that the approaches and processes as set out in the RDP's Business Plan would, as far as possible, ensure the RDP would support the delivery of the Regenerating Rushmoor Programme as envisaged.
- 4.4 Cabinet recommends to the Council that the first Business Plan of the Rushmoor Development Partnership, as set out in the Appendix to this report, be approved.

**CLLR K.H. MUSCHAMP**  
**DEPUTY LEADER OF THE COUNCIL**

# Rushmoor Development Partnership LLP

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Business Plan 2019 - 2020

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July 2019

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## EXECUTIVE SUMMARY

The Rushmoor Development Partnership (LLP) (RDP) was established in October 2018 between Rushmoor Borough Council (RBC) and Hill Investment Partnerships (HIP), to support the delivery of the Council's ambitious borough wide regeneration programme.

The Members Agreement commits the RDP to producing an Investment or Business Plan setting out the overall objectives, vision and future of the RDP for the duration of the Partnership and the overarching objectives for the RDP for the forthcoming five years.

This Business Plan will be reviewed by the Board regularly but at least annually.

At commencement, the Council identified an initial portfolio of four sites from within its Regenerating Rushmoor programme. As these sites are progressed, additional sites from the programme may be included and others could also be identified.

The four sites are as follows

- Civic Quarter, Farnborough
- Union Street East, Aldershot
- Farnborough Main car park (also known as Union Street West car park)
- Parsons Barracks car park, Aldershot

The RDP Investment Team will prepare a Project Plan for each site. These project plans will include a financial appraisal and planning costs and will feed into a Regeneration and Investment Model overarching all sites. This will also include all anticipated RDP running costs.

This Model and the underlying cashflows will inform the Board of the following:

- Equity investments for each Partner
- Debt, bank or other third party funding requirements
- Project Cost payments
- Revenue Generation
- Recovery of RDP central running costs
- The recommendations to the Council regarding the value and timing of land transfers for each site

Initial analysis of indicative development values suggests that Union Street East site, Aldershot will need to be cross subsidised from the profits generated by the other sites. Further detailed costing and value work will be undertaken through the development of the schemes and will be incorporated into the project plans.

The principle of cross subsidy, and the coordinated site commencement timings, allows the RDP to progress both Aldershot and Farnborough proposals concurrently; supporting the Council's "Two Towns, One Mission" strategy.

The timing of external funding and conditions will influence the uses and phasing of development.

This Business Plan, along with its accompanying projects plans should be seen as living documents. Site objectives and parameters will be developed through a series of Board workshops and stakeholder and community engagement during the first twelve months. Objectives and outcomes will be finalised for each site and the Site Programme and Regeneration and Investment Model updated and approved by the Board.

In the first year of operation, the Partnership will aim to complete the detailed project plans for each site and work towards the submission of planning applications. It will be important for both partners to communicate, promote and embed the partnership objectives within both partner organisations, with core stakeholders and with residents and businesses across the borough.

## SECTION A – STRATEGIC CONTEXT

The Council’s ‘Regenerating Rushmoor’ programme is a comprehensive partner co-ordinated approach to addressing the regeneration and place-making challenges facing the Borough’s key towns of Aldershot and Farnborough; whilst also seeking to achieve borough-wide economic growth. It directly addresses the priorities in the Council plan of “Sustaining a thriving economy and boosting local business” and “Supporting and empowering our communities and meeting local needs”.

The Rushmoor Development Partnership (RDP) is committed to supporting the Council’s ambitious regeneration programme, which seeks to build on existing assets and create distinctive, mixed-use town centres with a high quality retail, leisure, cultural, employment and housing offer. We will also identify opportunities to develop long term income generating assets for the Council.

RDP will work closely with residents and a broad range of partners to ensure that the towns become unique and vibrant places, which contribute positively to economic growth and encourage continued investment.

The Council’s vision for the town centres in 2028 is set out below:

*“In 2028 the town centres of Aldershot and Farnborough will have a compelling offer and be vibrant and vital – they will have experienced a significant transformation and renaissance. With prosperous economies, they will be key destinations for residents, visitors, employers and investors. High-quality mixed-use redevelopment is offering an attractive environment with a distinctive retail, leisure, cultural, employment and residential offer. Aldershot and Farnborough town centres will be places that people are proud of and want to visit and spend their time and money in – whether by day or in the evening. Catering for everyone, they will offer a dynamic programme of cultural events, markets and activities building upon their unique heritage and histories. They will have strong reputations as family friendly town centres that positively complement their respective global brands.”*

## SECTION B - OVERVIEW OF PARTNERSHIP

### RDP Objectives

The key objectives of the RDP are to deliver growth and regeneration by the acquisition, marketing, investment in and disposal or retention for income of certain sites owned by the Council and/or third parties which will:

- Build on the sub-regional positions of Aldershot and Farnborough as shopping destinations, diversifying their offer and developing complementary leisure, restaurant, cultural and arts offers within an attractive environment;
- Make a positive contribution to the economic role and function of the Aldershot and Farnborough town centres as places where businesses provide quality employment and opportunities;
- Make Aldershot and Farnborough town centres great places to live with a wide variety of quality new homes attractive to a diverse range of people;
- Maximise financial return through enhanced asset value;
- Achieve targeted area development; and
- Procure a return to the Investment Partners commensurate to their investment and the level of risk in respect to such investment and so far as consistent with the overall objectives.

### Sites

The following sites are initially identified for RDP to develop:

- Civic Quarter, Farnborough
- Union Street East, Aldershot
- Farnborough Main car park (also known as Union Street West car park)
- Parsons Barracks car park, Aldershot

### Approach

RDP will be strategic in its thinking and proactive in outlook, and not just focus on the sites at hand. Commercial opportunities, as part of housing schemes or standalone sites, can also address local requirements and provide the Council with investment returns, which could be re-invested in other opportunities or used to support services.

Both partners will share any investment upside equally, after payment of land value, site and running costs against loan notes. Both partners have an equal say in the decision making and governance processes. RDP is robust and appropriately resourced to fully deliver on the Council's aspirations drawing upon the best of the public and private sectors and exploiting synergies throughout.

Both RBC and HIP, through their Investment Team representatives and wider organisations, bring specific skills, experience and relationships to the Partnership.



The Council brings strong strategic and political links through its various local authority and partnership relationships. On a local level, the Council’s significant knowledge about the local economy and needs of local communities and businesses which together with its experience and enabling role is a key asset to the RDP.

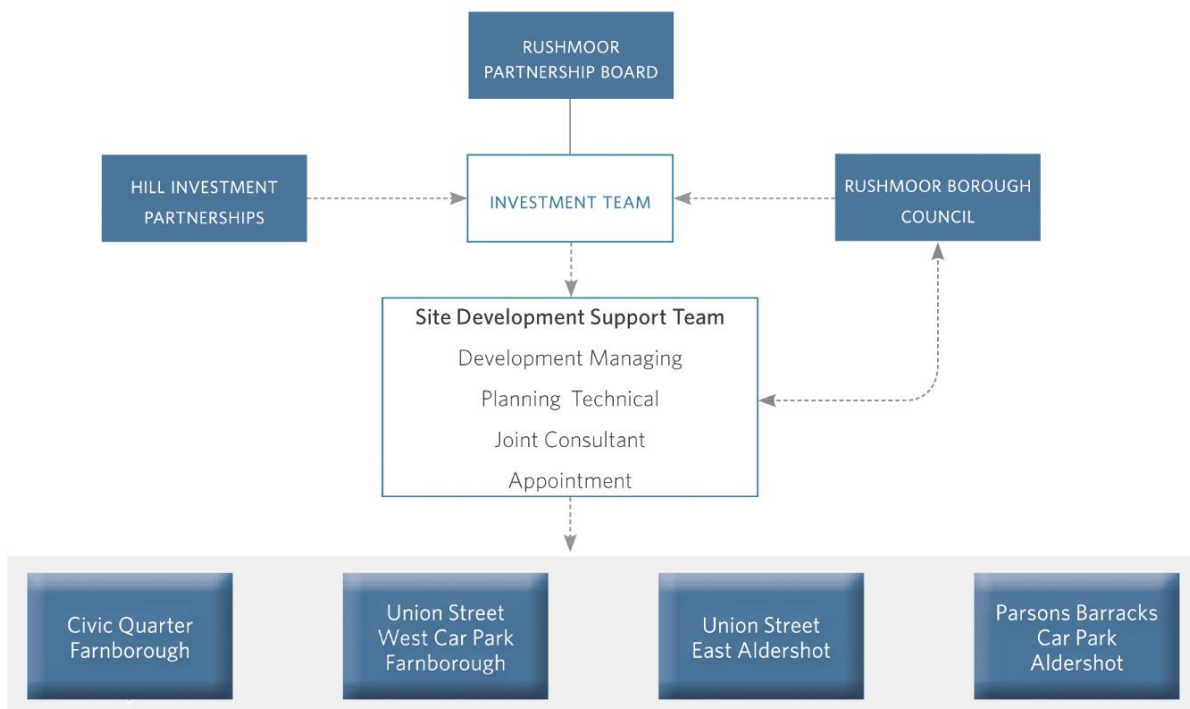
HIP brings investment, commercial, financial expertise and market relationships, together with its knowledge, skills and experience in development including land identification and acquisition, pre-construction work, obtaining planning permission, master planning, design and construction of infrastructure, design and construction of residential units, design and construction of other buildings, sales and marketing.

Together the strengths and expertise of both Partners will ensure that the RDP will successfully deliver Project Plan objectives and critically ensure the Partnership meets the Council’s regeneration priorities and targets.

### Structure

RDP is 50:50 controlled by the Council and Hill Investment Partnerships , with a nominal £100 investment. The Chief Executive of the Council is authorised to act as Shareholder on behalf of the Council. The LLP will not be a public sector body for public procurement or accounting purposes.

The current delivery structure for the RDP is set out below.



A Members or Partnership Agreement has been signed by both partners. This document articulates the relationship, mutual decision making and development processes. It describes the formation of the RDP Board and the (operational) Investment Team and sets out arrangements for resolution of any conflicts.

For the avoidance of doubt whilst this Business Plan sets out the operational framework and anticipated delivery, the Members Agreement will always prevail and sites identified within the Business Plan will only be taken forward once the Partners and Board have approved a site project plan.

The remainder of this Business Plan provides an overview of the RDP's delivery processes, governance and a programme of anticipated sites. It is owned by the RDP Board, RDP Investment Team and both individual partners and will be reviewed at least annually to ensure it continues to meet the needs of the Partners.

### **Budget for central running costs**

The budget for the RDP's central running costs will be agreed annually and updated as required. The current 2019/20 budget is attached as Appendix 1. Project budgets will be agreed as part of the project approval processes.

## SECTION C – THE PARTNERSHIP BOARD AND THE INVESTMENT TEAM

The RDP will be overseen by the Board and managed on a day to day basis by the Investment Team.

### RDP Board

The Board is made up of the following representatives nominated from each partner organisation, with each partner exercising one collective vote.

Cllr David Clifford, Leader of RBC

Cllr Martin Tennant, Major Projects & Property Portfolio Holder - RBC

Karen Edwards, Executive Director – RBC

Greg Hill, Deputy Chief Executive – Hill Group

Ernie Battey, Non-Executive Director – Hill Group

Neil Williams, Group Finance Director – Hill Group

The Board will exercise strategic oversight of the delivery of the RDP regeneration objectives and the Investment Plan, incorporating the sites, projects, delivery, strategy, resources, cashflow and investment returns. The Board also establishes the overall performance and delivery targets and approves budget.

LLP Board Members have a legal obligation to operate in the best interests of the RDP. These responsibilities will be reinforced at every board appointment.

The Board as a whole is collectively responsible for the success of the RDP and, as such, its role is to:

- Provide entrepreneurial leadership within a framework of prudent and effective controls that enable risk to be assessed and managed.
- Set the strategic aims of the RDP in ways that delivers the Council's strategic objectives and appropriate returns to both Partners.
- Set the values and standards of the RDP and ensure that its obligations to its Partners and stakeholders are understood and met.
- Approve Project Plans and expenditure to support site delivery.
- Ensure that the necessary financial and human resources are in place for the Investment Team to meet its objectives, and review management performance.
- Ensure that the Investment Team has the appropriate delegations in place to expeditiously and effectively deliver site Project and Delivery Plans and objectives.
- Aim to arrive at balanced and objective decisions in the performance of its agreed role and functions.
- Ensure the objectives of RDP are fully, promptly & properly carried out.

In addition to the specific responsibilities set out in the Board Reserved matters below the RDP Board will:

- Act as champions and advocates for RDP within each Partner organisation; with the external partners and in relation to wider stakeholder groups including other public sector/commercial partners and local communities.
- Ensure that local and community stakeholders have an appropriate voice in the decision-making process.
- Ensure that RDP lives its partnership values and strives for continuous improvement and innovation

in everything it does.

- Ensure that the Business Plan enables outcomes that benefit, support and sustain the local community.
- Contribute to the Councils' strategic thinking where it is relevant to the work of RDP.
- Constructively challenge and help develop all aspects of RDP's business.
- Develop the role of RDP in ways that create synergies between the two partners that delivers measurable improvements in local services: the mix of directors on the Board will bring a range of perspectives and a good mix of public/private expertise to strategy development and decision making.
- Make sure that effective management arrangements and an effective team are in place in the organisation.
- Help to clarify which decisions are reserved for the Board, with clear delegations to the Investment Team.
- Hold the Investment Team to account for their performance, including challenge and scrutiny.
- Ensure that the internal controls of the RDP are robust so that risks are properly mitigated and managed and performance information is accurate, timely and relevant.
- Be discriminating about getting involved in matters of operational detail for which responsibility is delegated to the Investment Team, but to intervene where it is considered there are significant commercial or reputational risks that could materialise.
- Be accountable for any shortcomings identified through audit or other external scrutiny processes and to ensure that they are redressed effectively and promptly. All Board Members must take decisions objectively in the interests of RDP.

### **Authority to Act**

All Board Members must ensure that they have sufficient the necessary delegated authority for the performance of their duties, from their partner organisation to make decisions at Board meetings, and, where required, seek additional authority through following their own internal governance processes and procedures.

### **Board Approvals**

The following are the Board Reserved Matters referred to in the Members Agreement, except to the extent provided for in the Project Plans or this Investment Plan.

1. Adoption of the First Investment Plan and each first Project Plan.
2. A material variation to any Project Plan.
3. Extending the LLP's or any Project SPV's activities outside the scope of the Business or closing down any business operation.
4. Giving or taking any loans, borrowing or credit (other than normal trade credit in the ordinary course of business) in excess of those stated or referenced to in the relevant Project Plan.
5. Giving any guarantee, suretyship or indemnity to secure the liabilities of any person or assume the obligations of any person in excess of those stated or referenced to in the Investment Plan or in a Project Plan.
6. Creating any Encumbrance over the whole or any part of the undertaking or assets of the LLP in excess of those stated or referenced to in the relevant Project Plan.
7. Commencing, settling or defending any claim, proceedings or other litigation brought by or against the LLP or any Project SPV, except in relation to debt collection in the ordinary course of the Business.

8. Forming any subsidiary of the LLP that is not required pursuant to a Project Plan, or acquiring any shares in any other company, whether through subscription or transfer, such that the company concerned becomes a subsidiary of the LLP.
9. Entering into any partnership or profit sharing arrangement with any person or create any share option, bonus or other incentive scheme.
10. Making any agreement with any revenue authorities or any other taxing authority, or make any claim, disclaimer, election or consent of a material nature for tax purposes in relation to the LLP, its business, assets or undertaking (including the Project SPVs).
11. Entering into any arrangement, contract or transaction outside the normal course of its business or otherwise than on arm's length terms, including disposing of any land at less than its purchase value.
12. Entering into any agreement to do any of the things referred to in the foregoing paragraphs of this schedule.

The Board of RDP has approved this first Business Plan, which starts to set out the programme to deliver the initial four sites, and the processes and the resources required to deliver. This Business Plan, along with its accompanying projects plans should be seen as living documents.

#### **RDP Investment Team:**

The Investment Team is made up of the following representatives:

Paul Brooks, Executive Head of Property & Regeneration - RBC

Nick Irvine, Regeneration Delivery Manager - RBC

Martin Dawson, Project Accountant, Financial Services – RBC

Pram Nayak, Director - Hill Investment Partnerships

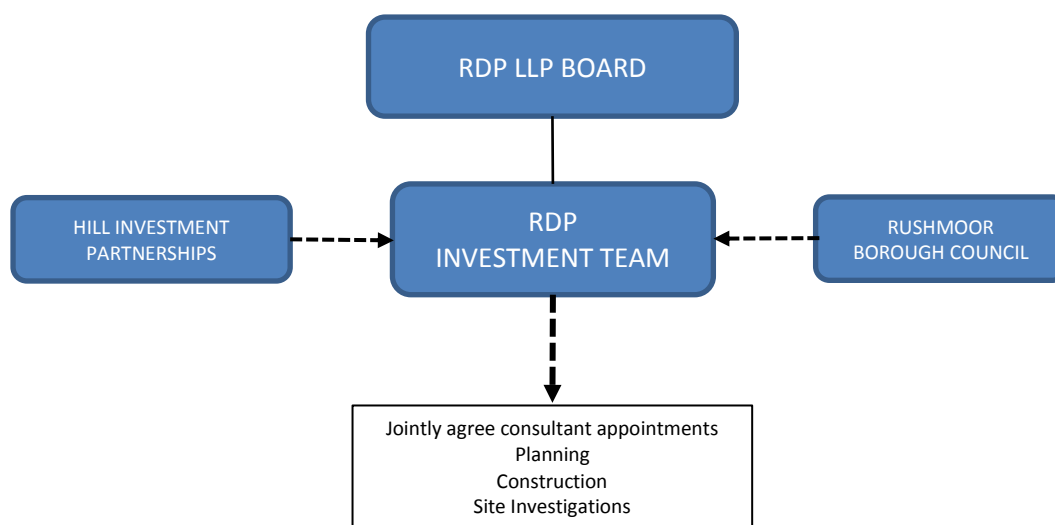
Terry Gamble, Senior Development Manager – Hill Group

Mary Shaw, Investment Manager – Hill Investment Partnerships

Harry Treanor, Assistant Development Surveyor – Hill Group

The day to day management, development and delivery of Project Plans and other strategic activity will be delegated by the Board to the Investment Team. Their principal role is to deliver the partnership business in accordance with the Investment Plan and as the Board may determine and authorise from time to time.

The Investment Team prepares Project Plans outlining site development proposals and recommends these plans to the Board for approval. It has day-to-day responsibility and management of the Project and Investment Plans. The Investment Team will be supported by planning, development, commercial and financial resources provided by partners and a consultant supply chain. It is intended this team will be co-located and work together as a single team with aligned goals.



The Investment Team shall have delegated responsibility to manage and deliver the objectives set out within this Business Plan and each approved Project Plan and to report to Board on a regular basis on progress. As with the Board the obligation to act in the best interests of the Partnership is also placed on the named members of the Investment Team. The Investment Team shall have no authority to take any action or make a decision that is not within the specific contemplation or defined parameters of the Investment Plan and in relevant Project Plans as approved by Board. Any decision of the Investment Team shall require all appointees present at a duly convened meeting to vote in favour of it. In the event of a disagreement, such matter shall be deferred to the Board for determination.

The Investment Team will continue to review the effectiveness of the Business Plan and resources and report to Board accordingly, in addition to dealing with any amendments required by Board. The programme, sites and exit strategy set out in this Plan are subject to on-going management and may change depending on market requirements or opportunities and Board will be kept informed of changes and amendments.

**Investment Team roles and responsibilities:**

- Optimise the future investment in Council land opportunities.
- Deliver the Council and Community’s regeneration objectives.
- Provide a return to the Investment Partners commensurate to their investment, the level of risk in respect to such investment to maximise the profits made by the LLP.
- Maximise financial return through enhanced asset value.
- Achieve targeted area development.
- Expand and develop the business through engagement with the market around a wide range of opportunities.
- Develop and support community engagement and consultation as required.
- Procure, appoint and oversee the consultant team resources required for the running of RDP and development and delivery of site proposals.
- Provide detailed reports to Board on a regular agreed timetable to ensure the Board has the information required to make decisions.
- Review and update the Investment Plan and Project Plans three months before the end of each accounting period for approval by Board.

- Agree the agenda and where appropriate Board papers in advance with the Chair of the Board or their nominated representative.
- Ensure that all Board members are appropriately briefed and advised.

## Tasks and Responsibilities Summary

TASKS & RESPONSIBILITIES – 2018/19				
		RBC/HIP	RDP BOARD	INVESTMENT TEAM
<b>Financial</b>	Financial strength and solvency of IP		✓	
	Compliance with relevant tax & financial		✓	
	Set Budget		✓	
	Approve Budget		✓	
	Operating Expenditure (budgeted)			✓
	Operating Expenditure (unbudgeted)		✓	
	Capital Expenditure (budgeted)			✓
	Capital Expenditure (unbudgeted)		✓	
	Approve Bank Accounts and Signatories		✓	
	Administer Bank accounts and signatories			✓
	Produce Annual and Management Accounts			✓
	Approve Annual and Management Accounts		✓	
	Approve Bankers, Auditors, Lawyers, Architects		✓	
	Appoint Bankers, Auditors, Lawyers, Architects			✓
	Sale of land		✓	
	Purchase of land		✓	
<b>Resources</b>	Set up Suppliers Framework			✓
	Appoint consultants			✓
	Set up Work Package Tenders Framework and			✓
	Appoint work packages			✓
<b>Business</b>	Produce Business Plan			✓
	Approve Business Plan	✓	✓	
	Produce Project Plan			✓
	Approve Project Plans		✓	
	Material variation to any Project Plan		✓	
	Instruct start on site			✓
	Manage on site construction			✓
	Planning Application			✓
	Compliance with Members Agreement	✓	✓	✓



## SECTION D – SITE DEVELOPMENT PROCESS

The RDP Site Development Process up to Planning Consent is as follows:

- Portfolio of council land sites agreed by the Council.
- A project plan and accompanying financial appraisal and costings are developed by the Investment Team and agreed by the Board.
- HIP provides funding and supporting resources to obtain a planning consent and the Council provides strategic leadership; the Council also has the opportunity to provide funding.
- The Project Plan sets out the planning strategy delivery, budget and development appraisal to be agreed by the Board.
- Planning consent obtained.
- The Council transfers each site into the RDP at an agreed value and time.

The Investment Partnership longer term delivery process is managed as follows:

- RDP Board decides to develop or (where required to cross subsidise the programme) sell all or part of a site
- In the case of RDP development, the Investment Team provides the Board with a project cash flow model identifying the peak equity required from each partner. This includes the timing of payments and financial returns, plus any development debt finance required.
- The Board agrees the funding commitments and subsequent construction agreements and monitoring arrangements.
- An Operational Group will be established including the Investment Team, Finance, Construction and external monitoring representatives e.g. the employer's agent, to scrutinise the construction programme up until practical completion. This group will report to the Board on budget, risks and progress during the delivery phase together with matters such as sales values on the private units or land sales.

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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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# CABINET

Meeting held on Tuesday, 25th June, 2019 at the Council Offices, Farnborough at 7.00 pm.

## Voting Members

Cllr K.H. Muschamp, Deputy Leader and Customer Experience and Improvement Portfolio Holder (in the Chair)

Cllr Marina Munro, Planning and Economy Portfolio Holder  
 Cllr A.R. Newell, Democracy, Strategy and Partnerships Portfolio Holder  
 Cllr M.L. Sheehan, Operational Services Portfolio Holder  
 Cllr P.G. Taylor, Corporate Services Portfolio Holder

Apologies for absence were submitted on behalf of Cllrs D.E. Clifford and M.J. Tennant.

The Cabinet considered the following matters at the above-mentioned meeting. All executive decisions of the Cabinet shall become effective, subject to the call-in procedure, from **8th July, 2019**.

## 15. MINUTES –

The Minutes of the meeting of the Cabinet held on 28th May, 2019 were confirmed and signed by the Chairman.

## 16. RUSHMOOR DEVELOPMENT PARTNERSHIP - APPROVAL OF BUSINESS PLAN –

(Paul Shackley, Chief Executive)

The Cabinet considered Report No. CEX1904, which set out the first business/investment plan of the Rushmoor Development Partnership (RDP) for 2019/20.

Members were reminded that the establishment of the RDP had been agreed by the Council at its meeting on 4th October, 2018. It was considered that the business plan, also known in legal terms as the investment plan, was a significant document as it would establish the principles of business between the Cabinet and the RDP. The Report set out the latest situation in relation to the four sites that would be considered initially by the RDP, being

- Civic Quarter, Farnborough
- Union Street East, Aldershot
- Farnborough Main Car Park (also known as Union Street West)
- Parsons Barracks Car Park, Aldershot

It was confirmed that the process for progressing site developments was set out in the draft business plan. Members were informed that the governance arrangements

for the RDP had been considered by the Licensing, Audit and General Purposes Committee at its meeting on 6th June, 2019 and it was felt that the proposed governance and management arrangements would be sufficiently linked to the Council's democratic processes to provide assurance that the Council would not be exposed to unacceptable or unforeseen risks. The Cabinet would consider the site project plans as part of the approval process for the transfer of assets into the RDP and a briefing would be provided prior to any planning application being made.

Members considered the Report at length and asked many questions relating to the proposed business plan. Clarification was given in many areas, including that:

- the RDP's returns and profits, as set out in Exempt Section E of the proposed business plan, would be split equally between Hill Investments and the Council on the basis that each party would input equally;
- infrastructure improvements would be considered as part of the project plans;
- the governance structure was such that the Executive Head of Finance, acting as the Council's Section 151 Officer, would remain sufficiently impartial as to be able to provide the Council with best advice in relation to risks attached to RDP proposals;
- RDP proposals would consider other developments in the Borough, especially in terms of market values and demand;
- the procurement policy of the RDP was not the same as the Council's but the options for using local contractors, suppliers and colleges (for training) were being reviewed;
- there was significant interest in additional hotel provision in Farnborough;
- the makeup of the Investment Team would be clarified in future reports;
- the offer of 'creative' rent schemes, such as turnover rents, would be considered, within the RDP's parameters of viability;
- cross subsidisation between sites would be a feature of the RDP's approach but that the level of cross subsidy would not be apparent until the detailed schemes had been worked-up;
- members of the Cabinet would receive a written answer as to whether payment in full in respect of Suitable Alternative Natural Greenspace would need to be made by the Council in the event that outline planning permission was obtained prior to the transfer of Council-owned land to the RDP in relation to any site; and
- where the proposed business plan referred to 'public consultation', this would be known as 'public engagement'.

The Cabinet requested that the RDP should be advised of the points set out above.

**The Cabinet RECOMMENDED TO THE COUNCIL** that the first business plan of the Rushmoor Development Partnership, as set out in Report No. CEX1904, be approved.

The Meeting closed at 8.24 pm.

CLLR K.H. MUSCHAMP, DEPUTY LEADER OF THE COUNCIL

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