



RUSHMOOR BOROUGH COUNCIL

POLICY AND PROJECT ADVISORY BOARD

*at the Council Offices, Farnborough on
Wednesday, 20th November, 2019 at 7.00 pm*

To:

Cllr J.B. Canty (Chairman)
Cllr Sophia Choudhary (Vice-Chairman)
Cllr P.I.C. Crerar (Vice-Chairman)

Cllr Gaynor Austin
Cllr P.J. Cullum
Cllr Prabesh KC
Cllr T.W. Mitchell
Cllr Sophie Porter
Cllr M.J. Roberts
Cllr C.J. Stewart
Cllr J.E. Woolley

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

A G E N D A

1. **MINUTES** – (Pages 1 - 4)

To confirm the Minutes of the Meeting held on 25th September, 2019 (copy attached).

2. **ALDERSHOT TOWN CENTRE STRATEGY** – (Pages 5 - 216)

To consider the Head of Economy, Planning and Strategic Housing's Report No. EPSH1957 (copy attached) which sets out the seven strands of the Aldershot Town Centre Strategy and provides details on the current position and next steps. The Board are asked to consider three elements of the evidence base and their implications for the Town Centre Strategy. The elements are:

- Civic Society vision document
- Work on independent business uses and consultation carried out by the Rushmoor Leadership group
- Parking study

3. **PROCUREMENT STRATEGY** – (Pages 217 - 234)

To consider the Council's draft Procurement Strategy 2019-2023 which sets out the Council's vision for procurement and the priorities for the next four years. The Board are asked to recommend the strategic procurement aims as set out in the draft strategy to be submitted to the Cabinet in December.

4. **WORK PROGRAMME** – (Pages 235 - 242)

To discuss the Policy and Projects Advisory Board Work Programme (copy attached).

MEETING REPRESENTATION

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

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

POLICY AND PROJECT ADVISORY BOARD

Meeting held on Wednesday, 25th September, 2019 at the Council Offices, Farnborough at 7.00 pm.

Voting Members

Cllr J.B. Canty (Chairman)
Cllr Sophia Choudhary (Vice-Chairman)

Cllr Gaynor Austin
Cllr P.J. Cullum
Cllr Prabesh KC
Cllr T.W. Mitchell
Cllr Sophie Porter
Cllr M.J. Roberts
Cllr C.J. Stewart
Cllr J.E. Woolley

Apologies for absence were submitted on behalf of Cllr P.I.C. Crerar.

13. MINUTES

The minutes of the meeting held on 31st July, 2019 were approved and signed by the Chairman.

14. DRAFT STRATEGY FOR FUTURE INVESTMENT IN RELATION TO PLAYGROUNDS WITHIN THE BOROUGH

The Board considered a presentation from the Head of Operational Services and the Parks Manager on the strategic aims and objectives to underpin the emerging playground strategy. The Cabinet had requested the Board to agree the fundamental principles before the draft Strategy was brought forward for recommendation.

The proposed strategic aim which had been prepared following the Board workshop in July was as follows:

‘For every resident in the borough to have either a local equipped playground within a five-minute walk or a neighbourhood playground within a fifteen-minute walk, complimented by destination facilities at key parks.’

The Board discussed the proposed strategic aim and there was some deliberation on what constituted a 15-minute walk and whether distance should be included as well as time. The Board agreed the strategic aim, subject to the inclusion of a criterion of distance to walk.

Underpinning the strategic aim there were four proposed strategic objectives:

- To provide a network of high quality, diverse play facilities across the borough.
- To utilise a hierarchy of play facilities by type
 - Destination
 - Neighbourhood playgrounds
 - Local playgrounds
- To ensure that the facilities were managed and maintained to a high standard to ensure a safe and high-quality experience.
- To ensure additional consideration was given to sites located within areas of deprivation.

The Board discussed the proposed strategic objectives and other areas of information that could be included. It was proposed that changes in demographics and population along with future forecasts for the area should be taken into consideration. It was agreed that demographics and population would be included as a strategic objective. The amended strategic aims and objectives would be circulated to the Board by email.

The high-level strategic aims and objectives would need to be developed into an operational plan. It was agreed that the detail of the operational plan would be worked through by the Progress Group and brought back to the Board to agree and make a recommendation to Cabinet.

Action to be taken	By whom	When
Amend the strategic aims and objectives as agreed and circulate revised version to the Board	James Duggin/ Andy Ford	October 2019
The Progress Group to work through the detail of the operational plan	James Duggin	October 2019

15. RENT RELIEF POLICY

The Head of Democracy, Strategy and Partnerships presented the background and approach to rent relief for charitable/sporting organisations in the Borough and asked the Board to comment on the policy approach. The Board was advised that in 2017/18 there were 27 community organisations that leased land or buildings from the Council and received rent relief. The majority of those organisations (23) received 100% rent relief. As part of the Council's review of income and expenditure at that time, the level of support was examined, working to the principle that organisations should pay a rental contribution. It was agreed that rent relief would be reduced to 90% in 2018/19 with the potential to reduce the relief further to between 80-90% following assessment.

The current situation was that of the 27 organisations, sixteen were paying their rent proportion, two were being reviewed and nine were still to pay, with most of them making representation about the contribution. Each representation had been reviewed and of the nine, eight were being recommended to pay a contribution.

Following consideration with the Portfolio Holder for Democracy, Strategy and Partnerships, it was now proposed that the future policy should be that the maximum relief be retained at 90% across the board but in the longer term move to an arrangement under the Asset Management Strategy to enable negotiated sums at review dates. Specific cases would be reviewed on the grounds of hardship which would be determined by the Portfolio Holder for a maximum of one-year. Assistance would be offered to organisations, where required, to identify opportunities to increase income generated from their premises.

The Board discussed the proposed approach to rent relief and agreed the principle for setting a policy under the Asset Management Strategy for organisations to make a contribution towards the rent. However, it was requested that all representations for relief were assessed on a case by case basis to ensure that the organisation was not at risk of closure if required to contribute to the rental costs.

The policy would be developed, taking into account the comments from the Advisory Board, and following discussion with the Portfolio Holder, it was expected that a report would be submitted to the November Cabinet meeting. Rent relief to organisations would be kept under review to ensure an effective and consistent approach.

16. **UPDATE FROM SUB GROUPS**

The Board received a paper which provided an update on the work of the Advisory Board sub-groups including the Progress Group, Strategic Housing and Local Plan Group, Leisure Facilities and Contracts Task and Finish Group, Rushmoor 2020 Task and Finish Group and the Elections Group. An update was also provided on the first meeting of the Cabinet's Climate Change Working Group which had been requested by the Board.

The Board **NOTED** that Cllr T.W. Mitchell had been appointed to join the Progress Group, Strategic Housing and Local Plan Group and the Leisure Facilities and Contracts Task and Finish Group.

17. **WORK PROGRAMME**

The Board **NOTED** the work programme.

The meeting closed at 8.35 pm.

CLLR J.B. CANTY (CHAIRMAN)

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20 NOVEMBER 2019

ALDERSHOT TOWN CENTRE STRATEGY**1. INTRODUCTION**

1.1. This report sets out the current position and next steps in the development of the Aldershot Town Centre Strategy, focussing in particular on three elements of the evidence base. These are the work of the Civic Society in engaging with the community to develop a Town Centre Vision, the recommendations of the Rushmoor Leadership project group charged with developing ideas to attract and grow independent business uses and the Aldershot Parking Study.

1.2. The Board is asked to consider three elements of the evidence base and their implications for the Town Centre Strategy

2. BACKGROUND AND CONTEXT

2.1. The regeneration of our town centres is a Council priority. A long-term vision and masterplan for the town centre is set out in the Aldershot Town Centre Supplementary Planning Document (SPD), which was published in early 2016. The SPD set out six key themes which remain appropriate and relevant, and these have been joined by a seventh theme which reflects the increased importance of digital and clean energy and the Council's commitment to climate change:

- A revitalised town centre offer
- Town centre living
- A family friendly town centre
- An improved cultural offer
- Investing in streets and spaces
- Affirming the Victorian heritage
- Developing a Digital/5G offer with links to clean energy

2.2. Since then, the Council has taken a very proactive approach to regeneration, including engaging in site assembly, securing Government and LEP funding, setting up the Rushmoor Development Partnership with Hill Investments and working with partners to bring forward key schemes including Union St East, The Galleries, Aldershot Rail Station and the Digital Games Hub.

2.3. In recognition of the disruption that the major projects were likely to cause, the production of a 'retail plan for Aldershot Town Centre' was identified as a Council priority as part of the 2018/19 Council Plan. However, the advice from expert retail consultants was that any plan the council developed needed to look beyond a 'retail plan' to a wider 'town centre strategy'. Subsequently, the Government and others have published several reports on revitalising town centres, details of which were

reported to PPAB in April 2019. This year, the Council submitted bids for funding to the Future High Streets and High Streets Heritage Action Zones schemes but, unfortunately, these were unsuccessful (although a second bidding round for each is likely next year). An expression of interest for development of a Digital/5G Aldershot was submitted to Enterprise M3 LEP and this is being worked up in more detail in preparation for a funding bid next year.

- 2.4. Since April, we have been working with the Aldershot Civic Society and the Aldershot Task Force, a group of core stakeholders, to shape a longer-term town centre strategy and enable consultation and engagement with the wider community, including residents and other stakeholders. The Civic Society have led a process of engagement known as the Community Conversation which is resulting in the drafting of a community-led 'Town Centre Vision' based around key themes, all of which impact on the town's present and hold both potential and challenges for its future.
- 2.5. In addition, we have been implementing a short-medium term plan to help sustain the health of the town centre in the meantime and maintain vibrancy as much as possible through this period of transition. As reported to the Board in April, the Transition Plan addresses the disruption likely to arise from regeneration schemes such as Union St East and the Galleries, which are expected to start on site next year, focussing on means of increasing footfall through events, activities and engagement. The Transition Plan also includes an aim of exploring how to encourage and develop independent businesses in the town centre. As part of the implementation and as an element of the longer-term strategy, one of the project teams for the staff development 2018/19 Leadership Programme was asked to look into attracting and growing independent business uses.
- 2.6. As part of assembling the evidence base to support the development of the strategy, we also commissioned a parking study for Aldershot town centre with two aims: to examine the current parking situation taking account of previous off and on street parking surveys and to look at how supply and demand is likely to change in the future, given the planned regeneration projects and increasing use of sustainable and alternative modes of transport.

3. TOWN CENTRE VISION

- 3.1. To kickstart the Community Conversation, the Aldershot Civic Society held an Emergency Town Centre Meeting in May 2019 which was attended by over 300 people and the BBC. During a series of subsequent meetings, a further 100 people have become involved and attendance at the Society's regular monthly meetings has more than doubled. This has resulted in a still evolving draft Town Centre Vision document prepared by the people of Aldershot and facilitated by the Civic Society. The Aldershot Task Force has been given an interim presentation of the document and welcomed the work so far and asked that it be taken account of in

developing the Council's Town Centre Strategy. A copy of the draft Vision is attached at **Appendix 1**.

3.2. The draft Vision recognises that Aldershot town centre is rich in unrealised potential, with a strong sense of community, Victorian built heritage and royal history, well-kept public gardens and parks, large-scale development opportunities and a diverse and growing community. The Vision sets out to shift the directions of local conversations away from Aldershot's decline to focus on its assets and potential.

3.3. Ten key themes have been identified that impact significantly on the town's present and hold both potential and challenges for the future. Ideas have already been put forward for most of the themes and these are being developed further through themed workshops. The ten themes are summarised below:

Communicating Aldershot: communications should support the physical transformation, including during transition, and should look forward to the future, not focus solely on the town's military history. Ideas include a centrally located information centre, a website and phone app and setting up a Business Improvement District (BID).

Future Development: should deliver policy compliant affordable housing and should be of contemporary high-quality design that contribute positively to existing Victorian heritage. Ideas include creating momentum within the arts community to create a Makers Yard.

Public Realm: should be welcoming, accessible, of high quality and easy to move around. Ideas include community entertainment spaces, public toilets, more trees and planting and high-quality shop fronts.

Feeling Safe: people should feel safe and a sense of belonging. Ideas include a dementia friendly town centre, good lighting and seeking alternatives to CCTV in addressing anti-social behaviour (such as more police presence).

Transport, access and movement: should be improved to promote active use of the town centre. Ideas include free short-term parking, removal of street clutter and more cycle provision.

Entertainment, events and activities: create a sense of pride and ownership as well as increasing footfall and prosperity of businesses in the town. Ideas include more regular, smaller events that leave time to use the shops and cafes, free activities for families and involving local artists.

Facilities and services in town: a range of these adds to the town's vibrancy and usefulness. Ideas include moving the library to a town centre location and a modern, interactive and family-friendly museum.

Retail, restaurants and cafes: a unique and independent retail offer and a variety of high-quality cafes. Ideas include a start-up incubator programme, traditional

retailers (butchers, bakers etc), regular themed markets, variety of food outlets including restaurants, cafes and street food, specialist bar to attract young people.

Incentives for new businesses: establish a pathway from ‘pop-up’ to permanent to allow Aldershot to ‘grow its own’. Ideas include reducing business rates, a forum for local business owners and employees and co-working spaces.

Transition period: draw up a communications strategy to bring people along on the journey of transformation. Ideas include artwork on hoardings and ‘greening’ Aldershot activities.

3.4. The Civic Society is continuing to develop the vision through themed workshops focussing on particular aspects, including one planned for 20 November to address transport, connectivity and services and one planned for January 2020 to address future development.

4. GROWING INDEPENDENT BUSINESS USES

4.1. A group of council officers participating in the Council’s Leadership Programme was asked to look at how the vibrancy of the town centre could be developed by attracting and growing independent business uses. The project had three stages: creating a knowledge baseline; evaluating potential opportunities; and developing ideas to form recommendations.

4.2. Over the course of the ten month project, the group identified many potential ideas and came up with recommendations for eleven of them. Several were themed around engagement with young people, which has previously been highlighted by the council as an area for improvement. Of the eleven projects, the group envisaged that three could contribute to the transition plan (ie. short-medium term) and that the remaining eight should be evaluated alongside other initiatives as part of the long-term Town Centre Strategy. It was very positive that the group identified leisure provision opportunities and operators who were interested in Aldershot.

Transition Plan	Town Centre Strategy
	‘Escape Room’ adventure centre Climbing Centre
Engagement with young people: <ul style="list-style-type: none"> • Art student display on RBC hoardings • ‘Humans of Aldershot’ concept for RDP hoardings • Youth engagement project with Farnborough 6th Form College • Construction opportunities linked to Aldershot College (FCOT) 	Children’s activities: <ul style="list-style-type: none"> • Soft Play - recommend no further action due to new facilities opening in town centre • Indoor Trampolining – look at possibility of including in future soft play provision but not stand-alone • Little Street – evaluate once new soft play facilities established

	<ul style="list-style-type: none"> Splash Area – explore provision within public open space of major regeneration schemes
Repair Café, focussing on armed forces veterans	Visual Gaming Centre – do not take forward but explore provision of space to watch and participate in E-Sports
West End Centre – continue work already underway to improve cultural offer, including loyalty scheme	Relocation of Army Career’s Office to town centre

4.3. Further information and detailed evaluations of the individual projects are set out in the project team’s report and appendices, attached as **Appendix 2**.

5. ALDERSHOT PARKING STUDY

5.1. The parking study brief was to:

- Assess the current off and on street parking situation in Aldershot town centre
- Identify changes in use and demand compared to previous studies in 2014 and 2017
- Assess future demand in the light of regeneration projects and growth trends (over the next 5 years)
- Look at good practice elsewhere and identify opportunities for Aldershot

5.2. The surveys took place on a Tuesday and a Saturday in June and covered ten car parks (8am to 8pm) and on-street parking in the town centre (hourly beats from 6am to 8pm).

5.3. The surveys found that most car parks were less busy than in 2014 and 2017, although Princes Gardens and Cross St were busier at weekends. Peak times for Princes Gardens and the High Street Multi-storey had changed slightly, moving to afternoons and evenings. On-street occupancy had increased in over half the roads surveyed, especially at weekends and there had been a significant increase in on-street short stay parking. However, the consultants report urged caution in drawing any detailed conclusions on the basis of changing traffic patterns.

5.4. In forecasting future demand and supply, the consultants looked at historic traffic trends but noted that there had been no overall change locally. However, the national traffic growth model (TEMPro) estimated growth at 6.7% for Wellington ward. No net change was assumed in demographic data (expectation of more families with young children offset by increase in elderly population). The consultants factored in emerging development proposals, including regeneration schemes and other developments forecast in the Local Plan. The TRICS database trip rates estimated additional parking demand of 592 per day. This included displacement arising from the net loss of the High St Multi-storey and Parsons Barracks car parks.

5.5. Crucially, the study concluded that there will be sufficient car park capacity in the town centre to accommodate planned growth to 2024. Many roads will exceed on-street parking capacity and the new Galleries 250 space car park is likely to be busy. However, the Wellington Centre car park has capacity and should be promoted as an alternative.

5.6. In terms of opportunities for Aldershot, the study concluded that the following had potential to improve the town centre offer for off-street parking:

- More strategic use of car parks and partnership working by Rushmoor BC, Wellington Centre and Westgate;
- Improved car park management and operations, including discounts linked to spend, reduced charge short-stay bays, ParkMark accreditation and smartphone apps;
- Technological improvements to infrastructure including Realtime information & signage, smartphone apps, ticketless payment and Automatic Plate Number Recognition (APNR), Electric Vehicle (EV) charge points;
- Further study of good practice examples including Festival Place, Basingsoke and The Lexicon, Bracknell.

5.7. With regard to on-street parking, the study identified the following opportunities:

- A strategic review of on-street parking, including consolidation of the wide variety of restrictions, reduction in number of spaces, creation of more public realm space for pedestrians and cyclists (e.g. Oslo);
- Improved on street parking management and operations including cashless payment options and Car Clubs;
- Technological improvements to infrastructure including pay by phone apps, short-range wireless (NFC) technology, EV charge points outside cafes;
- Further study of good practice examples including Tunbridge Wells

5.8. In terms of non-car use, the study identified the following opportunities:

- Improved public transport
 - New Gold Route bus services planned
 - Rail Station improvements underway
- Cycling facilities
 - Consider Cycle Hub at station (e.g. Woking and Enfield)
 - Implement 2012 Town Access Plan improvements
- Car share schemes
 - Car clubs, Mobility as a Service (MaaS), smartphone apps e.g. 'Whim' (e.g. Helsinki)

5.9. In conclusion, the study made the following recommendations for Aldershot:

- Set up a stakeholder Transport/Parking Working Group

- Visit good practice examples e.g. Bracknell
- Produce a smartphone app that provides realtime parking information, taxi and car club booking, shopping vouchers
- Look into ParkMark and Disabled Parking Accreditation
- Investigate opportunities for technological improvements to infrastructure e.g. real-time parking information
- Review operations and management including charging
- Introduce a Cycle Hub and improve infrastructure for cyclists and pedestrians (Town Access Plan)

5.10. A copy of the consultants' report is attached at **Appendix 3**.

6. NEXT STEPS

6.1. Further pieces of evidence are being commissioned and developed. The intention is to bring these together into an overall strategy which will be in draft form in March 2020 and be considered by Cabinet subsequently. Further updates will be provided to the Board as the evidence is produced and the strategy developed.

7. FINANCIAL IMPLICATIONS

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

8. RECOMMENDATION

8.1. The Policy and Projects Advisory Board is asked to consider the three elements of evidence and provide their views on how these should inform the future development of the strategy:

TIM MILLS

HEAD OF ECONOMY, PLANNING & STRATEGIC HOUSING

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

List of appendices:

1. DRAFT Town Centre Vision
2. Leadership Programme project team report
3. Aldershot Parking Study

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Town Centre Vision

By the people of Aldershot

Facilitated by Aldershot Civic Society

Version 4

November 2019

DRAFT

Introduction

Aldershot town centre is rich in unrealised potential. With its strong sense of community, Victorian built heritage and royal history, well-kept public gardens and parks, large-scale development opportunities, and a diverse and growing community.

Aldershot's communities are ambitious for the future. Our town is underperforming and we want it to improve. The story of Aldershot's decline is well-rehearsed in both local and in neighbouring communities, and it is crucial to shift the directions of local conversations to focus on our assets and potential.

The sustainability of our town builds on the success of the town centre across a range of areas, including the economic viability and social vibrancy of the town centre, as well as on ensuring our town can respond to climate change in the future.

Key themes have been identified that impact significantly on our town's present and hold both potential and challenges for its future:

1. Communicating Aldershot
2. Future development
3. Public Realm
4. Feeling Safe
5. Transport, access and movement
6. Entertainment, events and activities
7. Facilities and services in town
8. Retail, restaurants and cafes
9. Incentives for new businesses
10. Transition period

The community's Vision for Aldershot Town Centre

Aldershot is a place to belong. A place to enjoy spending time as well as serving functional/traditional high street needs for shops, services and food and drink. A home for town centre residents, and a social gathering place that engenders our diverse communities and supports the public and visitors to meet and commune.

Arrival into town is positive, welcoming, and easily legible with design of public realm, views of landmarks and wayfinding tools all contributing.

Sustainability is woven through all new development and a range of transport options are enabled through the design of the town centre's public realm and traffic management.

Aldershot offers start-up opportunities and supports people to realise their dreams.

Aldershot's offer recognises who is the town's potential audience: people living in Aldershot and nearby towns, as well as drawing people in from a wider area for specialised events, shops and activities.



Communicating Aldershot

1. Communicating Aldershot

- 1.1 Aldershot has a long and proud history, and a bright future. Strategically communicating the many qualities of the town and its surroundings is crucial during the town's imminent development. Communications will support the physical transformation, reaching both the town's existing residents and users, as well as an external audience.
- 1.2 A well-executed communications strategy will support the coming period of transition whilst the planned large developments take place in the town centre.
- 1.3 There is a strong feeling that the theme of the town should not be focused solely on the military, but also look forward to the future of Aldershot, which is likely to become something different. The military history of the town is important to many residents and is seen as something to tastefully build into the fabric and communication of the town.
- 1.4 The town is entering a new era and it would be a mistake to characterise Aldershot as a historic garrison town.
- 1.5 The town theme should encompass the town we want to become rather than what it was and should make the most of what we as a town and community have to offer.

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“Information point in centre to answer people's questions and tell them about things.”

Anda Ciciovan

“Improvement of 'visit Aldershot' section of Visit Hampshire website.”

Marc Jarvis

“Bring the Tourist info office out of Princes Hall back into central parts of town into empty retail space to enable better communication.”

Duncan Binnie-Ritchie

“Gentle use of military connection.”

James Morgan

“Identify historical heritage with contemporary signage.”

Tim Bennett

“Utilise all major roundabouts coming into town to show well made and thoughtful/artful banners advertising upcoming events.”

Duncan Binnie-Ritchie

“Promote town facilities with brown signs.”

Beverley

1. Communicating Aldershot - Ideas

- 1.6 Strategic communications: Change will be communicated using a coherent language, including visuals and graphics, as well as through strategic wording to emphasise opportunity and assets.
- 1.7 Aldershot assets to communicate widely:
 - 1.7.1 The historic buildings in the town are a common point of reference and provide a visually inviting dimension to the branding of the town.
 - 1.7.2 Aldershot is surrounded by green space and heathland.
 - 1.7.3 Aldershot has fabulous and well-maintained parks and gardens
 - 1.7.4 Aldershot's communities are diverse and the town is richer for it
 - 1.7.5 Aldershot has a rich history, including royal connections and military achievements.
 - 1.7.6 Existing well-established and emerging industries (IT, leisure, etc.)
- 1.8 Central physical point of information: There should be an information centre located at the point where residents gather to attend events and activities in the town centre. This place will bring together information about what to do, where to go and where to stay; tickets for events and up-to-date accommodation information will also be available. The information centre should offer deals on local attractions. This point should act as the hub or start point for town walks, trails and activities.
- 1.9 Website: The information provided at this point should be reflected in a well maintained 'Visit Aldershot' website which is phone compliant.
- 1.10 Aldershot Phone App: The Aldershot Civic Society are interested in investigating a 'what's on in Aldershot' phone app to enable easy access to information about the town in general, and about specific current activities and opportunities.
- 1.11 Business Improvement District: Setting up a BID such as is successful in neighbouring towns like Camberley should be explored.
- 1.12 Physical promotion of attractions: There should be brown signs or equivalent at the gateways to the town which promote Aldershot's many leisure facilities.
- 1.13 The town's richly diverse population could be celebrated through multinational flags in Station Road



Future development

2. Future development

- 2.1 The proposed investment in the town centre is welcome and an important route to improving the prospects of the town in a number of ways, including offer, perception, and activity.
- 2.2 The very large developments currently proposed for the town centre (Union Street East (Rushmoor BC), The Galleries, The Arcade and the multi-storey car park (Shaviram) will have an enormous impact on the future of the town. It is crucial that this impact is positive, both in terms of place and the social and economic vibrancy.
- 2.3 Development of homes is also welcome, providing homes for people who need them whilst building the resident base of our community and supporting a more vibrant future for the town. We understand the monetary contribution homes make to the financial viability of any proposed developments, but stress the need for a proportionate amount of accommodation to be provided, including at the very least policy compliant affordable housing provision of 20% of homes being affordable (of which 70% social rent, 30% intermediate sale).
- 2.4 Any and all developments that occur within Aldershot town centre should be contemporary high-quality designs that support and underline the heritage qualities that are already present in the town and enhance and contribute positively to the existing Victorian historic built fabric.

“New development to keep in line with existing historic architecture.”

Kelly Chambers

“New buildings should be of a good quality.”

Tim Bennett

“Great care is needed not to destroy the Victorian buildings unless absolutely necessary. New buildings should be sympathetic to the surroundings.”

Gary Moir

“Create new feature buildings to produce a unique talking point for the town.”

Duncan Binnie-Ritchie

“New commercial units all have shop fronts that open up to let the business spill onto the street either for daily business or special occasions.”

John Parsons

2. Future development - Ideas

- 2.5 This section is awaiting decisions from a workshop to be held in Jan 2020.
- 2.6 The society is in conversation with Rushmoor Borough Council (RBC) to become part of the consulting process in the future development of the town, representing the opinions of a wide demographic of residents. The look and feel of future developments is very important to residents and we are in the process of understanding RBC's approach to development as compared to other councils.
- 2.7 As a response to the RBC led arts consultation in October 2019, creating momentum within the arts community to enable the creation of a 'Maker's Yard' as hypothesised in the council's new development is something that residents of the town clearly support. So as a result, we hope to support this by setting up an arts hub at the West End Centre to support the Art Festival in 2020 and from this build a community that would be able to sustain a maker's yard in harmony with the existing facilities at the West End Centre.

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Public Realm

3. Public realm

- 3.1 High ambitions: The look, feel, and usability of Aldershot Town Centre is absolutely key to its future success in both economic and social terms. It must be welcoming, and invite visitors to move around to use shops and facilities, to linger, and be accessible to all. Most importantly of all, it must be a delightful place that people wish to be in.
- 3.2 The way people are able to use key spaces in the town centre and move between them must be carefully designed so that people can gather around events at focal points whilst others move freely around them.
- 3.3 High quality: investing in good quality materials and design is important as it sets the tone higher and is a better use of public money.
- 3.4 Aldershot has a large number of mid to higher earning residents who would like to use the town centre more and who could be enticed by a feel of higher quality, reflected in the space and type of retail units.

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“More attractive shop frontages. Tidy up. Clean up closed shops, take away overall 'shabbiness' of the town.”

Rachael Measey

“More green infrastructure: trees, flowers, shrubs – better paving.”

Stephen Dawson

“We would like 'new' projects to incorporate or empathise with the Victorian heritage/architecture.”

Fiona Wassan

“Nice flowers and shop fronts.”

Melissa Jarvis

“An opportunity to create a town square/hub.”

Justin Coll

“More seating!”

P.W. Stockham

“Make art to give people who worked on it something to own and to see when they come into town. Make Aldershot unique.”

Sue Moore

3. Public realm - Ideas

- 3.5 Community spaces: One or more areas for public entertainment should be created centrally in the town centre, with seats and easy access to refreshments from a café in the immediate proximity. Spaces such as these should not obstruct shop fronts but feel integrated with them. Ideally, removable cover should be available to ensure that on rainy days, entertainment can still take place. Power should be available to these spaces without trailing cables untidily.
- 3.6 Public toilets: should be easily available, free of charge, from the new public entertainment spaces.
- 3.7 Shop fronts:
 - 3.7.1 Shop fronts on new, comprehensive developments should be able to open up and allow the businesses to integrate with street life.
 - 3.7.2 Cafes and restaurants should be able to set tables and chairs out in front of their shop to enhance the atmosphere.
 - 3.7.3 Shop fronts should be finished to a high standard and maintained. Vacant shops should not spoil the atmosphere by looking neglected and untidy, this is fundamental to the look and feel and should be addressed. The same standards should apply to occupied shops.
 - 3.7.4 Traditional shop frontages are popular, it is felt strongly that the signage on shops should be in keeping with the shop front, not cheaply printed and stuck on. Any new money or initiative on this should have a set of standards attached to it – a retail frontage code.
- 3.8 Street furniture: Street furniture including new, well positioned seating should be in keeping with the traditional feel of the town. Benches should prioritise function over form and enable people with mobility issues to rest at regular intervals.
- 3.9 Greening Aldershot:
 - 3.9.1 New and updated public realm incorporate existing trees and incorporate further trees and planting to green and soften the new spaces.
 - 3.9.2 The existing flower planting around Aldershot should be continued in any new/updated spaces to create a sense of coherence and bring delight.
 - 3.9.3 Community planting projects can support and enhance these efforts and support community coherence through bringing together people from across Aldershot's diverse communities
- 3.10 Cleanliness: The tidiness of the town centre is very important as it affects perceptions of the town, the council, and community. Litter bins, including a proper commitment to having regular and recycling bins adjacent to each other, should be well placed and in keeping with the traditional feel of the town. They should be regularly emptied.
- 3.11 It should be easy to navigate into and around the town, on foot, by bicycle, and car. This could include wayfinding mechanisms (such as signage, design of elements of the public realm, enhancing sightlines etc.).



Feeling
safe

4. Feeling safe

- 4.1 The town centre should be somewhere that people feel a sense of safety and belonging, no matter their needs or abilities.
- 4.2 New public realm and buildings can help people to feel safe by pre-empting potential issues and designing them out.
- 4.3 Feeling safe relates to how active the town is, and the types of activities taking place.
- 4.4 Provision should be made to proactively address issues which make people feel unsafe, such as anti-social behaviour. This is particularly important at key places where opinions about the town are formed such as arrival places like the railway station and around shops, restaurants and bars.

DRAFT

“Take responsibility for maintaining Aldershot's community by having better facilities and centres for young & old people.”

Cristobel Soares

“More police community patrols.”

Kyle Russell

“More police addressing anti-social behaviour. Visible enforcement.”

Mo Shepherd

“Visible enforcement funded with contributions from businesses.”

Stuart Trussler

“More police presence & NOT criminalising the homeless.”

Deborah Waser

“Give more support to rough sleepers/people with substance abuse issues so they are safe and can change their lives.”

Monica Farrow

“Connection between church and council for the helping of the drug-addicted.”

Molly Sutherland

“A social/community space (community or council owned) where people can go to play games (darts/snooker/board games etc.) and have the opportunity to meet other people. This could include a bar or cafe.”

Lewis Tonks

4. Feeling Safe - Ideas

- 4.5 We should be encouraging visiting returns
- 4.6 Dementia friendly town centre
- 4.7 Good lighting on roads, streets and in car parks are good deterrents to would-be criminals
- 4.8 Anti-social behaviour should be discouraged through for example lighting, access, 'eyes on the street, etc. and without defaulting to CCTV which comes with a raft of maintenance and operational issues and rarely results in resolutions.

DRAFT



Transport, access and movement

5. Transport, access and movement

- 5.1 An easily accessible town centre promotes its active use. Aldershot town centre should make it an attractive option to go to town, whether for a short errand, to meet a friend for a drink, or to spend the day visiting local attractions and stores.

To be developed at the workshop on Wednesday 20th November 2019.

DRAFT

“Limited free parking for making purchases in the town centre.”

Mrs S Hamill

“Good travel links to all [heritage] sites around the area. Cycle paths to allow easy/safe access. More active travel/world class cycle infrastructure to future proof town.”

Gary Ridley

“Lifts to get across the railway for people with limited mobility and buggies.”

Maja Luna Jorgensen

“Town link, affordable, eco-friendly e-buses with accessibility, level access and clear signage.”

Monica Farrow

“Free shuttles from the major out of town developments into town (e.g. garrison).”

Paul Vickers

“Safe cycling into town centre. Places to leave/lock cycle.”

Kate Anderson

“Electric charging points in more places.”

Anne Stewardson

“Maintain lifts and escalators to a good standard.”

Lynn Lassiter

“Electric bike hire. Maybe close High Street on Saturday and Sunday to vehicles.”

Pia Sammut

5. Ideas

- 5.2 Short-term free parking: The town should be easy to 'pop-in' to. A short period of free parking, such as half an hour, would encourage people into town. The provision of this might be on street parking and/or within car parks.
- 5.3 Movement from new bus stops and the train station should be easy for everyone, including those with limited mobility.
- 5.4 Pedestrian access to town should be re-evaluated and unnecessary street clutter removed allowing unimpaired wheelchair and push-chair access. This could take the form of a (community) survey of the streets to identify unnecessary street clutter for removal or tidying up
- 5.5 Access to town from the far side of the railway is limited by the footbridge in East Station Road. An alternative solution should be sought to allow access for those with limited mobility, wheelchairs and pushchairs.
- 5.6 Cycling is an important part of access to and around town. There should be well maintained and signposted cycle routes. To encourage people to cycle, there should be secure cycle storage options in town at strategic locations.
- 5.7 There should be provision of adequate parking for an ambitious town, making sure that the success of the town is not limited by a reputation for difficult parking.
- 5.8 There is a preference for 'pay on foot' parking (pay on return to car)
- 5.9 Bus services need to enable people from Wellesley to get into town with ease.
- 5.10 Access to town by bus should be reviewed to encourage people from the outlying areas to come into the regenerated town.
- 5.11 Charging points for electric vehicles should be located in strategic locations around town to promote the use of the modes of transport.



Entertainment, Events and activities

6. Entertainment, events and activities

- 6.1 Events, entertainment and activities are the key to creating a town centre that Aldershot residents are proud of and attend regularly. They offer people an additional reason to visit the town centre and increase the footfall which will in turn increase the prosperity of businesses in the town.
- 6.2 A town centre focused on entertainment, events and activities gives an increased sense of pride, ownership and by association, safety.
- 6.3 A diverse range of activities will attract all the residents of Aldershot into the town.

DRAFT

“Use central open space (as the lido has been used) for mime/art/music – involve the West End Centre.”

Frances Osang

“I would like town walks”

Wendy Harris

“Cycle race around the town, go-carting race through the town or an Aldershot town marathon.”

Waleed Khan

“History trails, plants, music and buskers. Puppet shows. Band Stand Sunday band performances.”

Pia Sammut

“A place for older people to meet and exercise.”

Anna Freshwater

“Bring a gaming and e-sports place into town.”

Justin Coll

“Encourage a dance school to set up in town.”

John Parsons

“Put things on like pool, snooker, table tennis etc. cheaply – a place to come to and a reason to come to it. Like the Games Shop.”

Mike Sutherland

“Indoor crazy golf.”

Wendy Harris

6. Entertainment, events and activities - Ideas

- 6.4 Large events such as Victoria Day are very successful but may not be as financially beneficial to retail as smaller events. Whilst we support the large events that exist, there should be regular and well-planned smaller events that draw people into town but leave them with time to use the shops, cafes and restaurants.
- 6.5 Entertainment, events and activities in the town should be of a high quality so they are in line with an improved expectation of quality within the town centre.
- 6.6 Free or low-cost activities for families with young children should be a priority as they are always looking for things to do. In the last couple of years, initiatives have been successful, but rather low budget.
- 6.7 Activities targeted at young people/teenagers [*this will be expanded*]
- 6.8 Street entertainment is popular with Aldershot residents. It adds vibrancy to the street scene and if it is done well, enhancing the sense that 'something is going on'. This should create focal points around which opportunities for cafe culture and social gathering are maximised.
- 6.9 Street entertainment should involve local artists, making the most of the expertise of the West End Centre, Princes Hall and young people from Local schools and colleges.
- 6.10 Events of a similar size to the Playfest are popular with residents. This particular event brings together the expertise of an existing business and it is unique to the town. [*The ideas page that accompanies this document contains the suggestions for other such events. – include the list we took to RBC*]
- 6.11 Festivals focused on specialised food and drinks offer could attract a different crowd to more broadly targeted large events.



Facilities and Services in town

7. Facilities and services in town

- 7.1 The town centre facilitates access to local services and provides places for communities to come together. A range of services and facilities in the town centre adds to the vibrancy and usefulness and encourages different people to come to the town centre and spend time there for a broad variety of reasons.

To be developed at the workshop on Wednesday 20th November 2019.

DRAFT

“Bring the library into town and combine the army and garrison libraries.”

Lynn Lassiter

“Accessibility needs addressing for disabled people.”

Cristobel Soares

“The museum should be in the town centre.”

Mo Shepherd

“Community Centre Incorporating a museum.”

Peter Winning

“Free WiFi in town.”

George Ocaya

“More community art/involve schools. Projects to create street art as the library mural was created.”

Rachael Measey

“Bring back a creche to town.”

Margaret Sands

“Community centre with café.”

Marie Bailey

“Centre for teenagers where they can find help.”

Anda Ciciovan

“Start a sure start style centre in the middle of town.”

Nicola Parsons

“Cafe for those with special needs.”

Vanesa Binnie-Ritchie

7. Ideas

- 7.2 There is great support for moving the library into town. This could dovetail with the earlier suggestion about an information centre. A modern library with a vibrant internal events schedule would be a real asset to the new space and could perform a dual role as a community centre/meeting space for all ages. The library could also host a cafe to ink to other social activities.
- 7.3 Museums are frequently mentioned by residents as something they would like to see in town.
- 7.3.1 Any new museum should be modern and interactive so that it is popular with families. This could be combined with a relocated and reimagined library. Successful museums run events themselves and this can be integrated with the events plan for the town centre.
- 7.3.2 Residents often mention the military history of the town, which is already commemorated and celebrated at the Aldershot Military Museum. The history of the town itself is a popular alternative as the theme for a museum.
- 7.4 Places where families can meet, such as play spaces for children, could help draw in this demographic



Retail,
restaurants
and cafes

8. Retail, restaurants and cafes

- 8.1 The economic lifeblood of the town has historically been the shops and eateries across town.
- 8.2 Residents of Aldershot want to come to a town centre that feels unique and welcoming with an independent retail offer and a variety of high-quality cafes to socialise in and restaurants to eat in.
- 8.3 Large chain retail shops are unlikely to move to Aldershot, even when it has a vibrant town centre economy as their business models have changed, so an alternative is widely endorsed.
- 8.4 Independent shops retain a much greater proportion of spending in our local economy, as opposed to chain stores and restaurants which remove funds from our community. Supporting independent local shops can help to build economic resources for individuals and the wider community.
- 8.5 High-quality retail and eateries should be the ambition. This includes giving thought to how environments look & feel and how these provide experiences, in line with the desire for increased quality across the town centre.

DRAFT

“Permanent indoor market. Small traders. Tapas, bakery, butcher, fishmonger, craft, toys, men's outfitters – independent shops”

Marie Bailey

“Need to encourage businesses that are online and retail.”

Frances Osang

“Places to buy food & cleaning products using reuseable containers rather than single use throw away plastic containers.”

Kate Anderson

“Later shopping hours in town to keep people flowing through town after work.”

Fiona Wassan

“Encourage individual, unique restaurants. Want diversity. Tapas, Japanese etc.”

Frances Osang

“Greater range of shops, clothing shops for the middle-aged/older shopper. Everyday and occasional wear.”

Hazel Shelley

“More clothes shops, traditional, small shops, M&S food, butcher, coffee shops in a market/piazza area.”

Pia Sammut

“Create an indoor market with bakers, cakes, fish and butchers.”

Hilda Chatbree

8. Ideas

8.6 Start-up incubator programme: Supporting new, local businesses

8.6.1 A covered or indoor space would be somewhere which would allow start-ups to open pop-up shops to test their business in an area with good footfall. Calling this space a 'yard' or similar would be a way to enhance its profile in conversation.

8.6.2 Newly established independent retailers, if set up in isolation, will be unable to attract enough trade to thrive. For independent shops to be successful, there needs to be a co-ordinated scheme that incentivises start-ups but does not allow them to be complacent. The offer should be curated so that the chance of success is maximised.

8.7 There is an appetite for traditional retailers such as butchers, bakers, greengrocers and fishmongers. This variety of retail options has been shown to work in places where they operate as a collective rather than independently. If people are to change their shopping habits, then the offer has to be convenient, as well as enjoyable.

8.8 The most popular non-food shops requested were: clothes, bike, kitchen, hardware, arts & crafts.

8.9 Markets:

8.9.1 Various types of markets feature heavily in conversations about the future of the town. A regular farmers' market, craft market, and seasonal markets would bring people into the town and add to the atmosphere. Existing shops would be able to open their shop fronts and participate rather than suffer loss of trade.

8.9.2 A traditional market such as exists already should continue with an improved visual presentation in keeping with the new developments and higher quality of public realm.

8.10 Restaurants:

8.10.1 People from the surrounding areas will want to travel to Aldershot and eat in its diverse range of restaurants.

8.10.2 A mixture of quality chain and independent restaurants would bring families with and without children into town. Aldershot already has some highly regarded independent restaurants and rather than lose these, they could be invited to position themselves in the centre of town.

8.11 It would be beneficial to create one or two visually co-ordinated and strategically positioned street food locations in keeping with the quality of the new developments. Street food brings a desirable atmosphere into public open spaces and offers a way to celebrate the diverse cultures within the town.

8.12 Independently run artisan cafes with a focus on quality of product and experience will encourage people from the proposed new town centre residential accommodation to socialise, as well as provide attractive places for shoppers to stop for refreshment. The visual appeal and atmosphere are essential to the success of these establishments.

8.13 Young people's drinking habits have changed and Aldershot needs to change to reflect this. A specialist bar selling craft beers, ciders and gin will attract younger people, especially serving new residents.



Incentives for new businesses

9. Incentives for new businesses

- 9.1 An increase in new town centre businesses uses can support local employment. Aldershot has the potential to 'grow its own', with many local people already operating small businesses locally.
- 9.2 An established pathway from a pop-up to permanent should be available, discussed, and supported from day one so that businesses can rotate as premises become available.

DRAFT

“Use an existing covered space to set up affordable stalls for pop ups and bespoke shops and traders.”

Duncan Binnie-Ritchie

“Aldershot supermarket collective – make sure there is a row of shops that enable people to buy meat, veg, bread etc. so that it is a realistic alternative to a supermarket – possibly in one unit as separate concessions.”

John Parsons

“Inside market. Small units to encourage start-ups. Fixed fees to include all costs.”

Frances Osang

“Free one hour parking to increase footfall”

Mark Nightingale

“More, smaller units in town for local entrepreneurs.”

Gillian Van Zyl

“Reduce rates to encourage retailers.”

Nikki Acott

“Encourage shops but not like surrounding towns.”

Frances Osang

“Varied types, less pound shop type shops. Lower start up rent/rates.”

Gary Moir

9. Ideas

- 9.3 The high level of business rates for retail units has been raised more often than any other issue – reducing rates could provide a useful incentive to the establishment and sustaining of new businesses.
- 9.4 Rent deals can help new businesses by enabling sound financial planning for the first few years.
- 9.5 Any incentive scheme should not enable a new business to become complacent.
- 9.6 A forum for the owners and employees of business in town should be established so that they feel part of the community and collectively have a voice. This voice can be used to give feedback and make suggestions to the town centre team at the council, including the event management team. It also provides a mechanism for the business community to speak directly to their customers. A representative of this group should attend the Civic Society to keep a line of communication with residents open, and/or the Civic Society could be offered a place on the group. The purpose of this would be to develop an understanding that the town will succeed with the right balance of events to draw people in and businesses to engage with whilst there.
- 9.7 Co-working spaces where people can flexibly access office facilities might be a good match with the demographic likely to move into the proposed 1 and 2-bed flats.



Transition period

10. Transition

- 10.1 The communication with residents and users of Aldershot during the transition is crucial. A communications strategy should be drawn up, resourced and delivered to support the intended transformation, not just of the physical fabric of the town, but also of the mental image people hold of the town. This is a once-in a lifetime opportunity to deliver positive change for the town, and the community must be brought along with the process to ensure the success of the changes taking place.
- 10.2 It is imperative that the local community is brought along on the journey of transformation. This includes through generating excitement about the future of Aldershot, and a sense of being able to influence it. Providing regular updates through a range of media will support this, as well as opportunities for people to experience live the changes happening.
- 10.3 The look & feel of Aldershot during the transition from its current situation to a regenerated social hub is essential.
- 10.4 Existing assets, such as businesses, public amenities, public spaces, etc, need to be supported through this period of transition. This includes the Wellington Centre.

DRAFT

“Making sure family friendly activities such as, riding, animals, making stuff, story telling, mini steam train, pop up stands like the South Bank in London etc are available for half terms and holidays.”

Nicola Parsons

“Use an empty spot as a council satellite post during development for access to [council] services and community.”

Vanesa Binnie-Ritchie

“Tidy, clean up & paint boarded up properties to look uniform.”

Kay Khan

“Use a development space (such as new town square) to create a hub for recycling in town centre.”

Kath Knapman

“Set up an exercise club in one of the vacant units.”

John Parsons

“Attractive entertainment, improve the feeling in empty spaces.”

Anda Ciciovan

“Aesthetic endeavours focus more on Arts and Culture that help generate interest in helping the town.”

Henry Douthwaite

“Utilise developer’s hoardings for planned schedule of events and to show future as it will be seen from the hoardings location.”

Dan Trubridge

10. Ideas

- 10.5 Hoardings that keep the public safe during building work will be a significant feature of the town for some years and must therefore add positively to the public realm. This could involve local people of all ages and provide a backdrop for activities and events that begin the regeneration well before new developments are opened.
- 10.6 Hoardings could include artwork made/inspired by local people, showcase what the new spaces will look like, illustrate what activities could take place in the new spaces, could involve local bodies and organisations like schools, charities, the Westend Centre, etc
- 10.7 Greening Aldershot activities (see Public realm) could be an effective way to begin to change long-held perceptions of local people about what Aldershot is.

DRAFT

DRAFT

ALDERSHOT TOWN CENTRE – GROWING INDEPENDENT BUSINESS USES

1. INTRODUCTION

1.1 “Help develop the vibrancy of Aldershot town centre (ATC) by attracting and growing independent business uses” was the project brief given to one project team from the 2018/19 Leadership Programme.

1.2 This report sets out the team’s recommendations as well as outlining the approach to the project, some further key findings and general observations from a learning perspective.

2. BACKGROUND & CONTEXT

2.1 This report is a specific piece of work, carried out by participants of the Leadership Programme. It should be viewed in relation to the work of the ATC Transition and Strategic Plans, and within the context of the overall regeneration programme.

2.2 The regeneration of Aldershot is a complex partnership approach to addressing the economic and place-making challenges facing the town. The purpose of this project is to identify opportunities to develop the vibrancy of the town centre, in relation to the broader regeneration plans, by encouraging and developing independent business uses.

2.3 Regeneration of town centres is the key focus of the “Place” theme – one of four themes within the council’s three-year business plan. The plan sets out key activities for the next three years with longer term aspirations set out in the “Your Future, Your Place 2030” council vision.

2.4 “Your Future, Your Place 2030” identifies a long-term vision for both Farnborough and Aldershot. This includes broader provision and support such as leisure, arts and social spaces in the town centre with an aspiration to have a vibrant night-time economy and a cultural offer to compliment retail provision.

2.5 The aspirations of “Your Future Your Place 2030” embody more than developing and regenerating the physical place. It is about providing fundamental opportunities and change and generating a sense of pride of place with local communities.

2.6 The reputation and pride of Aldershot has struggled in recent years as a result of the challenges to the retail sector in the town centre. Like many towns across the UK, Aldershot has been unable to maintain healthy town centre retail provision in the face of stiff competition from online retailers and it has suffered the recent loss of a number of major multiple retailers. This has been compounded further by recent closures in the Westgate complex.

2.7 In order to help develop the vibrancy of the town centre, people need a reason to visit. The High Street 2030: Achieving Change Report (2018, Institute of Place Management & Manchester Metropolitan University) states that town centres of the future “should attract local people to take part in a variety of activities - including dining, leisure and sport, culture and the arts, entertainment, medical services, and many more uses”.

2.8 The emerging uses in the Union Street East development include 1-2 bedroom flats that will be aimed at and attract a young demographic. A new, vibrant young population will provide an ideal future client-base for potential local leisure and cultural facilities.

2.9 For this reason, the group agreed the need to explore different types of businesses that could be viable, but to focus on those with an emphasis on leisure and cultural provision. At the same time, it was prudent to ensure we considered whether the market and opportunities were right for Aldershot and would meet the needs of the local demographic, as well as those of potential visitors and future residents.

3. APPROACH

3.1 A group of council officers, representing a range of services, who were participants of the Leadership Programme, led the delivery of the project, supported by the Head of Economy, Planning and Strategic Housing.

3.2 The approach to the project had three stages:

- Creating a knowledge baseline
- Evaluating potential opportunities
- Developing ideas in order to form recommendations

4. CREATING A KNOWLEDGE BASELINE

4.1 The critical factor for the team at this stage was to build collective knowledge, understand the history involved in ATC and the current state of the town centre.

4.2 This involved undertaking research of other towns, site visits, analysing local demographic data, delivering workshops, holding meetings and interviews with colleagues and partners and understanding a range of high-level complex documents.

4.3 In addition, it was important to consider the national retail position and changing shopping habits.

5. EVALUATING POTENTIAL OPPORTUNITIES

5.1 A suggested list of ideas were tested at the Staff Showcase where officers

and Elected Members were given an opportunity to share their opinion.

5.2 Some ideas were not progressed past this stage if the group felt that the market or demographic were not appropriate, or the town did not offer the suitable facilities/space required.

6. DEVELOPING IDEAS IN ORDER TO FORM RECOMMENDATIONS

6.1 Post evaluation of opportunities and taking into consideration existing local and neighbouring provision along with information gained from our research, the group was in a position to develop ideas further.

6.2 The following were identified as the primary ideas the group were eager to progress:

- Soft Play
- Repair Café
- Escape Room
- Climbing Centre
- Gaming Centre
- Indoor Trampolining
- Cultural offer – to provide an extension of West End Centre provision more centrally
- Engagement with young people - previous reports had highlighted an opportunity to improve active Council engagement with young people under 25. The group viewed this project as a perfect opportunity to engage with young people and involve them in changes to the town centre

6.3 The methods used to develop the ideas varied depending on the project, but broadly speaking involved conversations with partners and businesses across a range of geographical areas in order to ascertain:

- Their needs/logistical requirements and customer base
- Other factors when considering opening a business in Aldershot
- How the Council may be able to provide support to facilitate new business
- Selling the “Aldershot Story” - the history, the increasing population and future customer base, and the emerging opportunities for the town

6.4 In many cases the group identified existing networks and partnerships to explore and progress potential ideas.

6.5 Over the course of the project, the group considered 11 ideas in total.

6.6 Appendices 1-11 provide background information and further detail on the evaluation of each idea.

7. RECOMMENDATIONS

7.1 The following section details the recommendations of the group for each idea considered over the course of the project.

7.2 This represents work focused on generating ideas and feasibility, therefore the ideas as a whole may benefit from further evaluation alongside other projects/initiatives underway.

7.3 The group's recommendations have been split into two sections: ideas for consideration within the council's Transition Plan and ideas for consideration within the Aldershot Town Centre Strategy.

7.4 The Transition Plan refers to work that is underway now, focused on supporting the town through the redevelopment of key sites. The group recommend these ideas being further evaluated/progressed straight away, as they are not dependent on the redevelopment of key sites.

7.5 The Aldershot Town Centre Strategy refers to the longer-term vision and plan for the town, post-redevelopment. The group recommend these ideas being evaluated/progressed alongside other initiatives aimed at setting the longer-term strategic vision for the town.

8. RECOMMENDATIONS – TRANSITION PLAN

8.1 Climbing Centre (Appendix 1, pg. 10-11)

- The group recommend that a purpose-built centre be considered for the periphery of the development site.
- This should include provision for changing rooms and showers as well as industrial kitchens to allow for catering on-site.
- Development of such a site should also include parking provision whether on-site or nearby.

8.2 Engagement with young people – display of local art students' work on existing RBC hoardings (Appendix 2, pg. 12-15)

- The group recommend that work already underway to display artwork from Farnborough 6th Form College and Farnborough College of Technology be rolled out to any future redevelopment sites that will be hoarded within the town.
- This should be expanded through collating any interest generated by these displays and offering similar opportunities/space to other groups/organisations linked to the town.

8.3 Engagement with young people – “Humans of Aldershot” concept for the Rushmoor Development Partnership (RDP) hoardings (Appendix 2, pg. 12-15)

- The group recommend seeking full support and approval from the RDP for this project before formalising the approach with Farnborough 6th Form College and Farnborough College of Technology.
- Following this, the group recommend that there is project space provided within the Princes Hall, along with dedicated support from Rushmoor officers in order to oversee the work and fulfil any safeguarding requirements.
- In order to facilitate the delivery of this project, the group recommend the agreement of budget provision to cover printing costs and an end of project exhibition event.

8.4 Engagement with young people – youth engagement project (Appendix 2, pg. 12-15)

- The group recommend that dedicated resource from key council functions be agreed before formalising the approach with Farnborough 6th Form College.
- In order to facilitate the delivery of this project, the group recommend the agreement of budget provision and for this to be managed within the council.

8.5 Engagement with young people – opportunities within construction (Appendix 2, pg. 12-15)

- Working with Aldershot College (part of Farnborough College of Technology) and in conjunction with the council’s Economic Development Team, the group recommend that an element of the youth engagement work is focused on providing construction opportunities for local students. This should form part of the overall skills and employment plan/offer that the council develops with the Regeneration Team and the RDP, linking to the college’s “Stretch Programme” that identifies students with potential and seeks to provide them with the opportunities to fulfil this.
- The group recommends specifically that the following be considered within this:
 - Mentoring programmes and work placements for students to work with local builders and businesses;
 - Delivering town centre improvements through opportunities to improve the look of the town such as making benches, flower-bed, etc;
 - Offering some space within the proposed Makers’ Yard where students can kit-out the units to specified requirements.

8.6 Repair Cafe (Appendix 3, pg. 16-18)

- The group recommend that a Repair Café be explored straight away, as this is not dependent on the availability of a new unit within the town centre.
- Consideration should be given to locating it within a church hall in the town centre, within a pre-existing empty shop unit or at the Princes Hall.
- In order to link this concept to the town and honour the terms of our Armed Forces Community Covenant, we recommend consideration being given to the role of armed forces veterans within this.
- To support the development of this concept, we recommend seeking guidance from pre-existing repair cafes in order to establish one within Rushmoor.

8.7 West End Centre (Appendix 4, pg. 19-20)

- The group recommend continuing work already underway within the council's Transition Plan which focuses on creating a greater town centre presence for both the West End Centre and the Princes Hall now, ahead of any longer-term cultural offer once Union Street East is redeveloped.
- Once the site is redeveloped, the group recommend progressing another strand of the council's Transition Plan which focuses on a town centre loyalty scheme, providing discount vouchers for food and drink venues.
- As mentioned in the recommendations for the Escape Room (9.1), the group recommends consideration be given to the development of a town centre app, providing visitors and residents with information, event alerts and discount/loyalty schemes, etc.

9. RECOMMENDATIONS – ALDERSHOT TOWN CENTRE STRATEGY

9.1 Escape Room (Appendix 5, pg. 21)

- The group recommend working with an identified provider in order to facilitate the opening of an Escape Room as part of the Union Street East redevelopment.
- Part of this offer should include consideration of incentives such as reduced rental costs or Business Rates.
- As mentioned in the recommendations for the West End Centre (8.7), the group recommends consideration be given to the development of a town centre app, providing visitors and residents with information, event alerts and discount/loyalty schemes, etc.

9.2 Soft Play (Appendix 6, pg. 22)

- During the life of this project, the Aldershot Play Centre (soft-play) opened in the Wellington Centre, with a further planning application being approved for a separate soft-play facility at another town centre location. The group therefore recommend that no further provision of this facility is needed within the town at this time.

9.3 Indoor Trampolining (Appendix 7, pg.23)

- In light of the research completed in order to understand the requirements of such provision, the group do not recommend further exploring the viability of this idea at this time.
- The group recommends that any future review of the soft-play provision within the town should account for the possibility of including indoor trampolining as part of this, but not as a stand-alone offer.

9.4 Little Street (Appendix 8, pg. 24)

- Because of the emergence of two soft-play providers within the life of this project, the group recommend allowing both to establish themselves in the town before exploring whether the addition of a facility such as Little Street would be viable within the town.
- Before progressing this idea further, the group recommend market research with appropriate customer groups in order to understand the demand for and potential usage of such a facility, with particular attention to age and price-sensitivity of the target demographic.

9.5 Splash area (Appendix 9, pg.25)

- The group recommend further exploration of the provision of a splash area within the open spaces planned for the Union Street East redevelopment or the proposed redevelopment of the Galleries site.
- In particular, research into the put-in and maintenance costs associated with a splash area should be considered, as the cost may be prohibitive to inclusion within the plans for the town.

9.6 Visual Gaming Centre (Appendix 10, pg. 26)

- In light of the research completed in order to understand the requirements and utilisation of similar provision within Farnborough town centre, the group do not recommend pursuing the idea of a visual gaming centre/café at this time.
- The group recommends further exploration of the E-Sports industry, especially given Aldershot's position on the M3/M4 corridor which acts as a hub for gaming creation, with a view to providing space to watch and participate in e-sport tournaments within the redevelopment of the town centre.

9.7 Relocation of the Army Career's Office (Appendix 11, pg.27)

- Negotiations have been handed over to the Regeneration Team with the recommendation that they promptly engage with the Garrison Commander with a view to potentially identifying a new, town centre location within the Union Street East development, thereby securing an important long-term lease for one of the units.

APPENDICIES

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APPENDIX 1 – CLIMBING CENTRE EVALUATION.

Background and context:

A Climbing Centre was identified as a potential new leisure facility to form part of the Regeneration of Aldershot town centre. It was felt that with the right facilities a centre could be a big attraction to a range of ages and abilities and would draw visitors into the town for a day out.

Local research indicated that there are some “clip and climb” walls local to Aldershot but that the nearest climbing facility is Craggy Island in Guildford and White Spider (part of a larger business) in Richmond.

It was considered that a new climbing centre, which offers numerous changes to climbs to attract repeat visitors, as opposed to the limitation of clip and climb walls, will also attract serious climbers and could potentially draw people to Aldershot from existing centres.

The main concern identified was the available location of the climbing centre and the existing facilities that would be needed to make it a successful development. This included suitable parking provision and the need for some level of catering facility. The catering facility is considered a vital element of the business, in order to offer the complete package, climbing experience and food afterwards and make the business more financially viable.

A desktop research exercise was undertaken by visiting the webpages of existing climbing centres in the south of England. In addition, local planning portals were researched to ascertain the level of footprint required and members of the project team visited some regional centres to seek further specific information about logistics.

The site visited raised the following points to consider:

- The equipment initially cost around £150k but to replace would now probably be closer to £200k - £250k.
- The majority of centres have proper changing rooms, with showers, so that people would be inclined to come straight from work (a model that most gyms now work to).
- Climbing centres are well used by military personnel.
- The height of the building can limit the level of courses that can be provided. A centre with an atrium to about 10m to allow for the higher wall area will be able to provide a wider range of courses, and thereby is likely to eliminate the option of repurposing an existing building.

The idea for a climbing centre was suggested at the RBC Staff Showcase and at a workshop for the armed forces and received a significant level of support and

interest. In addition, The Leader of the Council and local Councillors also gave their support.

Recommendations:

- The group recommend that a purpose-built centre be considered for the periphery of the development site.
- This should include provision for changing rooms and showers as well as industrial kitchens to allow for catering on-site.
- Development of such a site should also include parking provision whether on-site or nearby.

APPENDIX 2 – ENGAGEMENT WITH YOUNG PEOPLE EVALUATION (4 PROJECTS).

Background and context:

During the research phase of the project we noted the emphasis in the High Street 2030 Report on the role of young people in the future of town centres. This identified to us a gap in our approach to regenerating both towns within our Borough and therefore we have taken this forward within our project.

One example of how successful this can be is the Youth Market in Altrincham, part of a broader market offer that has helped transform the future of the area. We initially pursued the same idea for Aldershot, focusing on the idea of setting up a council-led youth market, providing physical space and linking into existing business and tech mentoring through partner organisations such as the Community Matters Partnership Project (CMPP).

Through developing this concept, we spoke with several colleagues and these conversations allowed us to reframe our approach, therefore focusing us on starting with engagement work first in order to see what ideas might come from young people themselves. We also viewed this change of direction as a brilliant opportunity to strengthen the council's relationship with colleges along with our role in providing opportunities for young people in our locality.

We have established connections with two main contacts at Farnborough 6th Form and two main contacts at Farnborough College of Technology which includes Aldershot (construction) College.

Our work with them has identified four specific projects around youth engagement work, and these are summarised below.

Project 1 – display of local art students' work on RBC hoardings: (Farnborough 6th Form College and Farnborough College of Technology)

Working with the Town Centre Events Officer we have already commenced this project by inviting both colleges to curate art displays from their back-catalogue, covering courses such as Photography, Fine Art and Graphic Design.

We have secured funding from the Town Centre Events budget to print and display the artwork across the hoarding panels on the High Street side of the old Poundland site for Farnborough 6th Form College, with a display from Farnborough College of Technology on the Union Street side of the same site.

These displays will not only directly respond to feedback given as part of the research phase of the project, they will also create a platform for local young people to showcase their talent and promote both colleges.

Recommendations:

- The group recommend that work already underway to display artwork from Farnborough 6th Form College and Farnborough College of Technology be rolled out to any future redevelopment sites that will be hoarded within the town.
- This should be expanded through collating any interest generated by these displays and offering similar opportunities/space to other groups/organisations linked to the town.

Project 2 – “Humans of Aldershot” concept for the Rushmoor Development Partnership (RDP) hoardings:

(Farnborough 6th Form College and Farnborough College of Technology)

Working with the Town Centre Events Officer, we have started to set up two work experience placements for college students studying an appropriate course such as Photography and English Language – expected in early 2020.

They will be tasked with creating a back catalogue of photo-portraits and short interviews based on Brandon Stanton’s world-famous “Humans of New York” photoblog. The purpose of this is to link the regeneration of Aldershot Town Centre with its local people, highlighting the human faces and stories of people in the community, as well as giving local students the opportunity to create physical content for the hoardings, and digital content for social media.

This builds on pre-existing work within the Council such as the Story for Aldershot and work on the branding for the redevelopment of the town, all of which will be included in the project brief to students.

Each group will be given a pre-agreed list of approximately ten subjects but will then be expected to identify further subjects through spending time in the town and following up connections. Each group will be set an approximate number of portraits and interviews to be completed by the end of the two-week period.

At the end of both placements we are proposing on holding a celebratory exhibition event for students and their guests, representatives from the colleges, the subjects and their guests, and representatives from both the council and the RDP.

Recommendations:

- The group recommend seeking full support and approval from the RDP for this project before formalising the approach with Farnborough 6th Form College and Farnborough College of Technology.
- Following this, the group recommend that there is project space provided within the Princes Hall, along with dedicated support from Rushmoor officers in order to oversee the work and fulfil any safeguarding requirements.

- In order to facilitate the delivery of this project, the group recommend the agreement of budget provision to cover printing costs and an end of project exhibition event.

Project 3 – youth engagement project:

(Farnborough 6th Form College)

Having identified a gap in consulting with and engaging young people, the team felt passionately about making sure we provided real, live opportunities for young people to contribute and influence change and have their opinions and contributions recognised.

The purpose of the engagement project is to enable students to create and deliver a series of projects or programmes to engage young people with Aldershot town centre as it is redeveloped, and into the future. The brief is broad in order to allow for student creativity, but it is expected this could include surveys, works with schools, campaigns and social media work.

Longer term we would like to establish an on-going network of young people that we can consult with which as well as provide practical space and opportunity for students to progress their entrepreneurial and creative skills. For example, the provision of a youth market or space within the proposed makers' yard.

The project brief will be to create, develop and deliver activity that engages young people in the current redevelopment of Aldershot town centre.

Students working on this project will need to:

- Understand the context for the town centre redevelopment and its current status.
- Design and deliver engagement event(s)/activity for young people to help us understand what they want from the town whilst understanding challenges and realistic opportunities.
- Identify ways for young people to influence change and get involved with decision-making.
- Put forward recommendations to include how young people can stay involved in the implementation of the ideas.

Recommendations:

- The group recommend that dedicated resource from key council functions be agreed before formalising the approach with Farnborough 6th Form College.
- In order to facilitate the delivery of this project, the group recommend the agreement of budget provision and for this to be managed within the council.

Project 4 – opportunities within construction:

(Aldershot College - part of Farnborough College of Technology)

The regeneration of Aldershot lends itself perfectly to provide real, hands-on construction experience and opportunities for young people. It is important that the regeneration work generates opportunities for local Aldershot young people, engages them in the changes to the town and gives them some ownership. By working with Aldershot College, we can deliver unique opportunities for students.

Recommendations:

- Working with Aldershot College (part of Farnborough College of Technology) and in conjunction with the council's Economic Development Team, the group recommend that an element of the youth engagement work is focused on providing construction opportunities for local students. This should form part of the overall skills and employment plan/offer that the council develops with the Regeneration Team and the RDP, linking to the college's "Stretch Programme" that identifies students with potential and seeks to provide them with the opportunities to fulfil this.
- The group recommends specifically that the following be considered within this:
 - Mentoring programmes and work placements for students to work with local builders and businesses.
 - Delivering town centre improvements through opportunities to improve the look of the town such as making benches, flower-bed, etc.
 - Offering some space within the proposed Makers' Yard where students can kit-out the units to specified requirements.

APPENDIX 3 – REPAIR CAFE EVALUATION.

Background and context:

Repair Cafés are free meeting places and they're all about repairing things (together). In a Repair Café are the tools and materials to help you make any repairs you need on clothes, furniture, electrical appliances, bicycles, crockery, appliances, toys, etc. There will also be expert volunteers on site, with repair skills in all kinds of fields.

Visitors bring their broken items from home and together with the specialists, they start making their repairs in the Repair Café. It's an ongoing learning process. There are over 1,500 Repair Cafés worldwide.

We throw away vast amounts of stuff, even things with almost nothing wrong and which could get a new lease of life after a simple repair. The trouble is, lots of people have forgotten that they can repair things themselves or they no longer know how. Knowing how to make repairs is a skill quickly lost. Society doesn't always show much appreciation for the people who still have this practical knowledge, and against their will they are often left standing on the side-lines. Their experience is never used, or hardly ever. The Repair Café changes all that! People who might otherwise be side-lined are getting involved again. Valuable practical knowledge is getting passed on. Things are being used for longer and don't have to be thrown away. This reduces the volume of raw materials and energy needed to make new products. It cuts CO₂ emissions, for example, because manufacturing new products and recycling old ones causes CO₂ to be released.

The Repair Café teaches people to see their possessions in a new light and once again, to appreciate their value. The Repair Café helps change people's mindset. This is essential to kindle people's enthusiasm for a sustainable society.

Case study – Farnham:

Farnham Repair Café (FRC) is a collaborative project between The Centre for Sustainable Design at the University for the Creative Arts (UCA), Farnham Town Council and The Spire Church. It is also part of the global Repair Café movement led by Repair Café International Foundation.

It operates as a drop-in session once a month on a Saturday morning. Their average visitor numbers are 50-55 per month and currently demand is outweighing supply. There is a restriction of 2 products per person and other restrictions are in place such as no gas or petrol driven products and no clothing alterations. This is to protect the health and safety of all and to prevent custom being taken away from local businesses, such as the tailors.

Repair rate is approx. 66% across electrical, mechanical, bicycles, clothing and furniture.

Age of visitors is generally over 55.



Donations are expected, but not mandatory and average at between £5 and £8 per repair. FRC are a registered charity and have sought small grants to cover costs, but their primary income is from the donations. This covers costs such as PAT testing, insurance and refreshments. The Spire Church provides the hall FOC, which significantly reduces FRC's running costs. In return, FRC donates 10% of donations to the church. The church's café is open on Saturday mornings and have reported a significant increase in takings on Repair Café days, again benefitting the church.

Town centre presence:

The FRC works well for a number of reasons, but one being it is located in Farnham town centre. This allows visitors to come into the town centre and browse in shops and spend time in a café or restaurant, as well as visiting the Repair Café. Having a Repair Café in Aldershot town centre could have the same effect, giving people a purpose to visit the town and whilst there, enjoy and discover other attractions and businesses that the town has to offer.

A Repair Café's aim of building social cohesion and a creative community is equally important as reducing waste and battling climate change. It would therefore work well as part of a larger 'makers yard' concept in the town centre. Aldershot is unique in that it is home to a high number of army veterans. People who are highly skilled but are lonely and struggle to find a fulfilling purpose. Volunteers at a Repair Café are not necessarily environmentalists. In fact, they are usually enthusiasts who want to give something back to their community. Army veterans therefore would make ideal volunteers, as they have valuable knowledge and skills ready to pass on and the Repair Café could provide them with friendship and help break down social barriers.

Requirements:

- A medium-large sized room, large enough for at least 6 long tables with seating, a seated waiting area and a small reception area.
- Demand is likely to determine frequency at one Saturday morning per month.
- Car parking within a short distance, as people may bring heavy/awkward sized items.
- Toilet facilities for volunteers and drinking water on site.

Recommendations:

- The group recommend that a Repair Café be explored straight away, as this is not dependent on the availability of a new unit within the town centre.

- Consideration should be given to locating it within a church hall in the town centre, within a pre-existing empty shop unit or at the Princes Hall.
- In order to link this concept to the town and honour the terms of our Armed Forces Community Covenant, we recommend consideration being given to the role of armed forces veterans within this.
- To support the development of this concept, we recommend seeking guidance from pre-existing repair cafes in order to establish one within Rushmoor.

APPENDIX 4 – WEST END CENTRE EVALUATION.

Background and context:

The West End Centre is a well-established arts venue in Aldershot, which has hosted world-class touring bands and some of the biggest names in comedy. Despite this, it remains Aldershot's best kept secret, as many residents of Rushmoor and surrounding areas do not know it is there. Work has previously been carried out to raise awareness of the centre and a recent successful bid for government funding to create a 'Rushmoor Arts Hub' (RAH) helped to improve the centre's online presence, build a base where people could share their talents, and train staff.

Unfortunately, however, this funding was only for one year and further funding bids have been unsuccessful. There is still a desire to build on what the RAH started and activities including stalls during big town centre events such as Victoria Day and Shakespeare by the Wellington statue help this. Alternative funding streams through the Arts Council are also being investigated.

Participation in the arts by Rushmoor's population is very low and therefore there is a need to improve accessibility to and increase engagement by all demographics in and around the Rushmoor area.

Town centre presence:

Following a meeting with the West End Centre Manager, the following activities were highlighted as options that could potentially be held in the town centre, all with the aim of raising awareness, increase accessibility and build a creative and artistic atmosphere in the town. It is important that these activities add to what the WEC already offers however, not just moving current activities from the centre to the town:

- Regular workshops and classes – some of the arts and crafts classes that are currently held at the WEC could run taster sessions in the town centre or additional full classes.
- Hub for artists – create a multi-use area with a number of booths, to be hired short and long term. The aim is to create a space where the public can observe artists in action, and artists have a space where they can be creative and help to build a community spirit. An example of this has been successful in Eastleigh (<http://www.sorting-office.co.uk/>). The space could also be used for other activities such as a weekly/monthly repair café.
- Music venue – an indoor space with a small stage and café, where the public can go to relax and watch a performer whilst enjoying refreshments. The space would give musicians a chance to gain experience of performing in front of an audience.
- Adult comedy with coffee – parents with very young children can attend stand-up comedy performances during the day, whilst enjoying a coffee and socialising with other parents of young children.

Requirements:

The space(s) should be suitable for multi-use and accessible throughout the day and evening. Storage space is essential. Parking close by is also important as classes are often held in the evenings and people need to feel safe walking to and from their car. The WEC would not have the resource to manage the unit(s), so staffing would need to be sourced elsewhere.

The WEC's current customer base is mixed, however recent trend changes have resulted in audiences getting older. The WEC is less successful in engaging with the 14-22 age range, so new activities in the town centre could help change this.

Recommendations:

- The group recommend continuing work already underway within the council's Transition Plan which focuses on creating a greater town centre presence for both the West End Centre and the Princes Hall now, ahead of any longer-term cultural offer once Union Street East is redeveloped.
- Once the site is redeveloped, the group recommend progressing another strand of the council's Transition Plan which focuses on a town centre loyalty scheme, providing discount vouchers for food and drink venues.
- As mentioned in the recommendations for the Escape Room, the group recommends consideration be given to the development of a town centre app, providing visitors and residents with information, event alerts and discount/loyalty schemes, etc.

APPENDIX 5 – ESCAPE ROOM EVALUATION.

Background and context:

Escape Rooms have really developed as a popular leisure activity in recent years. Originally from Japan, they provide a real-life puzzle adventure where players are “locked” in a room and must work together to find clues, solve puzzles and escape before their time is up!

The number of escape rooms in the UK has doubled every six months since 2013 and London now has 55, having had just three in 2013. The closest escape rooms to Aldershot are based in Guildford and Reading.

Most escape rooms have no ‘physical’ activities so they are suitable for any age but they are particularly popular with students and young people aged between 18 and 24. With a young demographic and the local armed forces population, the escape rooms were identified as a potential new use for Aldershot and one in which the group wanted to explore further.

It was recognised that popular and successful escape rooms in other areas are located in town centres. Any potential escape rooms will require an easily accessible central location. This is crucial for Aldershot in order to encourage visitors to continue their stay in the town once they have completed their escape room. Some escape rooms are themed and further thought should be given to developing an escape room with a military/digital games theme providing a unique selling point that is relevant to the local area.

The team spoke to a successful escape room business in Berkshire and held extensive negotiations about extending their business into the Aldershot area.

Recommendations:

- The group recommend working with an identified provider in order to facilitate the opening of an Escape Room as part of the Union Street East redevelopment.
- Part of this offer should include consideration of incentives such as reduced rental costs or Business Rates.
- As mentioned in the recommendations for the West End Centre, the group recommends consideration be given to the development of a town centre app, providing visitors and residents with information, event alerts and discount/loyalty schemes, etc.

APPENDIX 6 – SOFT PLAY EVALUATION.

Background and context:

Through the research phase the group felt given the demographic of Aldershot a soft play area would be beneficial to the residents and therefore to the town centre. A soft play in the centre would mean those living locally could walk into the town and this would hopefully encourage footfall. This was also supported by the opening of the Farnborough play centre (2017), 360 Play which has been very successful.

During the lifetime of this project a soft play centre has already opened in the Wellington Centre called Aldershot Play Centre. This facility is open Monday to Friday 9.30am to 4.30pm, Saturday 9.00am to 5.30pm and Sunday 10am to 3.45pm, it is ideal for children between the ages of 1 and 6. As the play area is in the Wellington Centre it is restricted by the opening hours of the centre. On payment each child gets 90 minutes of play time. They also run an option of booking a party for a child at the soft play and both drinks and snacks can be purchased.



Recently there has been a planning application, 19/00324/COUPP, made for another soft play at 12-14 Union Street. The unit they want to use requires a change of uses application and is not in the Wellington Centre. This is a bigger unit than the Aldershot Play Centre and will be over two floors with a café. The suggested opening times are open Monday to Friday 9.30am to 5.30pm, Saturday 9.30am to 5.30pm and Sunday 10am to 5.00pm. The soft play will also provide a party room and deliver extracurricular classes. Two objections were made to the planning application and one comment in supports, the application however has been granted. The diagram below shows the plans for the soft play.

Recommendations:

- During the life of this project, the Aldershot Play Centre (soft-play) opened in the Wellington Centre, with a further planning application being approved for a separate soft-play facility at another town centre location. The group therefore recommend that no further provision of this facility is needed within the town at this time.

APPENDIX 7 – INDOOR TRAMPOLINING EVALUATION.

Background and context:

As a project group we identified an indoor trampoline park as a good fit with Aldershot Town Centre due to the demographic type and high population of young families with children.

The idea of a trampoline park is a smaller provision for younger people as opposed to the large industrial trampolining parks. Therefore, the space required is smaller with possible opportunities of reconfiguring an existing retail block to fit this leisure use rather than a purpose-built building.

We undertook some market research to identify any similar options/contacts to ask how successful they have been or if they would do anything different, with a longer-term view of getting them to start up in Aldershot town centre.

This research became more difficult than we imagined. We were unable to identify any indoor trampoline parks that run just trampolining for younger children. All the examples we found were linked to soft play buildings which we feel would work in Aldershot but haven't pursued this as other businesses are working on a soft play offer.

Recommendations:

- In light of the research completed in order to understand the requirements of such provision, the group do not recommend further exploring the viability of this idea at this time.
- The group recommends that any future review of the soft-play provision within the town should account for the possibility of including indoor trampolining as part of this, but not as a stand-alone offer.

APPENDIX 8 – LITTLE STREET EVALUATION.

Background and context:

Little Street is a children's role play centre for under 7's, where they create realistic streets designed with children in mind. This is a scaled down version of what a typical town would be like to inspire the children to explore the world they see around them.

There are currently 5 centres like this with another one opening soon. The nearest to Aldershot is Frimley, set in Frimley train station building. Frimley's existing facility is 142.81 square metres.

The centres are open 7 days a week, there are 4 bookable timed (90 mins) sessions each day to allow time to tidy up between each group coming in, opening times 9:30 to 5.00pm. They offer annual passes along with single bookings and shorted afterschool sessions.



Customers can book a party with up to 65 people allowed in the building for a 90 min slot. There is a café and snack bar.

Aldershot Town Centre does not currently have sufficient provision for young families and children. A new soft play has recently opened up in the town and the level of demand/success of the soft play should be closely monitored.

Recommendations:

- Because of the emergence of two soft-play providers within the life of this project, the group recommend allowing both to establish themselves in the town before exploring whether the addition of a facility such as Little Street would be viable within the town.
- Before progressing this idea further, the group recommend market research with appropriate customer groups in order to understand the demand for and potential usage of such a facility, with particular attention to age and price-sensitivity of the target demographic.

APPENDIX 9 – SPLASH AREA EVALUATION.

Background and context:

While researching town centres and what they have done in recent years to encourage residents to use the town centre, splash pads or water fountains have been something that has benefitted the town centre and provided a visual focus.

These areas can range from a full splash pad which is aimed more at children or water fountains with water jets shooting up from the ground throughout the day, constantly or on a timed basis. The jets might change colour as shown in the photo of Kings Cross and there might be a larger water fountain as a focal point.

They provide a focal point where, on a sunny day parents would be able to sit and enjoy a coffee and bite to eat while their children are playing, something for all the family. At night for those eating out or meeting friends, the coloured light creates a relaxing atmosphere.

The pictures show the water jets at Kings Cross and how they can look throughout the day.



There are two places that an area like this could be considered for Aldershot, either in the new Union Street East development or the proposed redevelopment of the Galleries site to create a town square area.

Recommendations:

- The group recommend further exploration of the provision of a splash area within the open spaces planned for the Union Street East redevelopment or the proposed redevelopment of the Galleries site.
- In particular, research into the put-in and maintenance costs associated with a splash area should be considered, as the cost may be prohibitive to inclusion within the plans for the town.

APPENDIX 10 – VISUAL GAMING CENTRE EVALUATION.

Background and context:

Aldershot is situated in the M3/M4 Corridor and is a hub for gaming creation in the UK. There is currently a big rise in the demand of people watching and participating in E-Sports and so the group identified a visual gaming centre as an idea for the town centre. This would provide an exciting and vibrant place where people could participate and watch the various games/tournaments.

The council is focusing on becoming more digital and investing in this sector and the café would be a great example of the Council's commitment to delivering our digital ambitions as well as providing a current and dynamic place to be for young generations.

Aldershot has a younger demographic than most other of our neighbouring areas and a gaming centre would attract local people to use the café whilst giving those further away a good reason to visit the town.

The café itself would be a place where people could play virtual games, watch other people play games, enjoy some food and drink and engage with likeminded people.

We wanted to speak to the market to see if this was a viable idea for Aldershot, so we engaged with a similar business located in Farnborough town centre. As a start-up business they are focused on making their new business work rather than discussing expansion options at this time. However, based on our own analysis we were able to identify that the opening hours are very short (non-school hours), and that visitor numbers were fairly average.

After several discussions with various parties we believe most people play games from the comfort of their homes and perhaps wouldn't use the café as we first thought. However, we feel there is still a market for watching E-sports in the town.

As Aldershot is starting on its regeneration programme there will be a lot of building and infrastructure work to achieve this. While the town is being redeveloped it would be a good time to consider installing some IT infrastructure such as 5G fibre, as this would be a great investment and a unique selling point for the town, therefore attracting more business from the IT/gaming sector.

Recommendations:

- In light of the research completed in order to understand the requirements and utilisation of similar provision within Farnborough town centre, the group do not recommend pursuing the idea of a visual gaming centre/café at this time.
- The group recommends further exploration of the E-Sports industry, especially given Aldershot's position on the M3/M4 corridor which acts as a hub for gaming creation, with a view to providing space to watch and participate in e-sport tournaments within the redevelopment of the town centre.

APPENDIX 11 – RELOCATION OF THE ARMY CAREER’S OFFICE EVALUATION.

Background and context:

Rushmoor Borough Council’s regeneration team had identified the relocation of the Army Career’s Office from Hospital Hill into the town centre as a potential area for consideration.

Members of the project team were asked to explore the possibility with the Garrison Commander on the basis that we had existing working relationships with him and that we had already engaged with the Army, delivering workshops to local troops about the future of Aldershot Town Centre as part of the research phase of this project.

Following informal discussions, the Garrison Commander confirmed he was, in principle, open to relocating to the town centre and confirmed that limited dialogue with the Ministry of Defence had taken place. He indicated that he would welcome the Council’s support to facilitate and enable the move to happen given the role that Capita play in delivering recruitment for the British Army.

Recommendations:

- Negotiations have been handed over to the Regeneration Team with the recommendation that they promptly engage with the Garrison Commander with a view to potentially identifying a new, town centre location within the Union Street East development, thereby securing an important long-term lease for one of the units.

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Aldershot Parking Study 2019

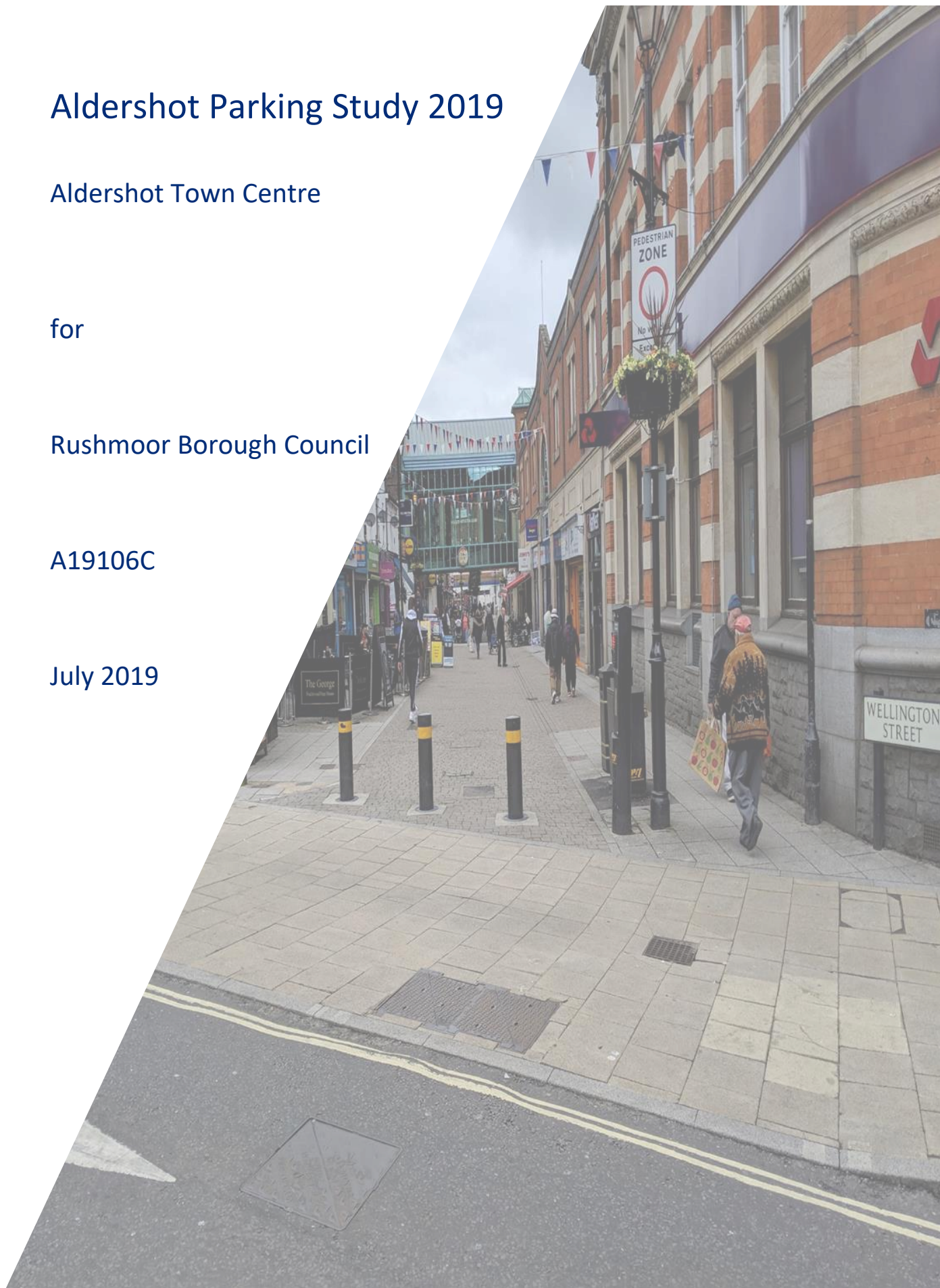
Aldershot Town Centre

for

Rushmoor Borough Council

A19106C

July 2019



Parking Study

Aldershot Town Centre,

for

Rushmoor Borough Council

A19106C	Parking Study, Aldershot Town Centre,
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Revision	Date of issue	Comments	Prepared By	Checked By
1.0	31/07/2019	First Issue	JB	NJS
2.0	25/09/2019	Client comments	JR	JB

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1.0 Introduction & background

Background and brief

1.1 Patrick Parsons has been commissioned by Rushmoor Borough Council (RBC) to undertake a detailed Parking Study within Aldershot Town Centre. A similar study was carried out in 2013/14, which included the town centre, residential permit holders zone to the south and further roads to the south which are currently unrestricted. A follow up study was also undertaken in 2017, which just focused on the town centre area.

1.2 The main purpose of this study is to determine the current state of the parking situation in Aldershot town centre and look at the likely future demand, given future regeneration in Aldershot and emerging sustainable transport options. Within the original brief, it states that the Council would like to understand:

- Whether there have been any changes to how current off-street and on-street car parking in and around Aldershot town centre is utilised, since the last study was carried out in 2017;
- How supply and demand is likely to change in the future, given planned regeneration and other development, the increasing use of sustainable alternative transport modes including new technologies, bus and train services and changes in car ownership and use.

1.3 In order to achieve this outcome, a series of comprehensive and detailed on- and off-street parking surveys were undertaken. A study area was specified by RBC and was very similar to the town centre (green) area included as part of the 2013/14 and 2017 surveys. A study area plan is included within **Appendix A**.

Current and future state of Aldershot town centre

1.4 Aldershot has a strong identity as a Military town and is often referred to as the 'home of the British Army'. The Garrison to the north of Aldershot comprises around 11,500 people, including resident troops, soldiers in transit on courses, civil servants, contractors and dependants. The total population of Aldershot is around 36,321.

1.5 Currently, the town centre suffers from an over-supply of retail floorspace and relatively high shop vacancy rates. Many large chains, such as M&S and Woolworths and the whole of The Galleries shopping centre, which adjoins the Wellington Centre have closed down in recent years. It might be argued that much of this is due to the economic downturn and the rise of internet shopping.

- 1.6 Aldershot is very well served by public transport, with a mainline railway station towards the south-eastern side of the town centre. The railway station provides twice hourly services to London Waterloo, Alton, Guildford, Ascot and Farnham. There are also many bus services providing multiple buses to surrounding towns including Farnborough, Camberley, Fleet, Farnham and Guildford.
- 1.7 In terms of the surrounding road network, the A323 runs just to the north of the town centre and links the A325 to the west and A331 to the east. The A325 links Aldershot to Farnborough and Farnham, whilst the A331 provides a fast link to the M3 motorway to the north and Guildford, via the A31, to the south.
- 1.8 The Council has an ambitious regeneration programme, which seeks to create a mixed-use town centre with high quality housing, retail, leisure and employment uses. The key regeneration sites include The Galleries, Union Street East, Aldershot Railway Station and refurbishment of Princes Hall. The recently adopted (February 2019) Local Plan supports the regeneration of the town centre and outlying areas, by seeking to rebalance the oversupply in retail with the redevelopment of a number of key sites, including the Wellesley development to the north of Aldershot, comprising up to 3,850 new homes.

Format of the report and limitations

- 1.9 There are a further nine sections to this report. **Section 2** sets out the methodology used during the parking study, including the data collection and analysis. In **Section 3** we present the results of the parking surveys and analyse the results of the surveys carried out for the car parks and on-street parking areas. In **Section 4** we compare the 2019 survey results to the 2014 and 2017 surveys. **Section 5** considers future parking demand. **Section 6** investigates good practice case studies used for other towns and cities in the UK and Europe. **Section 7** looks at off-street parking initiatives which could be applied to Aldershot, whereas **Section 8** looks at on-street initiatives. **Section 9** looks at potential sustainable transport initiatives which could be used to ease parking congestion and in **Section 10** we conclude the report.
- 1.10 The general limitations of this assessment are that:
- A number of data sources have been used in compiling this report. Whilst Patrick Parsons (PP) believe them to be trustworthy; it is unable to guarantee the accuracy of the information that has been provided by others.
 - This report is based on information available at the time of preparation. There is potential for further information to become available, which may create a need to modify conclusions drawn in this report.

2.0 Methodology

The Study Area

- 2.1 The study area is shown in **Appendix A**, as outlined in green.
- 2.2 The study area was agreed with Rushmoor Borough Council and was adapted from the town centre area included as part of the 2013/14 and 2017 surveys.
- 2.3 Parking on-street within the study area is mainly pay & display, although there are some parking bays for permit holders, taxis only, disabled users only and loading only.
- 2.4 In addition to the on-street surveys, we were instructed to survey the Council run and commercial car parks within the town centre. **Table 2.1** below provides a summary of the car parks surveyed, including the number of spaces.

Table 2.1 – summary of Council run car parks

Car Park Name	Type	No. of entrances and exits	No. spaces
Princes Gardens	Short stay	2	71 (incl. 4 disabled)
High St Multi-storey	Short and long stay	1	326 (incl. 11 disabled)
Cross Street	Short stay	1	7 (incl. 2 disabled)
Co-op car park	Short stay	1	71 (incl. 3 disabled)
Birchett Road	Short stay	1	76 (incl. 3 disabled)
Princes Hall	Short stay	2	43 (incl. 2 disabled)
Westgate	Short stay	1	518 (incl. 30 disabled)
Wellington Centre	Short stay	1	450 (incl. 15 disabled)
Parsons Barracks	Long stay	1	167 (incl. 6 disabled)
Aldershot Railway Station	Short and long stay	2	238 (incl.4 disabled)

Survey of existing restrictions & parking places

- 2.5 An “existing site features” survey was undertaken in 2013, the restrictions were checked on-site in March 2017 and again in June 2019. The original survey was undertaken with the use of a measuring wheel and tape on site. The features picked up included; dropped kerbs / driveways, existing waiting restrictions and parking places, prohibition of waiting and loading, bus stop clearways, school keep clear markings etc. These features were then drawn up on AutoCAD in a presentable format. A plan showing the ‘Existing Waiting Restrictions and Parking Places is included within **Appendix A**.

- 2.6 All spaces and lengths of road on which parking could take place were then counted. The lengths of parking places were broken down by restriction type and road, and presented in tabular form. Where individual bays were not designated, the number of available spaces was calculated by dividing the length of each bay and line of parking spaces by 5.5m. Whilst Manual for Streets (MfS) specifies a 6.0m parking bay, this is for an individual parallel bay; 5.5m is a length in which one car can park in a long line of cars and is standard practice. In any case, this was actually borne out in the surveys for this site. The list of roads surveyed and the lengths of restriction / number of bays can be found in **Appendix B**.

Data Collection

- 2.7 Full duration and classification surveys were undertaken using the survey company Streetwise Services Ltd. On-street vehicle hourly parking beat surveys were undertaken on Tuesday 11th June and Saturday 15th June 2019. Parking surveys were also undertaken for the ten car parks on these two days using digital cameras to log the number of vehicles entering and exiting the car parks. Before these survey days were fixed, consultation took place with relevant parties to ensure that no roadwork's or special events were taking place that would affect parking patterns.
- 2.8 The aim of the surveys was to log the demand and duration of stay of parked vehicles and whether they were parked in disabled bays, parallel bays or unclassified bays. The parking beat surveys involved the enumerators walking along each of the roads at hourly intervals, recording the vehicle registration plates and where they were parked.
- 2.9 The on-street parking surveys were carried out from 6am to 8pm. Each 'beat' lasted for no longer than 1 hour.
- 2.10 The registration plates were recorded using tablets on-site. It should be noted that each 'beat' provides a "snapshot" of the existing parking situation along each road at that particular time of day. Naturally, the parking situation would vary between the hourly beats, during the 'inter-peak'. This is to be expected and is unavoidable with parking beat surveys. Parking on double yellow lines and goods vehicles loading activity, for example, was picked up during each beat as the enumerator passed through. In order to track this activity with detail, enumerators would have had to be stood at regular intervals along each road, permanently throughout the day.
- 2.11 For the ten car parks in the town centre, surveys were undertaken between 8am and 8pm on the Tuesday and the Saturday. The surveys involved one complete count of the number of cars parked in each car park just before 8am. Digital cameras were then erected at the entrances and exits to all car parks, to record the number of vehicles coming and going. The survey company broke this data down into 15 minute intervals. However, we have presented the data in hourly intervals and prepared 'parking accumulation' bar charts for each car park.

Data Analysis

- 2.12 The car park survey data was analysed first and a summary of the results is presented in the next section of the report. As explained previously, the survey data was provided by the survey company in 15 minute intervals, but we have modified the data and presented it in hourly intervals. Parking accumulation bar charts have been prepared for each car park on the Tuesday and Saturday survey days.
- 2.13 The parking accumulation charts were produced by adding and subtracting those vehicles who entered and exited the car park over the past hour, from the previous hours count of spaces occupied. The number of free spaces available at each hourly interval could then be determined by subtracting the number of spaces occupied from the total capacity of the car park. The results of this analysis would then help us to determine which car parks are at, or over capacity and which are well under capacity. The analysis of the car park survey results can be found in **Section 3.0**.
- 2.14 In terms of the on-street parking analysis, in order to show whether a road was ‘under-utilised’ or at capacity, we have prepared bar charts to show the number of spaces occupied and free spaces at each hourly interval. This meant using the ‘site features survey’ to determine how many useable spaces there are along each road or section of road and subtracting the number of vehicles surveyed along this section of road at each hourly interval.
- 2.15 We have presented the duration of stay of vehicles parked in each road. The registration number of each car was noted during the surveys and it was recorded how many times they were identified on each successive parking beat. If they were only noted once, then they were recorded as having parked for between 0-1 hours, whereas if they were noted twice then they were recorded as having parked for between 1-2 hours and so on.
- 2.16 As part of the previous surveys undertaken in 2013/14, we made assumptions about which parked cars belonged to residents, commuters and short stay visitors. We have made similar assumptions here. Each user-type was classified in the following way:
- **Residents** – were assumed to be those who were parked during the first survey ‘beat’ (06:00 – 07:00). Most of these vehicles either stayed for most of the day or went away and returned at a later time. Those who came and went at various points throughout the day were also classified as residents.
 - **Commuters / long stay visitors** – were assumed to be those who arrived after the first survey beat and were picked up during five or more consecutive ‘beats’. So for example, for a vehicle which was recorded during the 08:00 to 09:00 beat to be classified as commuter, they would have to stay until at least the 12:00 to 13:00 ‘beat’, without leaving in between.
 - **Short stay visitors** – were assumed to be those who appeared for just one single or consecutive period during the survey day, up to four times. So for example, for a vehicle which was first recorded during the 08:00 to 09:00 beat to be classified as a

short stay visitor, they could stay up to the 11:00 to 12:00 beat, but no later and not picked up again during that survey day.

- 2.17 The duration of stay pie charts, proportion of users and capacity bar charts have been presented together on Ordinance Survey plans, for easy reference to each road and its proximity to the town centre and railway station. These are included within **Appendix C** and analysed in **Section 3.0**.
- 2.18 The use of disabled bays has been assessed and is analysed in **Section 3.0**. For the disabled bays in each road we subtracted the number of cars parked in disabled bays in each road, at each hourly interval, from the number of disabled bays surveyed for each road. This allowed us to establish whether the demand for disabled bays was greater than the supply and, hence, whether more designated bays are required.
- 2.19 Cycling activity has also been assessed. In order to establish the cycling requirements for each car park, we have subtracted the number of bicycles parked in each car park, at each hourly interval, from the number of cycle parking bays surveyed for each car park.
- 2.20 It should be pointed out again that, for the assessments of the disabled bays and cycle stands, as outlined above, the tables presented in **Section 3.0** provide just a snapshot in time, when the beat was undertaken.

3.0 Summary of survey results

- 3.1 This section of the report summarises and presents the parking survey results. The results of the parking surveys have been analysed as set out in **Section 2.0** of this report. The car park survey results have been analysed first, followed by the on-street survey results.
- 3.2 The analysis of the on-street survey results has been divided into two sections. Firstly, we deal with the volume / capacity and the duration of stay for each road. Secondly, we deal with the use of disabled bays.

Analysis of Car Park Survey Results

- 3.3 **Table 2.1** shows the number of spaces for each car park. The number of spaces for each car park was used during the analysis, along with the survey data and the following bar charts illustrate the level of occupation of the car parks at hourly intervals during the Tuesday and Saturday survey days. The blue bars represent the number of cars parked in the car park, whilst the red bars represent the number of free spaces. Where the car park is over-capacity the red bars are shown below the blue bars and represent the deficit in spaces.

Table 2.1 – Summary of car parks surveyed

Car Parks	Type	No. of entrances and exits	No. of spaces
Princes Hall	Short stay	2	43 (incl. 2 disabled)
Princes Gardens	Short stay	2	71 (incl. 4 disabled)
High Street Multi Storey	Short and long stay	1	326 (incl. 11 disabled)
Co-Op	Short stay	1	71 (incl. 3 disabled)
Wellington Centre	Short stay	1	450 (incl. 15 disabled)
Cross Street	Short stay	1	7 (incl. 2 disabled)
Birchett Road	Short Stay	1	75 (incl. 3 disabled)
Westgate	Short Stay	1	505 (incl. 30 disabled)
Aldershot Station	Short and long stay	2	210 (incl. 4 disabled)
Parsons Barracks	Long stay	1	167 (incl. 6 disabled)

Princes Gardens Car Park Results

3.4 Princes Gardens car park has 71 spaces, including 4 disabled spaces. As can be seen from **Figure 3.1** below, the maximum occupancy on Tuesday was at 8pm (96%) i.e. there was approximately 4% spare capacity. As can be seen from **Figure 3.2**, the maximum occupancy on Saturday was at 2pm (89%), i.e. there was approximately 11% spare capacity. The occupancy of the car park on both days increased during the midday, reduced towards the evening and increased in the evening.

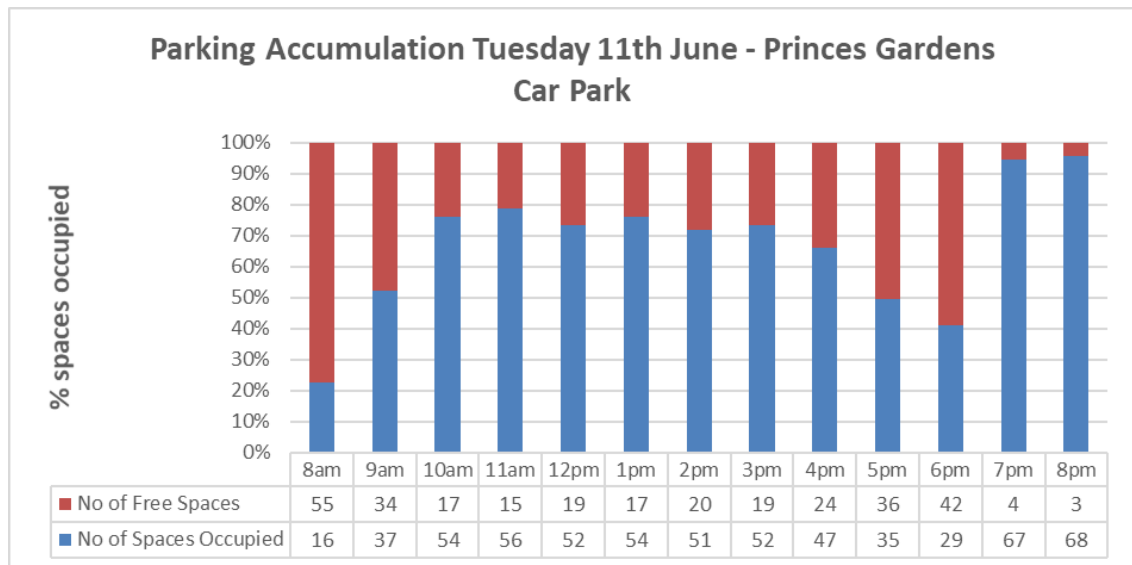


Figure 3.1: Number of Parked Cars in Princes Gardens Car Park on Tuesday 11th June

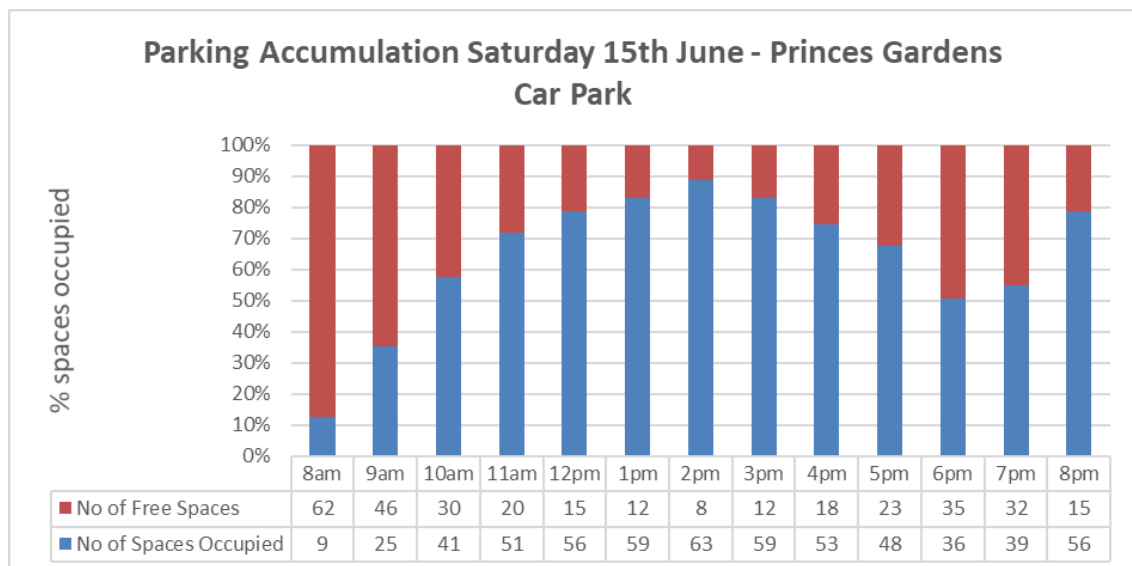


Figure 3.2: Number of Parked Cars in Princes Gardens Car Park on Saturday 15th June

High Street Multi Storey Car Park Results

3.5 The Multi-Story car park has 326 spaces, including 11 disabled spaces. As can be seen from **Figure 3.3** below, the maximum occupancy on Tuesday was at 8pm (52%) i.e. there was approximately 48% spare capacity. As can be seen from **Figure 3.4**, the maximum occupancy on Saturday was also at 8pm (57%) i.e. there was approximately 43% spare capacity. The occupancy of the car park on both days increased as the day went on, except for a dip at 6pm.

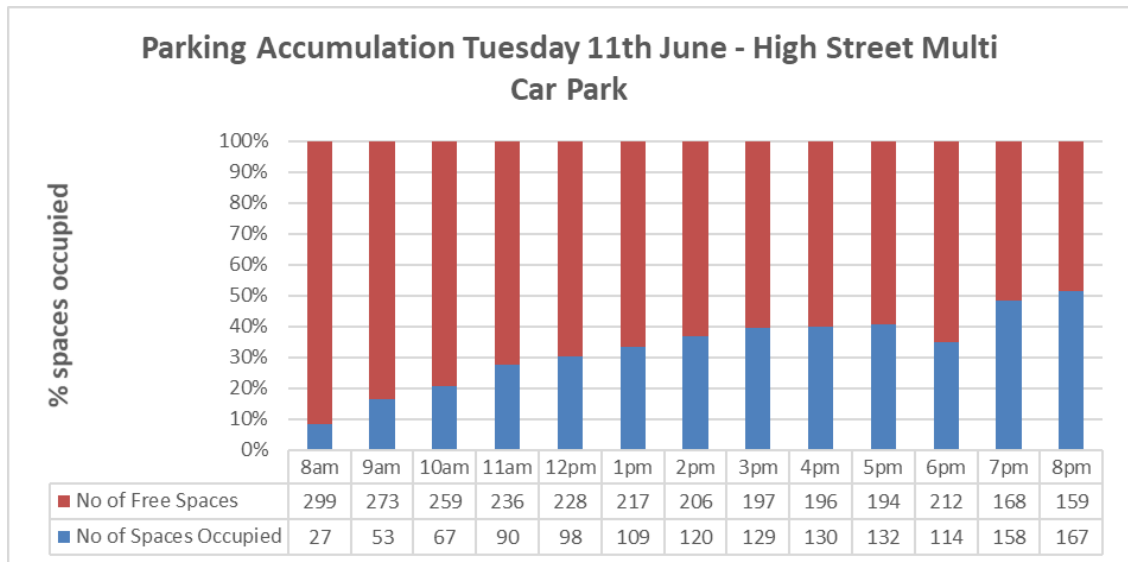


Figure 3.3: Number of Parked Cars in Multi Storey Car Park on Tuesday 11th June

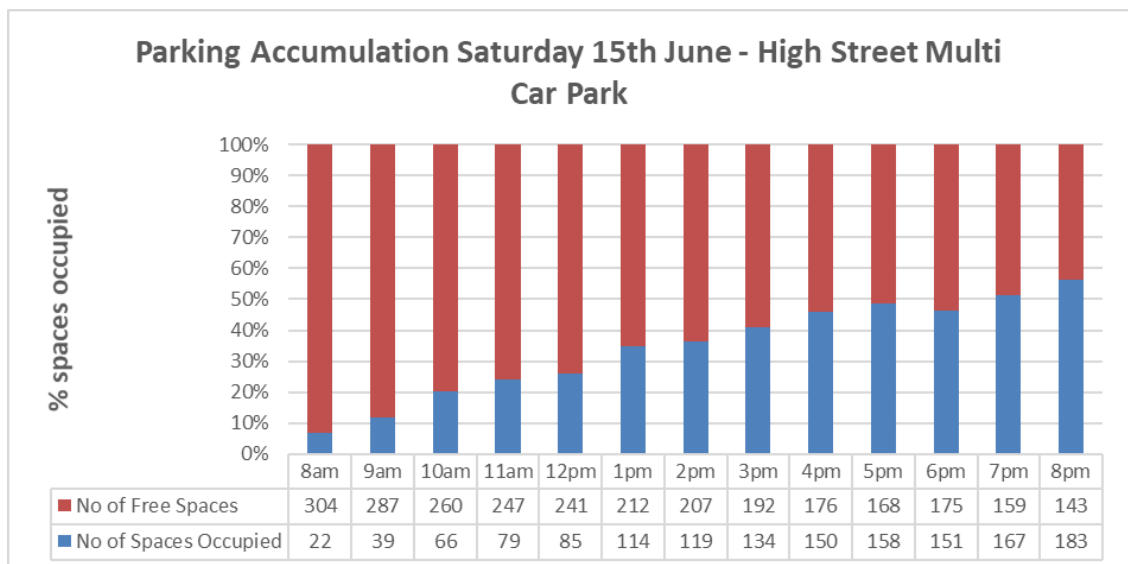


Figure 3.4: Number of Parked Cars in Multi Storey Car Park on Saturday 15th June

Cross Street Car Park Results

3.6 Cross Street car park has 7 spaces, including 2 disabled spaces. As can be seen from **Figure 3.5** below, the maximum occupancy on Tuesday reached the maximum capacity of the car park at 11am, 1pm and 4pm and fluctuated between 58-85% occupancy throughout the day. As can be seen in **Figure 3.6**, on Saturday the car park was at full capacity all day. Between 9am to 7pm the maximum occupancy exceeded the capacity of the car park, at times by 2 cars. The one to two car deficit was likely due to the cars parking in an undesigned space, rather than circulating, as the car park is small in size and capacity.

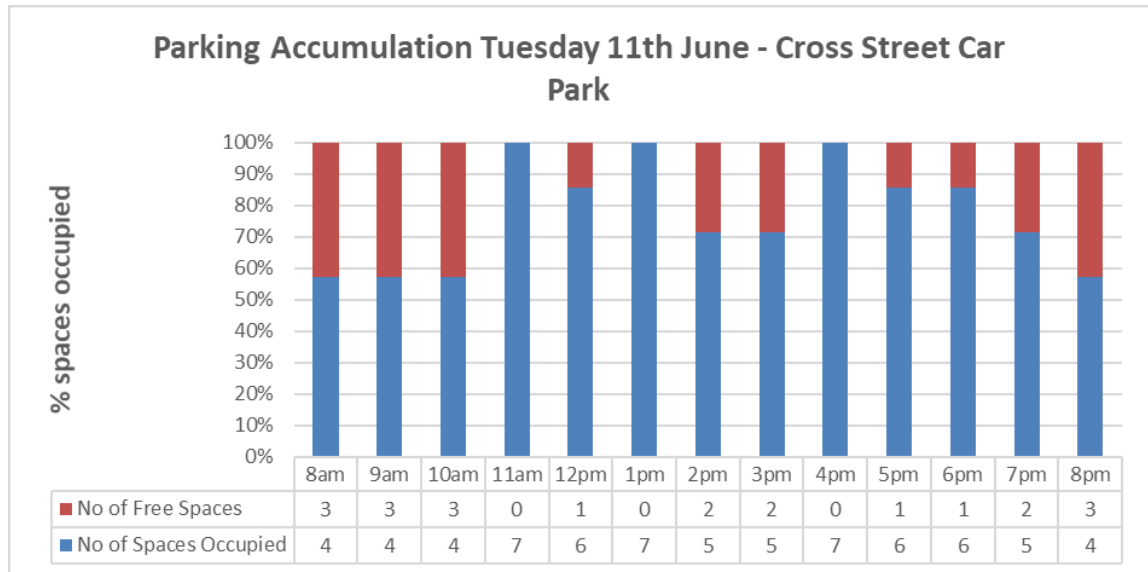


Figure 3.5: Number of Parked Cars in Cross Street Car Park on Tuesday 11th June

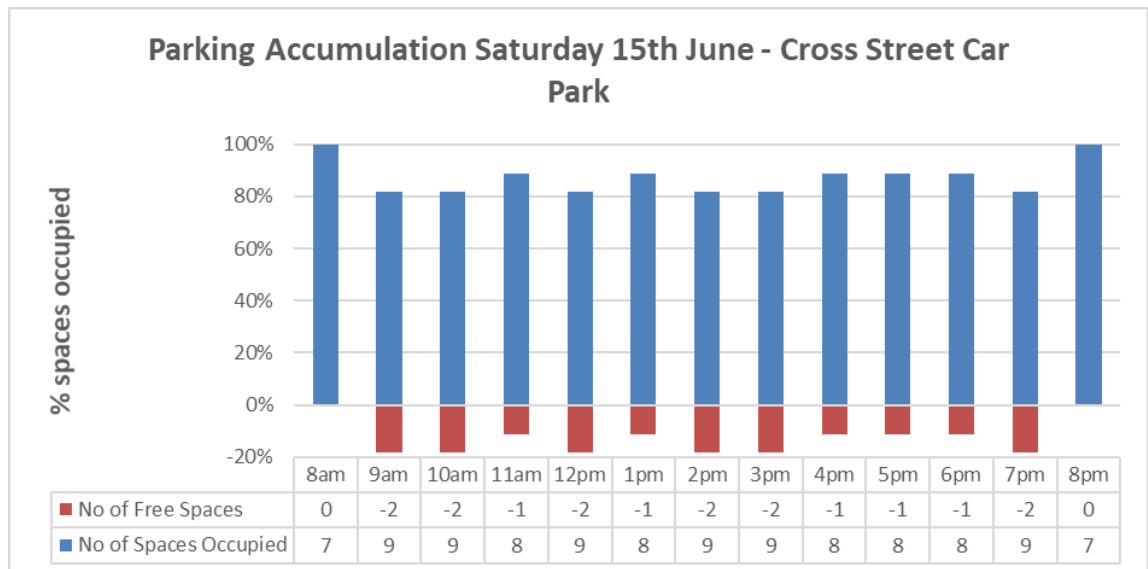


Figure 3.6: Number of Parked Cars in Cross Street Car Park on Saturday 15th June

Co-Op Car Park Results

3.7 The Co-Op car park has 71 spaces, including 3 disabled spaces. As can be seen from **Figure 3.7** below, the maximum occupancy on Tuesday was at 2pm (56%) i.e. there was approximately 44% spare capacity. As can be seen from **Figure 3.8**, the maximum occupancy on Saturday exceeded the capacity of the car park at 2pm, by 3 vehicles, and at 3pm by 1 vehicle. This deficit in spaces shows that up to 3 vehicles were either circulating the car park looking for a space, or parked / waiting in undesigned spaces. The car park was significantly busier on the Saturday compared to the Tuesday.

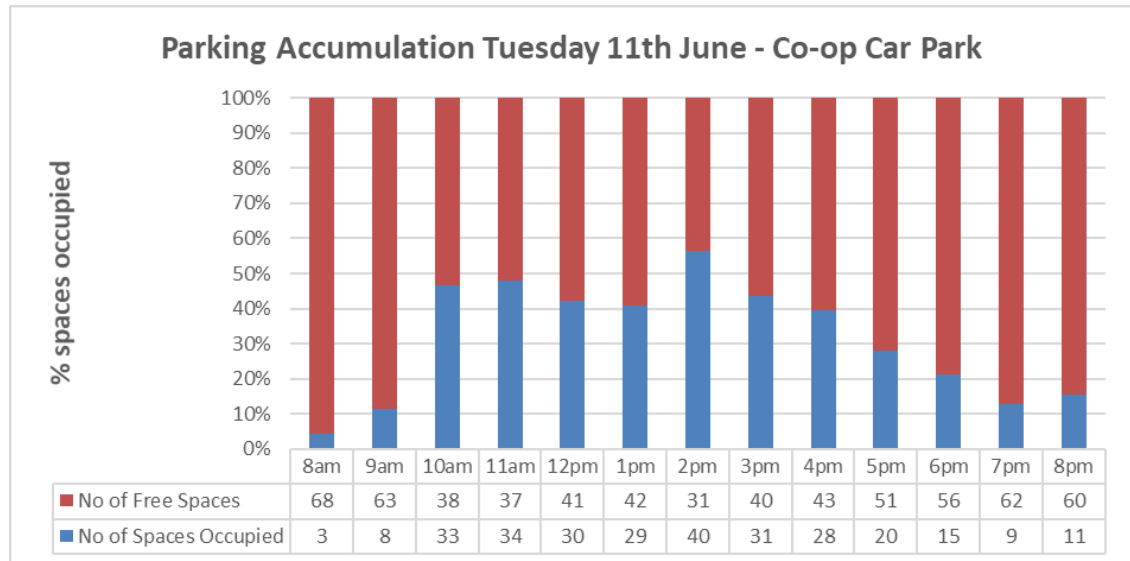


Figure 3.7: Number of Parked Cars in Co-Op Car Park on Tuesday 11th June

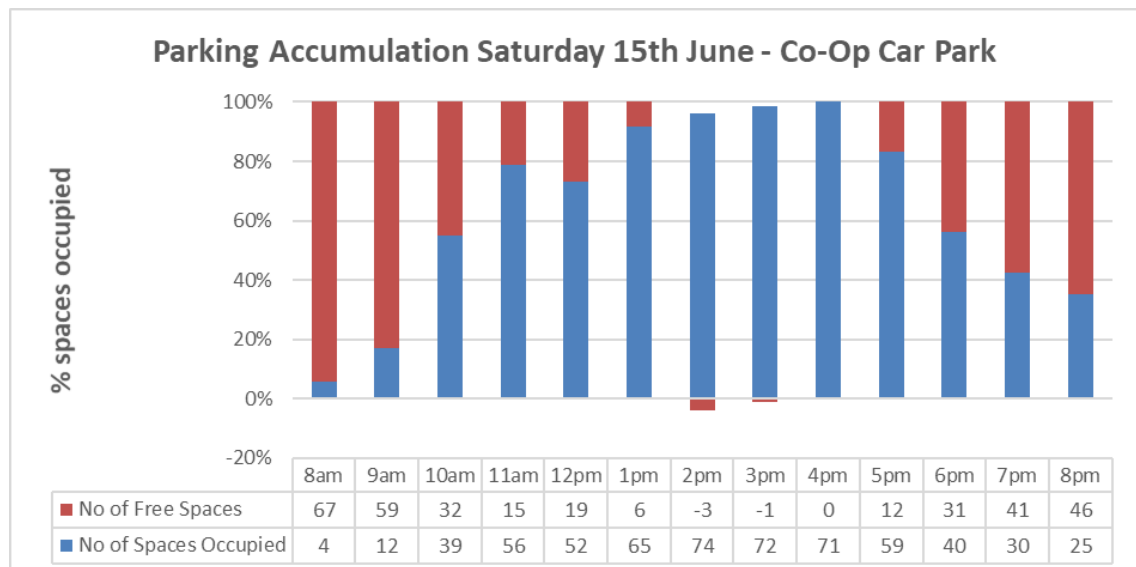


Figure 3.8: Number of Parked Cars in Co-Op Car Park on Saturday 15th June

Birchett Road Car Park Results

3.8 Birchett Road car park has 75 spaces, including 3 disabled spaces. As can be seen from **Figure 3.9** below, the maximum occupancy on Tuesday was at 12pm (71%) i.e. there was approximately 29% spare capacity. As can be seen from **Figure 3.10**, the maximum occupancy on Saturday was at 1pm (91%) i.e. there was approximately 9% spare capacity. The car park peaked at around noon, occupancy decreased in the afternoon and plateaued in the evening.

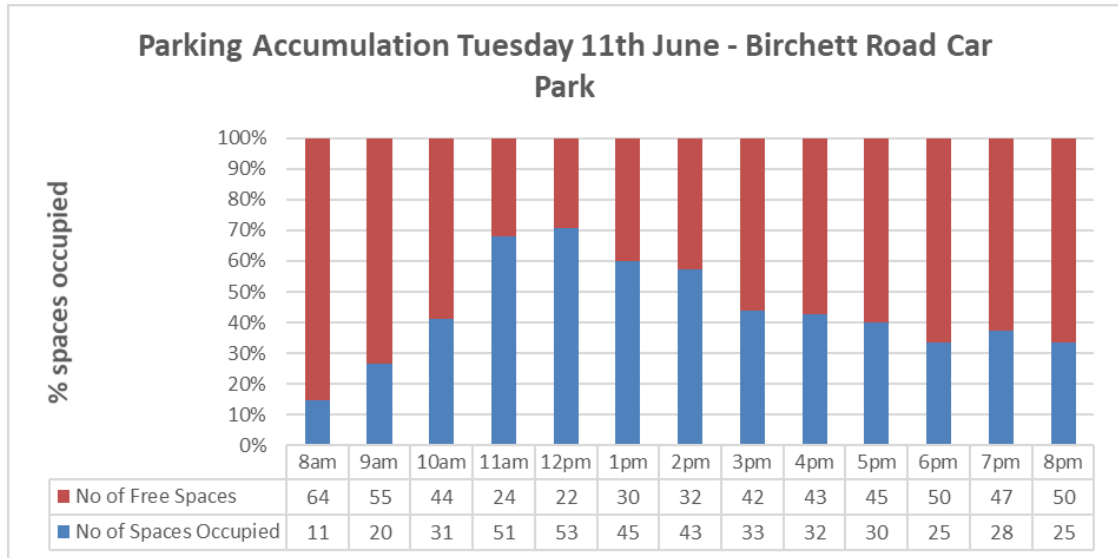


Figure 3.9: Number of Parked Cars in Birchett Road on Tuesday 11th June

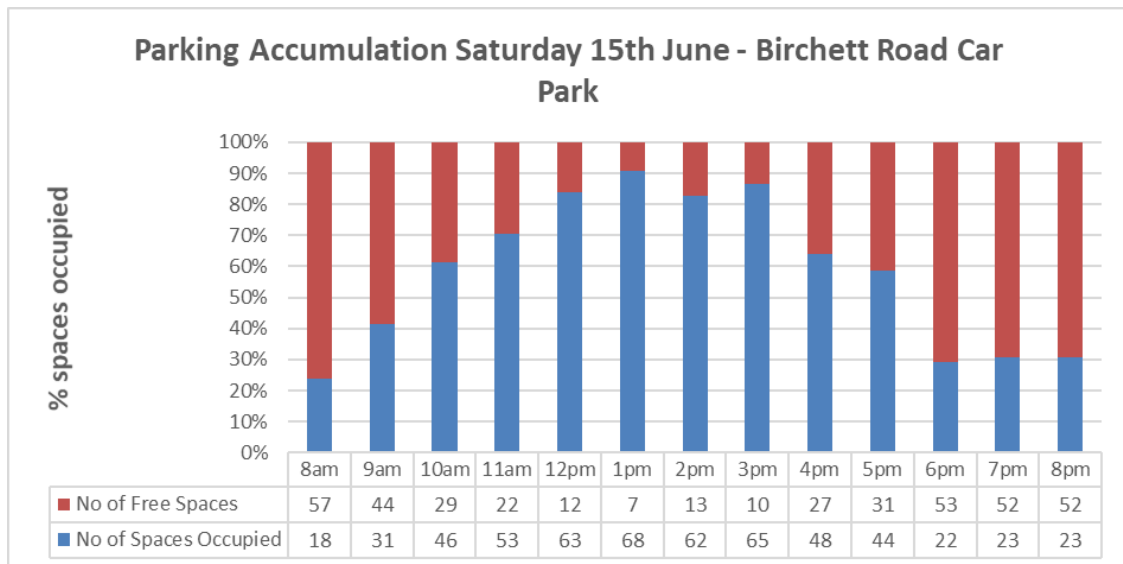


Figure 3.10: Number of Parked Cars in Birchett Road Car Park on Saturday 15th June

Princes Hall Car Park Results

3.9 Princes Hall car park has 43 spaces, including 2 disabled spaces. As can be seen from **Figure 3.11** below, the maximum occupancy on Tuesday was at 4pm (72%), i.e. there was approximately 28% spare capacity. Between 4 to 5 pm occupancy dropped by 20 vehicles and slightly increased in the evening. As can be seen from **Figure 3.12**, the maximum occupancy on Saturday was at 7pm (40%), i.e. there was approximately 60% spare capacity. The car park was busier on the Tuesday compared to the Saturday. It should be noted that Princes Hall car park is for use by permit holders only during the day, on weekdays. It is only open to the public after 6pm Monday to Friday and on weekends. It should be noted that the car park is directly adjacent to the Princes Hall Theatre and, therefore, can get very busy on show days and evenings.

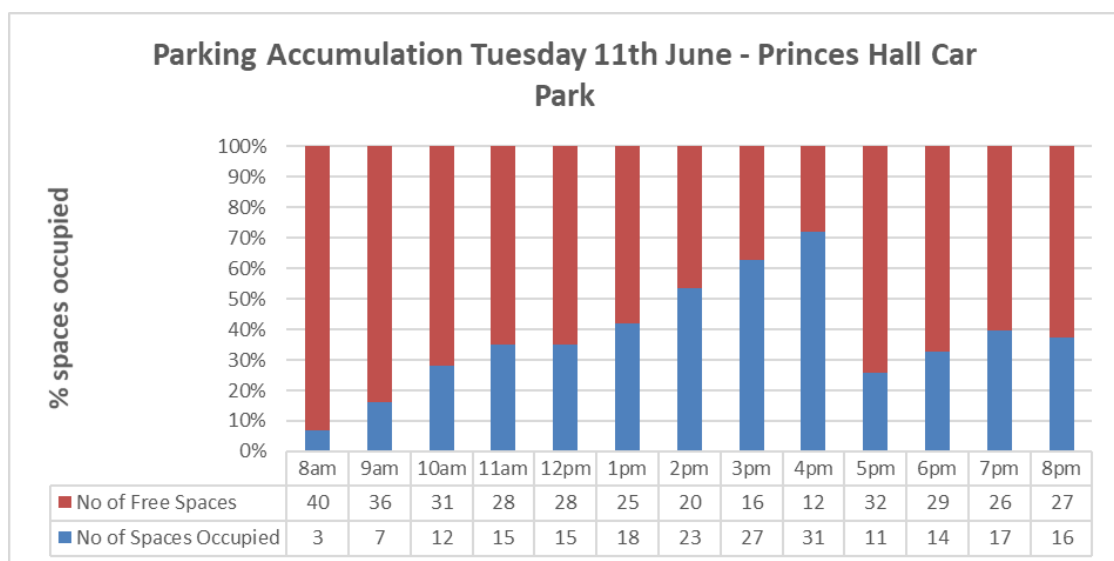


Figure 3.11: Number of Parked Cars in Princes Hall on Tuesday 11th June

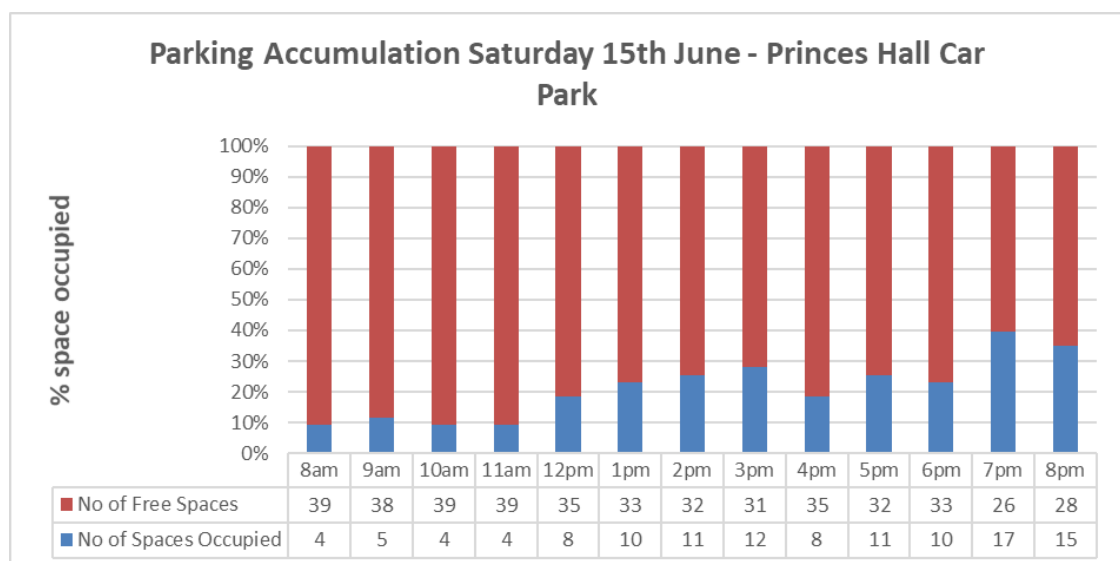


Figure 3.12: Number of Parked Cars in Princes Hall Car Park on Saturday 15th June

Westgate Car Park Results

3.10 Westgate car park has 505 spaces, including 30 disabled spaces. As can be seen from both **Figures 3.13 and 3.14** below, the maximum occupancy was recorded at 8pm (85% on Tuesday and 86% on Saturday) i.e. there was approximately 15% and 14% spare capacity respectively. Both graphs show a similar trend, occupancy peaked at 1-2pm, slightly decreased at around 3-4pm and increased in the evening. In general, the car park was busier throughout the day on Saturday. In addition to Morrisons and Westgate customers, the car park can also get busier when productions are on at the Princes Hall Theatre.

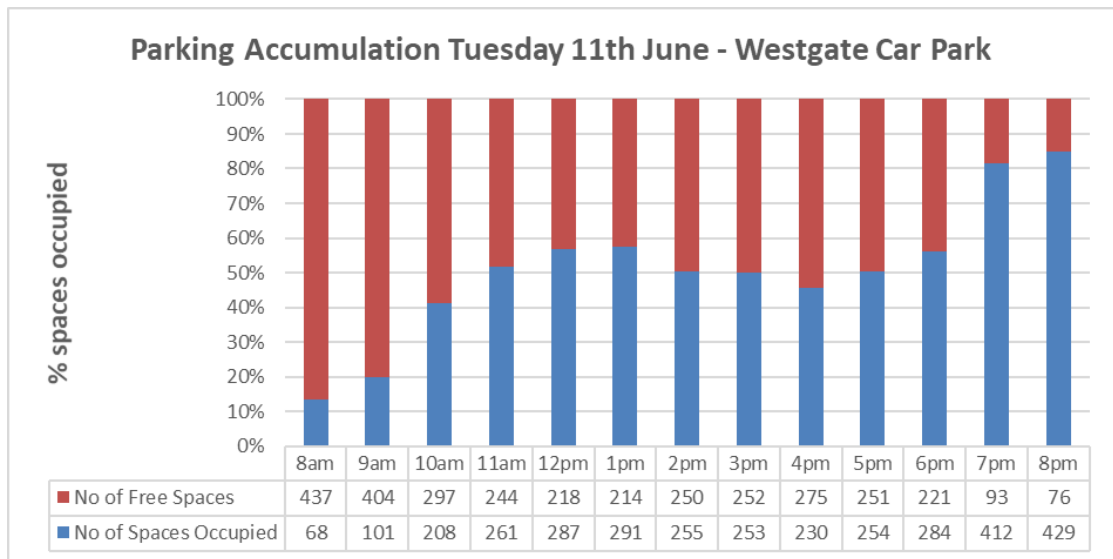


Figure 3.13: Number of Parked Cars in Westgate on Tuesday 11th June

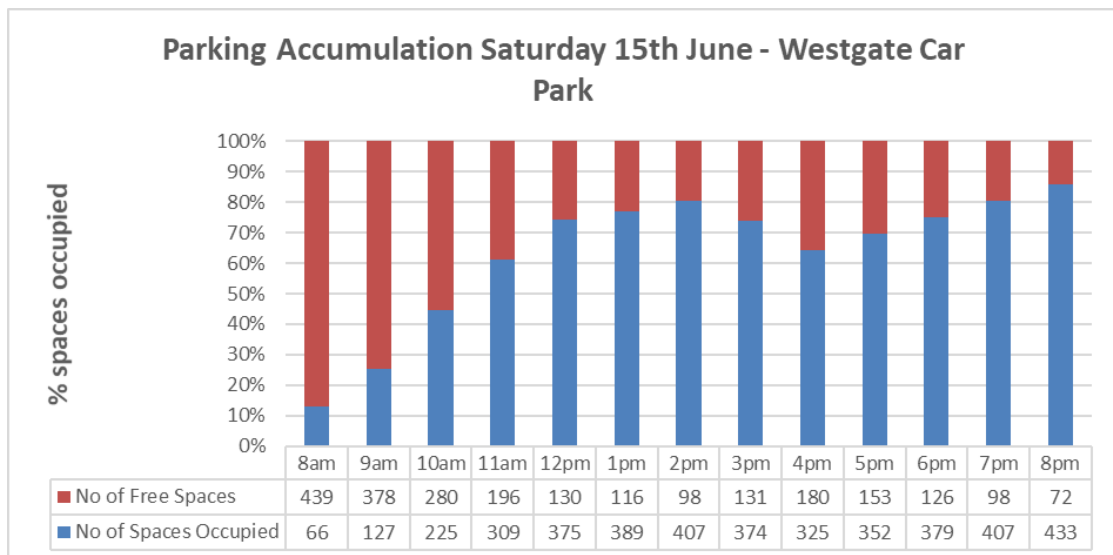


Figure 3.14: Number of Parked Cars in Westgate Car Park on Saturday 15th June

Wellington Centre Car Park Results

3.11 Wellington Centre car park has 450 spaces, including 12 disabled spaces. As can be seen from **Figure 3.15** below, the maximum occupancy on Tuesday was at 12pm (49%) i.e. there was approximately 51% spare capacity. As can be seen from **Figure 3.16**, the maximum occupancy on Saturday was at 1pm (33%) i.e. there was approximately 67% spare capacity. The occupancy of the car park on both days dropped off significantly by the evening. The car park was busier on the Tuesday.

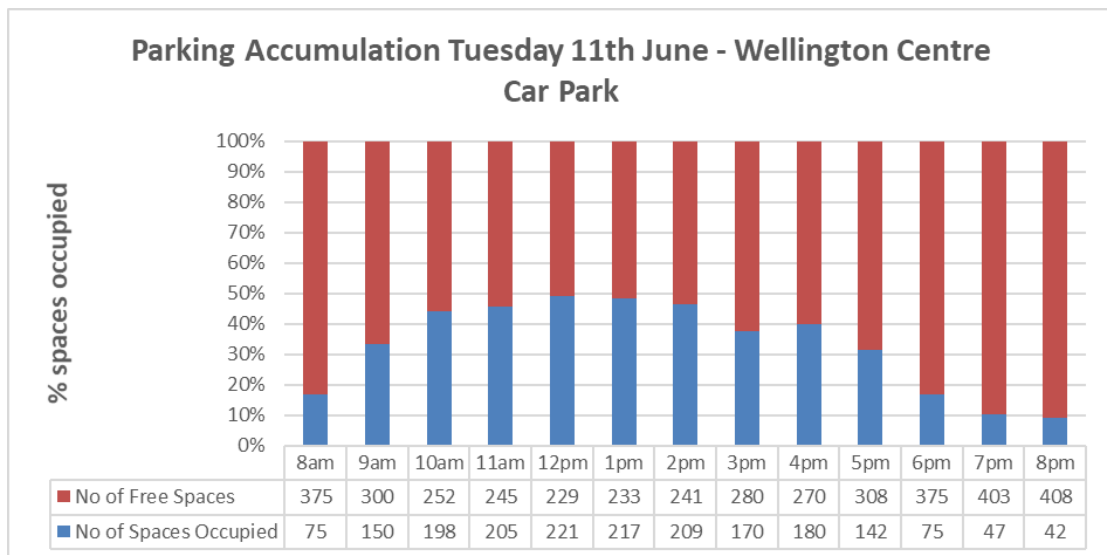


Figure 3.15: Number of Parked Cars in Wellington Centre Car Park on Tuesday 11th June

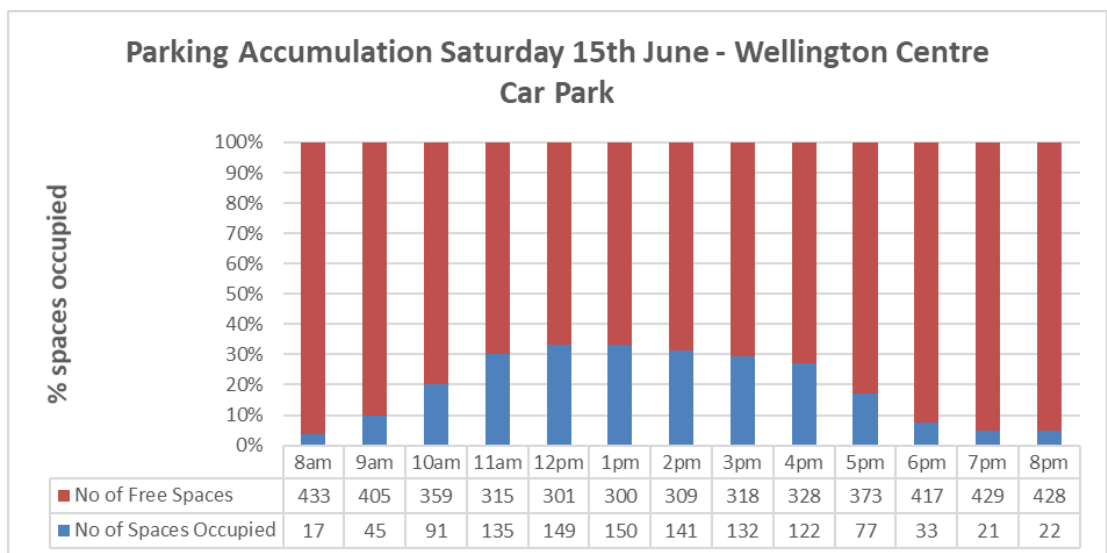


Figure 3.16: Number of Parked Cars in Wellington Centre Car Park on Saturday 15th June

Aldershot Station Car Park Results

3.12 Aldershot Station car park has 210 spaces including 4 disabled spaces. As can be seen from **Figure 3.17** below, the maximum occupancy on Tuesday was at 1pm (77%) i.e. there was approximately 23% spare capacity. The occupancy increased throughout the day reaching the peak around noon, then started to decrease in the afternoon and significantly decreased in the evening. As can be seen from **Figure 3.18**, the maximum occupancy on Saturday was at 3pm (34%) i.e. there was approximately 66% spare capacity. There was a gradual increase in occupancy on Saturday, peaking in the afternoon and a gradual decrease in the evening. Tuesday was significantly busier than Saturday, owing to mid-week commuter demand.

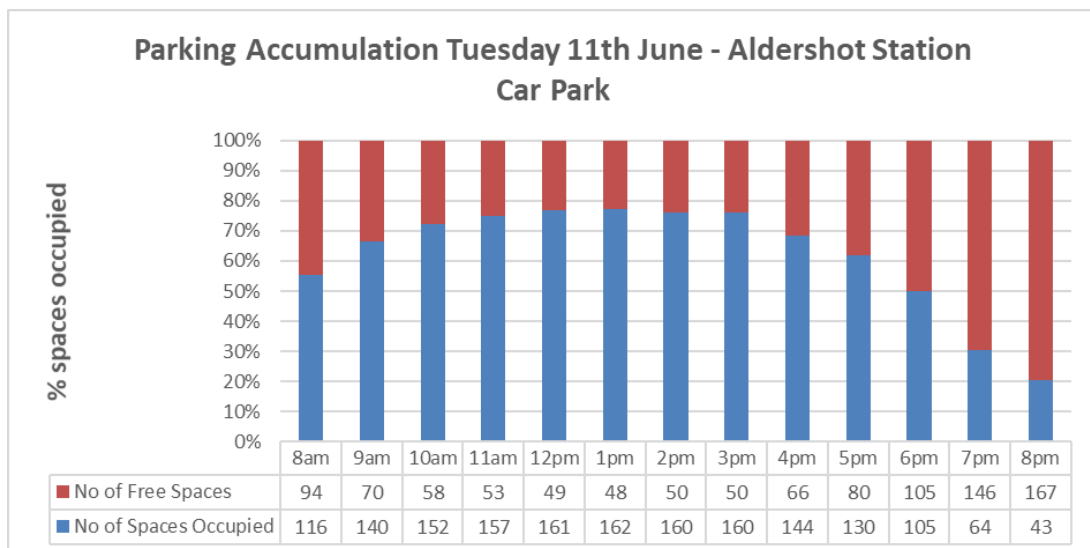


Figure 3.17: Number of Parked Cars in Aldershot Station Car Park on Tuesday 11th June

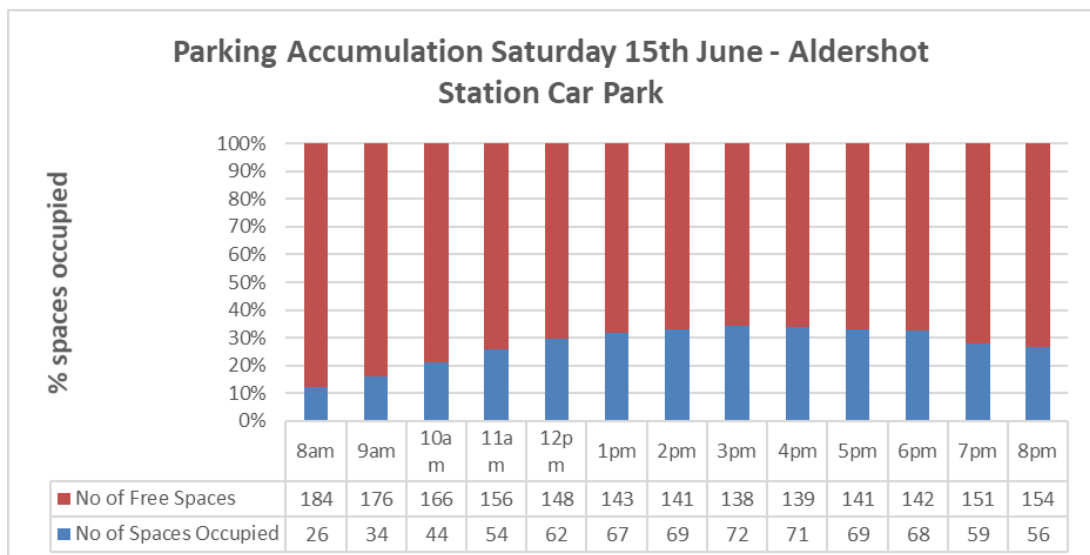


Figure 3.18: Number of Parked Cars in Aldershot Station Car Park on Saturday 15th June

Parsons Barracks Car Park Results

- 3.13 Parsons Barracks car park has 167 spaces, including 6 disabled spaces. As can be seen from **Figure 3.19** below, the maximum occupancy on Tuesday was at 12pm (30%) i.e. there was approximately 70% spare capacity. As can be seen from **Figure 3.20**, the maximum occupancy on Saturday was also at 12pm (8%) i.e. there was approximately 92% spare capacity. In general, both days showed an increase in occupancy between 8am and 12pm and a decrease in the afternoon and evening. Tuesday was significantly busier than Saturday; but there was still ample spare capacity on both days.
- 3.14 We have been informed that Parsons Barracks car park is to be sold off for development. This will of course result in the cars which currently park there being displaced (most likely to the Co-Op car park and Aldershot Station car parks). On football days, Aldershot Station car park is most likely to be used by fans.

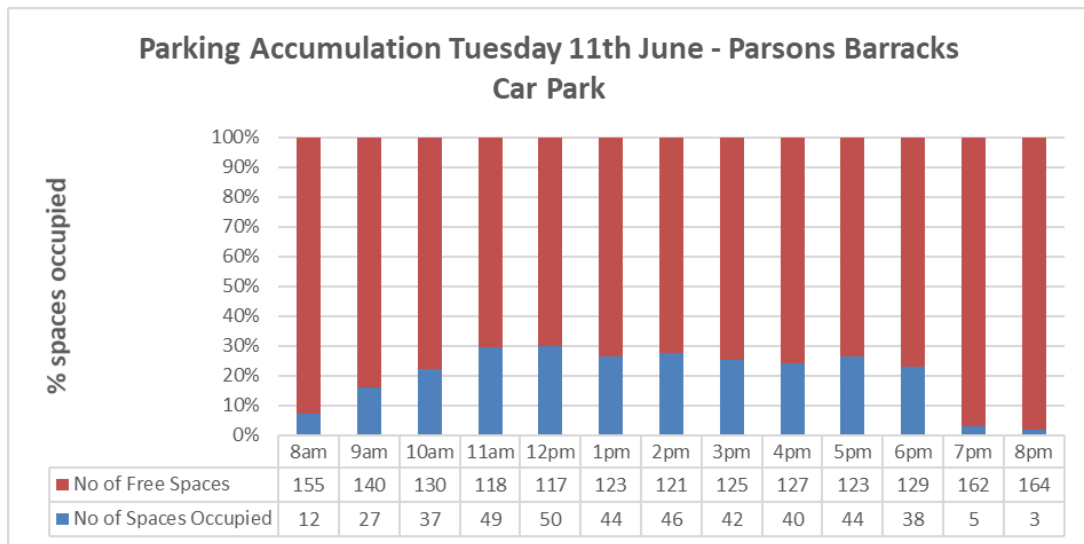


Figure 3.19: Number of Parked Cars in Parsons Barracks Car Park on Tuesday 11th June

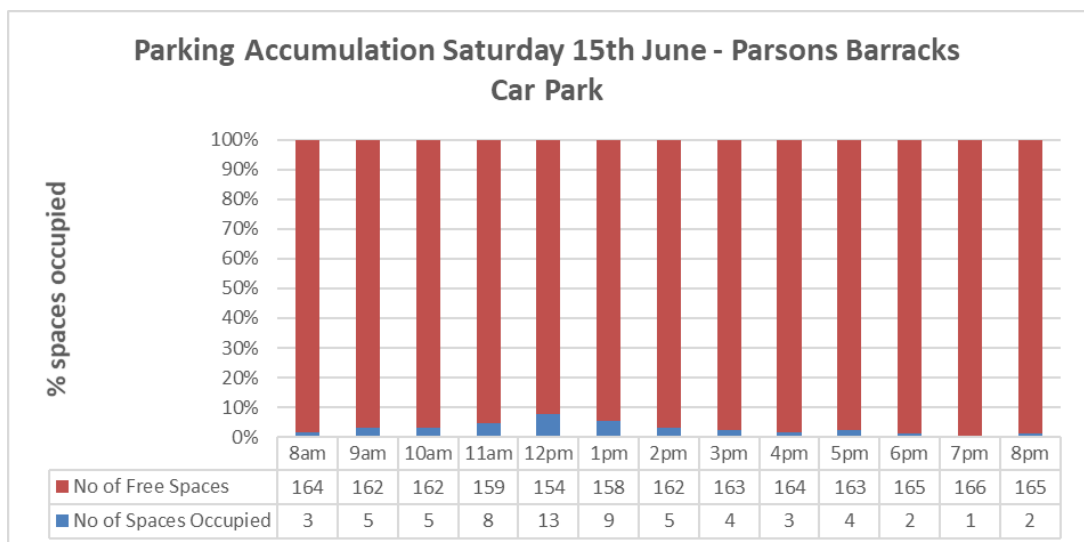


Figure 3.20: Number of Parked Cars in Parsons Barracks Car Park on Saturday 15th June

Analysis of On-street Parking Survey Results

- 3.15 Capacity bar charts, duration of stay pie charts and user types pie charts have been produced for each road in the study area. Plans are included within **Appendix C**.
- 3.16 The 'existing site features' surveys helped to determine the capacity bar charts. The existing site features plans are included in **Appendix A** and in tabular form, including the number and type of spaces, in **Appendix B**.
- 3.17 Whilst individual lengths and sections of roads have been analysed (results in **Appendix C**), the descriptive analysis given below will group roads where applicable, in order to provide a picture of the state of on-street parking within a particular area. The capacity bar charts will be discussed first, followed by the duration of stay pie charts for each road / group of roads.

Town Centre Results

West of and including Barrack Road

- 3.18 This area includes Alexandra Road and Barrack Road. Alexandra Road and Barrack Road contained predominantly short stay parkers (0-4 hours) on both the Tuesday and Saturday survey days, with over 65% of parkers classified as short stay at any one time. On the Tuesday survey, both roads were at or close to capacity for much of the day. On the Saturday survey, the capacity for both roads in the morning were below 50% and peaked at noon.
- 3.19 Alexandra Road contains 9 P&D spaces and Barrack Road contains 6. It is probable that most of those vehicles parked in these roads during each survey beat were parked in the P&D bays and the peak in volume in Alexandra Road is possibly due to taxis picking up at those times.

East of and including Pickford Street (excluding Victoria Road)

- 3.20 This area includes Pickford Street, Sebastopol Road, Crimea Road and Windsor Way. The capacity bar charts for Tuesday show that Sebastopol Road, Pickford Street and Crimea Road were at or close to capacity and at times over capacity. The Saturday surveys for Pickford Street show that occupancy peaked during the early morning and in the evening and dropped during midday, whereas Sebastopol Road reached maximum occupancy during midday and stayed at a constant rate at around 75-90% the rest of the day.
- 3.21 Pickford Street and Sebastopol Road contained mostly short stay parkers (0-4 hours) on both Tuesday and Saturday survey days, except for the Sebastopol Road Saturday survey which contained a higher number of long stay parkers. The varied duration of stay is likely due to the lack of signed restrictions for the on-street bays on Sebastopol Road.
- 3.22 The capacity bar chart for Crimea Road for Tuesday shows fluctuations throughout the day, peaking at noon, whereas the Saturday chart shows an overall decrease in occupancy throughout the day. Crimea Road contained predominantly short stay parkers on the Tuesday survey day, with over half accounted for, and the Saturday survey shows predominantly short stay parkers (47%) and residential parkers (28%).

South of Victoria Road

- 3.23 This area includes Birchett Road, Gordon Road (north of Birchett Road), Frederick Street and Heathland Street. For Elms Road, Arthur Street and South Grosvenor Road see paragraph 3.32.
- 3.24 The capacity bar chart for Tuesday shows that for Birchett Road the capacity decreased towards 10am, then increased towards the late afternoon peaking at 66% and decreasing in the evening. The Saturday survey shows fluctuations in the occupancy ranging between 35% and 71% and the busiest times were between 10am and 5pm. The majority of the bays along Birchett Road are 'Permit Holders Only' and 'Permit Holders or Pay at machine'. Despite the mainly residential nature of the road, around 80% of vehicles parked along Birchett Road were short stay (0-4 hours).
- 3.25 The other roads linking Victoria Road and Birchett Road contain a small number of limited waiting parking spaces. Gordon Road was at low occupancy in the morning, occupancy around noon was exceeding capacity and occupancy in the afternoon to the evening fluctuated on both days. All vehicles that parked during the Tuesday and Saturday survey days were short stay (0-4 hours). Heathland Street occupancy on the survey days was low in the morning and fluctuated throughout the day. Around 96% of the cars parked during the surveys stayed between 0-4 hours.

East of Barrack Road, west of Pickford Street and north of and including Victoria Road and Station Road

- 3.26 This area includes Short Street, Lower Nelson Street, Cross Street, Grosvenor Road, Princes Way, Little Wellington Street, High Street, Station Road and Victoria Road. The main thoroughfares through the town centre are Victoria Road and the High Street. Victoria Road contains an estimated 69 parking spaces, whilst the High Street contains 44 parking spaces.
- 3.27 Occupancy for Victoria Road was low in the morning for both days and the occupancy for the rest of the Tuesday survey fluctuated between 40% and 65%, whereas for the rest of the Saturday survey the occupancy generally fluctuated between 50% and 70%. In general, the occupancy for the High Street fluctuated between 40% and 60%. At least 97% of the vehicles in both roads were short stay parkers (0-4 hours).
- 3.28 The capacity bar charts for Station Road for both days show low occupancy in the morning and the occupancy for the rest of the day was either at, close to or exceeded parking capacity. Generally late afternoon and evening on the Saturday were the busiest times. The vast majority were short stay parkers (93% and 95%), but there were some longer stay parkers.
- 3.29 The surveys of Grosvenor Road show fluctuations in occupancies throughout the day. In general, the peaks in occupancies occurred during the morning and the evening. Around 99% of the cars parked were short stay (0-4 hours). This high percentage is most likely due to the short stay nature of the parking bays on Grosvenor Road.
- 3.30 Cross Street has capacity of 2 spaces for disabled badge holders only. The Tuesday survey showed that one vehicle was parked between the hours of 10am to 12pm and 7pm to 8pm.

Saturday was busier with at least one or more vehicles parked on the road from 10am onwards. The occupancy exceeded the capacity at 1-2pm, with 3 vehicles parked on the road. Most of the vehicles were short stay parked for between 0-4 hours.

- 3.31 Short Street also has a capacity of 2 spaces for disabled badge holders only. The Tuesday survey did not record any vehicles between 6am to 8pm. The Saturday survey showed that at least one of the bays was being used from 11am onwards. The occupancy exceeded the capacity between 2pm to 3pm and 5pm to 6pm. The extra vehicle was likely parked on a double yellow line. All vehicles parked were short stay.

On-street Parking 2nd Survey

- 3.32 Due to issues with the parking survey conducted on Tuesday 11th of June 2019 and Saturday 15th June 2019, in the area covering Elms Road, Arthur Street and Grosvenor Road south of Victoria Road only, a second parking survey was undertaken on Saturday 27th July 2019 and Tuesday 30th July 2019. Station Road and Birchett Road were resurveyed to act as a control, as the 2nd survey was conducted during school holiday. Comparing the results of the two surveys will show the impacts of the school holiday on the second survey, thus we can apply a multiplication factor to negate its effects, if required.
- 3.33 Comparing the survey results for Birchett Road and Station Road show that the trends throughout the day were similar. However, school holidays had conflicting effects on the occupancy of the resurveyed roads. The total number of occupied spaces has increased at Birchett Road by a factor of 1.15, whereas, Station Road has decreased by a factor 0.15. As the results show slightly higher occupancies compared to the first survey, we have decided not to apply a multiplication factor for the second survey results and these results will act as a worst-case scenario for the roads surveyed.

Arthur Street

- 3.34 The capacity bar chart for Tuesday shows that peak occupancy, around 70%, occurred during the early morning, 06:00-07:00, and in the evening 18:00-20:00. Between 07:00 and 18:00, occupancy fluctuated between 26%-44%. Saturday was busier compared to Tuesday, with occupancies fluctuating between 40%-61%. The Tuesday survey show that most users were short stay parkers, with a 70% and 30% split between short stay and residential use, respectively. Around 58% of cars were short stay, 32% residential use and 10% commuter use on the Saturday survey.

B3007 Grosvenor Road (South)

- 3.35 The Tuesday survey showed an overall increase in occupancy throughout the day, occupancy in the morning was around 45% and between 17:00-19:00 reaching the maximum occupancy. The Saturday survey had fluctuating results, between 11% and 90%, but never reached full capacity. The average occupancy was 58% throughout the day. The majority of users for both days more than 80% were short stay.

Elms Road

3.36 Elms Road showed relatively high occupancies for both survey days, with more than 50% of the users being residential. Tuesday survey showed occupancy peaked at 90% in the early morning and evening. The occupancy in between fluctuated around 55% and 76%. The occupancy for the Saturday survey was more consistent, varying between 84% and 95%.

3.37 In summary:

- The overall parking occupancy peaked at between 11am and 12 noon during the Tuesday survey;
- On-street parking was slightly busier overall on the Saturday survey day. It was consistently busy throughout the afternoon, with a slight peak at between 4pm and 5pm;
- The vast majority of visitors to the town centre who parked on-street stayed for up to or just over 1 hour on both the Tuesday and Saturday, with a higher proportion of short stay visitors on the Saturday;
- The outer lying roads of Alexandra Road, Barrack Road, Birchett Road, Heathland Street, Victoria Road eastern end, Crimea Road, Sebastopol Road and Pickford Street had the longest duration of stay and, hence, least turnover. Peak duration of stay in these roads was around 6 to 10 hours or more;
- Roads closer into the town centre, Victoria Road and High Street, tended to have a duration of stay of between 1 to 3 hours and, consequently, a higher rate of turnover.

Use of Disabled Bays

3.37 The use of disabled bays has been determined from the survey data. In order to determine the demand for disabled parking in each road, the number of cars parked in disabled bays in each road was subtracted from the number of disabled parking spaces in that road. **Tables 3.1 and 3.2** show the results of this analysis and show the number of spare disabled parking spaces in each road, for each survey interval. **Figures 3.21 and 3.22** show the total cars displaying a blue badge parked and disabled vacant spaces for all roads combined, for each survey interval.

Table 3.1: Use of disabled bays by road and hour

Road Name	No. Disabled Spaces		No. blue badge holder parked and spare disabled bays																															
			6am - 7am		7am-8am		8am - 9am		9am-10am		10am-11pm		11am-12pm		12pm-1pm		1pm-2pm		2pm-3pm		3pm-4pm		4pm-5pm		5pm-6pm		6pm-7pm		7pm-8pm					
			No. Cars Parked	No. Spare Spaces	No. Cars Parked	No. Spare Spaces	No. Cars Parked	No. Spare Spaces	No. Cars Parked	No. Spare Spaces	No. Cars Parked	No. Spare Spaces	No. Cars Parked	No. Spare Spaces	No. Cars Parked	No. Spare Spaces	No. Cars Parked	No. Spare Spaces	No. Cars Parked	No. Spare Spaces	No. Cars Parked	No. Spare Spaces	No. Cars Parked	No. Spare Spaces	No. Cars Parked	No. Spare Spaces	No. Cars Parked	No. Spare Spaces	No. Cars Parked	No. Spare Spaces				
A323 High Street	2	0	2	1	1	0	2	1	1	1	1	0	2	1	1	0	2	1	1	1	1	1	1	1	0	2	1	1	1	1				
B3007 Grosvenor Rd	1	0	1	0	1	0	1	0	1	0	1	0	1	0	1	0	1	0	1	0	1	0	1	0	1	0	1	0	1	0	1			
B3007 Princes Way	2	0	2	0	2	0	2	0	2	0	2	0	2	0	2	0	2	0	2	0	2	0	2	0	2	0	2	0	2	0	2			
Birchett Road	1	0	1	0	1	0	1	0	1	0	1	0	1	0	1	0	1	0	1	0	1	0	1	0	1	0	1	0	1	0	1			
Crimea Road	1	1	0	1	0	1	0	1	0	1	0	1	0	1	0	1	0	1	0	1	0	1	0	1	0	1	0	1	0	1	0	1		
Edward Street	1	1	0	1	0	1	0	1	0	1	0	1	0	1	0	1	0	1	0	1	0	1	0	1	0	1	0	1	0	1	0	1		
Gordon Road	1	0	1	0	1	0	1	0	1	0	1	0	1	0	1	0	1	0	1	0	1	0	1	0	1	0	1	0	1	0	1	0	1	
Heathland Street	2	0	2	0	2	0	2	0	2	0	2	0	2	0	2	0	2	0	2	0	2	0	2	0	2	0	2	0	2	0	2	0	2	
High Street	6	0	6	1	5	1	5	2	4	2	4	3	3	1	5	1	5	3	3	3	2	4	2	4	0	6	1	5	1	5	1	5		
Short Street	2	0	2	0	2	0	2	0	2	0	2	0	2	0	2	0	2	0	2	0	2	0	2	0	2	0	2	0	2	0	2	0	2	
Station Road	2	0	2	0	2	0	2	0	2	0	2	0	2	0	2	1	1	0	2	0	2	0	2	0	2	0	2	0	2	0	2	0	2	
Union Terrace	2	0	2	0	2	0	2	0	2	0	2	0	2	0	2	0	1	1	0	2	0	2	0	2	0	2	0	2	0	2	0	2	0	2
Victoria Road	5	0	5	0	5	0	5	0	5	1	4	3	2	3	2	1	4	1	4	3	2	1	4	1	4	1	4	2	3	1	4	1	4	
Total	28	2	26	4	24	3	25	7	21	8	20	12	16	13	15	8	20	8	20	8	20	8	20	6	22	2	26	5	23	4	24	4	24	

Table 3.2: Use of disabled bays by road and hour

Road Name	No. Disabled Spaces		No. blue badge holder parked and spare disabled bays																																		
			6am - 7am		7am-8am		8am - 9am		9am-10am		10am-11pm		11am-12pm		12pm-1pm		1pm-2pm		2pm-3pm		3pm-4pm		4pm-5pm		5pm-6pm		6pm-7pm		7pm-8pm								
			No. Cars Parked	No. Spare Spaces	No. Cars Parked	No. Spare Spaces	No. Cars Parked	No. Spare Spaces	No. Cars Parked	No. Spare Spaces	No. Cars Parked	No. Spare Spaces	No. Cars Parked	No. Spare Spaces	No. Cars Parked	No. Spare Spaces	No. Cars Parked	No. Spare Spaces	No. Cars Parked	No. Spare Spaces	No. Cars Parked	No. Spare Spaces	No. Cars Parked	No. Spare Spaces	No. Cars Parked	No. Spare Spaces	No. Cars Parked	No. Spare Spaces	No. Cars Parked	No. Spare Spaces							
A323 High Street	2	0	2	0	2	0	2	2	0	0	2	1	1	0	2	1	1	0	2	0	2	0	2	0	2	0	2	1	1	0	2	1	0	2			
B3007 Grosvenor Rd	1	0	1	0	1	0	1	1	0	1	0	1	0	1	0	1	0	1	1	0	1	0	1	0	1	0	1	0	1	0	1	0	1	0	1		
B3007 Princes Way	2	0	2	0	2	0	2	0	2	0	2	0	2	0	2	0	2	0	2	0	2	0	2	0	2	0	2	0	2	0	2	0	2	0	2		
Birchett Road	1	1	0	0	1	0	1	0	1	0	1	0	1	0	1	0	1	0	1	0	1	0	1	0	1	0	1	0	1	0	1	0	1	0	1		
Crimea Road	1	1	0	1	0	1	0	1	0	1	0	1	0	1	0	1	0	1	0	1	0	1	0	1	0	1	0	1	0	1	0	1	0	1	0	1	
Edward Street	1	0	1	0	1	0	1	0	1	0	1	0	1	0	1	0	1	0	1	0	1	0	1	0	1	0	1	0	1	0	1	0	1	0	1		
Gordon Road	1	0	1	0	1	0	1	0	1	0	1	0	1	0	1	0	1	0	1	0	1	0	1	0	1	0	1	0	1	0	1	0	1	0	1		
Heathland Street	2	0	2	0	2	0	2	0	2	1	1	1	1	1	1	1	1	1	1	1	2	0	2	0	1	1	2	0	1	1	1	1	1	1	1		
High Street	6	1	5	1	5	1	5	2	4	5	1	2	4	5	1	3	3	3	3	2	4	3	3	3	3	3	2	4	2	4	2	4	2	4			
Short Street	2	0	2	0	2	0	2	0	2	0	2	0	2	0	2	0	2	0	2	0	2	0	2	0	2	0	2	0	2	0	2	0	2	0	2		
Station Road	2	0	2	0	2	0	2	0	2	0	2	0	2	1	1	0	2	1	1	0	2	0	2	0	2	0	2	0	2	0	2	0	2	0	2		
Union Terrace	2	0	2	0	2	0	2	0	2	0	2	0	2	0	2	0	2	0	2	0	2	0	2	0	2	0	2	0	2	0	2	0	2	0	2	0	2
Victoria Road	5	0	5	0	5	1	4	1	4	3	2	4	1	3	2	2	3	4	1	4	1	3	2	3	2	3	2	0	5	1	4	1	4	1	4		
Total	28	3	25	2	26	3	25	7	21	14	14	15	13	17	11	13	15	18	10	13	15	13	15	13	15	14	14	8	20	11	17	11	17	11	17		

Figure 3.21: Total disabled spaces occupied and vacant by hour – Tuesday

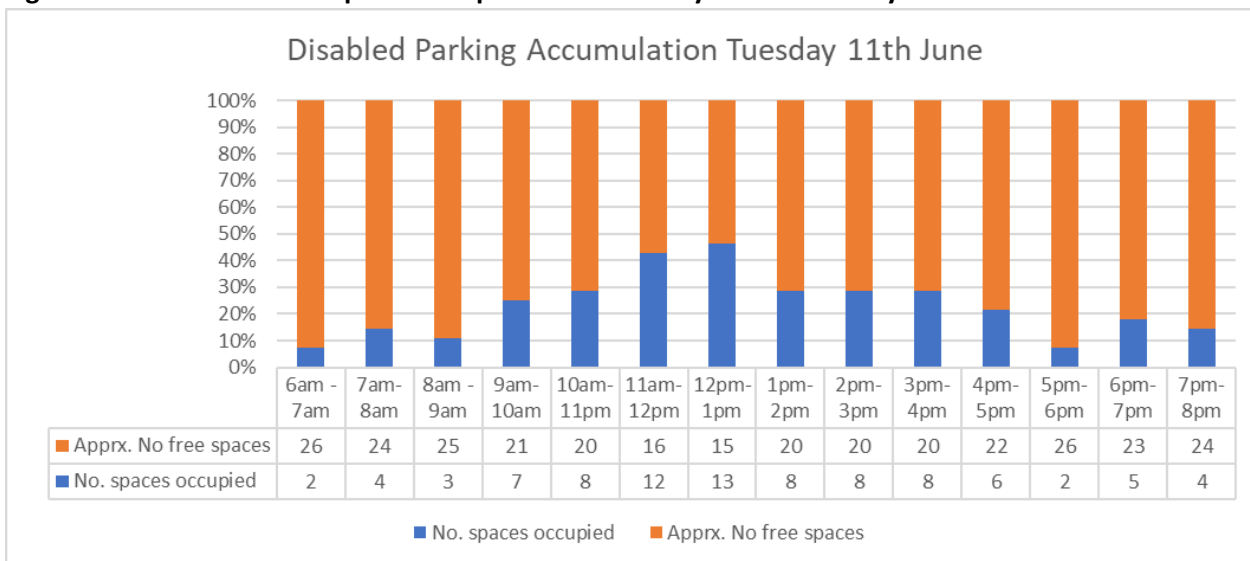
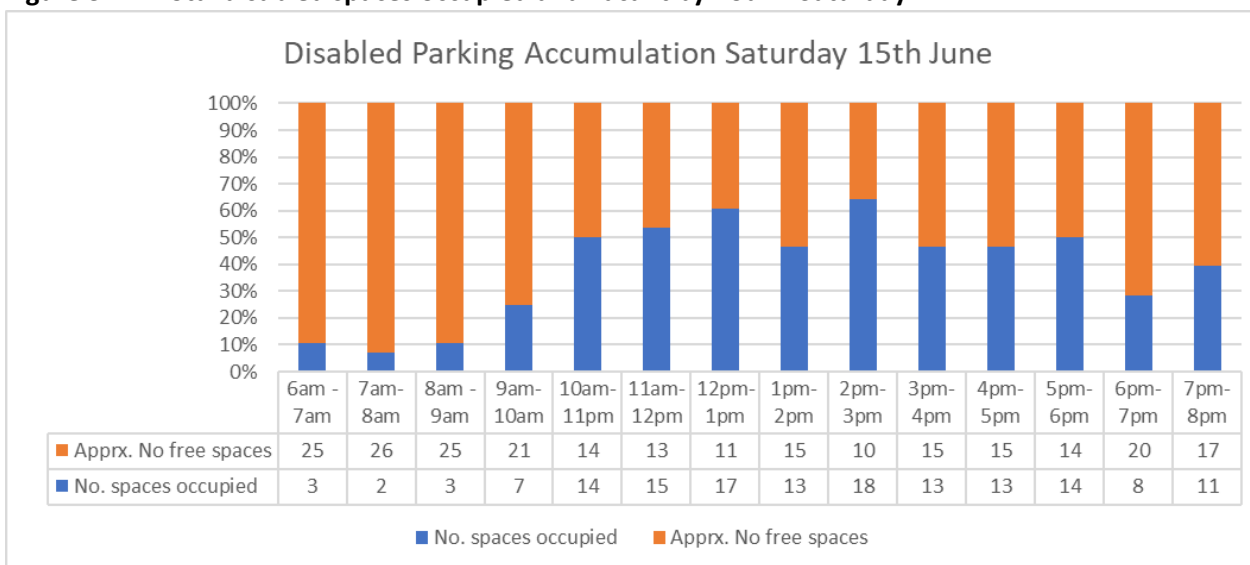


Figure 3.22: Total disabled spaces occupied and vacant by hour – Saturday



3.38 **Figures 3.21 and 3.22** above shows that disabled bays were generally well used throughout the day, especially between 10am and 5pm on the Saturday. For roads with higher capacity for disabled bays, such as the High Street and Victoria Road, there were periods of the day when they were unused. Disabled bays on B3007 Grosvenor Road and B3007 Princes Way experienced little to no usage during the survey days.

Use of Cycle Stands

3.39 The use of cycle stands has been determined from the survey data. In order to determine the demand for cycle stands for each car park, the number of bicycles parked were subtracted from the number of bicycle stand spaces in that car park. **Tables 3.3 and 3.4** show the results of this analysis and shows the number of vacant bicycle spaces in the car park, for each survey beat. **Figures 3.23 and 3.24** show the total bicycles parked and vacant spaces for all car parks combined, for each survey interval.

Table 3.3: Use of cycle stands by car park and hour

Car Park	No. bicycle spaces																								
		8am - 9am		9am-10am		10am-11pm		11am-12pm		12pm-1pm		1pm-2pm		2pm-3pm		3pm-4pm		4pm-5pm		5pm-6pm		6pm-7pm		7pm-8pm	
		No. Bicycles Parked	No. Spare Spaces	No. Bicycles Parked	No. Spare Spaces	No. Bicycles Parked	No. Spare Spaces	No. Bicycles Parked	No. Spare Spaces	No. Bicycles Parked	No. Spare Spaces	No. Bicycles Parked	No. Spare Spaces	No. Bicycles Parked	No. Spare Spaces	No. Bicycles Parked	No. Spare Spaces	No. Bicycles Parked	No. Spare Spaces	No. Bicycles Parked	No. Spare Spaces	No. Bicycles Parked	No. Spare Spaces	No. Bicycles Parked	No. Spare Spaces
Princes Gardens	8	0	8	0	8	0	8	0	8	0	8	0	8	0	8	0	8	1	7	1	7	2	6	2	6
High Street Multi Storey	20	0	20	0	20	1	19	1	19	1	19	2	18	2	18	2	18	2	18	5	15	5	15	5	15
Aldershot Station	72	1	71	1	71	1	71	1	71	1	71	1	71	1	71	2	70	2	70	2	70	2	70	2	70
Total	100	1	99	1	99	2	98	2	98	2	98	3	97	3	97	4	96	5	95	8	92	9	91	9	91

Table 3.4: Use of cycle stands by car park and hour

Car Park	No. bicycle spaces																								
		8am - 9am		9am-10am		10am-11pm		11am-12pm		12pm-1pm		1pm-2pm		2pm-3pm		3pm-4pm		4pm-5pm		5pm-6pm		6pm-7pm		7pm-8pm	
		No. Bicycles Parked	No. Spare Spaces	No. Bicycles Parked	No. Spare Spaces	No. Bicycles Parked	No. Spare Spaces	No. Bicycles Parked	No. Spare Spaces	No. Bicycles Parked	No. Spare Spaces	No. Bicycles Parked	No. Spare Spaces	No. Bicycles Parked	No. Spare Spaces	No. Bicycles Parked	No. Spare Spaces	No. Bicycles Parked	No. Spare Spaces	No. Bicycles Parked	No. Spare Spaces	No. Bicycles Parked	No. Spare Spaces	No. Bicycles Parked	No. Spare Spaces
Princes Gardens	8	0	8	0	8	1	7	1	7	1	7	1	7	1	7	1	7	1	7	1	7	1	7	0	8
High Street Multi Storey	20	6	14	6	14	6	14	6	14	6	14	6	14	6	14	3	17	3	17	0	20	0	20	0	20
Aldershot Station	72	1	71	1	71	1	71	1	71	1	71	1	71	1	71	1	71	1	71	2	70	3	69	3	69
Total	100	7	93	7	93	8	92	8	92	8	92	8	92	8	92	5	95	5	95	3	97	4	96	3	97

Figure 3.23: Use of cycle stands by car park and hour – Tuesday

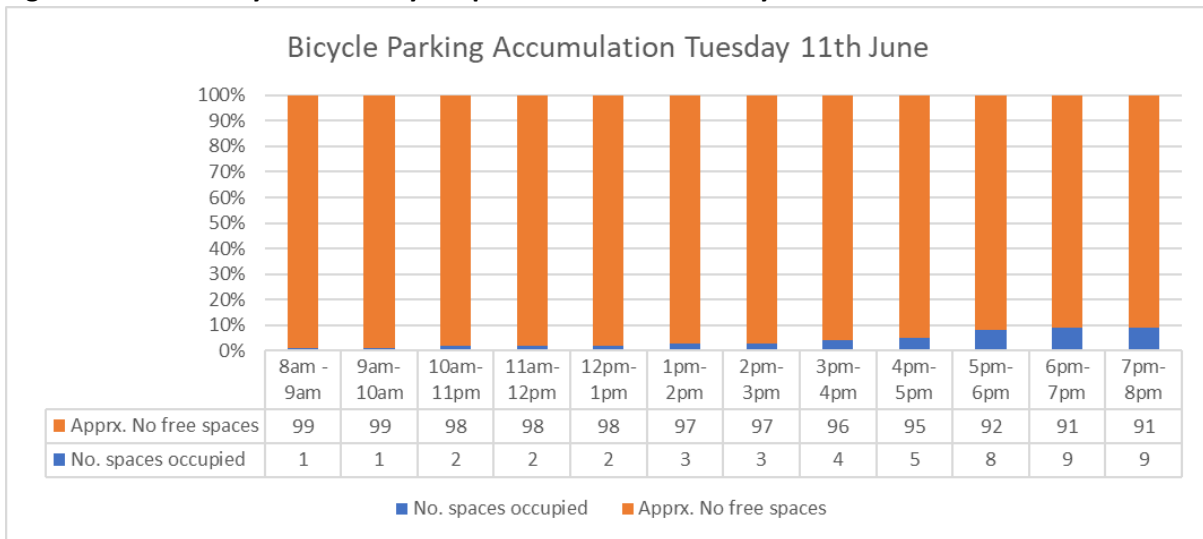
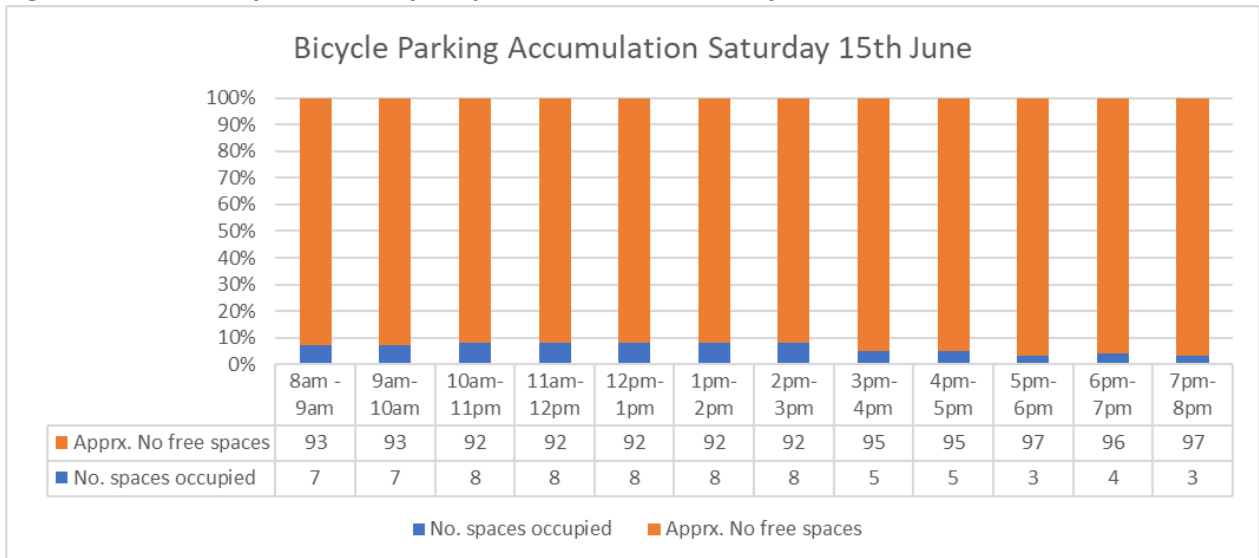


Figure 3.24: Use of cycle stands by car park and hour – Saturday



3.40 **Figures 3.23 and 3.24** above shows that the bicycle parking space in Princes Gardens, Aldershot Station and High Street Multi Storey car parks are well under-utilised. The High Street Multi Storey car park had the highest occupancy with 30% of the bicycle parking spaces occupied between 8am and 2pm on the Saturday.

4.0 Comparison with 2014 and 2017 survey results

- 4.1 This section of the report aims to compare the results of the 2019 study with the previous studies conducted in 2014 and 2017.

Key differences between the 2014 study and the 2019 study

- 4.2 The Aldershot Parking Study Report 2014 was undertaken to identify any improvements to the use of existing on-street and off-street car parking facilities and to identify areas where parking may have required better management. Comprehensive and detailed off-street parking surveys, shown in **Appendix D**, and on-street surveys, shown in **Appendix E**, were carried out on Thursday 21st November and Saturday 23rd November 2013. The proportion of short stay visitors, residents and commuters were determined according to a methodology used on previous projects.
- 4.3 The 2013 surveys included Council run car parks only, so Wellington Centre, Westgate and Aldershot Station car parks were not included. Parsons Barracks and Princes Hall car parks were also not included.

Off-street Parking

- 4.4 Comparing the off-street parking results for 2014 and 2019 shows a slight decrease in overall occupancy in 2019. In general, all the car parks surveyed in 2014 were busier and had higher occupancy rates compared to the 2019 study, these include Princes Gardens, High Street multi-storey, Cross Street, Co-Op and Birchett Road. The only rise in occupancy between 2014 and 2019 was seen at the Cross Street and Princes Gardens Car Parks on the weekend surveys.
- 4.5 Cross Street, Co-Op and Birchett Road Car Parks show similar trends between the 2014 and 2019 studies, however the peak times changed in Princes Gardens and High Street multi-storey car parks. The weekday and weekend peaks for Princes Gardens Car Park changed from 11am- 1pm in 2014 to 7pm-8pm in 2019 and from 6pm-8pm in 2014 to 1pm-3pm in 2019, respectively. For High Street multi-storey car park the peak occupancy hours changed from 2pm-4pm in 2014 to 7pm-8pm in 2019.

On-street Parking

- 4.6 Overall, over half of the roads surveyed show an increase in occupancy between 2014 and 2019, with Barrack Road, Frederick Street and Station Road showing a significant increase in occupancy. On-street parking occupancy decreased in Cross Street, High Street and Sebastopol Road. Birchett Road, B3007 Princes Way, Crimea Road and Heathland Street, Elms Road and Arthur Street show similar occupancy rates between the surveys undertaken in 2014 and 2019.
- 4.7 In general, there has been a significant increase in short stay parkers, slight increase in commuter use and decrease in residential use. Heathland Street, Station Road and Elms Road are the only ones that show a decrease in short stay parkers.

Key differences between the 2017 study and the 2019 study

- 4.8 The Aldershot Parking Study Report 2017 was undertaken to determine the cumulative occupancy of the parking stock in Aldershot town centre. Comprehensive and detailed off-street parking surveys, shown in **Appendix F**, and on-street surveys, shown in **Appendix G**, were carried out on Saturday 1st April and Tuesday 4th April 2017.

Off-street Parking

- 4.9 In summary, occupancy of off-street parking has reduced. Only 3 car parks (Princes Gardens, Cross Street and Aldershot Station) had a rise in occupancy between 2017 and 2019, whereas 6 car parks (Co-Op, Birchett Road, Princes Hall, Westgate, Wellington Centre and Parsons Barracks) showed decreases in occupancy, some significantly so. High Street Multi-Storey car park is the only one that had more or less similar results compared to the 2017 study.
- 4.10 In general, the results of the 2017 and 2019 studies show similar trends and the busiest periods occurred at the same times of day. Some exceptions include the High Street multi-storey car park (2017 peak occurred during the early to mid afternoon and 2019 peak occurred during the evening) and Princes Hall Car Park (2017 peak occurred between 10am-3pm and 2019 occurred between 3-4pm).

On-Street Parking

- 4.11 Overall, 10 out of the 22 roads surveyed show an increase in occupancy between 2017 and 2019. These roads include Alexandra Road, B3007 Grosvenor Road, Court Road, Crimea Road, Cross Street, Frederick Street, Pickford Street, Station Road, Victoria Road and Windsor Way. In contrast, 9 roads showed a decrease in occupancy; A323 High Street, B3007 Princes Way, Barrack Road, Heathland Street, Little Wellington Street, Nelson Street, Sebastopol Road, Short Street and Upper Union Terrace. Occupancy rates in Birchett Road, Gordon Road and High Street show similar results to the study conducted in 2017.
- 4.12 Surveys conducted during the weekend show significant changes in occupancy rates between the 2017 and 2019 results, whereas, surveys conducted during the weekday have produced more comparable results.
- 4.13 The majority of on-street parking users for both studies were short stay, only parking between 0-4 hours. In general, the proportion of short stay parkers has increased, most prominently along the A323 High Street, Barrack Road, Crimea Road and Sebastopol Road. Windsor Way is an exception; short stay decreased from the 100% to 80%.

Analysis

- 4.14 Overall, the surveys show that there has been a decrease in the number of people using off-street parking and an increase in the usage of on-street parking. The apparent switch between off-street parking to on-street parking could be related to the increase in short stay parkers on-street as well. It could be that shoppers want to spend less time in Aldershot; just pop-in and pop-out, rather than taking their time to shop, eat, drink or engage in leisure activities.

- 4.15 The time of year that the surveys were undertaken needs to be taken into consideration as well. The 2013/14 parking surveys were undertaken in late November. Whilst not peak Christmas shopping period, some people may have started to prepare and so footfall may have been slightly higher as a result.
- 4.16 It is always difficult to make any accurate and meaningful comparisons of traffic survey results from year to year, as a variety of factors can cause significant differences from year to year, month to month and even week to week. Any conclusions drawn from comparing these survey results should be taken with caution.

5.0 Future parking demand (Forecasting)

5.1 This section of the report considers future parking demand which *could* be imposed on the town centre. We consider historic traffic trends, the nationally recognised traffic growth model (TEMPro), emerging development proposals and potential demographic changes, before considering the combined effect and applying it to the parking surveys.

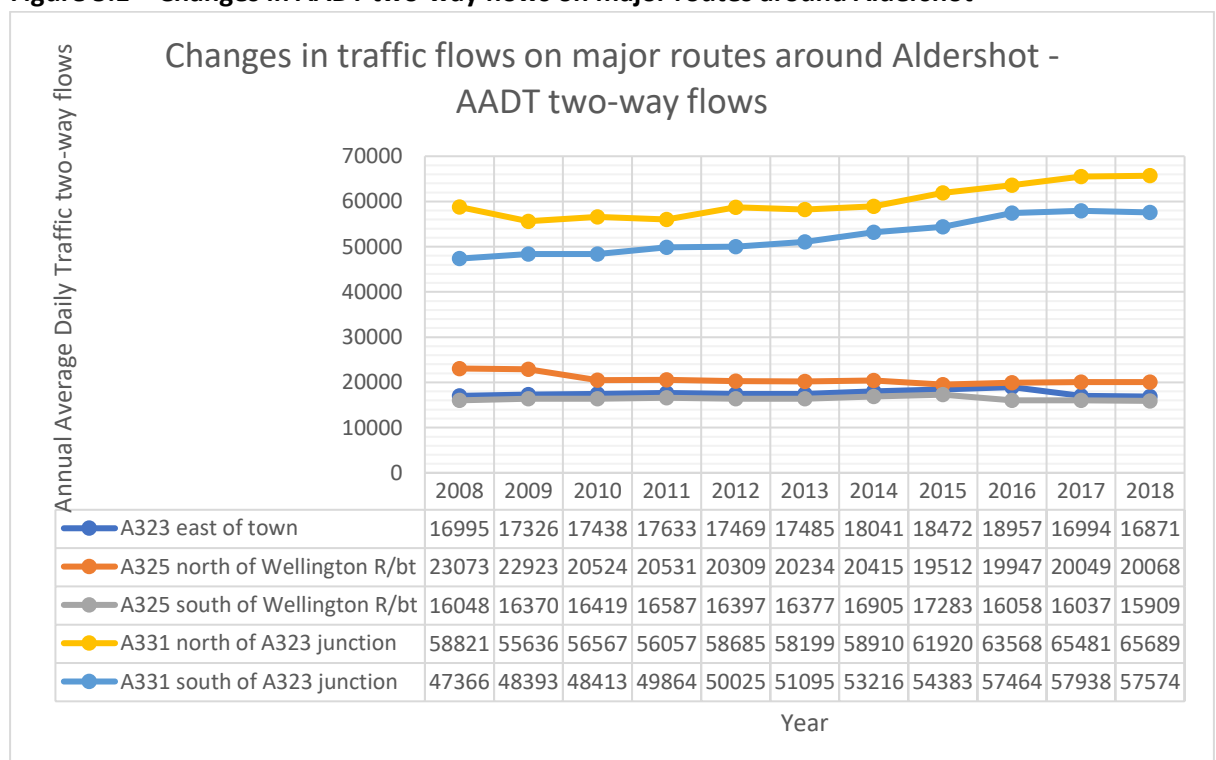
Historic trends in traffic flow and parking data

5.2 To begin with we looked at historic trends in traffic flow data in the local area. The Department for Transport (DfT) produces estimated historic two-way Annual Average Daily Traffic (AADT) flows for all motorways, 'A' roads and some minor road links throughout the UK. Two-way AADT flow data was available for the following locations close to Aldershot town centre:

- A323 east of town;
- A325 north of the Wellington roundabout;
- A325 south of the Wellington roundabout;
- A331 north of the A323 junction, and;
- A331 south of the A323 junction.

5.3 We have plotted the AADT two-way flows from each count site on a graph for the past 10 years and the results can be seen in **Figure 5.1** below.

Figure 5.1 – Changes in AADT two-way flows on major routes around Aldershot



- 5.4 As can be seen from **Figure 5.1** above, the traffic flows on the A331 have clearly increased over the past 10 (between 12% and 22% increase) and 5 years (13% increase). However, on the more local distributor roads (A323 and A325), traffic flows have remained largely unchanged (actually reducing by around 3 or 4% over the past 5 years).
- 5.5 We have also looked at the differences in the on and off-street parking results in the town centre over the past 5 years (comparing the 2014 parking survey results with the 2019 results, as outlined in **Section 4.0**).
- 5.6 The comparison of the parking surveys undertaken in 2013/14 and 2019 show mixed results. The parking occupancy in the car parks has, on the whole, decreased over the past 5 years, whereas the parking occupancy on-street has, on the whole, increased slightly over the past 5 years. As explained at the end of Section 4.0 though, traffic patterns can change from year to year and month to month, so it is always difficult to draw any concrete conclusions.

Trip End Model Presentation Program (TEMPro)

- 5.7 TEMPro is a traffic growth forecasting software, which uses data from the National Trip End Model (NTEM). It is usually used as part of assessing the traffic impact of a new development on the local highway network. The model used in the software takes account of predicted changes in population, employment, housing, car ownership and trip rates. The NTEM datasets and TEMPro software are produced and approved by the DfT.
- 5.8 We have been asked to consider an assessment year for future parking demand and supply of 2024 (5 years after writing this report). We have interrogated the TEMPro model for the Wellington Ward, which covers Aldershot town centre. When considering both the average day and average weekday, the traffic growth factor derived from the model is **+6.7%**.

Emerging development proposals

- 5.9 A list of the latest developments currently under construction or proposed has been supplied to us by Rushmoor Borough Council's Regeneration Department. We have compiled a summary table outlining the proposed number of units / commercial floor space, current progress (i.e. if during construction, how much has already been built out), anticipated progress by 2024 (assessment year) and the anticipated number of parking spaces to be provided. The summary can be seen in **Table 5.1** below.

Table 5.1 – Summary of development proposals in and around Aldershot

Development site	Total units	Additional facilities	Current progress	Progress by 2024	Parking to be provided
Wellesley	3850	2 Primary Schools, Day care facilities, Neighbourhood centre, Offices, Pub / restaurant, Local Shops, Play areas	1800	2400	To Rushmoor BC parking standards
The Galleries and Arcades	602	2787sqm commercial space	Consultation	452	602 residential + 250 space public car park. 845 residential cycle parking spaces + 15 commercial cycle parking space.
Union Street East	140	1210sqm commercial space	Consultation	140	115 on-site + 25 spaces within existing off-site car park
Hippodrome House	70	-	Pre-App	70	50 spaces on-site + 20 spaces off-site
Bus Station development	32	617sqm retail	Pre-App	32	32 on site
Railway Station Public Realm	-	-	Pre-App	N/A	Loss of 6 spaces within existing station car park
Wellington Centre	25	-	Pre-App	25	25 spaces within existing car park
Willow House	25	-	Pre-App	25	None
The Old Warehouse, Star Yard	14	-	Pre-App	14	14 on site

5.10 As can be seen from **Table 5.1** above, the only development which is currently under construction is also the largest, the Wellesley development (formerly known as the Aldershot Urban Extension). The other developments are currently proposed and are, by and large, all located within the town centre.

- 5.11 All but one of the developments will provide parking for residents. This means that the majority of the new developments are unlikely to attract additional demand for parking spaces. There will be some additional trips from residents visitors and customers to the new commercial units. Given the town centre location of most of the development sites as well, this will also discourage car use and potentially car ownership of the future residents of these developments.
- 5.12 It is also noted that there will be some changes to the existing car park arrangements. The biggest change will be the removal of the High Street multi-storey car park as part of the Galleries regeneration project. The car park currently has 326 car parking spaces and this will be replaced with a 250 space public car park. The development will also provide 845 residential cycle parking spaces and 15 commercial cycle parking spaces. Parsons Barracks is also to be sold off for development and will not be used in the coming years. The Railway Station car park will also lose 6 spaces as a result of the proposed public realm improvements.
- 5.13 The other changes to the existing car park arrangements involve utilising existing public parking spaces as spaces for residential use. This includes 25 off-site spaces for the Union Street East development, 20 off-site spaces for the Hippodrome House development and 25 spaces within the Wellington Centre car park.
- 5.14 The 25 spaces for the Wellington Centre development will be located within the Wellington Centre car park. The other 45 spaces are likely to have to be accommodated in a mixture of the Princes Garden car park, Birchett Road car park, Co-Op car park and/or the new 250 spaces Galleries car park. Princes Gardens, Birchett Road and Co-Op car parks are already at or over capacity for part of the day, so there is little spare space to convert to residential use. However, in reality, if some spaces in these car parks are designated for residents only, shoppers are likely to park elsewhere (e.g. the Wellington Centre car park, or perhaps Westgate).
- 5.15 As part of the forecasting exercise, we have transferred the High Street multi-storey parked cars into the proposed new 250 space Galleries car park. In order to account for the 45 off-site residential spaces, we have subtracted 45 spaces from the proposed new 250 space Galleries car park.
- 5.16 As stated above, in reality, if spaces are utilised for residential use in the Princes Gardens, Birchett Road and Co-Op car parks, there is ample capacity in the Wellington Centre car park to accommodate displaced shoppers cars. This will also benefit the Wellington Centre in terms of increased income from parking and footfall.
- 5.17 As Parsons Barracks will be developed and not be used as public parking, its forecasted occupancy will need to be allocated to other car parks. The peak forecasted weekend occupancy is estimated to be 54 occupants and 14 on the weekend. The forecasted occupancy during the weekday will be split 50/50 between Aldershot Station car park and Co-Op car park. Forecasted weekend occupancies will be allocated to Aldershot Station car park only. For events such as football days, Aldershot Station can be used as opposed to Parson Barracks.

- 5.18 In terms of additional trips and parking demand generated to or attracted by the proposals, as stated before the majority of the development proposals are located within the town centre and will have their own parking on site, or designated within nearby car parks. However, the Wellesley development will generate some new trips towards the town centre and the new commercial space (assumed retail) will attract some new trips.
- 5.19 In order to estimate trips generated by the residential development or attracted by the commercial developments, we have used trip rates from the TRICS database. TRICS is a nationally recognised trip rate database, which uses traffic survey data from other similar developments to derive a trip rate per individual residential unit (i.e. 1 flat), or per 100sqm of commercial (i.e. retail) floorspace.
- 5.20 The likely new trips (associated with the development proposals) generated to / attracted by the town centre can be seen in **Table 5.2** below.

Table 5.2 – Estimated trips and parking demand from development proposals (2024)

Development site	Daily residential trip rates - one-way (based on Wellesley TRICS data)	Estimate daily residential trips - one-way	Estimated % driving into town (based on NTS and assumptions)	Commercial daily trip rate - one-way (based on 'Mixed Shopping Malls' TRICS data) (per 100sqm)	Estimated commercial daily trips - one-way	Likely daily parking demand
Wellesley	2	1200	7%	N/A	N/A	84
The Galleries and Arcades	N/A*	N/A*	N/A*	11	307	307
Union Street East	N/A*	N/A*	N/A*	11	133	133
Hippodrome House	N/A*	N/A*	N/A*	-	-	-
Bus Station development	N/A*	N/A*	N/A*	11	68	68
Wellington Centre	N/A*	N/A*	N/A*	-	-	-
Willow House	N/A*	N/A*	N/A*	-	-	-
The Old Warehouse, Star Yard	N/A*	N/A*	N/A*	-	-	-
TOTAL	-	-	-	-	-	592

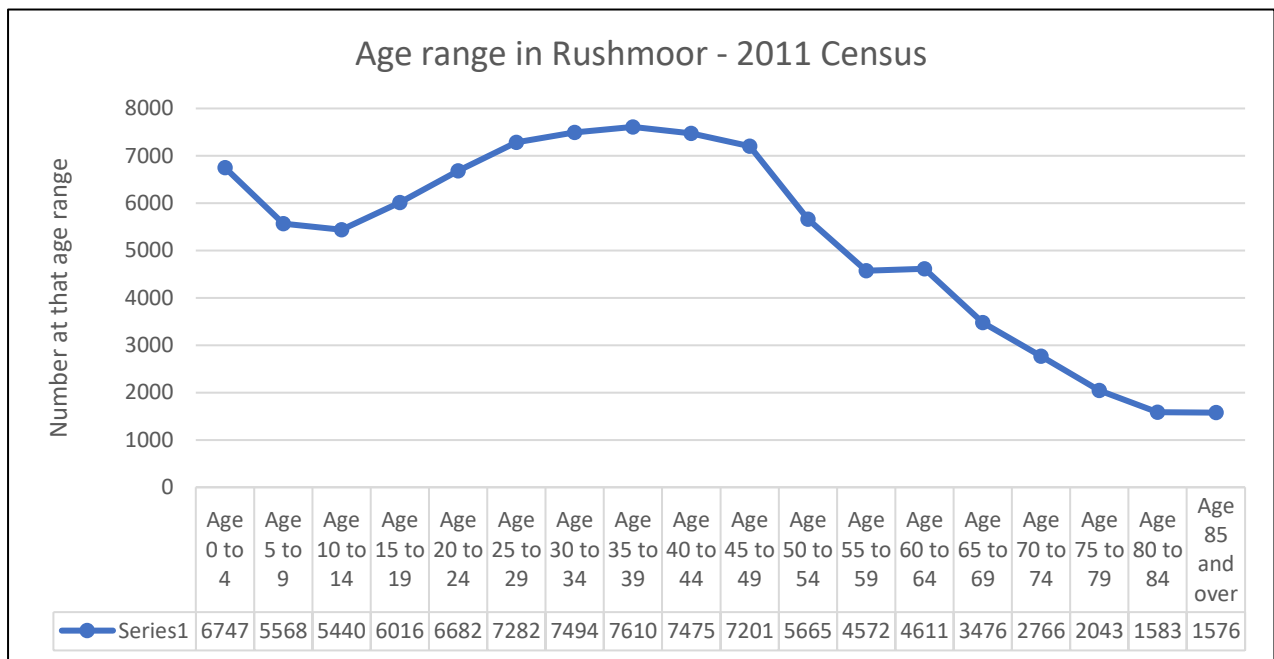
*These development sites are already located within the town centre and will be provided with designated parking spaces for residents.

- 5.21 As we are ultimately considering parking demand, any TRICS data we have looked at, we have only considered one-way movements, as opposed to arrival and departure trips.
- 5.22 For the Wellesley development, the TRICS data used predicts that there will be an average of 2 (one-way) trips per dwelling. On the basis of 600 additional dwellings being constructed between now and 2024, this would equate to 1200 additional one-way trips. However, of course, only a small proportion will make journeys to Aldershot town centre for shopping purposes. We have looked at the 2017 National Travel Survey statistics (Table NTS9913) and this shows that around 22% of all journeys made in the south-east of England are for shopping, sport or entertainment purposes. However, not all of these will head to Aldershot town centre – some will go to Farnborough, some to Camberley, some to Guildford and some to local centres etc. We have assumed that 1/3rd of the 22%, 7% will go to Aldershot.
- 5.23 For the new commercial units forming part of the Galleries, Union Street East and Railway Station developments, the TRICS data we have obtained estimates that there will be 11 one-way vehicular trips per 100sqm of commercial floor space.
- 5.24 It should be noted that the residential TRICS data used from the Wellesley Transport Assessment was for a weekday, whilst the ‘Mixed Shopping Malls’ TRICS data, obtained directly from the TRICS database, was for a Saturday. Unfortunately, these are the days of the week commonly used for these different uses and we are unable to obtain residential TRICS data for a Saturday, or ‘Mixed Shopping Malls’ TRICS data for a weekday. As a result, the residential and ‘Mixed Shopping Malls’ TRICS trips were combined on both the Tuesday and Saturday. Therefore, when considering parking demand on the Tuesday and Saturday, it should be considered a worst case scenario.

Change in demographic

5.25 We have looked at the 2011 Census data for age range in Rushmoor. We could not locate this data for Aldershot alone. The TEMPro traffic growth forecast takes account of changes in population and car ownership levels for a specific area (Wellington Ward), so we have not looked at these. **Figure 5.2** below shows the age ranges of the population of Rushmoor, based on the 2011 Census records.

Figure 5.2 – Age ranges of the population of Aldershot (2011 Census)



5.26 As can be seen from **Figure 5.2** above, the majority of the population are aged between 25 and 50. There are also a large number of babies and toddlers, but the number of young children and teenagers drops off.

5.27 In light of the future town centre developments, Rushmoor Borough Council are expecting a younger, family demographic to be attracted to the town. However, there is no concrete data to support this at this time, other than the type of residential units being proposed.

5.28 The fact is that, according to the Office for National Statistics (ONS), the population of the UK is getting older, at least proportionally. As people live longer, the percentage of those aged over 65 is increasing. Rushmoor is no different. According to population age projection data published by the ONS in July 2017, the percentage of the population aged over 65 in 2016 was 13.9%. This is projected to increase to 17.7% by 2026 and to 22.1% by 2036.

5.29 For calculating the likely change in parking demand, zone system picture presented above, in terms of change in population age, we have assumed that this will not affect the parking demand. There may well be an increase in the number of younger people and families to the town, but there is expected to be an increase in older people as well.

Likely change in parking demand

- 5.30 It is important to bear in mind that the TEMPro traffic growth data is an overarching figure which is supposed to take account of a certain level of planning development. It is also worth noting that over the past 5 or 10 years, traffic growth (at least at the local level) has remained unchanged, or fallen slightly. We have found this to be the case at many sites across the south-east of England over the past few years.
- 5.31 We therefore, need to be careful not to over-inflate the future parking demand with a high growth factor and worst case scenario predicted trip generation, which could exaggerate the future parking demand. We equally don't want to underestimate the future parking demand and end up with fewer spaces than required. We have decided to apply the 6.7% growth factor, but it should be considered as a worst case scenario.
- 5.32 In terms of how we apply the growth and future development demand to the existing parking figures, the growth factor is applied to all existing figures (so essentially all of the existing parked car figures are inflated by 6.7%). The additional parking demand (592 vehicles) from the development proposals were then applied to specific car parks (those closest to the development proposals) and split throughout the day on the basis of existing car park usage throughout the town centre and general peaks in demand being early to mid afternoon and evening time.
- 5.33 Based on existing parking trends in the town centre, the split of the additional parking demand throughout the day has been applied as shown in **Table 5.3**.

Table 5.3 – Future parking demand hourly split

8am	9am	10am	11am	12pm	1pm	2pm	3pm	4pm	5pm	6pm	7pm	8pm
4.0%	4.0%	6.0%	8.0%	10.0%	10.0%	10.0%	8.0%	6.0%	6.0%	8.0%	10.0%	10.0%

- 5.34 We have assumed that visitors of the proposed developments will park for around 2 hours, on average, and will mainly use the car parks. With our assumptions, an estimated hourly parking demand was produced, shown in **Table 5.4**.

Table 5.4 – Actual future parking demand, based on an average duration of stay of 2 hours

	8am	9am	10am	11am	12pm	1pm	2pm	3pm	4pm	5pm	6pm	7pm	8pm
In	24	24	36	47	59	59	59	47	36	36	47	59	59
Out	0	0	24	24	36	47	59	59	59	47	36	36	47
Running Total	24	48	60	83	106	118	118	106	83	72	83	106	118

- 5.35 It is assumed that the two closest car parks, Wellington Centre and the new Galleries and Arcades car parks, will be used the majority of the time. By subtracting the 50 residential spaces from the new 250 space Galleries car park, the car park will be very close to capacity in the late afternoon / early evening. Therefore, we have split the future parking demand 50/50 between the Wellington Centre and Galleries car parks from 8am to 2pm. For the rest of the day, 2pm to 8pm, the Wellington Centre car park will have available spaces to accommodate the remaining forecasted parking demand. Therefore, 100% has been added to the Wellington Centre car park.
- 5.36 It is always difficult predicting where future visitors to the town centre will park. Of course they will choose convenience first (i.e. closer to the shops), but they will also choose those car parks which are larger and, hence, where they are more likely to find a space. If a car park is full then they will go elsewhere to park in another one. This will, of course, be made easier if they had the benefit of real-time information on space availability before they enter the car park.
- 5.37 The revised car park result graphs for the future assessment year (2024) are shown in **Appendix H**, which includes 6.7% growth for all figures, plus the estimated parking demand from development proposals. The revised on-street result graphs for the future assessment year (2024) are shown in **Appendix J**, which just includes the 6.7% traffic growth. As explained above, because the majority of new visitors to the town centre will use the car parks, we have assumed that all of the estimated development trips will use the car parks and have only applied natural growth to the on-street results.
- 5.38 As can be seen from the forecasted off-street (car park) results, shown in **Appendix H**, on the whole, there will still be capacity within the town centre car parks to accommodate the forecasted growth and anticipated development by 2024. Cross Street car park will exceed capacity on both days, but this is because it is a small car park and tends to be full most of the day at present anyway. The Co-Op car park will also exceed capacity between 2pm and 4pm on the Saturday, as will Princes Gardens car park in the early evening, but only by a couple of vehicles.
- 5.39 It should be noted that the Princes Hall car park can easily reach its capacity during major shows and events due to its proximity to Princes Hall, which generally starts around 19:30. This is also true for Westgate car park, during key events such as public holidays. The car park is expected to reach full capacity.
- 5.40 It is important to remember that if a car park exceeds its capacity, parkers will move on to another car park. The 250 space Galleries car park is likely to be very busy at times, but the Wellington Centre car park should be promoted as a suitable alternative and is likely to be used by displaced vehicles from other central car parks.
- 5.41 As can be seen from the revised on-street results shown in **Appendix J**, many of the roads in the town centre will exceed capacity. Of course some of the roads are already close to, or exceeding capacity and this assumes that parking demand will increase in line with predicted

traffic growth (+6.7%), which as we have already mentioned is considered a worst case scenario.

- 5.42 Most of the roads which exceed capacity are either the smaller roads in the town (e.g. Union Terrace, Short Street, Court Road, Cross Street, Heathland Street and Gordon Road), which have little capacity to take further demand, or outer lying roads with no or less restrictive parking restrictions (e.g. Pickford Street, Sebastopol Road and Crimea Road).
- 5.43 Alexandra Road, Barrack Road, Station Road and Elms Road were also shown to be over capacity, whilst the main west-east roads, the High Street, Victoria Road, Birchett Road and Arthur Road all remained under capacity.
- 5.44 Similar to those car parks which are shown to exceed capacity at certain times of the day, those drivers visiting the town centre, but unable to park in one of the streets exceeding capacity will either park in a street which does have spare capacity, or in a nearby car park. At the busiest time at 1pm on the Tuesday, the Wellington Centre car park still has 134 spare parking spaces. Also at this time, there is spare capacity in some of the other car parks, such as Westgate, Birchett Road and Co-Op, so we have no doubt that there is ample spare capacity in the town centre to accommodate future growth and demand generated by development proposals.

6.0 Good practice parking case studies

6.1 This section of the report outlines good parking practice which has been used in other cities and towns across the UK and Europe, many a similar size or slightly larger than Aldershot. The case studies have been collated from a mixture of literature review research (e.g. 'In-Town Parking: What Works?' published by the Association of Town and City Management), site visits to similar local town centres and a meeting with Enterprise Car Club.

Nottingham City – real-time parking information (Intelligent Transport Systems)

6.2 Nottingham operates a city wide Intelligent Transport System (ITS), which includes an innovative 'ParkSmart' scheme. Essentially the City is divided in five zones and each zone is denoted by a colour coded symbol. For example, Castle zone is denoted by a castle symbol on a brown background and Royal zone by a crown symbol on a blue background. There are then associated car parks within each of these zones and drivers follow the relevant symbol on the directional sign to reach the car park they would like to park in.

6.3 The advance directional signs on which the zonal symbols are placed also provide real-time information on how busy a car park is and how many spaces are available. The 'ParkSmart' zone system was consulted upon with the car park owners in the City centre prior to implementation and it has been approved by the Department for Transport. It was recognised as a cost effective way of simplifying car park directional signing.

Maidenhead – ANPR / pay on exit car parks

6.4 Maidenheads Nicholsons Shopping Centre multi-storey car park was originally fitted with a pay-on-foot system. The issue with this system was that a barrier had to be fitted and this resulted in queuing back onto the one-way carriageway as you enter the car park, particularly during peak periods on Saturdays. Windsor and Maidenhead Council's solution was to remove the barrier and implement a Pay & Display system.

6.5 Whilst the Pay & Display system removed the significant queuing during peak times, the Shopping Centre started to see a decline in the numbers of visitors and a shorter duration of stay.

6.6 In 2012, the Council installed an Automatic Number Plate Recognition (ANPR) system, called ParkREG by Parkeon. No barriers are installed at the entrance into the car park, so queuing out onto the carriageway is not an issue. Instead ANPR cameras are installed at the entrance and exit from the car park. Drivers simply drive in, park up and don't have to worry about paying until they're ready to leave, so there is no anxiety associated with when a parking ticket is going to run out. Users are able to pay at the ticket machines by entering their vehicle registration number and are able to pay by cash or card. There is also the capability to sign up to ParkREG and pay by phone if required.

6.7 It is understood that following implementation there were some teething problems. The intention was to allow users to pay up to 24 hours after they've left the car park, where they could pay online at home. However, there were reports that some users couldn't enter their registration numbers, or find their vehicle. It is understood that these issues have been resolved now and many towns and cities car parks' use an ANPR system of payment, including the Wellington Shopping Centre car park in Aldershot.

6.8 Maidenhead also offers free parking on Sundays to entice shoppers into the town.

Colchester – tailored tariffs to encourage off-peak parking and consideration of wheelchair users

6.9 The North Essex Parking Partnership undertook a study due to customers being dissatisfied with the parking offer in Colchester town centre. As part of the study they identified four different types of users; commuters, shoppers, lifestyle / leisure users and weekend visitors / tourists.

6.10 The Council decided that the best approach would be to offer specific tariffs for the specific users, with the aim of managing congestion in the town centre and discouraging travel during peak times. The distinctive tariffs were as follows:

- Work – reduced price for all day parking for those arriving before 8am;
- Shop – reduced price for 4 hours parking for those arriving after 10am;
- Play – reduced price for 4 hours parking for those arriving after 3pm;
- Relax – reduced price weekend ticket valid at multiple car parks.

6.11 The Council also offered discounts to those drivers who did not fit into a specific category, but who drove low emission cars. Good partnership working and consulting with the car park owners, stakeholders and businesses was critical for the success of this scheme. A thorough understanding of the specific user needs is required in order to implement such a scheme, which may involve questionnaires.

6.12 In addition, the North Essex Parking Partnership also held discussions with Disabled Motoring UK, who represent disabled motorists. It was identified that wheelchair users could not actually use the payment machines provided. (According to Disabled Motoring UK's website (www.dpaccreditation.org.uk/) Aldershot Station car park is the only car park within Aldershot listed on their website).

Middlesborough – reduced parking charges

6.13 Middlesborough has a mixture of public and privately owned car parks. As a result of the economic downturn, less people working in the town centre, rising fuel prices and private car parks taking business from the Council run car parks, there was a 14% reduction in public car park usage between 2011 and 2012.

6.14 The Council decided to offer the first two hours free parking in their car parks. It is understood that this resulted in increased visitor numbers to local business. In addition, a one day parking charge of £1 was put in place during December to encourage Christmas shopping in the town centre.

6.15 Whilst these incentives are likely to have resulted in increased visitor numbers, it is less clear whether the additional revenue made in the shops made up for the loss in parking revenue. It is also important to consider how these measures could affect nearby private car parks. With less people opting to park in the more expensive private car parks, there is a risk that they could go out of business, which could risk long term parking supply.

Dundee – Park Mark Safer Parking Scheme

6.16 When it opened in 2013, Olympia car park in Dundee became one of the first to receive ParkMark accreditation. The ParkMark Safer Parking Scheme is a national standard for UK car parks that have low crime and measures in place to ensure the safety of people and vehicles. Essentially the car park is inspected approximately every 3 years by the Police and a member of the British Parking Association (BPA) to check that suitable measures are in place to create a safe environment. They will look at; quality management, appropriate lighting, effective surveillance and the clean environment.

6.17 Dundee made the most of their Park Mark status by promoting the award in the local newspaper and radio, in addition to signing on site. The ParkMark website states that car parks ranging in size from 10 to 13,000 spaces have been accredited, so any car park, large or small could apply. At present, just Aldershot Station car park is ParkMark accredited in Aldershot.

Festival Place, Basingstoke and The Lexicon, Bracknell – good aesthetics and wayfinding, car finding technology and smartphone App

6.18 We visited numerous car parks within other towns close by to Aldershot, where we found some good practice when it comes to car park aesthetics and wayfinding. These included Festival Place in Basingstoke and The Lexicon in Bracknell. Both towns have undergone significant regeneration programmes in the last 5 to 15 years, resulting in these shopping centres as their centre pieces.

6.19 Whilst many of the car parks associated with these shopping centres are new, they demonstrate good practice when it comes to being well laid out, ease of navigation, cleanliness and userfriendliness.

6.20 Both Festival Place and The Lexicon car parks are ParkMark accredited. Both car parks also have real-time information signing on approach to the car parks. The signing to The Lexicon was particularly innovative, with a full sign digital Advance Directional Sign showing the number of available spaces in each car park (see **Photo 1**). Both car parks also had information on the number of available spaces on each level when entering the car parks (see **Photos 2 and 3**) and whilst circulating around the car parks (see **Photos 4 and 5**).

Photo 1 – Bracknell real-time info sign



Photo 2 – Festival Place entrance to car park



Photo 3 – The Lexicon entrance to car park



Photo 4 – Festival Place internal signing



Photo 5 – The Lexicon internal signing



6.21 Both car parks also have distinctively coloured markings on the ground to denote parking bays, pedestrian safety margins and different types of bays (see **Photos 6 and 7**). Festival Place has different colour schemes for different parts of the shopping centre (see **Photos 8 and 9**), as well as vibrant lighting to give it a welcoming feel and attract to the route to the shops. Festival Place also provides bay monitoring lights, whereby a green light shows when a parking space is empty. Directional signing within the car parks is also very good, with signing on the ground 'To the shops' as well as upright signing indicating which shops can be found most easily through a specific entrance.



6.22 In the shopping centre itself, signing is also easy to follow, with signs giving directions back to the specific colour zone of the car park (see **Photo 10**). Festival Place is also in the process of implementing a new 'car finder' system (see **Photo 11**). When we visited, the system wasn't yet up and running, however, a similar system has been in operation at Heathrows Terminal 5 short stay car park for over 10 years. The system uses ANPR at specific points throughout the car park to a specific location number. The system then gives the user directions to their car.

Photo 10 – Festival Place shopping centre signing



Photo 11 – Festival Place car finder



- 6.23 Similar to the initiative implemented in Colchester, Festival Place offers evening parking of £1.50 for vehicles entering after 5pm and leaving before 2am.
- 6.24 The Lexicon produces a smartphone App which allows the visitor to check parking availability before they leave home. The App shows number of spaces free and number occupied in each car park and parking occupancy trends throughout the day. However, the live update seemed to be faulty when we tried it and this appears to be an issue in the reviews for the App. However, if the car park occupancy data were to be extracted from the real-time information data supplied to the car park signing, this could be resolved.
- 6.25 The Lexicon App also provides information on other methods of travel to the Shopping Centre, including a journey planner, details of bus and coach services, a local taxi booking call back service, details of joining 'Liftshare' (a national car sharing database) App and other travel information including cycle routes, road works etc. The App can be downloaded and viewed here: <https://www.thelexiconbracknell.com/about/app>.

Oslo city centre – reducing parking in the city centre

- 6.26 In 2017 Oslo began a process to remove almost all on-street parking from the City centre. The overall intention was to create a greener City by reducing pollution and freeing up space for public transport, pedestrians and cyclists.
- 6.27 In 2017 approximately 300 on-street parking spaces were removed, with the intention that 700 spaces will be removed in total on completion. The only spaces left are for deliveries to business, disabled parking and residents living in the City centre (although only 12% of residents living in the City centre actually own a car).

6.28 It is important to note that these changes have not been made in isolation. Extensive public realm improvements have been made, including public meeting places, event space and installation of planters to enhance the street scene and make it a more pleasant environment for pedestrians. Improvements have also been made to bus, tram and cycle infrastructure to speed up journeys.

6.29 However, whilst the changes sound positive, the reception from some residents and businesses has been hostile. This is perhaps to be expected given the fast change from being able to park your car to not. Some residents may not have been consulted properly and may now struggle to park their car. Some businesses may be concerned about reduced footfall as a result of removing parking outside their premises. In both cases proper consultation is key. However, with a scheme such as this it might be expected that there would be some, if not a lot of opposition.

Oxford city centre – parking restraint (pricing) in city centre combined with Park ‘n’ Ride

6.30 Oxford was the first bus park and ride in the world when it was introduced in the 1960’s. It now operates 5 park and ride schemes. However, hand in hand with the park and ride, Oxford City Council has a policy of parking restraint in the city centre. Whilst on-street parking is not non-existent (as is becoming the case in Oslo), it is significantly more expensive than the cost of the park and ride, in order to discourage it.

6.31 The Oxford park and ride service costs around £6.80 per day (which includes parking and a return bus ride), whereas in the Westgate car park in central Oxford it would cost £11 for 5 to 6 hours and £18 for 6 to 12 hours. This of course has the double incentive of encouraging people first to use the park and ride (reducing congestion in the centre) and to stay longer in the centre, without having to worry about extortionate parking fees should they stay longer.

Tunbridge Wells – introduction of pay by phone and NFC

6.32 In Tunbridge Wells the Council, in partnership with ‘PayByPhone’, introduced Near Field Communication (NFC) to the existing pay and display ticket machines. The pay by phone cashless parking stickers on the side of the machines were embedded with securely encrypted NFC tags, which allowed users to tap their phone against the NFC tag, at which point the PayByPhone app would open up on their phone along with the unique location number. Users just had to enter the parking duration and card security number.

6.33 This is just one such example of how technology can make the parking process quicker and more convenient for the user. As a result of the introduction of this technology Tunbridge Wells Council were nominated at the 2013 British Parking Awards. It has also been identified that not only does this type of technology (pay by phone) make it more convenient for users, the use of pay by phone, card payment etc would eventually reduce the costs involved in cash collections by the Council.

Enterprise car club – Guildford, Woking and Winchester (....and Farnham)

- 6.34 A car club allows members to have access to a car when it is convenient to them, without the expense of owning a car. They join the 'club' and pay a monthly or annual membership fee. Once they have joined they have access to the car club cars and pay for them by the hour or day, on a pay-as-you-go basis.
- 6.35 Originally introduced in large cities, such as London, they are now more common in towns, such as Guildford, Woking and Winchester, all of which are run by Enterprise car club. There are also plans to provide some car club spaces and cars in Farnham, according to Surrey County Councils website.
- 6.36 We met with the Head of Enterprise Car Club South East Region, Tony Barnard, on 12th July 2019 to discuss the Enterprise car club process, set up costs, effectiveness in reducing car use and whether they would consider setting up in Aldershot. Mr Barnard indicated that the introduction of the car club into Farnham could be late next year and he was enthusiastic about the possible prospect of introducing in Aldershot, subject to discussions with Rushmoor Borough Council and other stakeholders / developers. Some information on the Enterprise car club is included within **Appendix K**.
- 6.37 The introduction of the car club in a new location is usually a joint venture between a developer, the Planning Authority and the car club. With Enterprise, the developer or Planning Authority would provide the parking space, signing and lining, and 1, 2 or 3 years free membership for their future residents, plus minimal driving credit to start them off (for example £10 worth). The car club would provide and maintain the vehicles and any other technology based infrastructure. Cars are fully insured and cleaned every two weeks by Enterprise.
- 6.38 The main benefits to the wider community and environment are that residents will tend to drive less and only travel by car if they have to. It also encourages more walking, cycling and public transport use. Research has found that each round trip car club car can replace 10.5 vehicles from the road and many members decide to give up their cars. Research has also found that over 31,000 privately owned vehicles have been removed from the roads as a result of car club membership (see **Appendix K**).
- 6.39 There are also many benefits for the users, including reduced costs. Enterprise state that the total costs over 12 months for a car club member is £1467.99, whilst the average car owner can incur costs of £2605.76. In addition to reduced costs, there is the benefit of less hassle in terms of maintenance, which is all carried out by the car club. They also benefit from the use of relatively new cars, which typically produce 29% less CO₂ than the average car. Of course there are also health benefits, as members tend to walk, cycle and use public transport more often.
- 6.40 The car club is not exclusive to residents though and many businesses have also signed up to the car club. During our meeting with Enterprise car club, it was stated that business use is often promoted during the weekdays daytime, when not used by residents. Residents would tend to use them during the evenings and weekends.

7.0 Potential off-street parking initiatives

7.1 This section of the report takes stock of the case studies considered in **Section 6.0** and looks at which measures and initiatives could benefit Aldershot town centre's off-street parking situation. We first consider more strategic measures, before looking at potential management and operational initiatives and finally technological advances which could be adopted in Aldershot.

Strategic use of the car parks

7.2 One of the key aspects of a successful parking policy and strategy in a town centre is good partnership working with all of the stakeholders involved in off-street parking supply. To begin with, we would advocate that Rushmoor Borough Council work more closely with the Wellington Centre and Westgate to ensure a coordinated parking strategy and aligned aims and objectives.

7.3 One of the major differences between the Council run car parks, Wellington Centre and Westgate, are the tariffs. For example, the High Street multi-storey car park charges £1 for up to 2 hours and £1.50 for 3 hours, the Wellington Centre charges 60p for up to 1 hour, £1.20 for up to 2 hours and £1.50 for up to 3 hours, whereas Westgate offers free parking for up to 4 hours. In fact there are also differences in pricing structure even within the Council run car parks as well. This is understandable for some car parks, as they cater for different types of users (long stay, short stay, day time shoppers, evening etc), but there could be better pricing alignment for car parks serving the same purpose / type of users.

7.4 There has been some talk about the negative impact that the free parking offered by Westgate could have had on the rest of the town centre. However, it should be noted that Westgate brings business into the town centre, which may otherwise have gone elsewhere.

7.5 Nevertheless, it is important that Westgate, the Wellington Centre and Council run car parks operate under a coordinated strategy. This may involve offering 1 or 2 hours free parking in some other car parks, or offering joined up incentives (e.g. discounts in shops and restaurants across the town centre).

7.6 We would suggest that a Town Centre Transport, or Parking Working Group should be set up, which would involve key stakeholders (Rushmoor, Wellington and Westgate), traders representatives etc. Further consultation could also be made with the public as to their parking requirements, but the final decisions would rest with the Working Group. Car parking can be a very emotive issue and it is important all those involved work together in setting out a way forward. Every effort should be made to improve the parking experience and improve it's attractiveness.

Potential management and operational improvements

- 7.7 When we met with Asset Manager, Edward Mileham, from The Wellington Centre back in 2014 they had been trying new initiatives to entice customers back into the shopping centre and car park. Two traders of the Wellington Centre, Wimpy and Lidl, operated a 'parking validation scheme', whereby if a customer spent £15 in their shop, they received a £1.20 discount on their parking ticket at the till. At the time the Asset Manager was trying to encourage other shops in the Centre to take up the scheme.
- 7.8 We spoke with Edward Mileham on 24th July 2019 to discuss the current state of their initiatives and thoughts on the parking offer within Aldershot. Mr Mileham stated that the 'parking validation scheme' was not running anymore, perhaps due to a lack of take up from the other stores.
- 7.9 It may be worth pursuing discounts off parking charges if customers spend a certain amount in participating shops again. However, the scheme would have to be taken up by all shops within the centre. Perhaps it could be worked out on a points based system, whereby customers sign up and receive a membership card which they scan at the checkout and at the ticket machine when exiting the car park. This could also be made easier and more convenient with the use of a smartphone App, specifically for the town centre, similar to the one produced for The Lexicon in Bracknell.
- 7.10 One alternative to this would be discounts or vouchers to use in shops via the Smartphone App if visitors parked during off-peak times. This, again, would require some sort of mechanism to allow them to demonstrate the time at which they parked. Perhaps a barcode on their ticket which could be scanned via the smartphone App.
- 7.11 The parking tariffs for the car parks could be adjusted to encourage off-peak parking (e.g. 10am-3pm), early bird rate for commuters (before 8am) and afternoon shoppers to linger and perhaps have a meal or go to the cinema before leaving (arrive after 2pm and depart after 7pm). A similar scheme was promoted within Colchester town centre (see **Section 6.0**).
- 7.12 Reducing parking charges, or offering free parking for the first hour, is one option to entice shoppers into the centre, similar to that which has been implemented in Middlesborough (see **Section 6.0**). However, it is understood that there is a fine balance in terms of parking pricing structure, attracting footfall and the cost of retail rent. We understand that 100% of the Wellington car park revenue goes back into the centre to support the retailers and keep rents low. It has been stated by the Asset Manager at the Wellington Centre that they couldn't afford other car parks offering free parking, as this would detract from the Wellington Centre car park further.
- 7.13 'Re-Think! Parking on the High Street: Guidance on parking in town and city centres' found that mid-range to smaller town centres that charge more than the national average have suffered a higher than average decline in footfall. According to an Independent news article entitled 'UK's most expensive and cheapest parking revealed' dated June 2018, the average cost of parking across the UK in off-street car parks is £1.10 per hour, whilst the average cost of parking on-street is £1.65 per hour.

- 7.14 Looking at the tariffs for all of the town centre car parks, they are all lower than the national average (Princes Gardens is 80p per hour, High Street MSCP, Cross Street, Co-Op and Birchett Road are £1 per two hours, and Wellington Centre is 60p per hour). So it is clear that the Aldershot car parks are not overcharging.
- 7.15 Another way of enticing customers into the town centre would be to implement a small number of free short-stay (e.g. 30mins maximum stay), or reduced price short-stay bays (e.g. 20p for 30mins) to entice more people into the car park. Dorking offer a limited number of parking spaces as 30 minutes free in a select number strategically located car parks. Also, Queensmead car park in Farnborough has a limited number of 30 minutes max stay for a reduced price (50p), which seems to work well in attracting customers into the car park.
- 7.16 As mentioned previously, whatever incentives are taken forward (whether it be shopping discounts or free or reduced price parking bays), it is important to consult with all the affected stakeholders. This would include The Wellington Centre and Westgate, who could be adversely affected by these measures if not properly consulted upon.
- 7.17 As stated previously, in **Section 6.0**, Aldershot Station car park is the only car park in Aldershot which is ParkMark accredited. Farnborough Meads, Farnborough Railway Station and Camberley Atrium car parks are other examples which are accredited nearby. As mentioned previously, ParkMark Safer Parking Scheme sets a standard of low crime and measures to ensure the safety of people and vehicles in the car park.
- 7.18 We would suggest that some of the larger car parks in the town centre could apply for ParkMark accreditation, which would give customers further confidence to park in them. However, ParkMark isn't necessarily limited to larger car parks – the smallest with accreditation is a 10 space car park.
- 7.19 The owner of the car park would need to keep a record of customer complaints, staff training and evacuation procedures. Items that would be taken into consideration include lighting, barrier systems, payment machines, surveillance, lifts and stairwells, maintenance, traffic circulation, parking bays, pedestrian access and exit routes, direction signs, boundaries, landscaping and staff presence.
- 7.20 In a similar vein to the ParkMark accreditation and safety within the car parks, it is important that due consideration of wheelchair users has been given, in terms of whether they can use the ticket machines, accessibility to the car parks, dropped kerbs adjacent to parking spaces etc.
- 7.21 Disabled Motoring UK administer the Disabled Parking Accreditation scheme, which has a database of recommended car parks for disabled motorists, based on the quality of the facilities that they have. The only car park in Aldershot which is accredited again is the Station car park. Again, similarly to ParkMark, The Meads and Atrium car parks are also DPA accredited.

- 7.22 The first step to achieving ParkMark and DPA accreditation would be to meet with the British Parking Association (BPA) Area Manager, who carry out the assessments for both. They would go through the criteria and offer further advice and guidance on how to make the car parks safer and more accessible. The current BPA Area Managers can be found and contact at the following website <https://www.britishparking.co.uk/Area-Managers>.

Technological improvements to parking infrastructure

- 7.23 Real-time parking information, as used in Nottingham, Basingstoke and Bracknell, is useful for making the parking experience quicker and easier. As Aldershot expands with the Wellesley development and town centre regeneration, parking will become more limited and the process of directing customers to a space will need to be better managed.
- 7.24 There are three stages of signing; the first to the most appropriate car park, the second to the most convenient and least busy area, zone or level of the car park and the third to the vacant spaces. The first two stages usually display the number of spaces available on a live display sign. The third phase usually involves displaying a green light above a vacant space, which allows drivers to identify it from the end of the car park aisle.
- 7.25 The use of a Smartphone App to record and log discounts or incentives has already been mentioned. However, the application of a smartphone App could also extend to show capacity in the various car parks live, via a real-time information system, such as the one already set-up for the Lexicon, Bracknell.
- 7.26 The smartphone App could be expanded further to allow booking of parking spaces in advance and provide directions to the car park. Of course beyond the functions improving car park convenience and ease of use, the Lexicon App also allows customers to book local taxis and sign in to 'Liftshare', as well as view other public transport services. As Aldershot expands, the introduction of this sort of technology would certainly help fulfil the developments Travel Planning commitments and encourage alternative modes of transport.
- 7.27 As mentioned previously, The Wellington Centre already operate an Automatic Number Plate Recognition, pay on foot payment system, similar to the system trialled in Maidenhead. Whilst there have been teething problems with the technology in the past, this seems to be improving.
- 7.28 From our experience, ANPR technology is usually installed in relatively large multi-storey car parks. However, in theory there is nothing preventing it from being implemented in smaller surface car parks. The one limiting factor is that it would have to be cost effective. Enough space would have to be provided to allow the ANPR infrastructure (cameras etc) to be installed, along with suitable measures to bring vehicle speeds low enough for the registration numbers to be read.
- 7.29 We would suggest that the new 250 space Galleries car park installs the technology in the first instance. Further car parks could then be considered, taking into consideration the cost effectiveness of installing the technology.

- 7.30 Whilst cost effectiveness is an important consideration, there are a number of benefits, which need to be taken into consideration. The whole process can be ticketless, which means savings on paper cost and replenishing. There are also benefits over traditional pay and display methods, in terms of the cost of enforcement. If a parking fee isn't paid, a Parking Charge Notice can be sent remotely through the post. Another benefit over pay and display is that customers don't feel that they have to rush back to their cars to leave, so they are likely to stay in the centre longer.
- 7.31 Electric vehicles are becoming more common place and the infrastructure to allow them to be used effectively needs to keep up. Quite frequently those with electric vehicles struggle to find a charging point, when the range in their vehicle is limited. The Car and Cycle Parking Standards as part of Rushmoors Local Plan (November 2017) emphasises the need to consider electric vehicle charging infrastructure in new developments, but does not specify how many would be required. It is stated that *"A supplementary note on charging facilities for electric vehicles will be published by the Council as and when the Government provides more definitive guidance"*.
- 7.32 However, despite the lack of definitive guidance by central Government, many other Authorities specify a minimum requirement in new developments. The London Plan states that *"developments in all parts of London must ensure that 1 in 5 spaces (both active and passive) provide an electrical charging point to encourage the uptake of electric vehicles"*. Active are those charge points that can be used straight away and passive means that the infrastructure is in place so that charge points can be installed quickly in the future.
- 7.33 Surrey County Council's Parking Standards state that, for new residential flats, 20% of available spaces should be fitted with a fast charge socket (7kw Mode 3 with Type 2 connector *) and a further 20% provided with the power supply to provide additional fast charge sockets. For new commercial developments, SCC's standards specify that 10% of available spaces should be fitted with a fast charge socket and a further 10% provided with the power supply for future proofing. Basingstoke and Deanes Parking Standards also specify a requirement for residential developments, but a lower rate at 1 charge point per 30 spaces.
- 7.34 We are aware that Morrisons (Westgate) car park provides 4 No. 7kw 32A Type 2 Mennekes charge points. This would be a rate of less than 1% of the total parking spaces.
- 7.35 Given the large investment in electric vehicles since many of the above parking standards were written and since Westgate was opened, the take up of electric vehicles is likely to increase significantly. Therefore, we would advise that a suitable number of EV charging points are installed in the new Galleries car park, perhaps up to 10% passive and 10% active. As regard to existing car parks, between two to four charging points could be installed initially and usage monitored thereafter.

* The 7kw charger will cater for a vehicle to be charged overnight. This is ideal for domestic use. Public chargers in car parks need to be provided with at least 25-50kw charger, to be effective for short stay.

8.0 Potential on-street parking initiatives in Aldershot

8.1 This section of the report takes stock of the case studies considered in **Section 6.0** and looks at which measures and initiatives could benefit Aldershot town centre's on-street parking situation. We first consider more strategic measures, before looking at potential management and operational initiatives and finally, technological advances which could be adopted in Aldershot.

Strategic outlook of on-street parking (e.g. scope for removing)

8.2 It should first be noted that we identified a large variety in the type of restrictions in the town centre. There are currently seven different types of Pay & Display restrictions and five different types of Permit Holder restrictions. It is not understood whether these restrictions were implemented as a coordinated scheme, or in piecemeal fashion over the years. Either way, such variety can make it difficult to carry out enforcement and could be confusing for visitor parking. A consolidation exercise may be beneficial to simplify the restrictions and make it easier for both user and enforcement officer.

8.3 Another option, from a strategic point of view, would be reducing parking space on-street to encourage use of the car parks and free up space on-street for pedestrians and cyclists. The case study of Oslo city centre (see **Section 6.0**), whilst on a much larger scale for a global city, saw benefits in terms of improvements to the public realm and improvements to the pedestrian or cyclist environment by handing over on-street parking spaces to pedestrians or cyclists.

8.4 Roads which could benefit from removing on-street parking could include Victoria Way (which already restricts vehicles from entering between 7am and 6pm, except buses, taxis and goods vehicles between Heathland St and Gordon Road), Grosvenor Road (between Barrack Road and Victoria Road), Station Road (between Victoria Road and the High Street) and perhaps the High Street (between Princes Way and Station Road). There are proposals (which were given the go ahead in January 2019) to improve access to Aldershot Railway Station, including cyclist access, so perhaps these measures could help cyclist access to the Station.

8.5 The reduction in on-street parking doesn't have to be complete, it could just be in sections, or perhaps only on one side of the road (the town centre side). The idea would be that the removal of some of the on-street parking spaces would allow wider footway space to be provided, or dedicated cycle lanes, or a mixture of both. Planters, benches and cycle racks could be installed to improve the street scene and the overall experience for visitors. Of course, careful consideration would need to be given towards goods deliveries and disabled users requirements.

8.6 Having said the above, such a scheme may prove controversial and the idea would have to be carefully put across to all affected stakeholders, including individual businesses and local residents. A full consultation would need to be undertaken to ensure that they felt part of the process.

Potential management and operational improvements

- 8.7 It has been noted that the Council has recently upgraded their on-street payment machines. Previously customers could only pay by cash and were not given change. Customers are now able to pay by chip and pin and contactless card payment, in addition to cash. This is obviously a good step forward and it is important that alternative payment options should be available for all to make it easier and more convenient to park.
- 8.8 Crimea and Sebastopol Roads are currently unrestricted, despite being in what is considered to be the town centre. Due to the primarily residential usage of the road, we would suggest that 'Permit Holder' parking could be considered. However, due to the road's proximity to the town centre, dual-use 'Permit Holders' and 'Pay & Display' parking could be considered, if not for the whole length of the roads, for sections of bays closest to the town centre.
- 8.9 As mentioned previously (see **Section 6.0**), we met with the Head of Enterprise Car Club South East Region, Tony Barnard, on 12th July 2019. Enterprise have recently set up car clubs in Woking, Guildford and Winchester, with plans to introduce it in Farnham next year. Mr Barnard was very open to introducing a car club in Aldershot, especially in light of the current and future development and regeneration works.
- 8.10 There are many benefits to adopting a car club in the town, as set out in **Section 6.0**. Car club spaces should be visible and accessible, so it is best to have them on-street, rather than hidden away in a car park. We would suggest that a few cars and spaces are introduced initially, perhaps along the High Street and Victoria Road.
- 8.11 The first car club spaces may be a joint venture between a developer and Enterprise, overseen by Rushmoor Borough Council, so it is important that all parties are involved in discussions and meetings at an early stage. As explained previously, the developer would usually be responsible for implementing the lining and signing on-street, whilst the car club would provide the car.
- 8.12 We would suggest that in the first instance Rushmoor Borough Council Regeneration and Planning Team could meet with Enterprise to discuss the options. As mentioned previously, the car club could also benefit local businesses during the day, so it may be worth contacting some of the larger businesses based in the town.
- 8.13 As mentioned for the car park initiatives in **Section 6.0**, consideration of wheelchair and other disabled users is an important consideration. As mentioned previously, the on-street pay and display ticket machines have recently been upgraded, so these should conform to disabled user requirements. However, it may be worth consulting with the BPA Area Manager on these if and when the Council meets with them to discuss the car parks ParkMark and DPA accreditation.

- 8.14 Finally, from a management and operational point of view, it is important to instil appropriate on-street enforcement. Whilst we have not investigated the parking enforcement carried out by Rushmoor Borough Council, we would advocate there is not disproportionate enforcement for minor parking infringements, such as occupying a space for a couple of minutes over the allotted time. A heavy enforcement regime can be an easy way of turning customers away.

Technological improvements to parking infrastructure (e.g. pay by phone)

- 8.15 It was previously noted that the Council have introduced new on-street payment machines which allow for card payment, making it more convenient for the customer. However, we would suggest that the Council consider introducing pay by phone (RingGo, PayByPhone or ParkMobile) for all on-street pay & display machines, in addition to card and cash payment.
- 8.16 The benefit is that customers can pay quickly, get a reminder when their parking session is about to expire and don't feel pressured to rush back to their cars. Pay by phone could also be introduced relatively easily into the existing pay and display car parks. The Council could also consider utilising Near Field Communication (NFC) technology to make payment faster and easier, as set out in the Tunbridge Wells case study (see **Section 6.0**).
- 8.17 Finally, we have mentioned the installation of rapid (25-50kw) electric vehicle charging points in some of the car parks (see **Section 7.0**). There may also be benefits to installing EV charging points on-street in strategic locations, such as popular cafes or restaurants. Whilst a specific number would be difficult to give, it may be worth consulting with popular cafés or restaurants in locations where customers could stop for an hour or two and recharge their batteries.

9.0 Possible sustainable transport initiatives to ease parking demand / change the nature of parking

9.1 This section of the report outlines the existing and proposed public transport services, considers walking and cycling opportunities and investigates future mobility technologies and how they can be integrated into existing parking infrastructure.

Existing public transport use

9.2 Aldershot is very well served by public transport, with a mainline railway station towards the south-eastern side of the town centre. The railway station provides twice hourly services to London Waterloo, Alton, Guildford, Ascot and Farnham. There are also many bus services providing multiple buses to surrounding towns including Farnborough, Camberley, Fleet, Farnham and Guildford.

9.3 The majority of the bus services are operated by Stagecoach and the following services enter the town centre:

- **Service 1 (Gold Route)** – provides a 10 minute daily service between Camberley, Frimley, Farnborough and Aldershot Bus Station;
- **Service 3** – provides a 15 minute daily service between Yateley, Derby Green, The Meadows, Camberley, Frimley, Ash Vale and Aldershot Bus Station;
- **Service 4 and 5** – provides a 20 minute daily service between Farnham, Upper Hale and Aldershot Bus Station;
- **Service 7** – provides an hourly service between Elvetham Heath, Fleet, Church Crookham and Aldershot Bus Station;
- **Service 14** – provides a 20 minute daily circular service between Aldershot High Street, North Town and back to Aldershot (Bus Station);
- **Service 15** – provides a 15 minute daily circular service between Aldershot Wellington Centre, Badshot Lea and back to Aldershot (Bus Station);
- **Service 16** – provides a two-hourly daily service between Rowledge, Wrecclesham, Farnham, Badshot Lea and Aldershot Bus Station;
- **Service 17, 18 and 19** – provides a 20 minute service between Haslemere, Hindhead, Bordon, Wrecclesham, Farnham and Aldershot Bus Station;
- **Kite** – provides a 15 minute daily service between Guildford, Normandy, Ash, Tongham and Aldershot Bus Station.

9.4 An existing bus routes map is included within **Appendix L**.

9.5 We have been provided year on year comparison results of bus patronage from between April 2016 and March 2021 (see **Table 9.1** below), from Stagecoach. It is assumed that the first few year's results are based on real world data and the last two years are forecasted. This appears to show that changes in bus patronage year on year has fluctuated between -1.78% and

+1.86% over the past few years, and Stagecoach are expecting increases in patronage of 2% per year, over the next two years.

Table 9.1 – Stagecoach Year on Year comparison

April 2015 - March 2016	April 2015 - March 2016	April 2015 - March 2016	April 2015 - March 2016	April 2015 - March 2016	April 2015 - March 2016
	1.86%	1.86%	1.86%	1.86%	1.86%

- 9.6 We have obtained data on Aldershot Railway Station patronage over the past 5 years from the Government’s ‘Office of Rail and Road’ and these are presented in **Table 9.1** below:

Table 9.2 – Aldershot Railway Station Patronage

Year	Entries & exits (per year)
2013 / 2014	1,401,204
2014 / 2015	1,434,250
2015 / 2016	(1,465,000)*
2016 / 2017	1,437,614
2017 / 2018	1,394,786

* Based on figures provided on Wikipedia

- 9.7 As can be seen from **Table 9.2**, patronage rose over the first couple of years, but reduced over the following three years. In total, rail patronage has fallen by 0.46%. Broadly, rail patronage has stayed roughly the same over the past 5 years, albeit with small fluctuations.

Anticipated future public transport use

- 9.8 The Wellesley development is expected to significantly increase bus usage and a detailed ‘Public Transport Strategy’ was published in December 2012. The plan is to utilise the existing No. 1 bus service (Gold Route), as the core bus service and extend the existing No. 15 service, as a Secondary School service.
- 9.9 Both bus services will increasingly percolate the site as it is built out. The frequency of the Gold Route will be increased and a new contracted double decker and mini-bus will be provided as part of the No. 15 services. In addition, new fully sheltered bus stops, with real-time information, will be provided throughout the Wellesley development
- 9.10 It is stated in the ‘Public Transport Strategy’ that the Gold Route service will have a new 30 minute service from 2018/19 to 2019/20 and a new 20 minute service from 2020/21 onwards. The route already has a 10-minute daily service, so it is unclear what the final frequency will be.
- 9.11 Significant improvements are proposed to the road network around the forecourt of the Railway Station, which are planned to start in late Summer / early Autumn 2019. Many improvements have already been carried out to the Station internally in recent years, including a new internal overbridge and DDA compliant lifts and new ticket machines.

9.12 The improvements to the road network around the forecourt of the Railway Station, which were approved in January 2019 include:

- Converting the Station Road / Arthur Street ‘teardrop’ roundabout to a priority junction, allowing two-way traffic movements;
- Installing a Tiger crossing just west of the railway station access. This will give cyclists using the off-road cycle route priority over vehicular traffic;
- The southern section of Arthur Street will become two-way from Station Road to its junction with Windsor Way;
- Windsor Way from the Victoria Road junction to Arthur Street will become two-way;
- There will be a new cycle route from the A323 to Aldershot railway station. The route will be on-road from the A323 through to Pickford Street.

9.13 The existing bus station will be removed, which is where the 32-unit Railway Station development outlined in **Section 5.0** will go. It is stated on the Rushmoor Borough Council webpage outlining the Station improvements that the bus station will be relocated into the town centre. This, it is said, will help to reduce traffic congestion around the railway station, caused by unnecessary bus movements.

9.14 A ‘Consultation Proposal’ plan showing the proposed ‘Access to Aldershot Railway Station’ improvements can be found in **Appendix M**.

Walking and cycling opportunities

9.15 It can be seen from **Figures 3.23 and 3.24** in **Section 3.0** of this report that existing cycle parking spaces in the Princes Gardens, High Street multi-storey and Station car parks are well under-utilised at present. It is noted that the existing High Street multi-storey car park will be removed and the new Galleries / Arcades development will contain 845 residential cycle parking spaces and 15 commercial cycle parking spaces.

9.16 Schemes such as ParkMark Safer Parking Scheme could go some way to encouraging greater use of the cycle parking facilities, but there are additional things which can be done. In November 2016 Woking opened a new Cycle Hub at the railway station, aimed at encouraging commuters to cycle to work. The hub cost around £475,000 and included 216 cycle parking spaces under a fully enclosed shelter, with 24/7 CCTV. The scheme also included a Bike Repair Station, with a multitude of bike tools for all to use and a robust Air Kit 3 Bike Pump.

9.17 The London Borough of Enfield also installed a Cycle Hub at its railway stations in 2018. They contain similar features to the Cycle Hub introduced at Woking railway station, but are exclusive to members. Members pay a fee of £25 for the first year. Many Cycle Hubs are located close to bicycle shops and offer cycle hire schemes as well, but these tend to be better suited to larger towns and cities.

9.18 We would suggest that a Cycle Hub, similar to the one introduced at Woking, could be considered for Aldershot. It doesn't have to be of the same size, but could be sheltered, provide CCTV and basic maintenance and repair equipment. This, in tandem with the cycle improvements associated with the Station, will help encourage cycling to the Station by commuters.

9.19 In addition to the Station cycle and pedestrian improvements, there were a number of schemes put forward as part of the Aldershot Town Access Plan, published in April 2012. These included:

- **Wayfinder strategy** – the existing pedestrian wayfinding signs were upgraded around 2013/14, but more could be done. Monolith style signs (such as those used in London and also at the Lexicon in Bracknell) could be installed at major intersections and also at the exit from the Railway Station. These contain detailed maps of the town and key attractions, and public transport information specific to that location;
- **Barrack Road pedestrian priority** – following the construction of Westgate Barrack Road was reduced in width and the footways widened. These works were installed and included a new Zebra crossing at the northern end of Barrack Road;
- **Zebra crossing on Grosvenor Road** (between Victoria Road and Birchett Road) – this appears not to have been implemented and the pedestrian refuge islands remain in place;
- **Cycle ramp on rail bridge stairs** – cycle wheel ramps have not been installed on the existing steps up to the overbridge over the railway, which could easily be installed at relatively low cost. It is estimated £20,000;
- **Pedestrian crossing on Windsor Way** – as part of the 'Access to Aldershot Railway Station' improvements, a Zebra crossing is proposed on Windsor Way just south of Victoria Road and a pedestrian refuge island is proposed east of Arthur Street;

9.20 Potential new cycle routes mentioned in the Aldershot Town Access Plan (2012), but not yet implemented include:

- **Victoria Road between Grosvenor Road and A323** – there is plenty of width, given that the road is one-way, but the design would have to be carefully considered looking at contra-flow. This would include converting an existing Puffin crossing to a Toucan across the A323;
- **Railway Station, Gun Hill and Wellesley** – it was intended to provide access to the railway station from Wellesley, via Station Road. However, the approved Station Access improvements propose a cycle route along Pickford Street and Arthur Street;
- **Birchett Road and Municipal Gardens** – would be mainly on-road and would have to be advisory only due to restricted width east of Frederick Street. Could be off-road through Municipal Gardens;

- **Town Centre, Hospital Hill and Wellesley** – there are currently on-road cycleways along Hospital Hill and improvements could be made to Princes Way and Grosvenor Road, linking up to Victoria Road, to better accommodate cyclists. Alternatively, cyclists could be directed across Princes Gardens and along Short Street and Cross Street;
- **Gordon Road and Wellington Street** – would be largely on-street along Gordon Road and potentially conflicts with pedestrians on Wellington Street. Would require removal of some on-street parking to provide adequate width for cyclists;

9.21 We particularly think that the Victoria Road, Gun Hill, Hospital Hill, Princes Gardens and Short Street cycle routes are feasible and should be considered by Rushmoor Borough Council to further encourage cycling into the town centre.

9.22 During our discussion with the Asset Manager from the Wellington Centre on 24th July 2019, he noted the poor accessibility from Westgate via Union Street to the Wellington Centre. There are crossing points (two Zebra crossings across Barrack Road and an uncontrolled crossing across Grosvenor Road), but pedestrians still have to cross two roads to get onto Union Street and the wider town centre.

9.23 More could be done to ease pedestrian accessibility between Westgate and the main town centre area (including Wellington Centre and the proposed regeneration area). Short of stopping up one of the roads (which could have implications for deliveries), priority could be given to pedestrians on Grosvenor Road by introducing an extra wide Zebra crossing, perhaps on a raised road table. A raised road table could also be considered at the Zebra crossing across Barrack Road, to highlight the priority of pedestrians.

Changing use of the car

9.24 We have already mentioned the use of car clubs, infrastructure requirements for electric vehicles and briefly touched on car sharing platform 'Liftshare'. We would strongly recommend consideration of a smartphone App to help bring these alternative travel options together and make it easier for people to come into Aldershot.

9.25 A further extension of this, for those who don't have a car, or do, but would prefer not to drive on occasions, is Mobility as a Service (MaaS). MaaS aims for a shift away from personally owned vehicles towards publicly available transportation services. This may include traditional public transport, car club, car sharing, peer-to-peer ridesharing (e.g. Uber), bike-sharing etc.

9.26 The concept is still in its infancy, but was rolled out fully in Helsinki, Finland in 2017, using an App called 'Whim'. Whim allows you to plan a route and book any form of public transport, bicycle hire, taxi or car hire, directly from the App. Members can sign up to various monthly payment plans (up to unlimited travel on all forms of transport, but at a cost of €499 per month), as well as pay as you go. Whim is also trying to break into the market in Birmingham and has signed up various companies including, Enterprise, Sixt and National Express West Midlands, to allow customers to book them through the App.

- 9.27 The concept sounds promising and if successful, could result in a large reduction in private vehicles on the road. However, a number of companies offering alternative mobility solutions (e.g. Stagecoach, Enterprise etc) would have to sign up to the App and, in the interest of competitiveness, it is likely to result in different MaaS Apps operating in different towns and cities, which may make it difficult to travel between certain towns and cities.
- 9.28 Connected and Autonomous Vehicles (CAV's) are also a topic of great interest at the moment and many Authorities and private owners are wondering what they can do to 'future proof' their assets and infrastructure. There is no doubt that CAV's could have an important part to play in MaaS, as it could reduce running costs and increase efficiency. With the integration of Autonomous Vehicles with Mobility as a Service, there is likely to be less need for a parking space, as vehicles will be almost constantly on the move.
- 9.29 However, in the short term, it is important to consider what improvements can be made to existing parking infrastructure. To begin with, the use of intelligent transport systems is a step in the right direction, in terms of implementing the digital infrastructure required to feed into CAV's. This includes real-time information on parking space availability, ANPR for payment purposes and the specific location of available parking spaces. Again, the use of a smartphone App to plan and pay for journeys would be useful, not only for ease of use by the customer, but also for data analytics purposes.

Likely impact on parking requirements of sustainable transport initiatives

- 9.30 The future parking demand outlined in **Section 5.0** assumes that no sustainable transport initiatives will be put forward. However, the Wellesley development has done and is in the process of implementing their Public Transport Strategy and Travel Plan. The developers associated with the town centre regeneration will also be expected to produce a Travel Plan.
- 9.31 It is difficult to estimate how much these sustainable transport initiatives could reduce the estimated parking demand outlined in **Section 5.0**. To begin with, as stated previously, the growth rate is viewed as a worst case scenario, considering the lack in local traffic growth over the previous 5 years. We have no doubt that with new residents, given the right incentives they can be encouraged to change their travel habits.
- 9.32 The new and improved (more frequent) bus services and access improvements to the railway station should go a long way to encouraging residents and commuters to use sustainable modes over the private car. The implementation of a car club could also help those new residents to consider alternative options to owning a car (or certainly postponing the purchase of a second car). As mentioned, each round-trip car club car has the potential to replace 10.5 vehicles from the road.
- 9.33 Smaller and less expensive measures, such as cycle route and pedestrian route improvements can also create a more pleasant environment for vulnerable road users and encourage less car use. However, the implementation of any measures should be weighed up against the actual demand for such measures, i.e. how many cyclists or pedestrians actually use that route, or are predicted to in the future.

10.0 Conclusions and Recommendations

- 10.1 Patrick Parsons was commissioned by Rushmoor Borough Council (RBC) to undertake a detailed Parking Study within Aldershot Town Centre. A similar study was carried out in 2013/14, which included the town centre, residential permit holders zone to the south and further roads to the south which are currently unrestricted, and in 2017, which just included the town centre.
- 10.2 The main purpose of this study is to determine the cumulative occupancy of the parking stock in Aldershot town centre. This will form a baseline from which future scenarios will be considered.
- 10.3 Comprehensive and detailed on- and off-street parking surveys were carried out for the area shown in **Appendix A** on Tuesday 11th June and Saturday 15th June 2019. These surveys recorded the incoming and outgoing movements for the car parks and duration of stay and volume for the on-street parking areas, as well as the type of bay in or restriction on which they were parked.
- 10.4 In summary, our analysis of the survey results found the following:
- The overall parking occupancy peaked at between 11am and 12 noon during the Tuesday survey;
 - On-street parking was slightly busier overall on the Saturday survey day. It was consistently busy throughout the afternoon, with a slight peak at between 4pm and 5pm;
 - The vast majority of visitors to the town centre who parked on-street stayed for up to or just over 1 hour on both the Tuesday and Saturday, with a higher proportion of short stay visitors on the Saturday;
 - The outer lying roads of Alexandra Road, Barrack Road, Birchett Road, Heathland Street, Victoria Road eastern end, Crimea Road, Sebastopol Road and Pickford Street had the longest duration of stay and, hence, least turnover. Peak duration of stay in these roads was around 6 to 10 hours or more;
 - Roads closer into the town centre, Victoria Road and High Street, tended to have a duration of stay of between 1 to 3 hours and, consequently, a higher rate of turnover.
- 10.5 Following this we compared the 2019 survey results to the 2014 and 2017 survey results. Overall, the surveys show that there has been a decrease in the number of people using off-street parking and an increase in the usage of on-street parking. The apparent switch between off-street parking to on-street parking could be related to the increase in short stay parkers on-street as well. It could be that shoppers want to spend less time in Aldershot; just pop-in and pop-out, rather than taking their time to shop, eat, drink or engage in leisure activities.

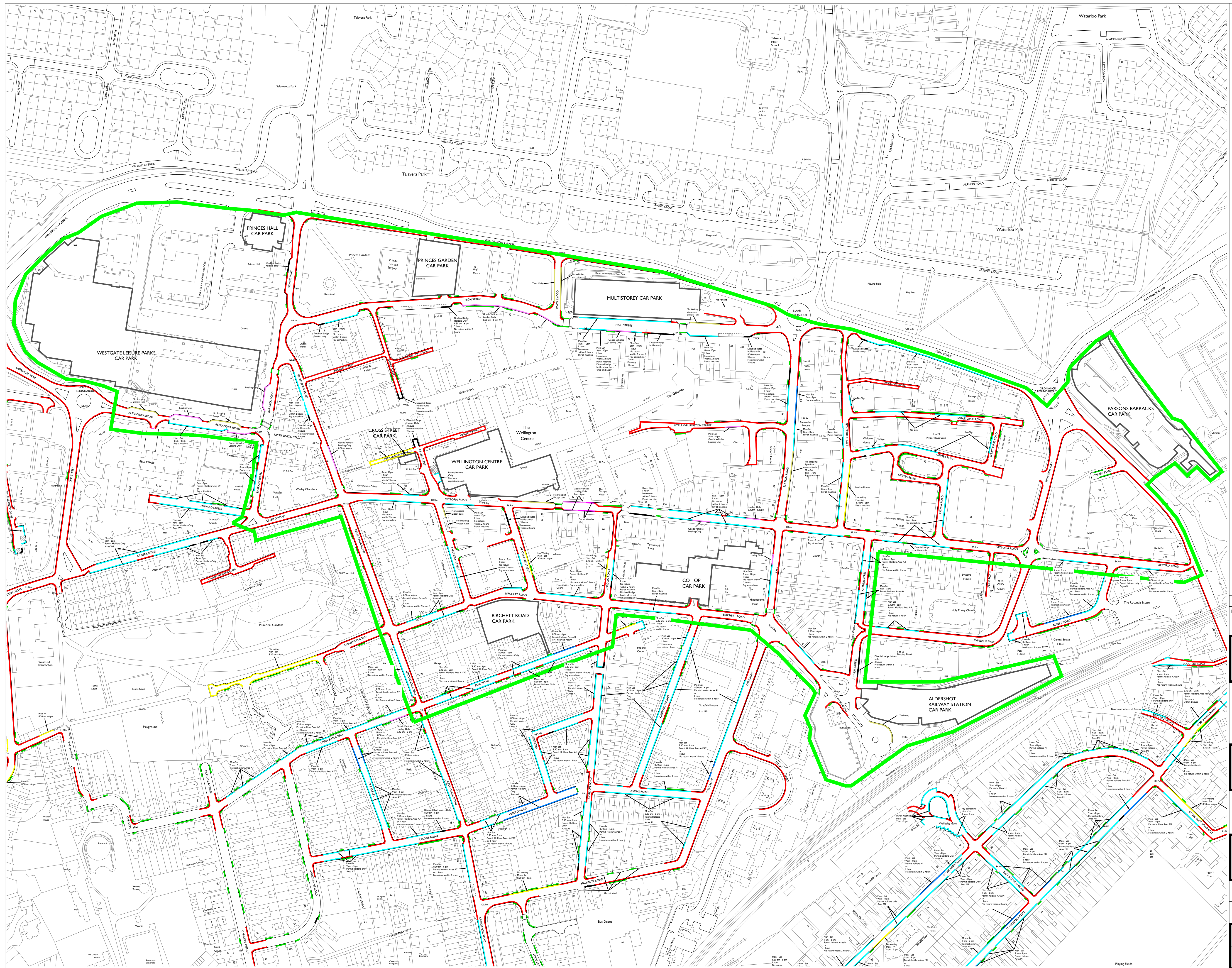
- 10.6 Next we considered future parking demand which *could* be imposed on the town centre, where we looked at historic traffic trends, traffic growth, emerging development proposals and potential demographic changes, before considering the combined effect and applying it to the parking surveys.
- 10.7 The forecasted off-street (car park) results, shown in **Appendix H**, show that on the whole, there will still be capacity within the town centre car parks to accommodate the forecasted growth and anticipated development by 2024. It is important to remember that if a car park exceeds its capacity, parkers will move on to another car park. The 250 space Galleries car park is likely to be very busy at times, but the Wellington Centre car park should be promoted as a suitable alternative and is likely to be used by displaced vehicles from other central car parks.
- 10.8 The forecasted on-street results, shown in **Appendix J**, show that many of the roads in the town centre will exceed capacity. Of course some of the roads are already close to, or exceeding capacity and this assumes that parking demand will increase in line with predicted traffic growth, which is considered a worst case scenario. Similar to those car parks which are shown to exceed capacity at certain times of the day, those drivers visiting the town centre, but unable to park in one of the streets exceeding capacity will either park in a street which does have spare capacity, or in a nearby car park.
- 10.9 In the following sections (Sections 6.0, 7.0, 8.0 and 9.0) outline good practice case studies, potential on- and off-street initiatives and possible sustainable transport initiatives. As a result of the surveys undertaken and our subsequent research, we would make the following recommendations:
- Set up a **Town Centre Transport, or Parking Working Group**, involving key stakeholders, traders representatives etc;
 - **Visit Festival Place** in Basingstoke and **The Lexicon** in Bracknell. The whole parking experience is important and people like to feel safe, with good lighting and wider spaces. All cars, even small have increased in size due to the adoption of NCAP driver safety features;
 - We would suggest that a **Smartphone App** is produced, specifically for the town centre, similar to the one produced for The Lexicon. This could show the capacity of town centre car parks live, allow booking of parking spaces in advance, provide directions, allow booking of local taxis, Car Club cars and sign up to 'Liftshare' and include discount vouchers to use in shops;
 - Arrange a meeting with the British Parking Association Area Manager to discuss and apply for **ParkMark Safer Parking** and **Disabled Parking Accreditation** schemes;
 - We would suggest that Rushmoor Borough Council Regeneration and Planning Team could meet with **Enterprise Car Club** to discuss options;

- We would advise that a suitable number of **Electric Vehicle charging points** are installed in the new Galleries car park, perhaps 10% passive and 10% active. Existing car parks could install between 2 to 4 in the first instance and usage monitored thereafter;
- As Aldershot expands with the Wellesley development and town centre regeneration, consider introducing **real-time parking information**;
- We would suggest that the new 250 space Galleries car park installs **ANPR technology** in the first instance. Further car parks can then be considered;
- Consider introducing **pay by phone** (RingGo, PayByPhone or ParkMobile) for all on-street pay and display machines;
- Consider **adjusting parking tariffs to encourage off-peak parking**, early bird rate for commuters and afternoon shoppers to stay until the evening;
- Consider offering **reduced price short stay** in some car parks (e.g. 20p for 30 mins);
- Consider **reducing parking space on-street** to encourage use of the car parks and free up space on-street for pedestrians, cyclists and make public realm improvements;
- We would suggest that a **Cycle Hub**, similar to the one introduced at Woking, could be considered for Aldershot;
- **Monolith style signs** could be installed at major intersections and also at the exit from the Railway Station, containing detailed maps, key attractions and public transport information;
- The Victoria Road, Gun Hill, Hospital Hill, Princes Gardens and Short Street **cycle routes** are feasible and should be considered by Rushmoor Borough Council to further **encourage cycling into the town centre**;
- Priority could be given to pedestrians on Grosvenor Road by introducing a Zebra crossing, **improving links between Westgate and the town centre**.

11.0 References

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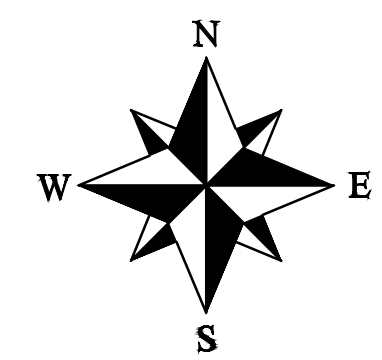
Appendix A
Study area and existing restrictions plan



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3. THIS DRAWING IS TO BE READ IN CONJUNCTION WITH ALL RELEVANT PATRICK PARSONS LTD DRAWINGS & SPECIFICATIONS.

- BOUNDARY KEY:-**
- █ Town Centre Area
- RESTRICTIONS KEY:-**
- █ Existing dropped kerbs and accesses
 - █ Existing double yellow lines
 - █ Existing single yellow lines
 - █ Existing parking bays (two colours to distinguish between different types of restriction)
 - █ Existing Disabled (blue badge holders) bays
 - █ Loading Only bays (two colours to distinguish between different times of operation)
 - █ Existing 'Taxi's bays



P1 FIRST ISSUE	06.06.19	JR JB
Rev. Amendments	Date	Drq Chk

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Client
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Project
 ALDERSHOT TOWN CENTRE
 PARKING STUDY

Drawing
 STUDY AREA AND EXISTING
 ON-STREET PARKING
 RESTRICTIONS

Scales NTS At original size A1

Date MAY 2019 Drawn by JB Checked by NJS

Status **PRELIMINARY**

Drawing No. **A19106-01** Rev. **P1**

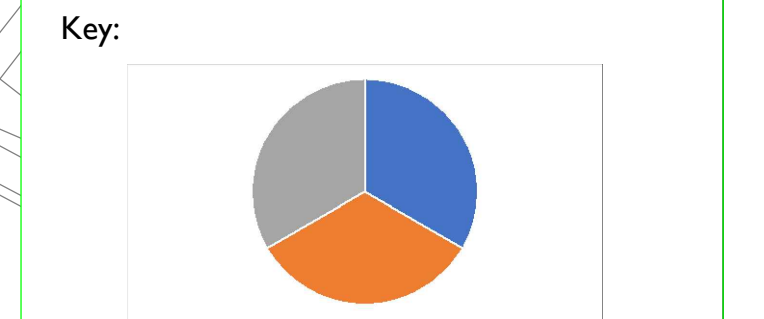
Appendix B

Roads surveyed, length and number of restrictions

Appendix C

2019 on-street duration of stay pie charts & capacity bar chart plans

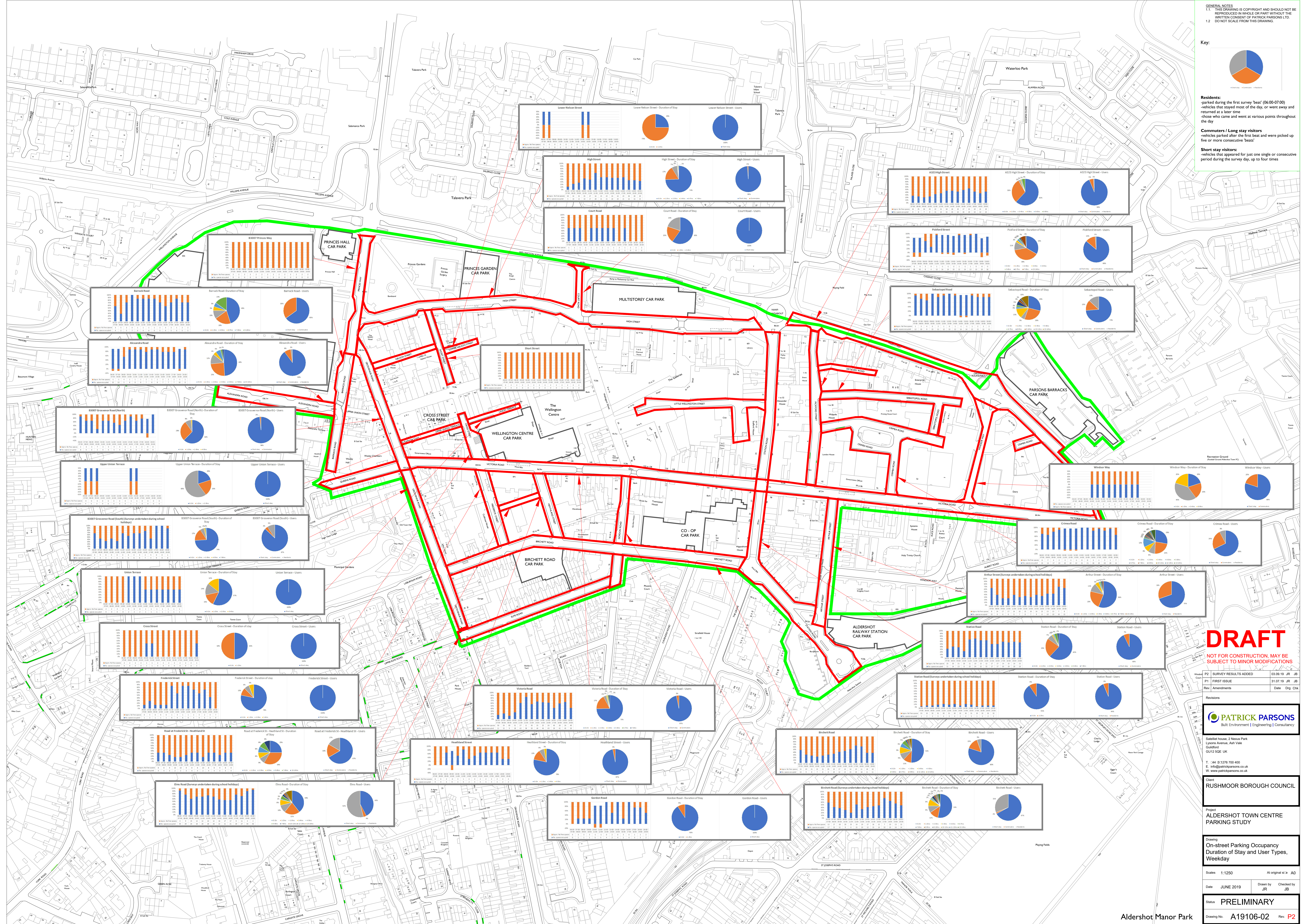
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Residents:
 -parked during the first survey 'beat' (06:00-07:00)
 -vehicles that stayed most of the day, or went away and returned at a later time
 -those who came and went at various points throughout the day

Commuters / Long stay visitors:
 -vehicles parked after the first beat and were picked up five or more consecutive 'beats'

Short stay visitors:
 -vehicles that appeared for just one single or consecutive period during the survey day, up to four times



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P2 SURVEY RESULTS ADDED	03.09.19	JR	JR
P1 FIRST ISSUE	31.07.19	JR	JR
Rev / Amendments	Date	Drp	CHK

Revisions

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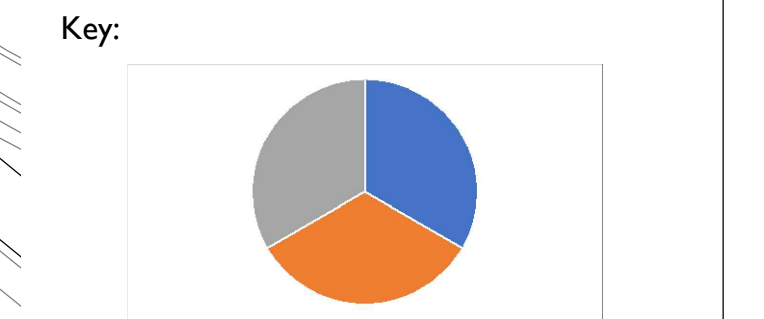
Client
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Project
ALDERSHOT TOWN CENTRE PARKING STUDY

Drawing
On-Street Parking Occupancy Duration of Stay and User Types, Weekday

Scales 1:1250 At original size A0
 Date JUNE 2019 Drawn by JRB Checked by JRB

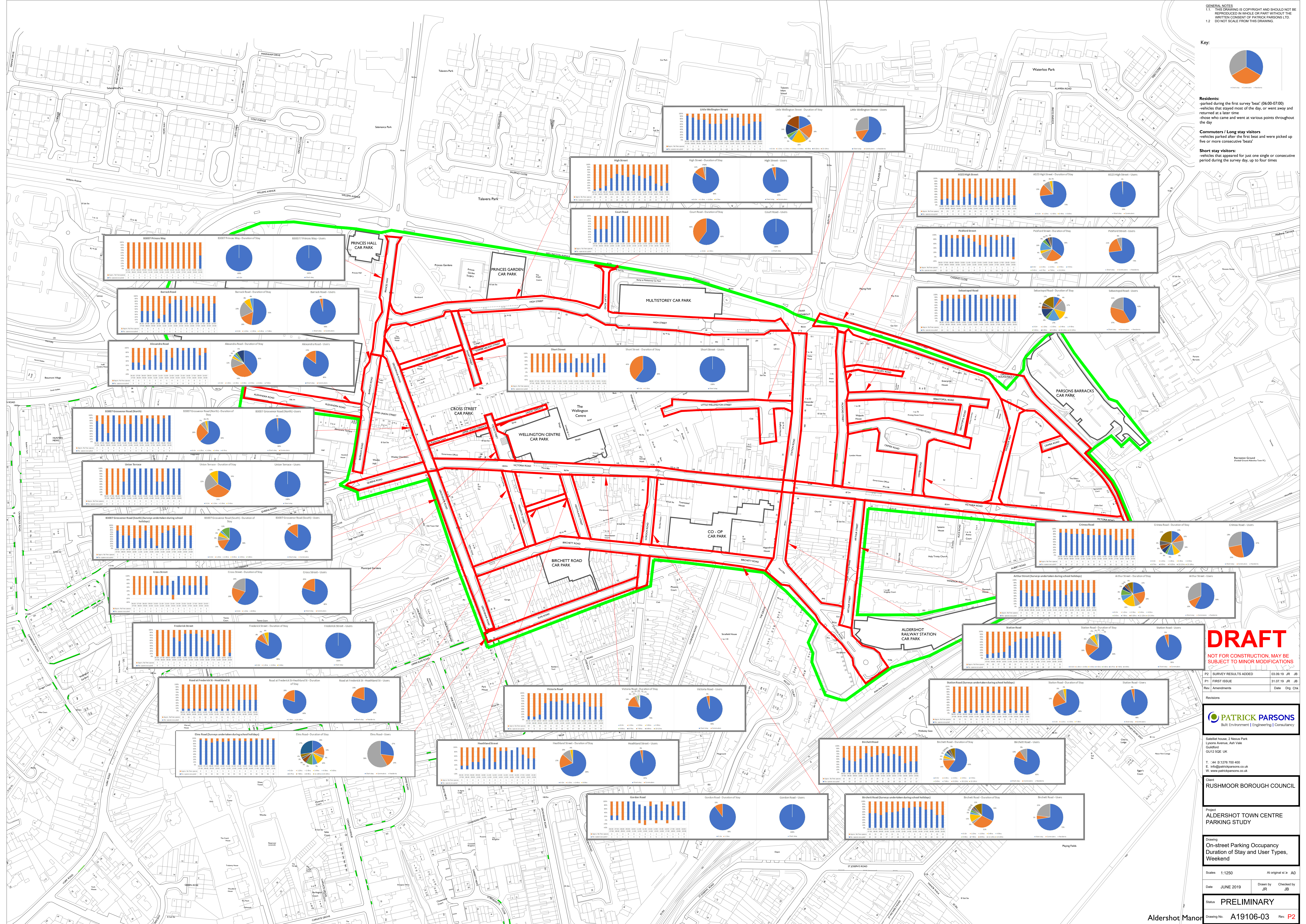
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Residents:
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 -vehicles that stayed most of the day, or went away and returned at a later time
 -those who came and went at various points throughout the day

Commuters / Long stay visitors
 -vehicles parked after the first beat and were picked up five or more consecutive 'beats'

Short stay visitors:
 -vehicles that appeared for just one or consecutive period during the survey day, up to four times



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P2 SURVEY RESULTS ADDED	03.08.19	JR	JB
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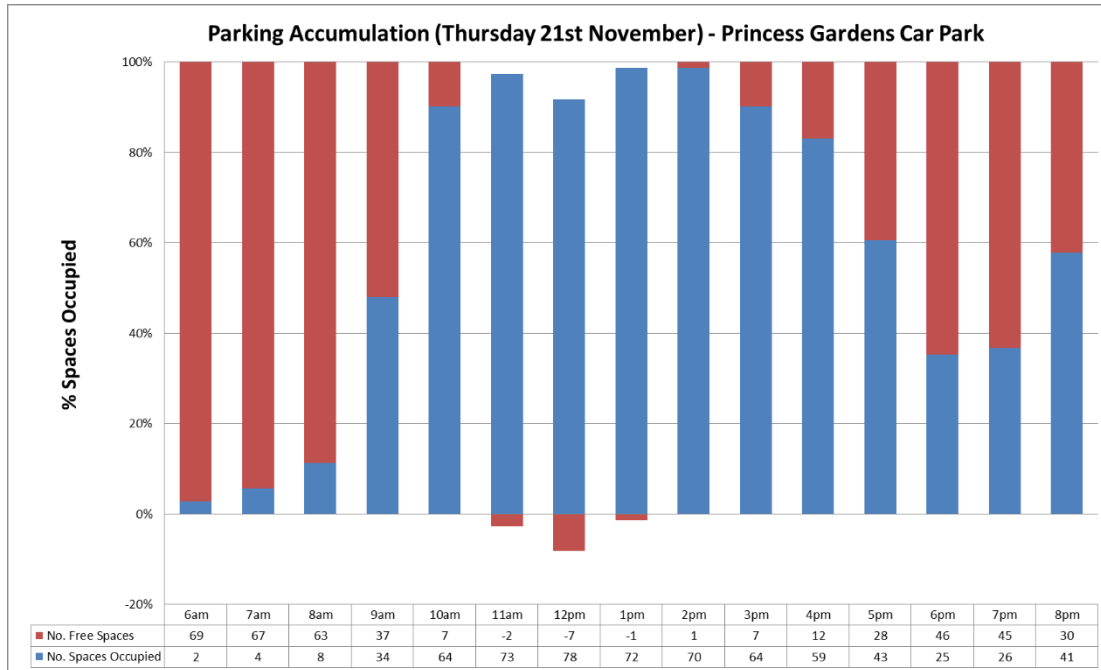
Drawing:
On-Street Parking Occupancy Duration of Stay and User Types, Weekend

Scales: 1:1250 At original size: A0
 Date: JUNE 2019 Drawn by: JR Checked by: JB

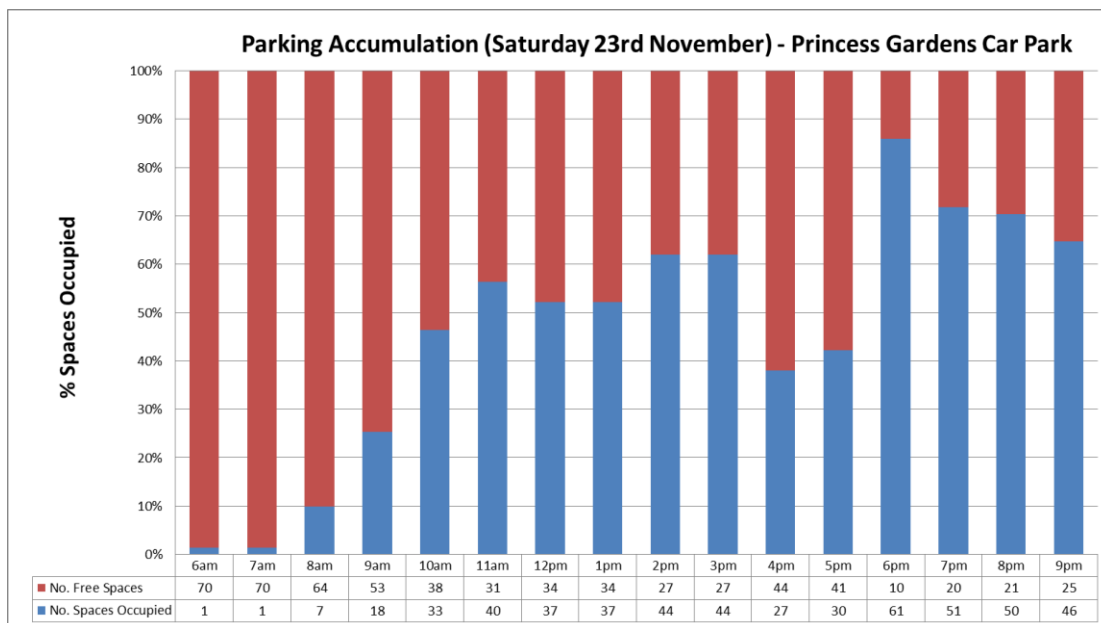
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 Drawing No: **A19106-03** Rev: **P2**

Appendix D
2014 off-street capacity bar charts

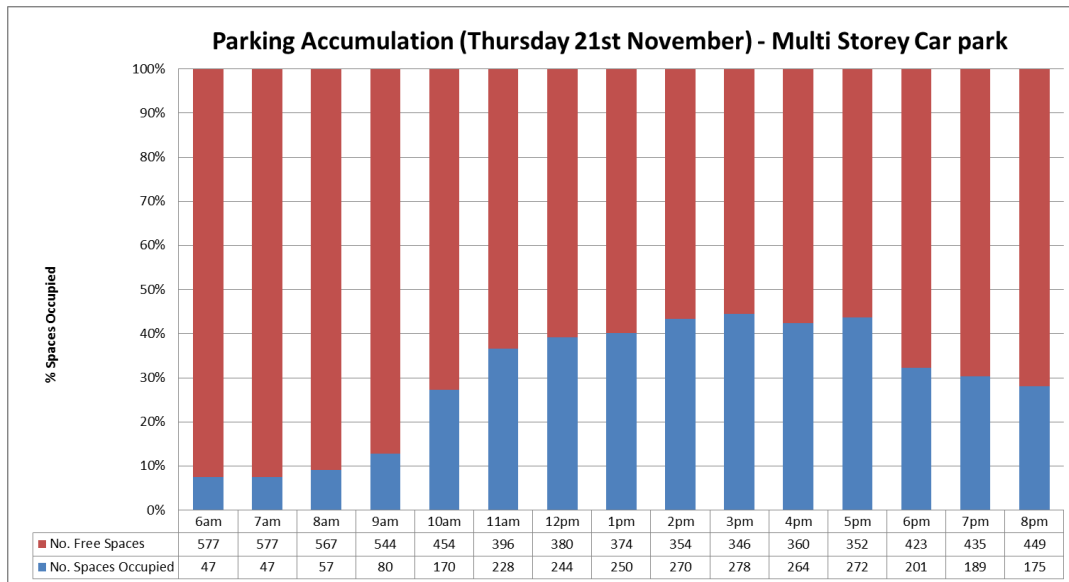
2014 off-street parking survey results



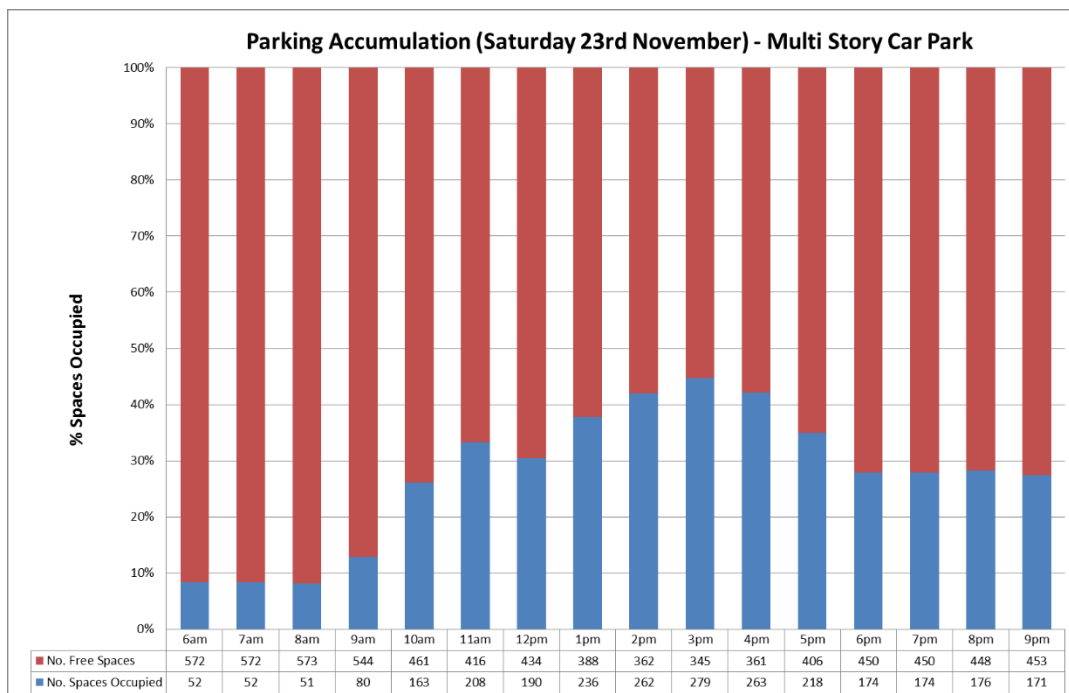
Number of Parked Cars in Princes Gardens Car Park on Thursday 21st November



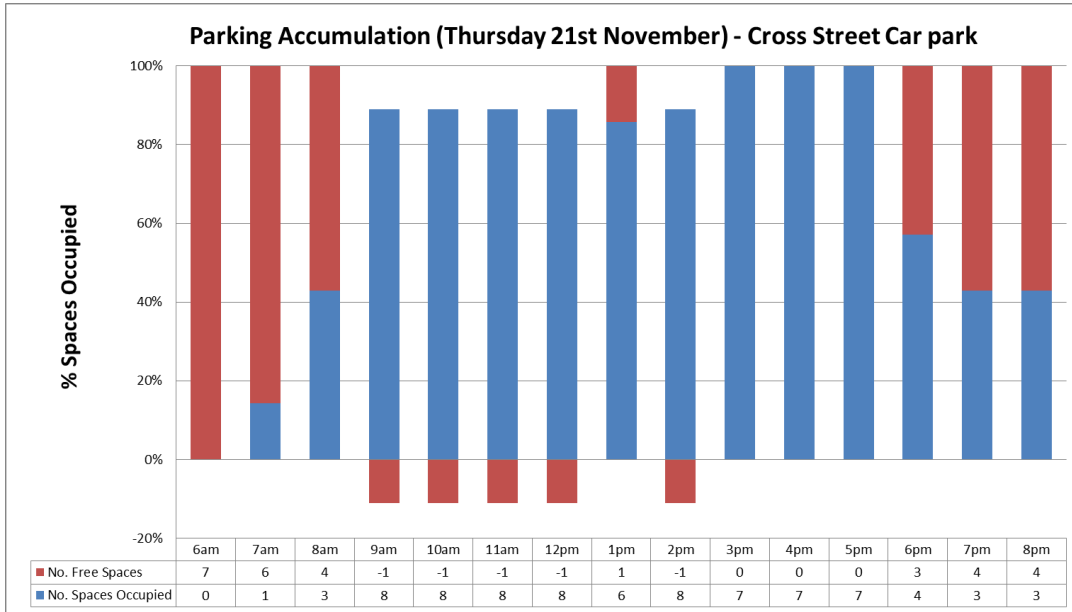
Number of Parked Cars in Princes Gardens Car Park on Saturday 23rd November



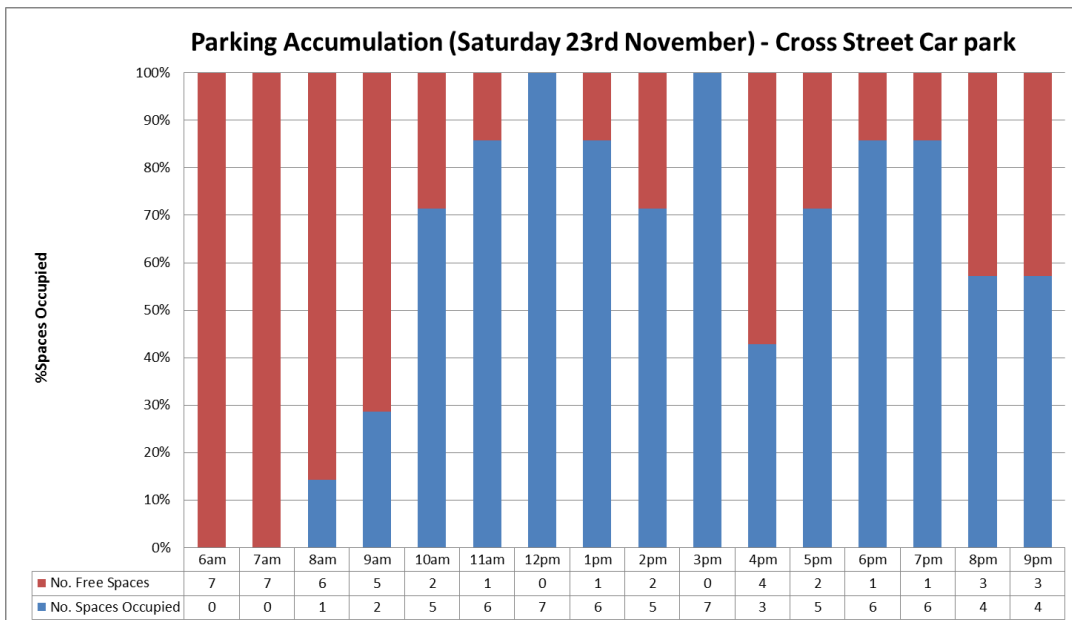
Number of Parked Cars in Multi Storey Car Park on Thursday 21st November



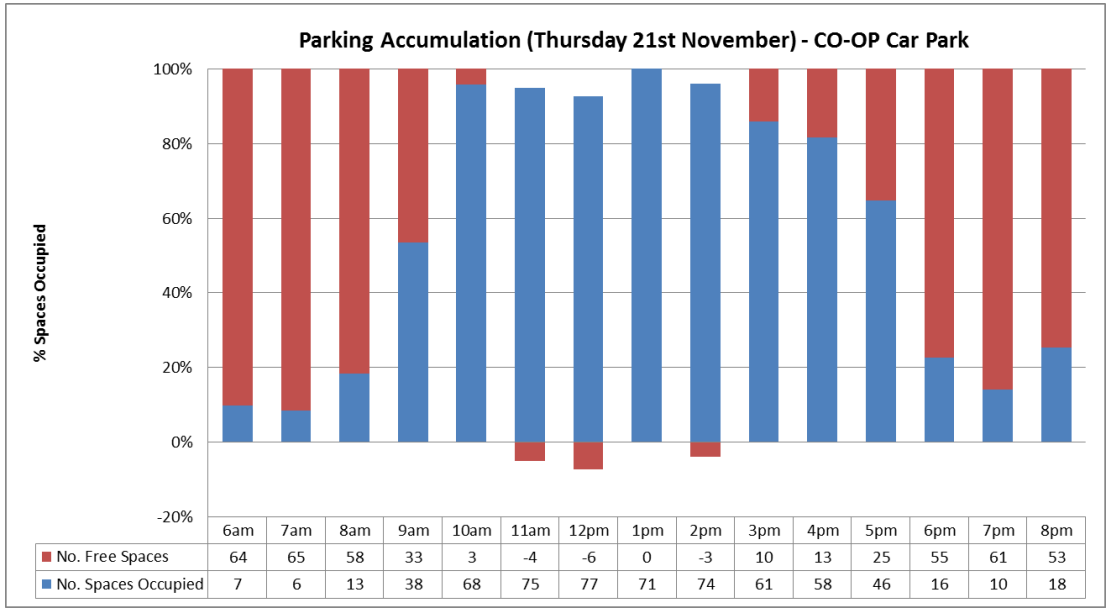
Number of Parked Cars in Multi Storey Car Park on Saturday 23rd November



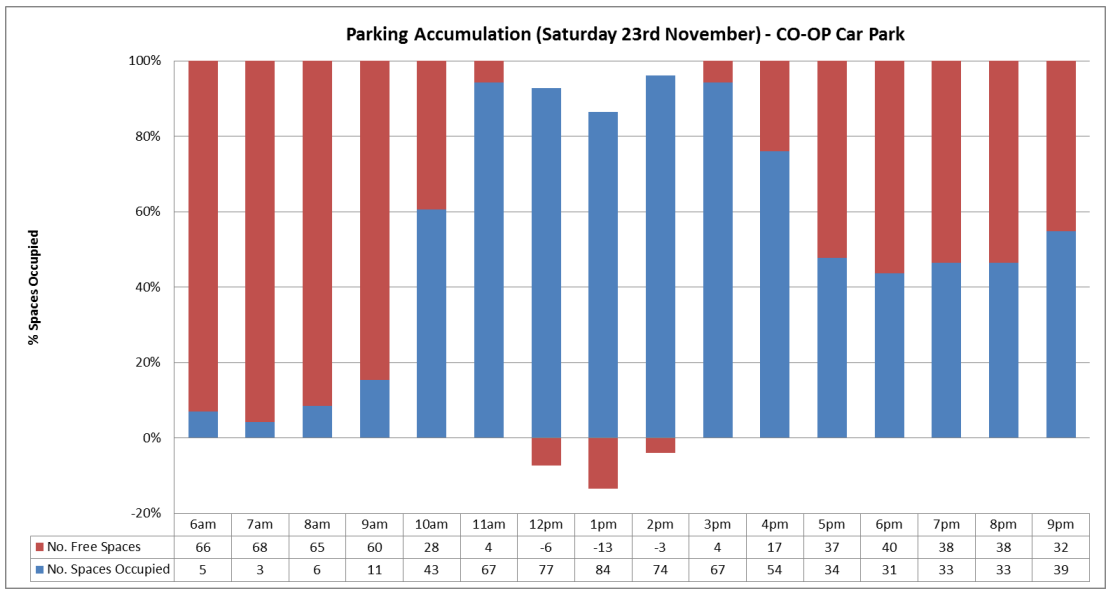
Number of Parked Cars in Cross Street Car Park on Thursday 21st November



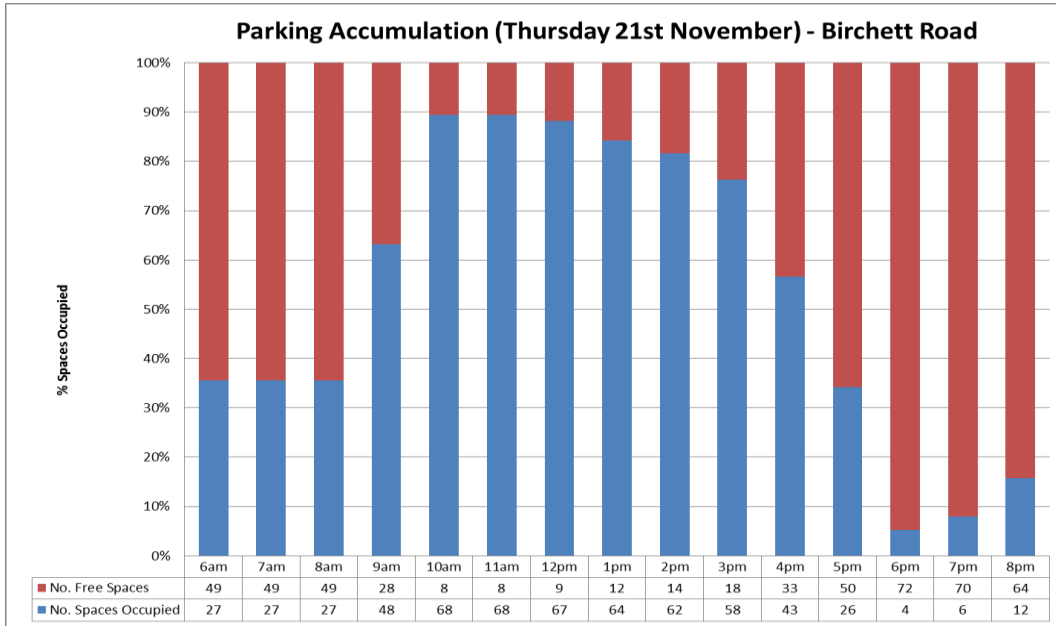
Number of Parked Cars in Cross Street Car Park on Saturday 23rd November



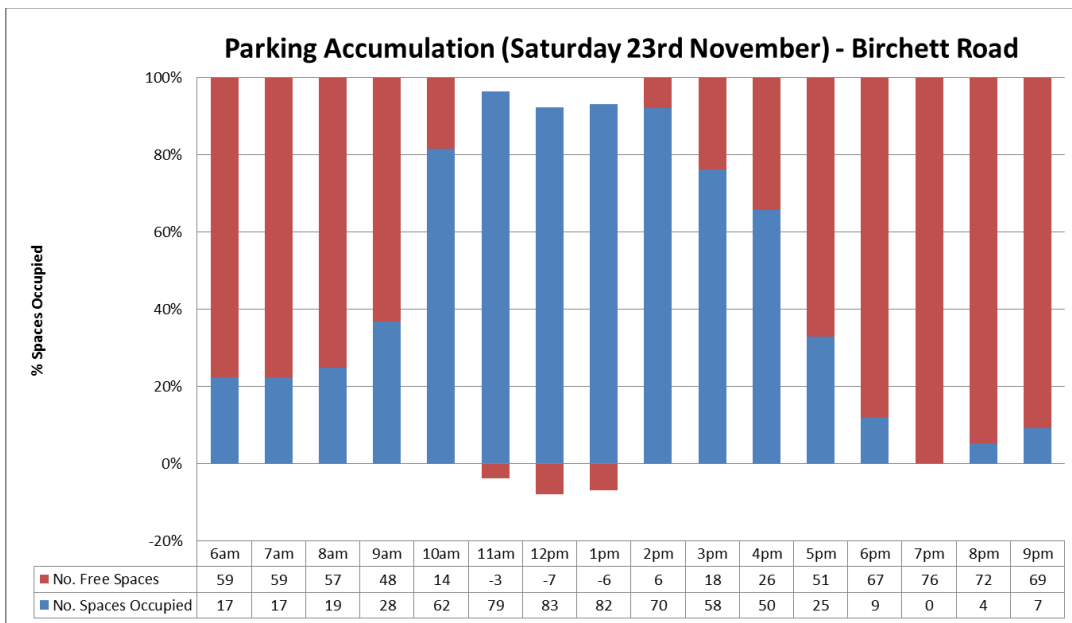
Number of Parked Cars in Co-Op Car Park on Thursday 21st November



Number of Parked Cars in Co-Op Car Park on Saturday 23rd November




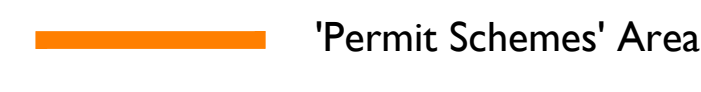
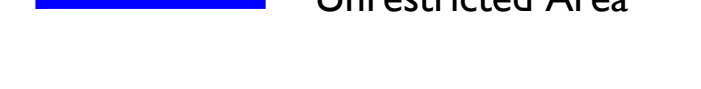
Number of Parked Cars in Birchett Road Car Park on Thursday 21st November

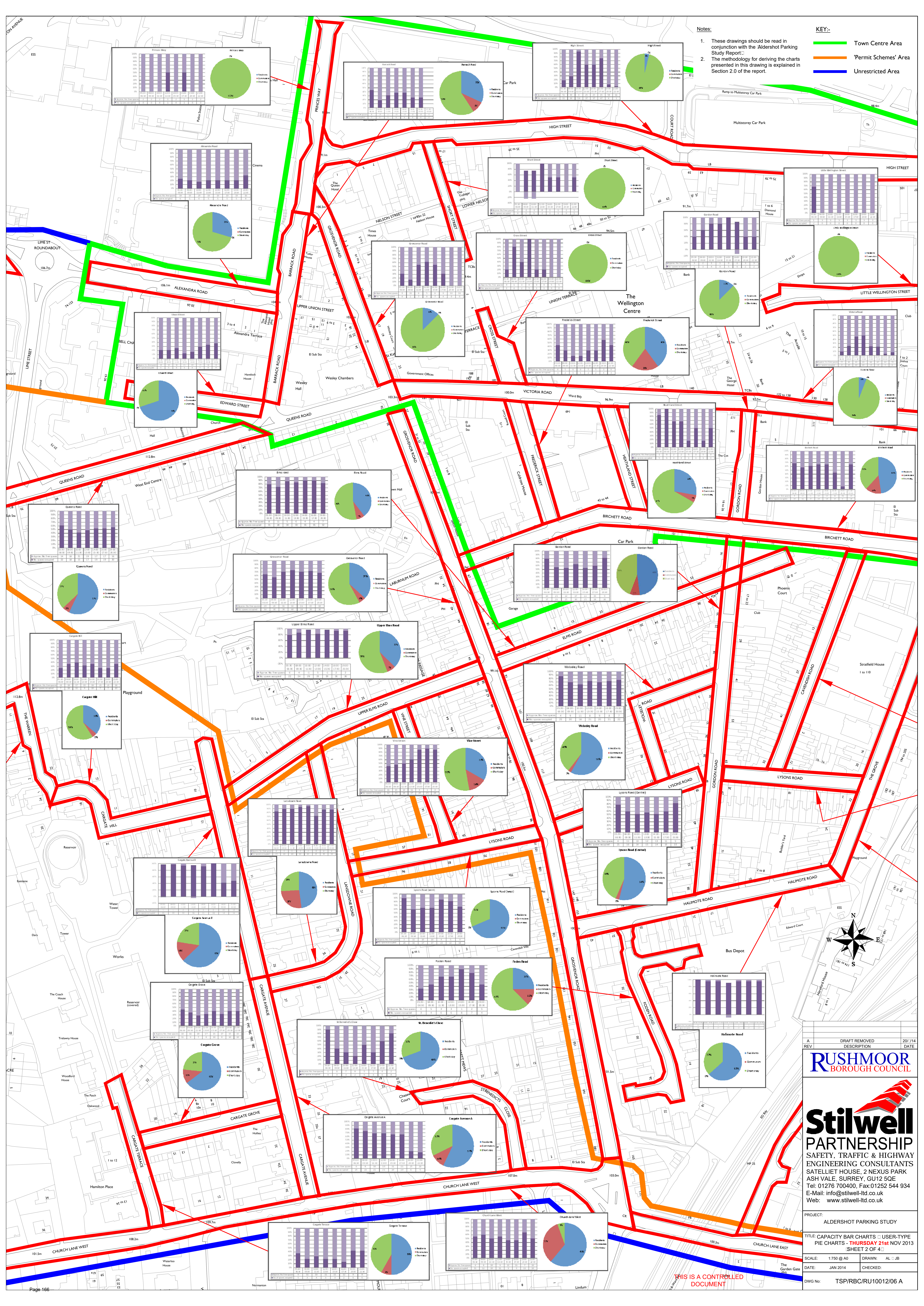


Number of Parked Cars in Birchett Road on Saturday 23rd November

Appendix E
2014 on-street survey results

Notes:
 1. These drawings should be read in conjunction with the Aldershot Parking Study Report.
 2. The methodology for deriving the charts presented in this drawing is explained in Section 2.0 of the report.

KEY:-
 Town Centre Area
 'Permit Schemes' Area
 Unrestricted Area



A DRAFT REMOVED 20/14
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PROJECT: ALDERSHOT PARKING STUDY

TITLE CAPACITY BAR CHARTS - USER-TYPE
PIE CHARTS - THURSDAY 21st NOV 2013
(SHEET 2 OF 4)

SCALE: 1:750 @ A0 DRAWN: AL:JB
DATE: JAN 2014 CHECKED:

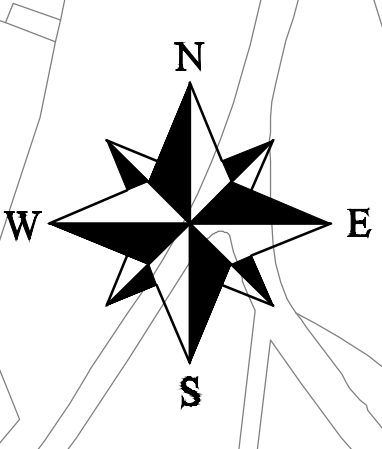
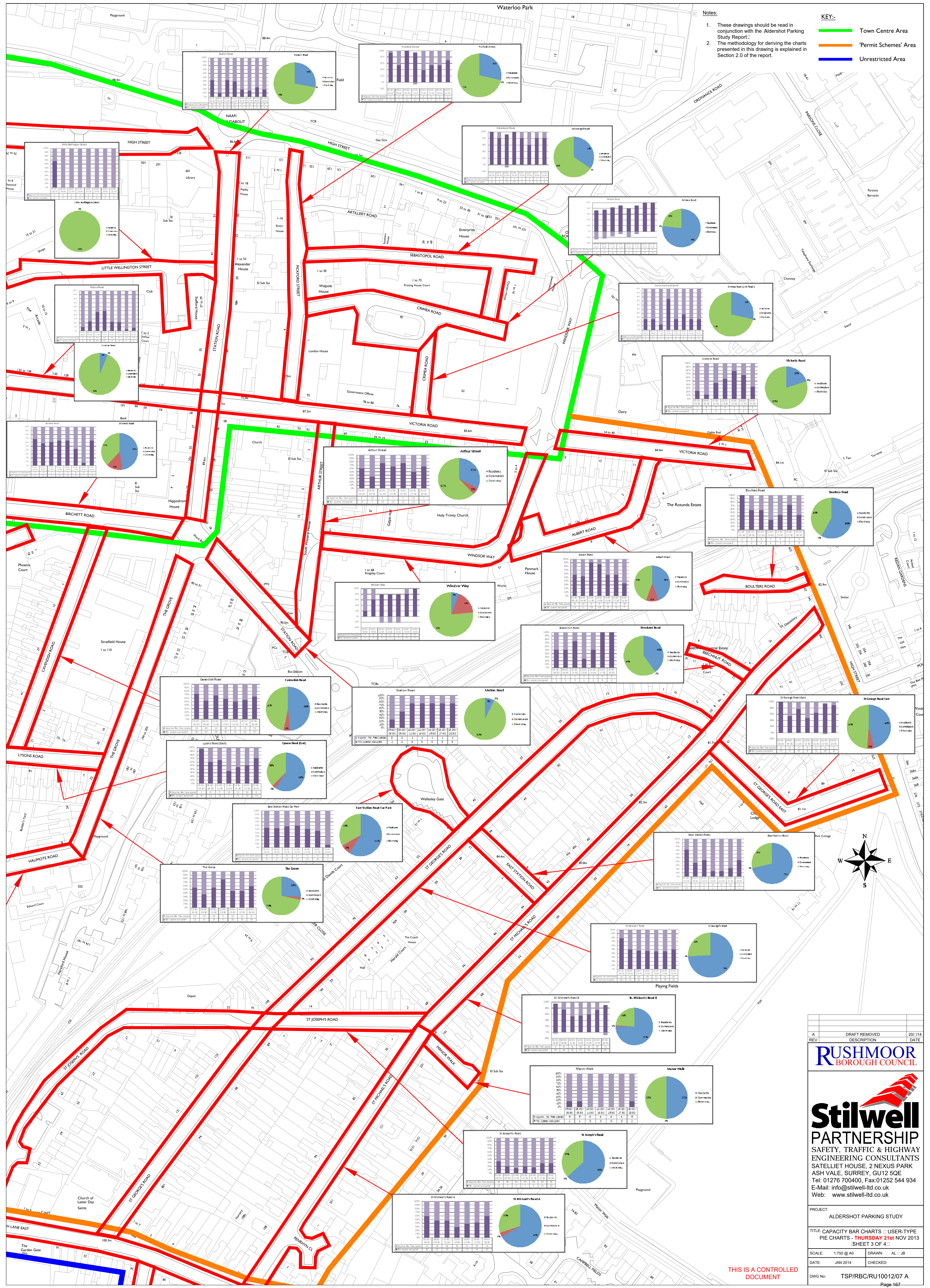
DWG No: TSP/RU/10012/06 A

THIS IS A CONTROLLED DOCUMENT

- Notes:
1. These drawings should be read in conjunction with the Aldershot Parking Study Report.
 2. The methodology for deriving the charts presented in this drawing is explained in Section 2.0 of the report.

KEY:-

- Town Centre Area
- 'Permit Schemes' Area
- Unrestricted Area



RUSHMOOR BOROUGH COUNCIL

Stilwell
PARTNERSHIP
SAFETY, TRAFFIC & HIGHWAY
ENGINEERING CONSULTANTS
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ASH VALE, SURREY, GU12 5QE
Tel: 01276 700400, Fax: 01252 544 934
E-Mail: info@stilwell-ltd.co.uk
Web: www.stilwell-ltd.co.uk

PROJECT: ALDERSHOT PARKING STUDY

TITLE CAPACITY BAR CHARTS - USER-TYPE
PIE CHARTS - THURSDAY 21st NOV 2013
(SHEET 3 OF 4)

SCALE: 1:750 @ A0 DRAWN: AL JB
DATE: JAN 2014 CHECKED:
DWG No: TSP/RBU/10012/07 A

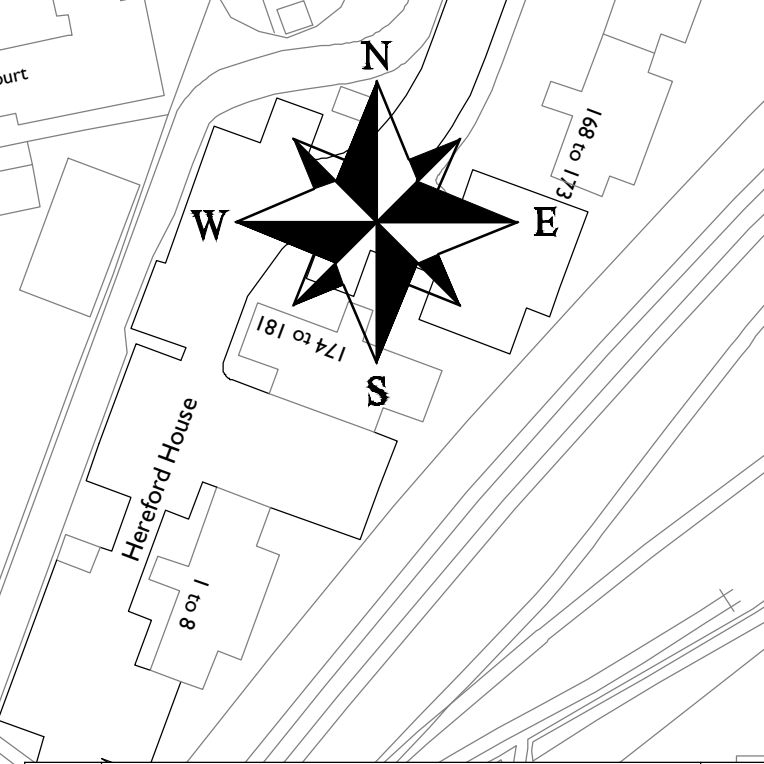
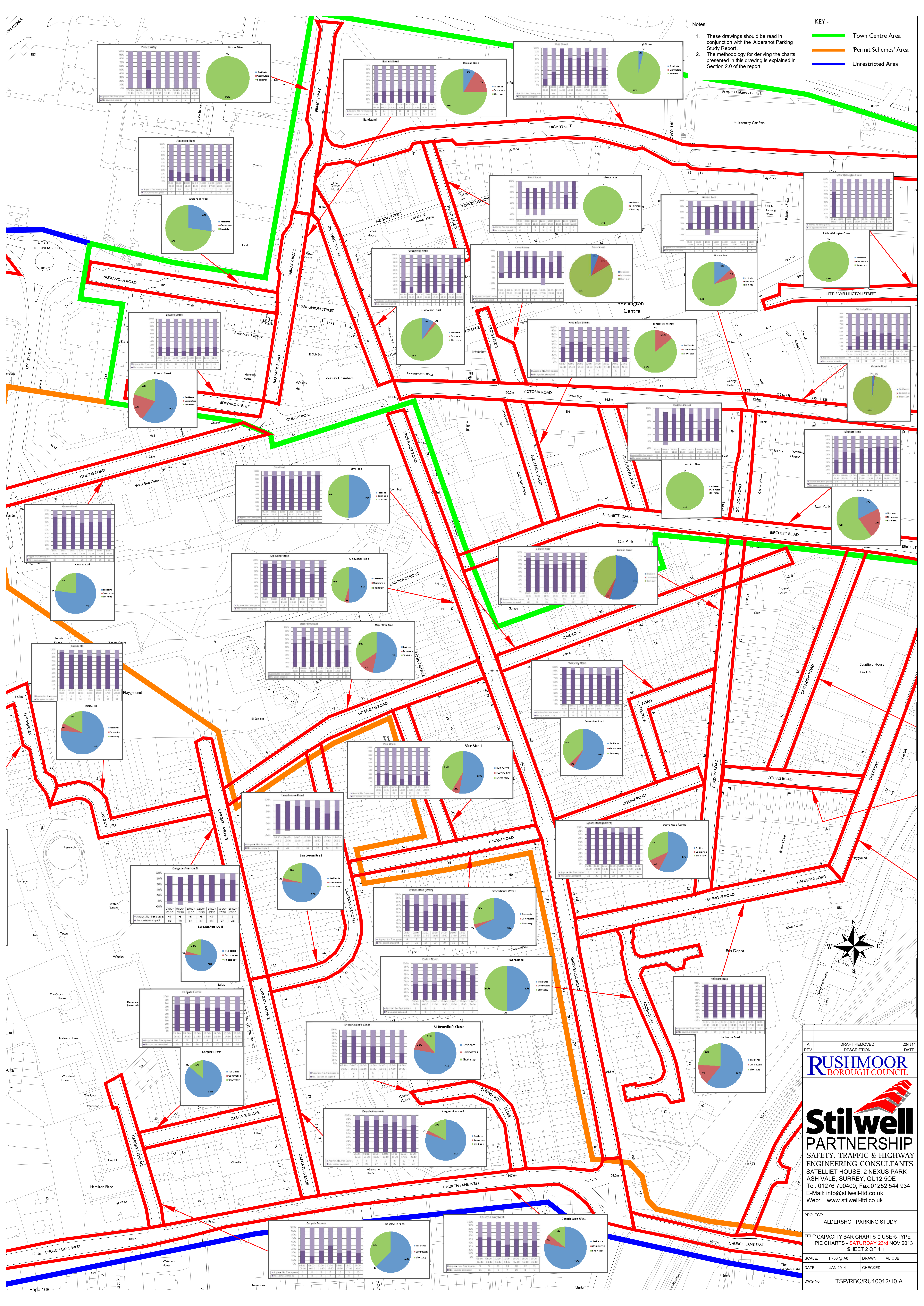
THIS IS A CONTROLLED DOCUMENT

Notes:

1. These drawings should be read in conjunction with the Aldershot Parking Study Report.
2. The methodology for deriving the charts presented in this drawing is explained in Section 2.0 of the report.

KEY:-

- Town Centre Area
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BOROUGH COUNCIL

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E-Mail: info@stilwell-ttd.co.uk
Web: www.stilwell-ttd.co.uk

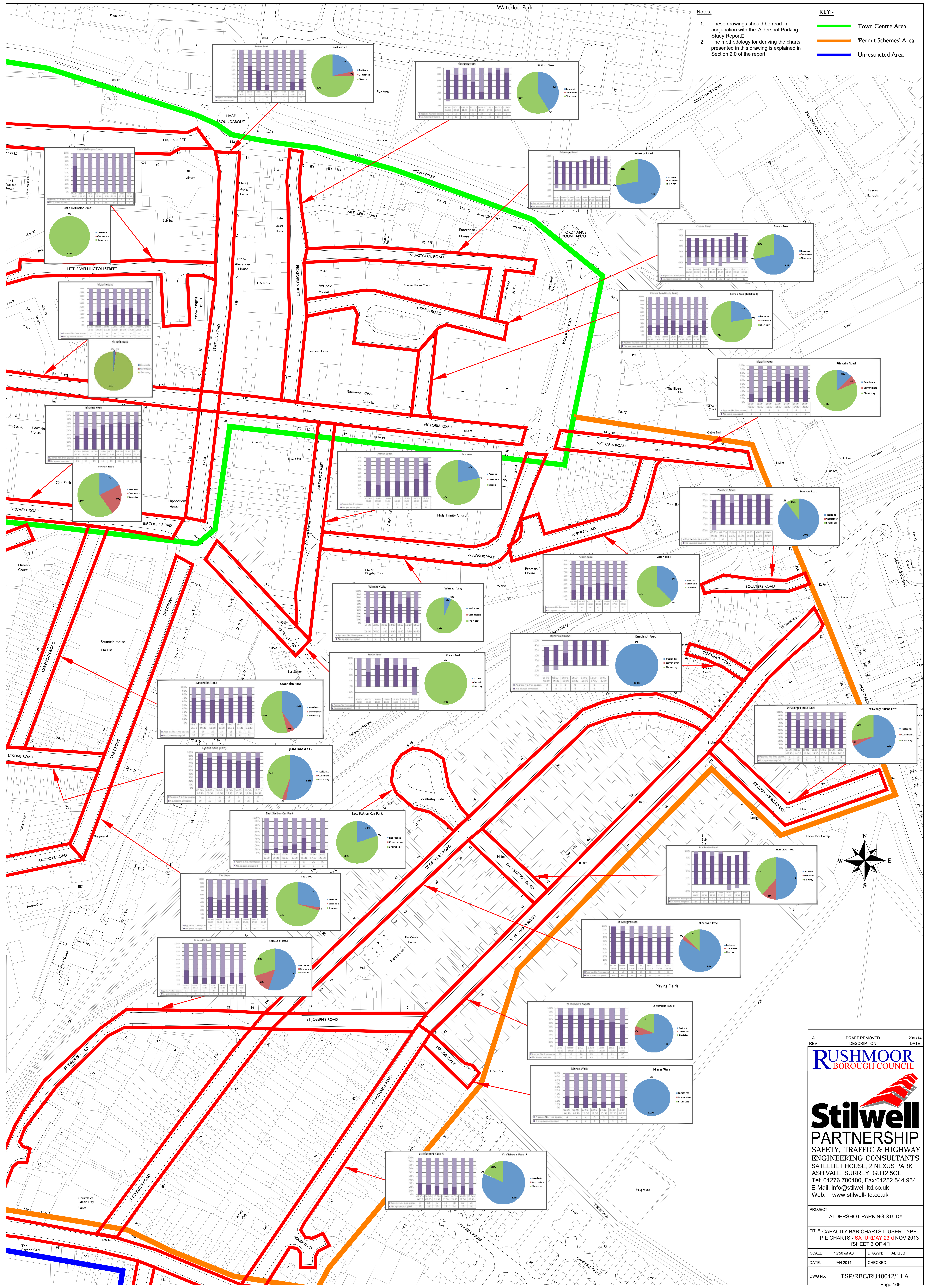
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TITLE:	CAPACITY BAR CHARTS	USER-TYPE	PIE CHARTS - SATURDAY 23rd NOV 2013
SCALE:	1:750 @ A0	DRAWN:	AL / JB
DATE:	JAN 2014	CHECKED:	
DWG No:	TSP/RU/10012/10 A		

Notes:

1. These drawings should be read in conjunction with the Aldershot Parking Study Report.
2. The methodology for deriving the charts presented in this drawing is explained in Section 2.0 of the report.

KEY:-

- Town Centre Area
- 'Permit Schemes' Area
- Unrestricted Area



A	DRAFT REMOVED	20/11/14
REV	DESCRIPTION	DATE

RUSHMOOR BOROUGH COUNCIL

Stilwell
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ENGINEERING CONSULTANTS
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E-Mail: info@stilwell-ltd.co.uk
Web: www.stilwell-ltd.co.uk

PROJECT: ALDERSHOT PARKING STUDY

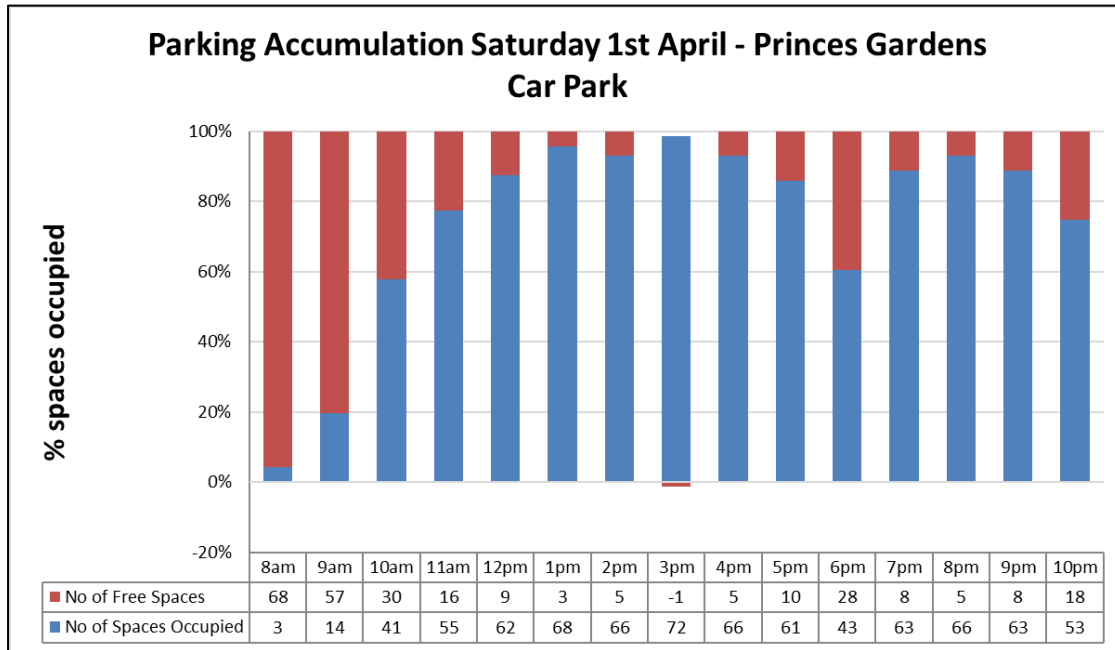
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PIE CHARTS - SATURDAY 23rd NOV 2013
SHEET 3 OF 4

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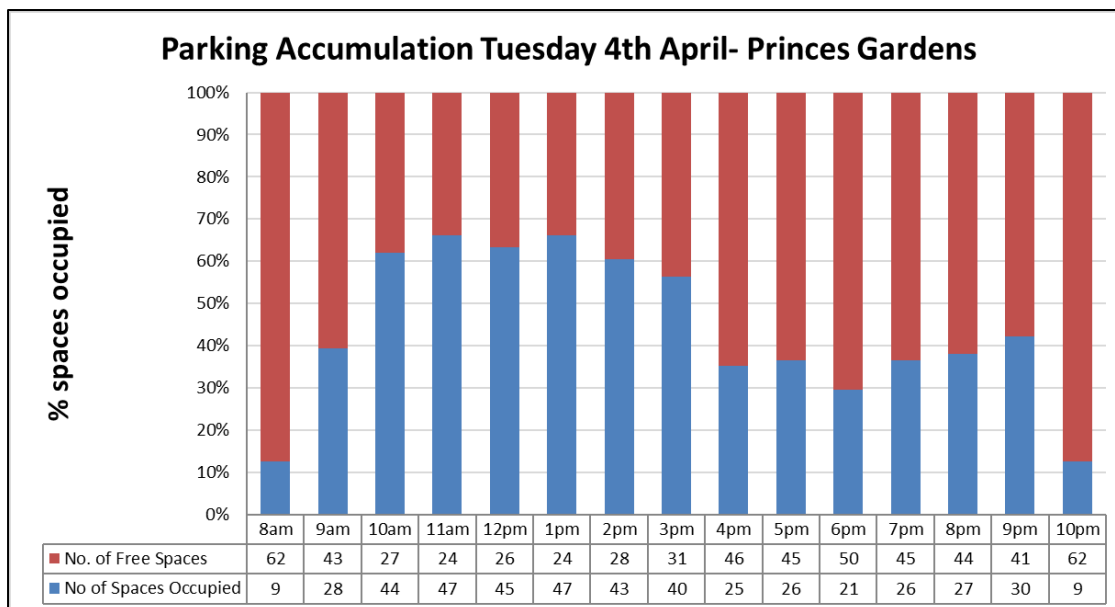
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Page 169

Appendix F
2017 off-street capacity bar charts

2017 off-street parking survey results

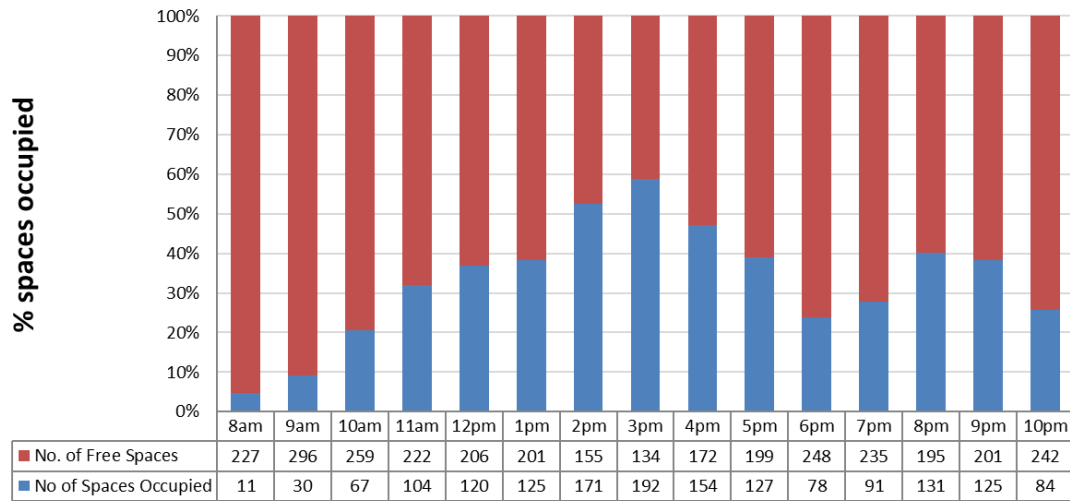


Number of Parked Cars in Princes Gardens Car Park on Saturday 1st April



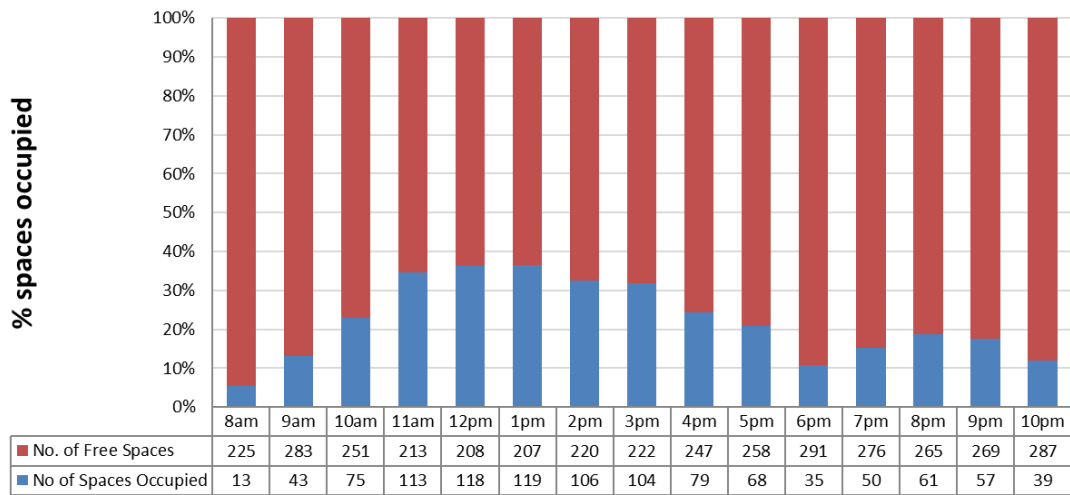
Number of Parked Cars in Princes Gardens Car Park on Tuesday 4th April

Parking Accumulation Saturday 1st April - High Street Car Park

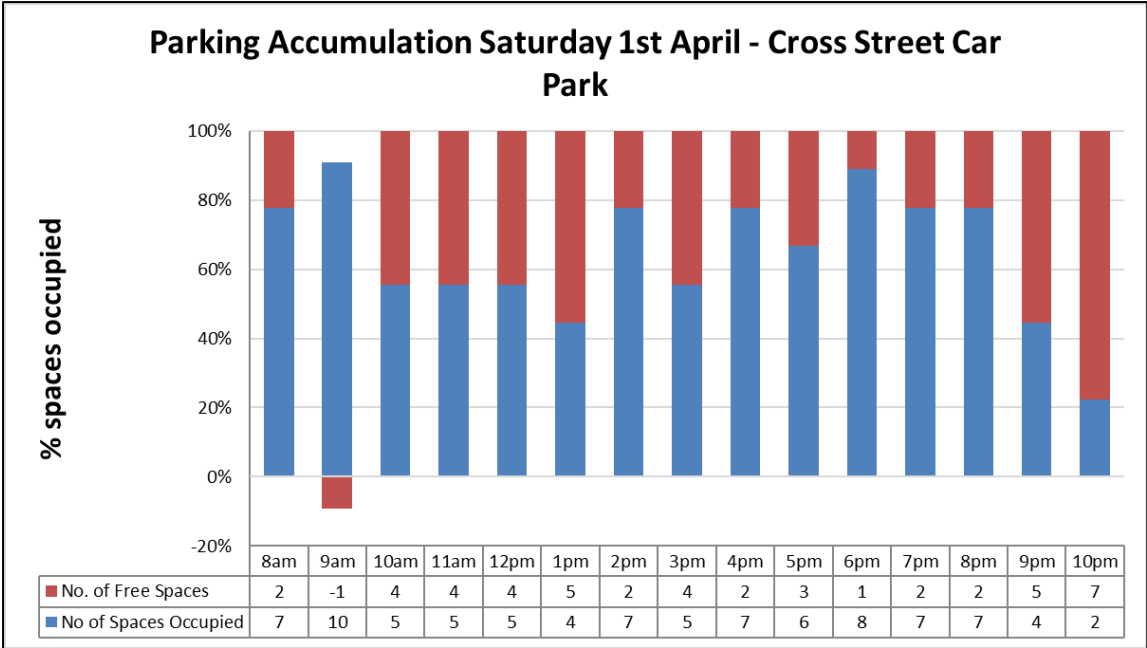


Number of Parked Cars in Multi Storey Car Park on Saturday 1st April

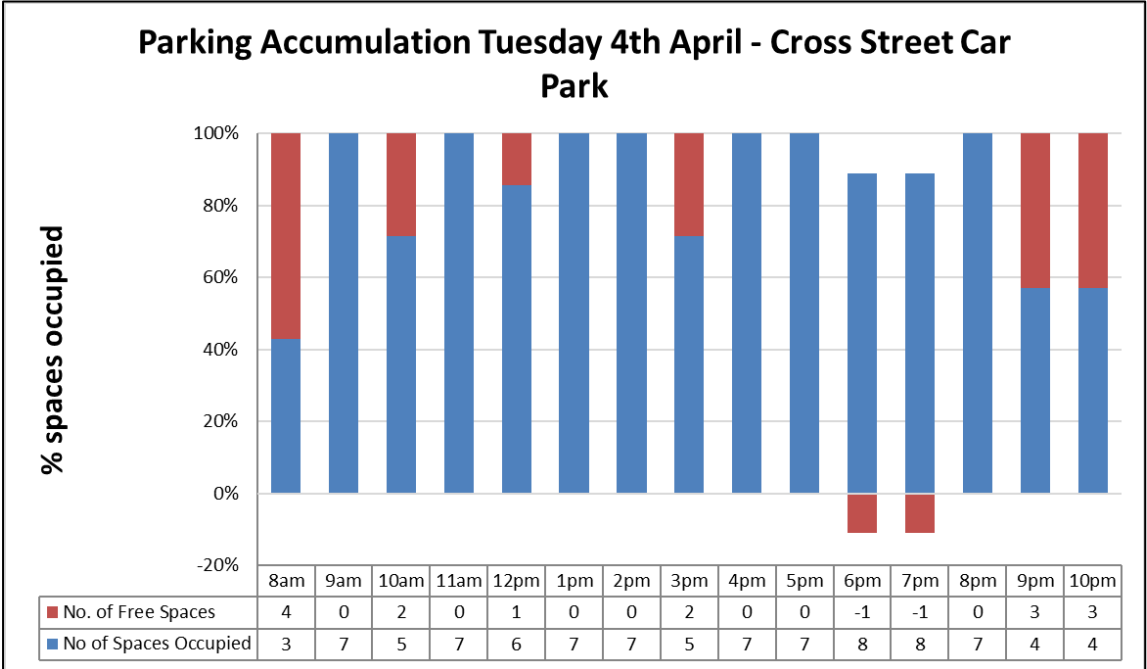
Parking Accumulation Tuesday 4th April - High Street Multi-Storey Car Park



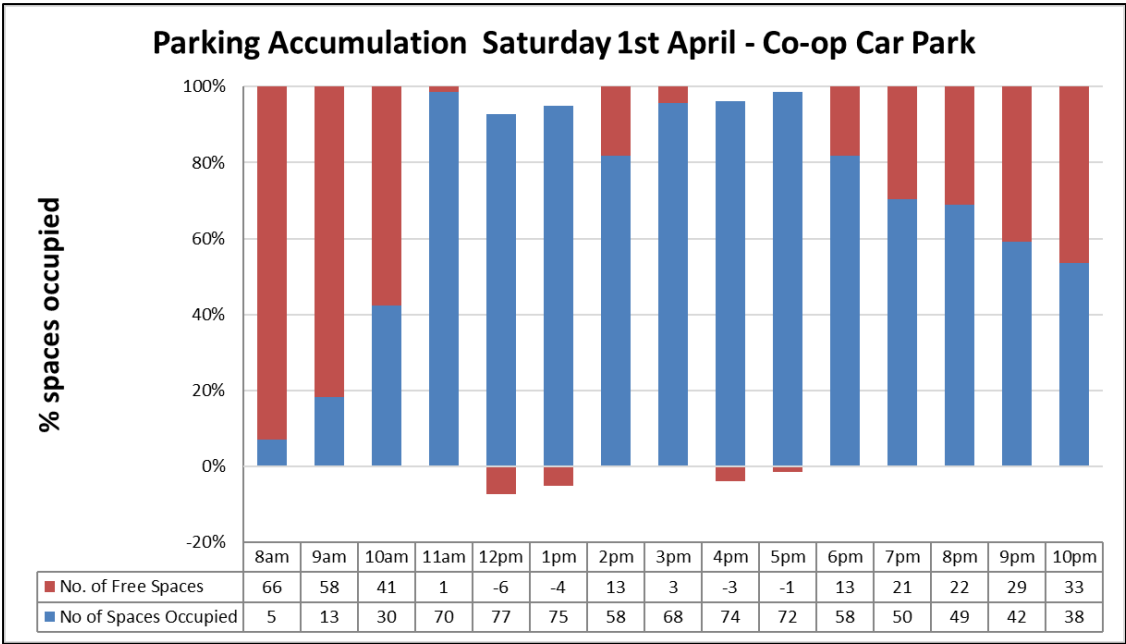
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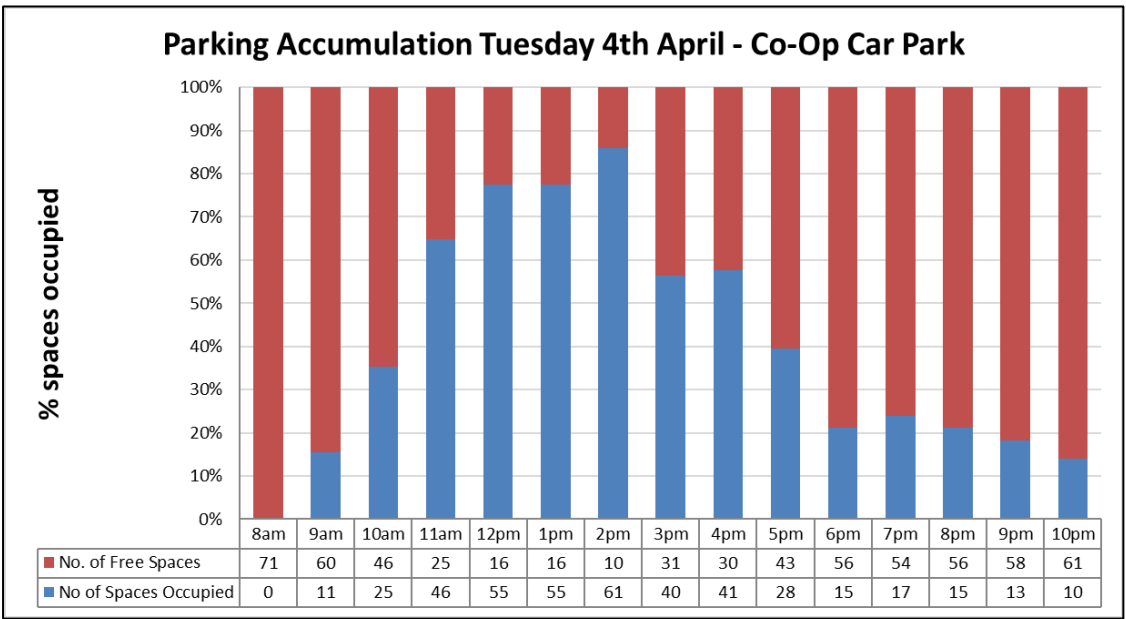
Number of Parked Cars in Cross Street Car Park on Saturday 1st April



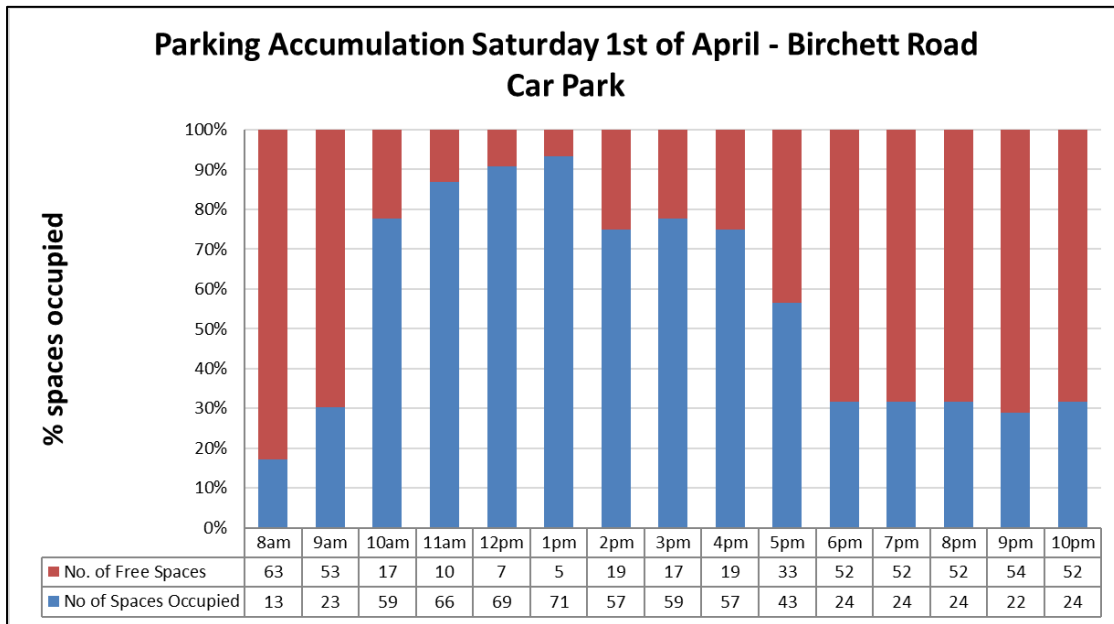
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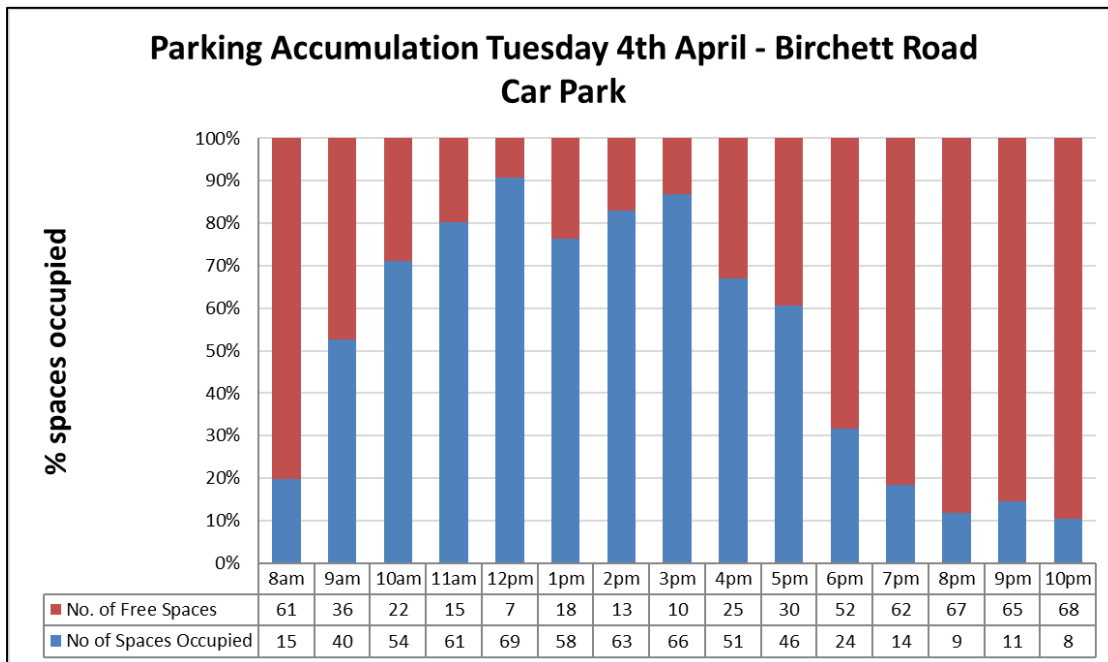
Number of Parked Cars in Co-Op Car Park on Saturday 1st April



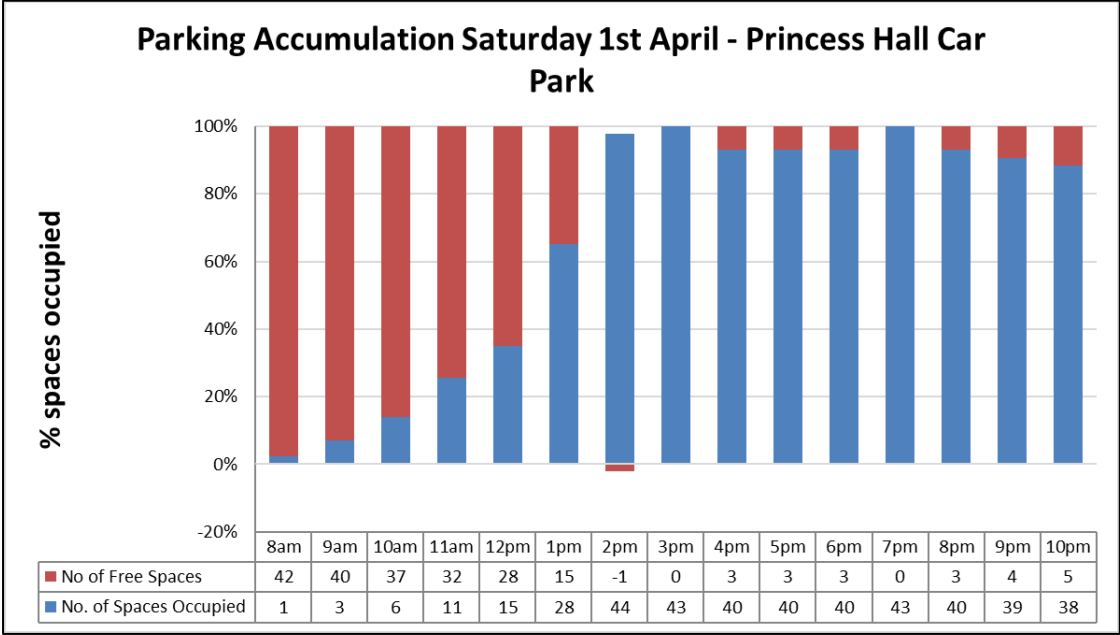
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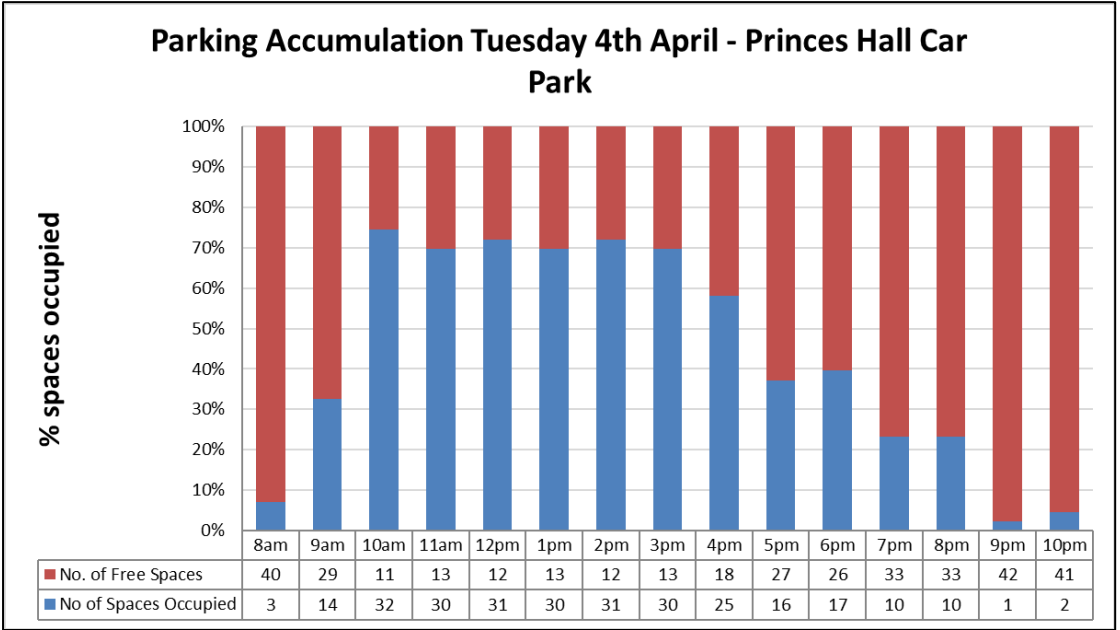
Number of Parked Cars in Birchett Road on Saturday 1st April



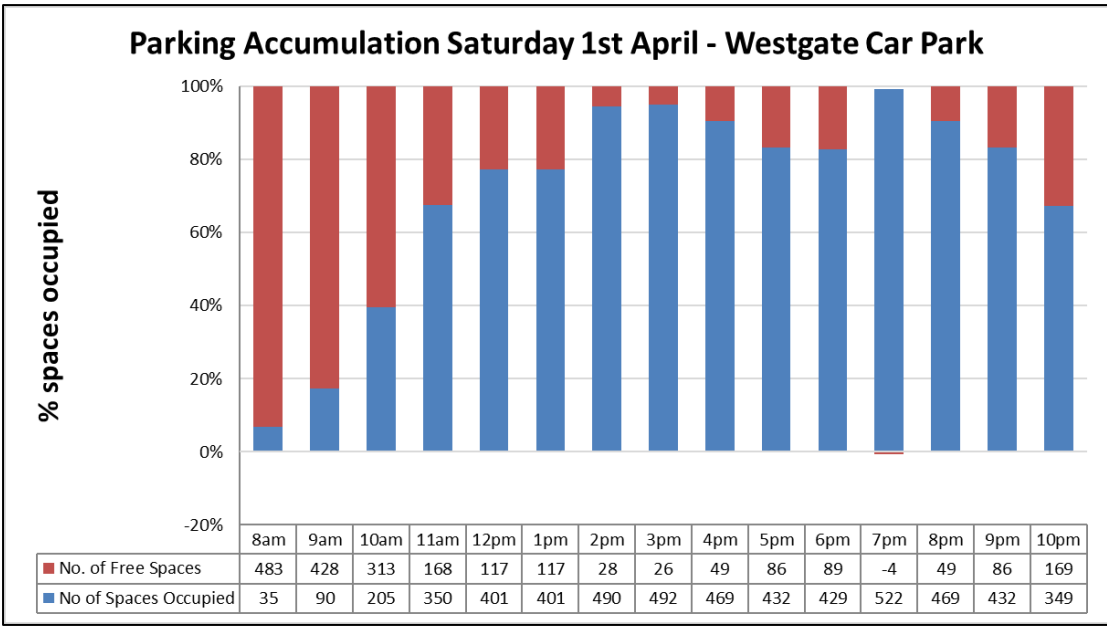
Number of Parked Cars in Birchett Road Car Park on Tuesday 4th April



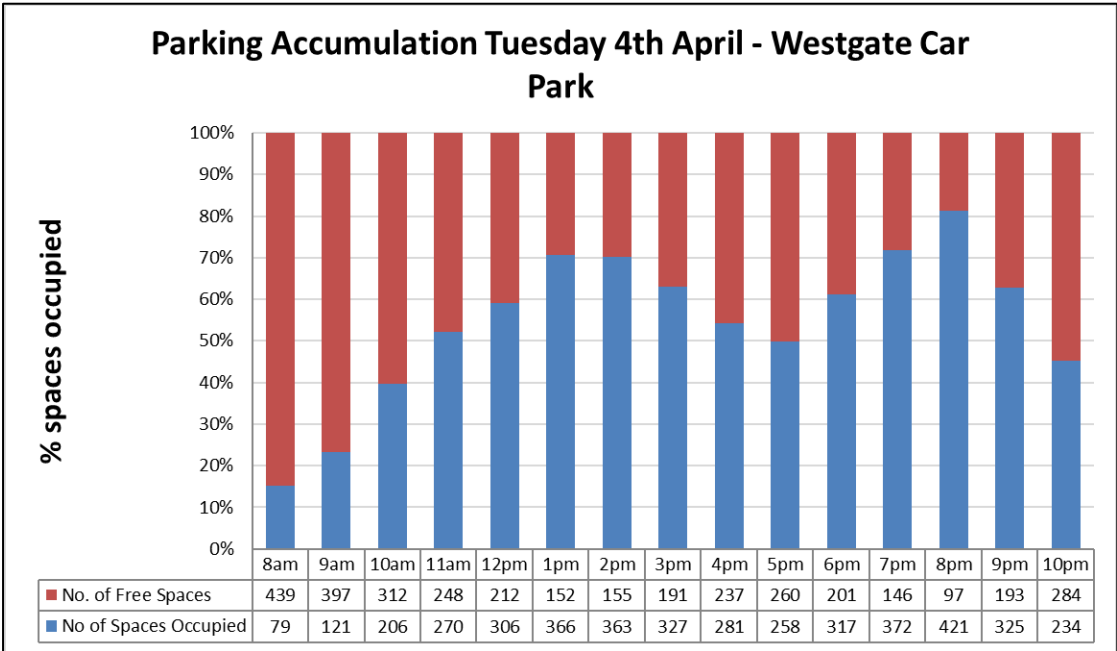
Number of Parked Cars in Princes Hall on Saturday 1st April



Number of Parked Cars in Princes Hall Car Park on Tuesday 4th April

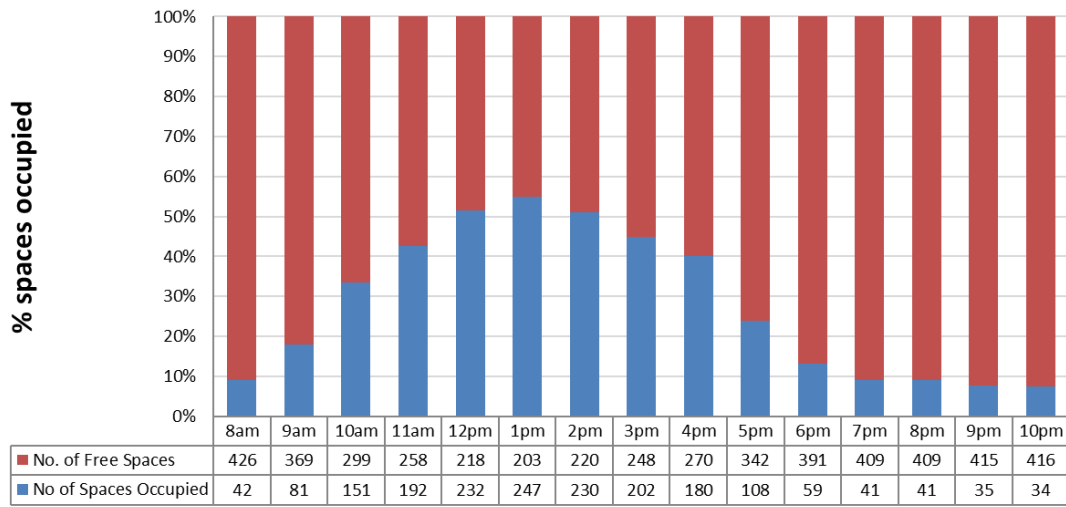


Number of Parked Cars in Westgate on Saturday 1st April



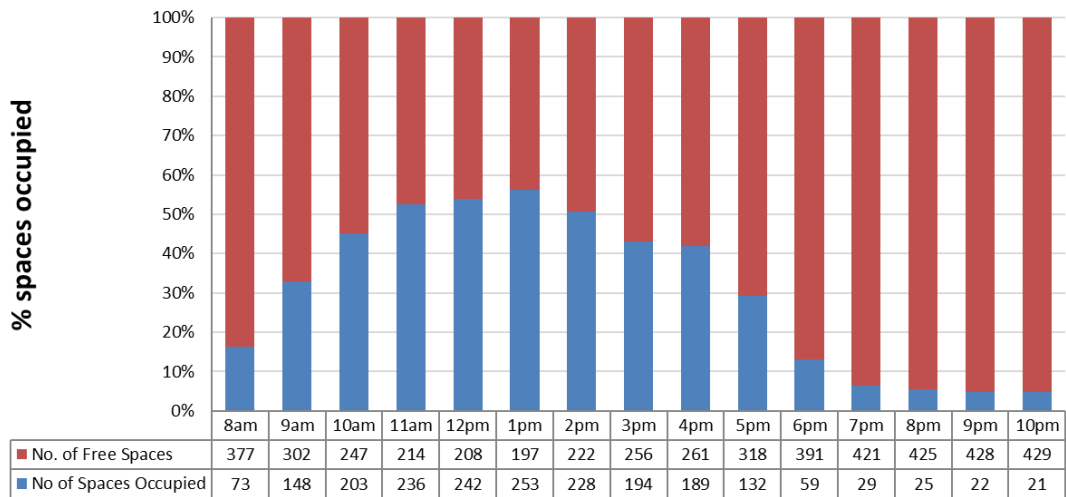
Number of Parked Cars in Westgate Car Park on Tuesday 4th April

Parking Accumulation Saturday 1st April - Wellington Centre Car Park

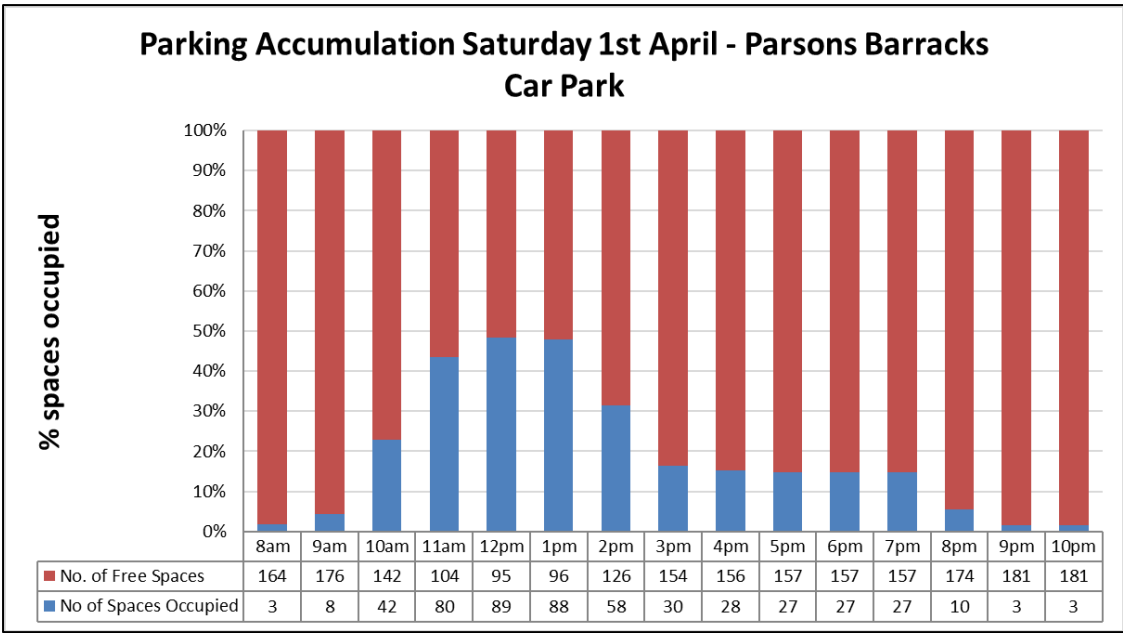


Number of Parked Cars in Wellington Centre on Saturday 1st April

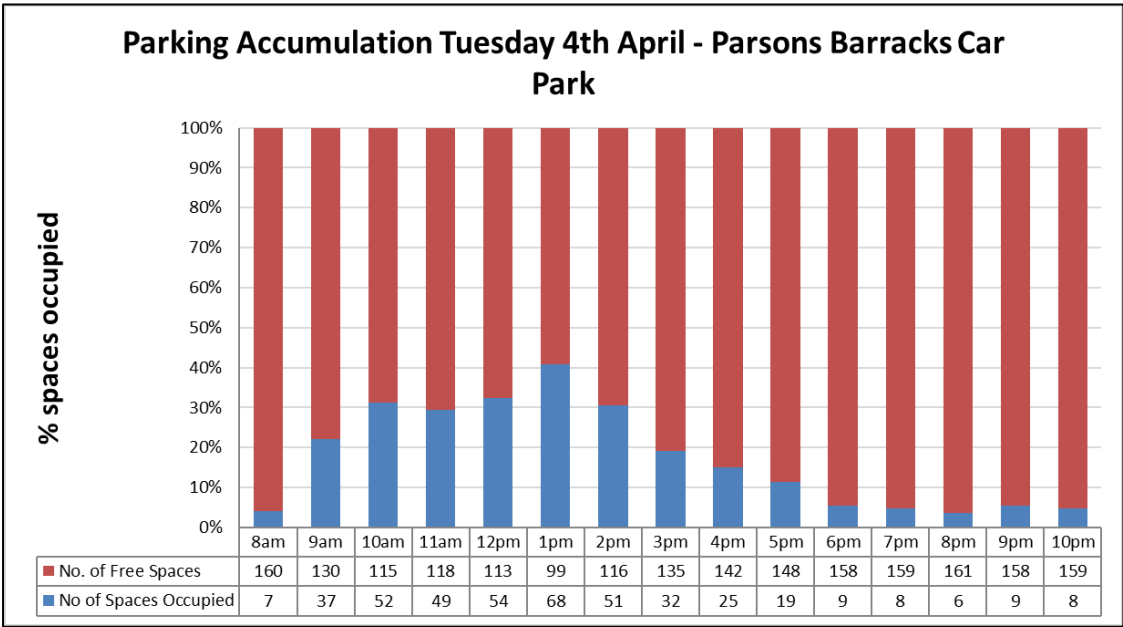
Parking Accumulation Tuesday 4th April - Wellington Centre Car Park



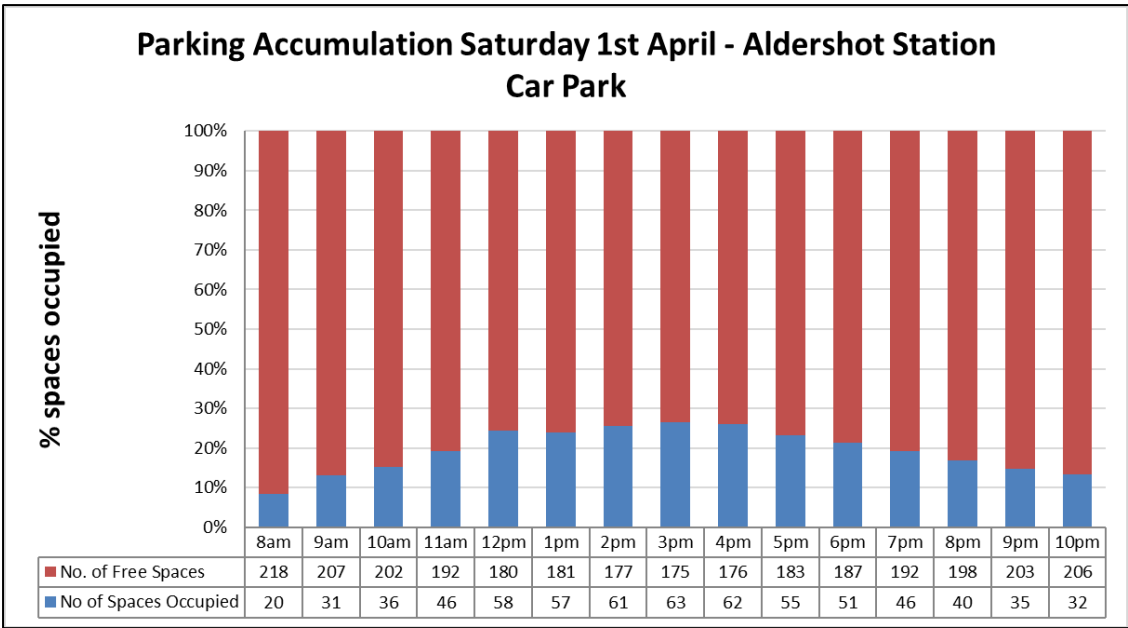
Number of Parked Cars in Wellington Centre Car Park on Tuesday 4th April



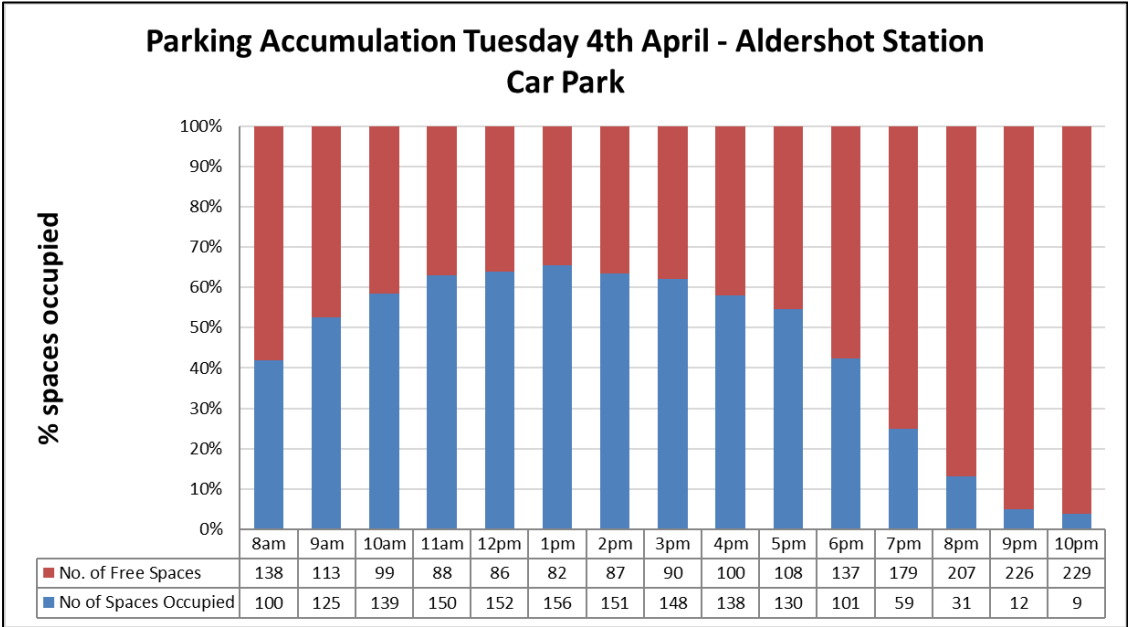
Number of Parked Cars in Parsons Barracks on Saturday 1st April



Number of Parked Cars in Parsons Barracks Car Park on Tuesday 4th April

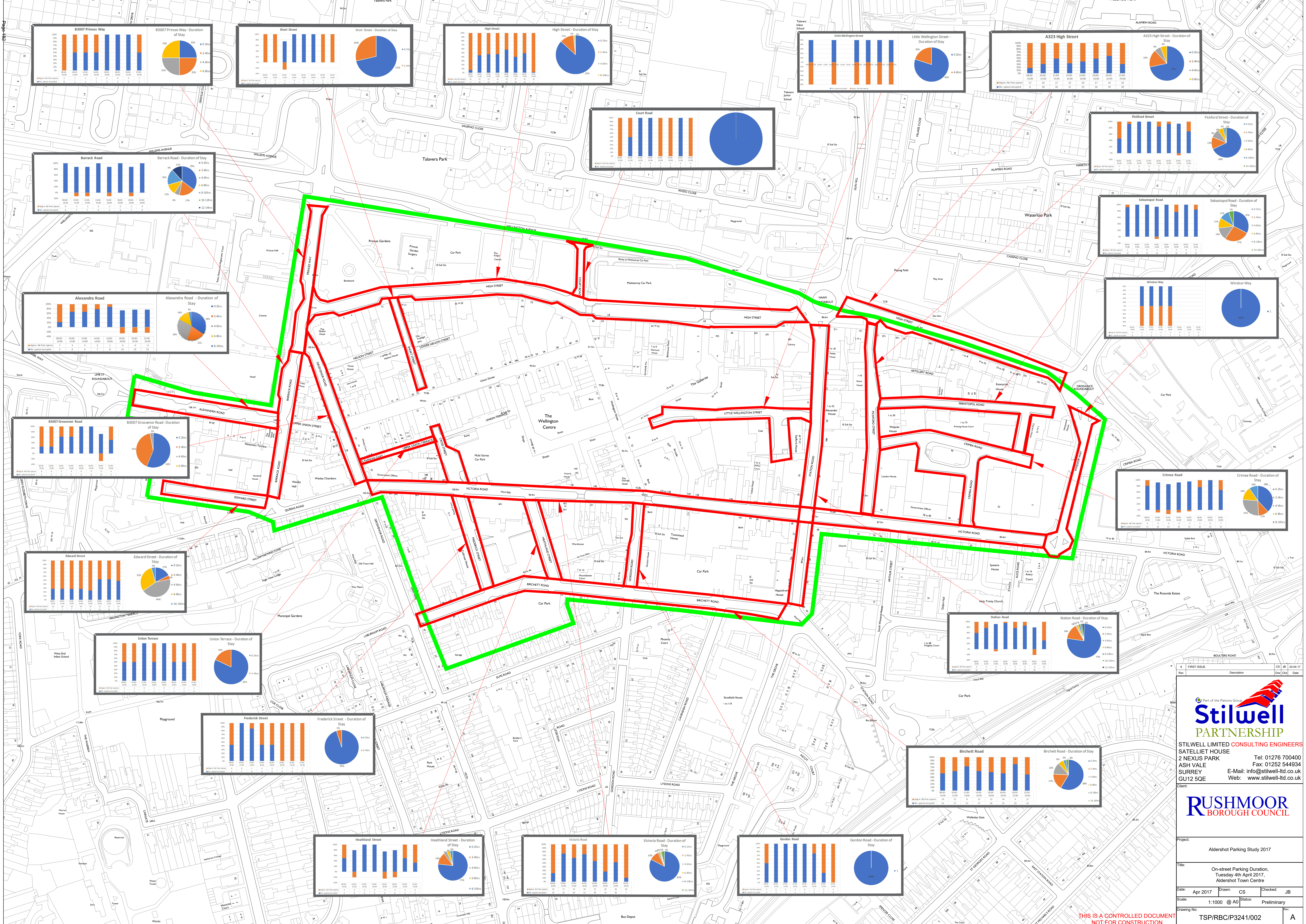


Number of Parked Cars in Aldershot Station on Saturday 1st April



Number of Parked Cars in Aldershot Station Car Park on Tuesday 4th April

Appendix G
2017 on-street survey results



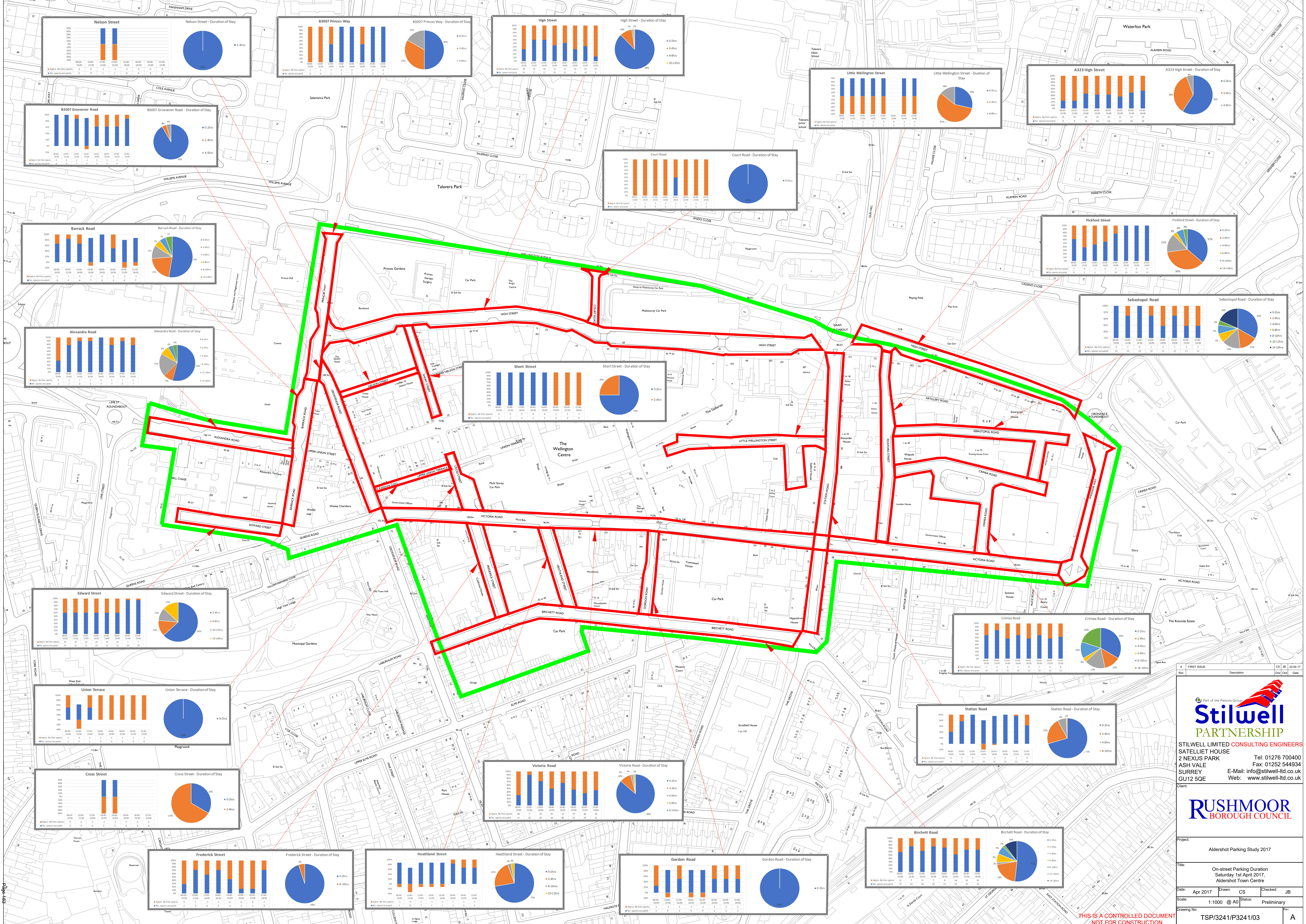
Rev	CS	24.04.17
A	FIRST ISSUE	


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RUSHMOOR
 BOROUGH COUNCIL

Project: Aldershot Parking Study 2017
 Title: On-street Parking Duration, Tuesday 4th April 2017, Aldershot Town Centre
 Date: Apr 2017 Drawn: CS Checked: JB
 Scale: 1:1000 @ A0 Status: Preliminary
 Drawing No: TSP/RBC/P3241/002

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Part of the Parsons Group

Stilwell
PARTNERSHIP
CONSULTING ENGINEERS

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Web: www.stilwell-ltd.co.uk

Client: **RUSHMOOR**
BOROUGH COUNCIL

Project: Aldershot Parking Study 2017

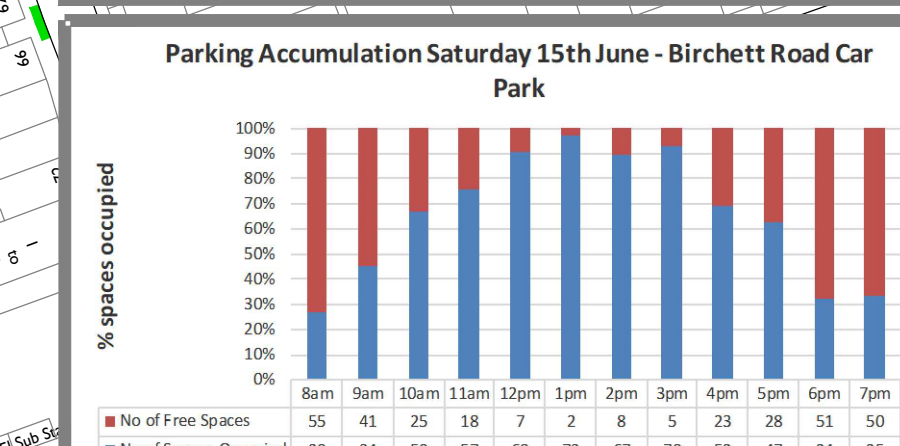
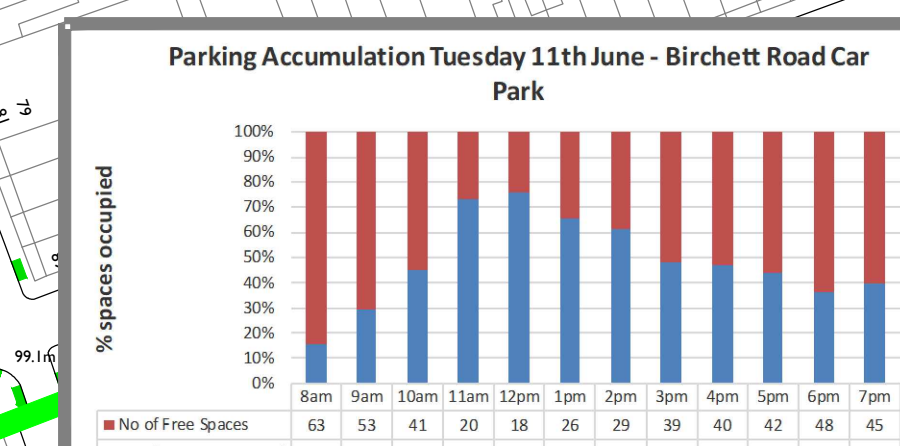
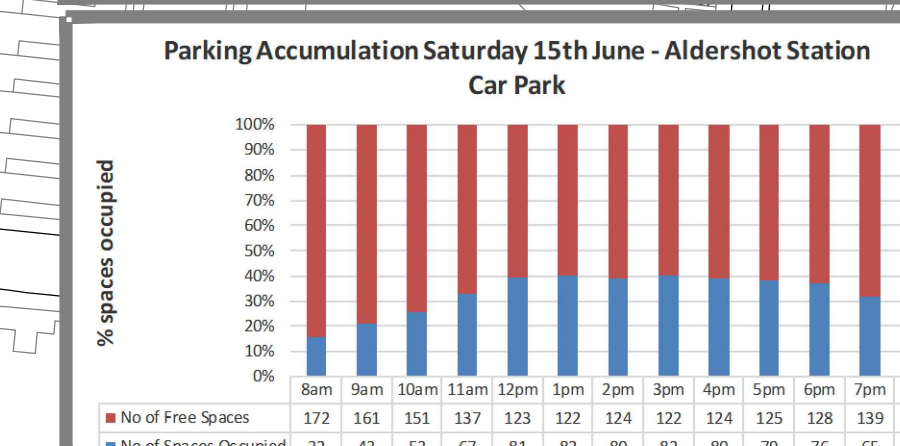
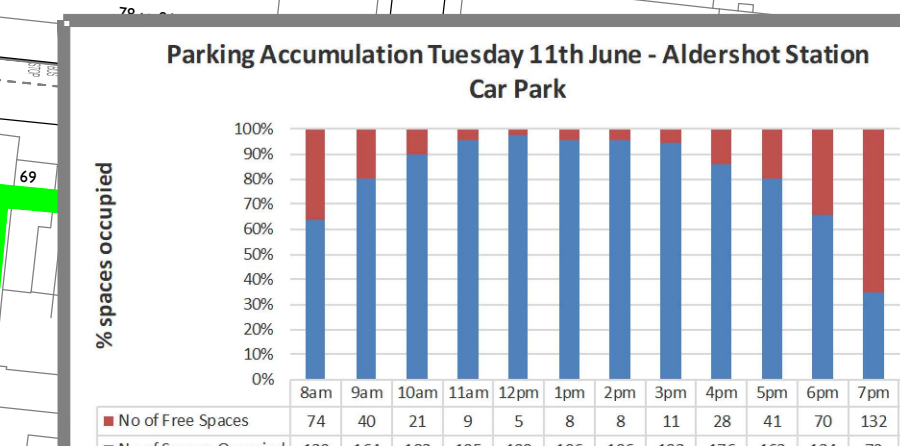
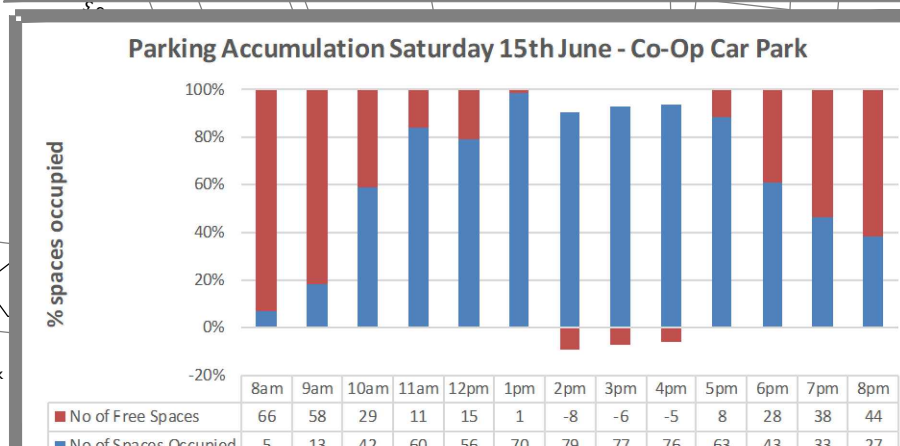
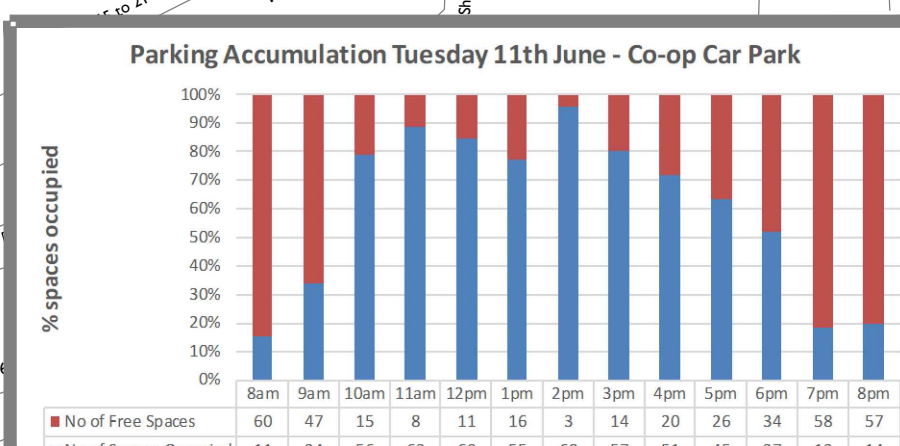
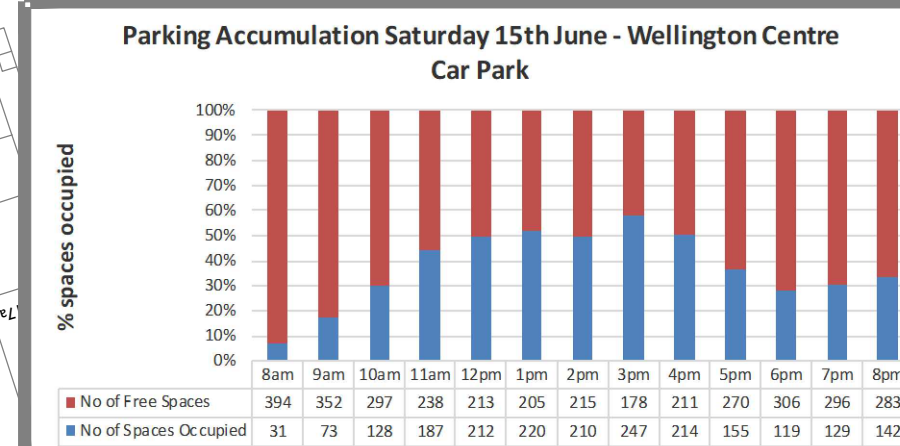
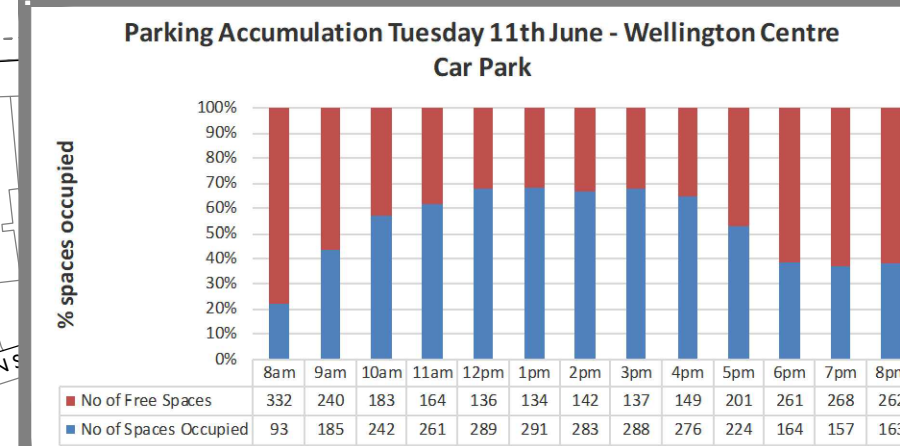
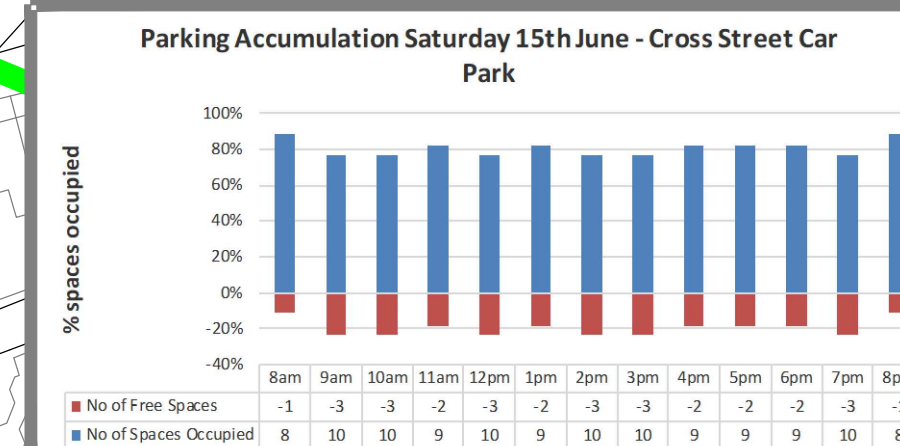
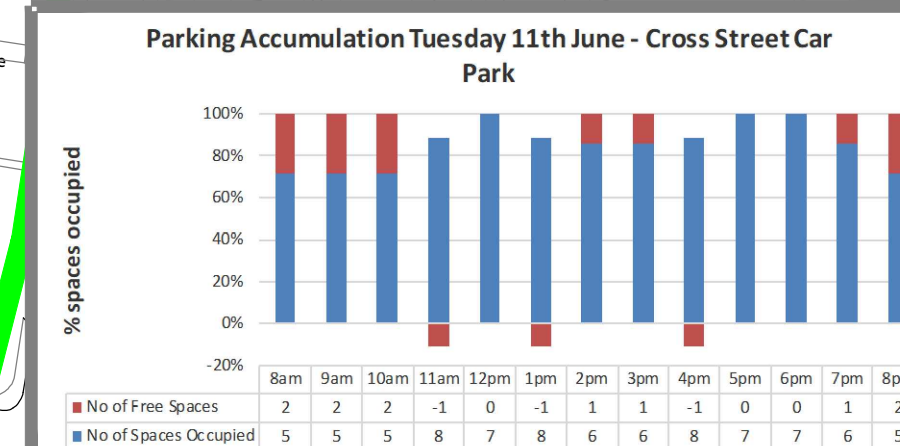
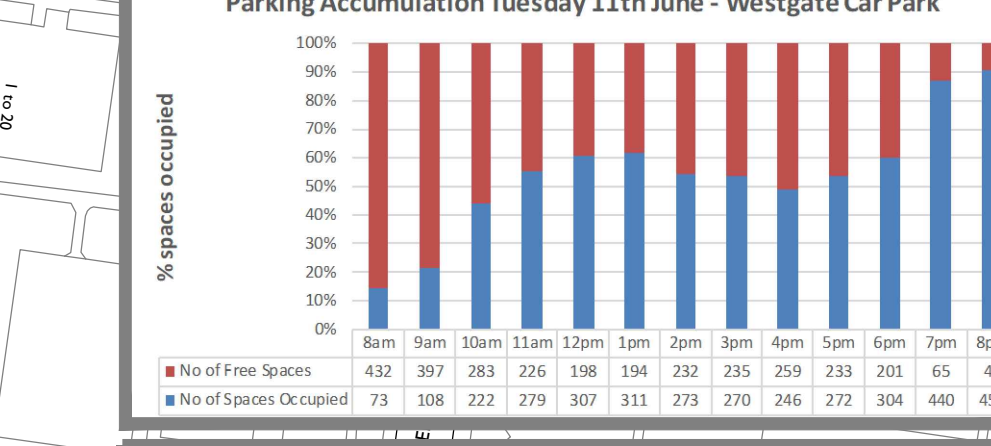
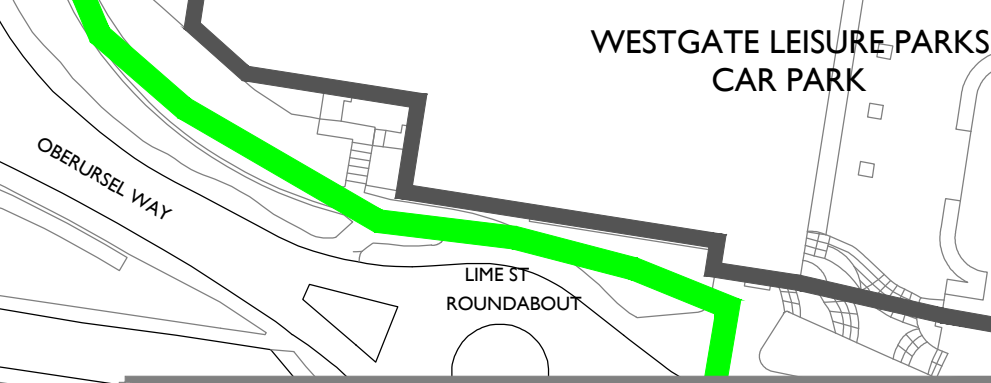
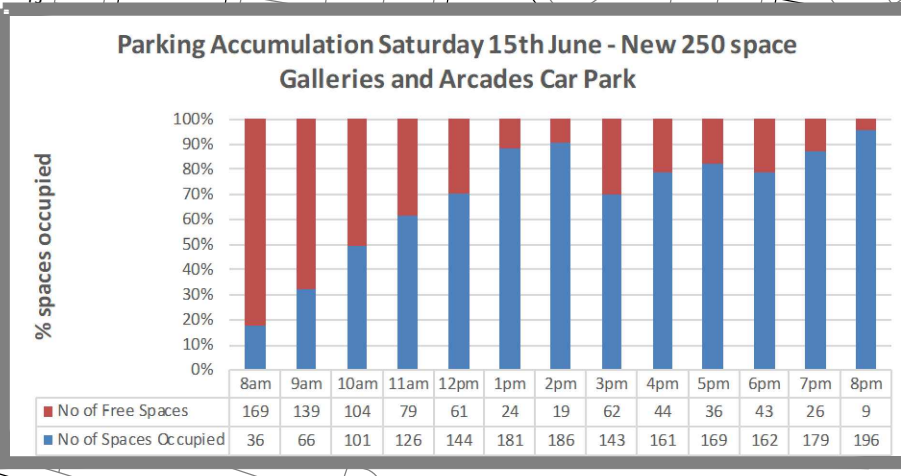
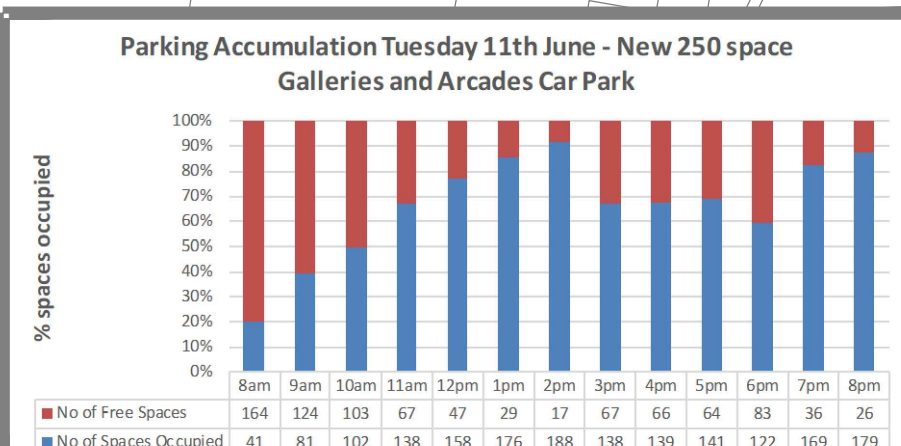
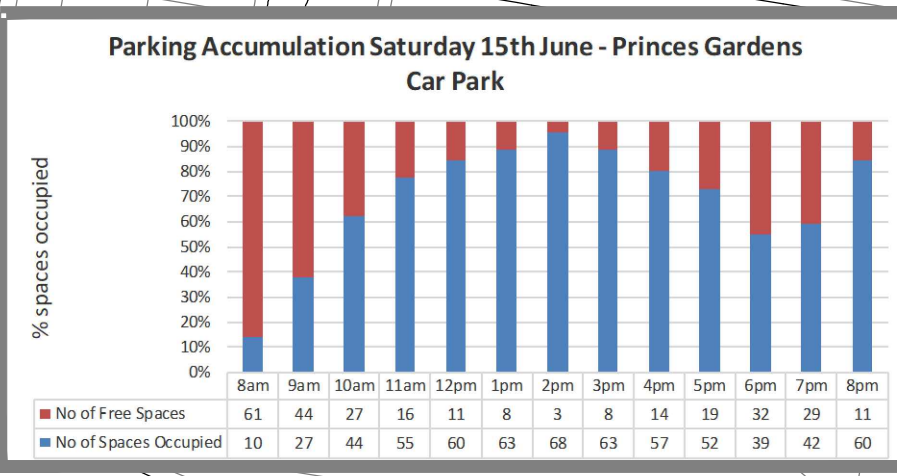
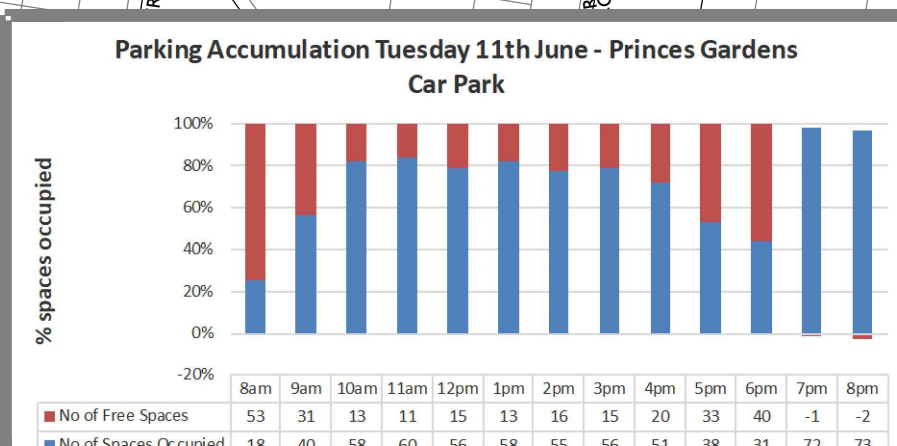
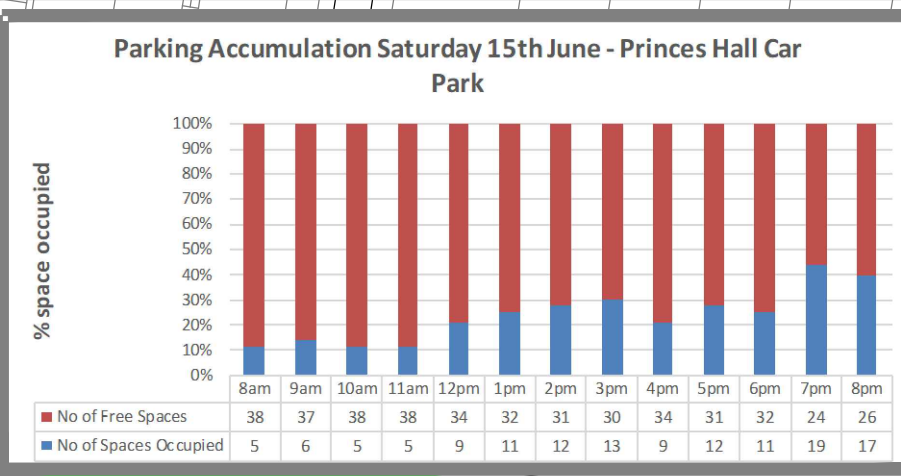
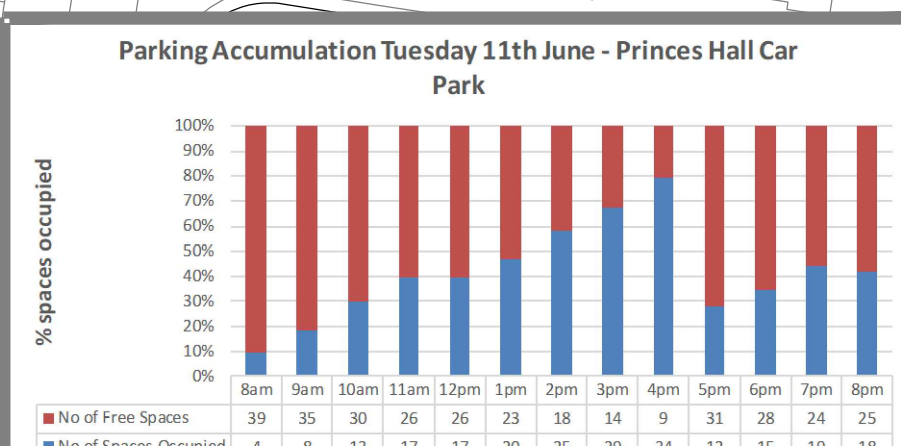
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Saturday 1st April 2017,
Aldershot Town Centre

Date: Apr 2017 Drawn: CS Status: JB Checked: JB
Scale: 1:1000 @ A0 Preliminary
Drawing No: TSP/3241/P3241/03

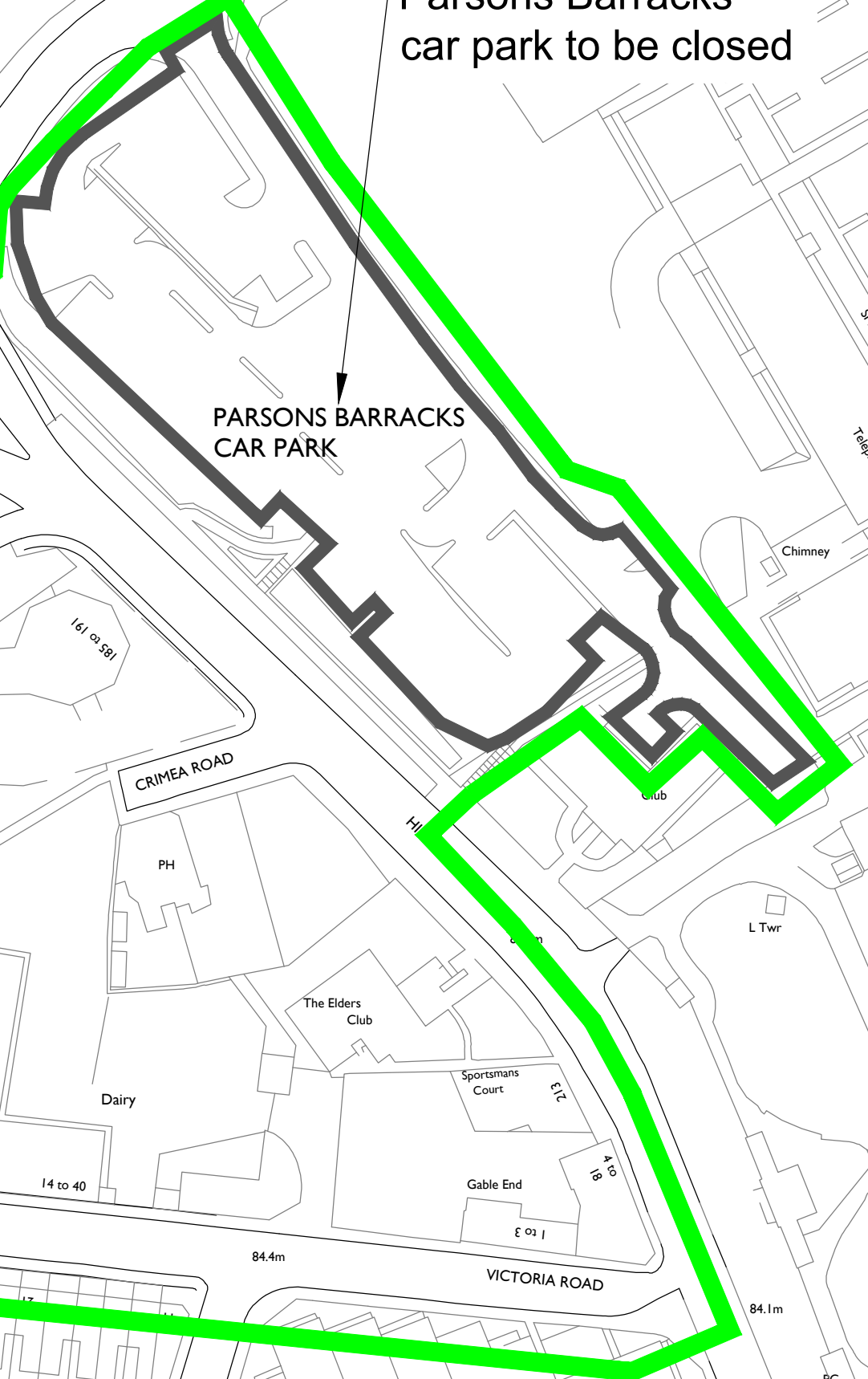
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Appendix H

Forecasted 2024 off-street capacity bar chart plans



Parsons Barracks car park to be closed



DRAFT
 NOT FOR CONSTRUCTION. MAY BE SUBJECT TO MINOR MODIFICATIONS

P2 PARSONS BARRACKS FORECASTED OCCUPANTS ALLOCATED ELSEWHERE	24.09.19	JR	JB
P1 FIRST ISSUE	31.07.19	JR	JB
Rev. Amendments	Date	Drp	CHK

PATRICK PARSONS
 Built Environment | Engineering | Consultancy

Satellite House, 2 Nexus Park
 Lysons Avenue, Ash Vale
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 GU12 5GE UK

Client: RUSHMOOR BOROUGH COUNCIL

Project: ALDERSHOT TOWN CENTRE PARKING STUDY

Drawing: Forecasted 2024 Off-street Parking Occupancy

Scales: 1:1000 At original site: A0

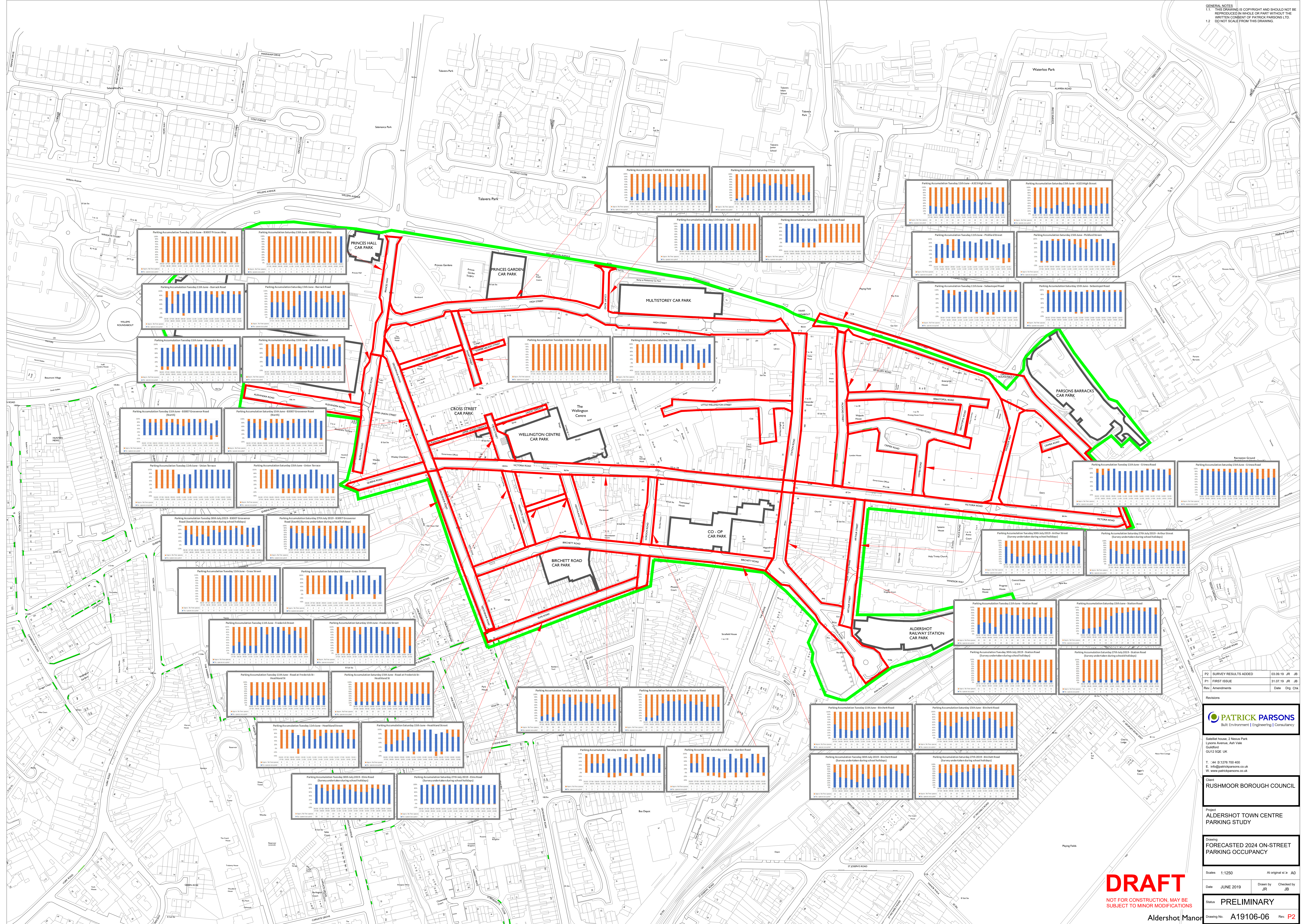
Date: JUNE 2019 Drawn by: JR Checked by: JB

Status: PRELIMINARY

Drawing No: A19106-05 Rev: P2

Appendix J

Forecasted 2024 on-street capacity bar chart plans



P2	SURVEY RESULTS ADDED	03.06.19	JR	JR
P1	FIRST ISSUE	31.07.19	JR	JR
Rev.	Amendments	Date	Drp	CHK

Revisions

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Client
RUSHMOOR BOROUGH COUNCIL

Project
ALDERSHOT TOWN CENTRE PARKING STUDY

Drawing
FORECASTED 2024 ON-STREET PARKING OCCUPANCY

Scales 1:1250 At original size A0

Date JUNE 2019 Drawn by JR Checked by JB

Status **PRELIMINARY**

Drawing No. **A19106-06** Rev. **P2**

DRAFT
 NOT FOR CONSTRUCTION. MAY BE SUBJECT TO MINOR MODIFICATIONS

Aldershot Manor

Appendix K
Information on Enterprise Car Club



24/7
ACCESS



RESERVE
ON THE GO



BY THE
HOUR OR DAY



LOW
RATES



Total costs over 12 months, **Car Club £1467.99** vs **Car Ownership £2605.76¹**

Many members choose to give up a vehicle with over **31,000 privately owned vehicles removed from the roads** as a result of car club membership.

Each round-trip **car club replaces 10.5 vehicles** removed from the road **in the last 12 months.**

Car club vehicles typically **produce 29% less CO₂** than the national average car.

Car club memberships **saved 49,220 tonnes of CO₂ last year.**

Car club membership **reduces a Londoner's transport carbon footprint by 73%.**

Car clubs members save money on car ownership, car insurance, tax and even fuel.

**JOIN NOW FOR £10
PLUS RECEIVE**

60

FREE MILES*

QUOTE OFFER CODE

ECCU1

Planning and building?

THINK ENTERPRISE CAR CLUB



P permit holders only
At any time

enterprise
CarClub
self-serve
vehicle rental
RESERVED
PARKING
enterprise CarClub
1904 464 3000

breakfast, lunch and dinner





Car Club Overview

Our Story



Enterprise Car Club offers your residents and the wider community access to vehicles 24/7, 365. This initiative has grown to include markets in the UK, US and Canada partnering with government, corporate, local authorities and universities.

Enterprise Car Club is a natural extension of Enterprise Holdings' long term commitment to mobility solutions by providing sustainable, financial and operational transportation to businesses and communities.



TODAY The Enterprise Car Club network serves organisations, universities and retail markets throughout the UK, continuing our focus on meeting local transportation needs and delivering a sustainable customised service for more than 55 years.







Planning & Building



Whether you are a property developer, housing association or local authority, Enterprise Car Club is the first choice for any organisation looking to implement a Car Club.

Working with Enterprise Car Club will save your business time and money. Our dedicated property development account manager will support your requirements from start to finish, taking all the hassle away.



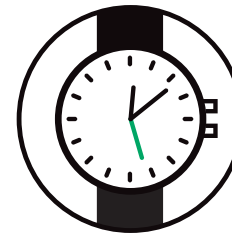
Zero
Maintenance



Reduced
Costs



A Green
Choice



Instant
Access 24/7

“Car clubs emit one tonne of carbon a year less than an average car for the same mileage.”

Carplus, 2016



Our dedicated property development account managers have experience in planning and implementing car clubs for a variety of developments ranging in size and location.

Page 198

- **PLANNING PERMISSION**

The inclusion of Enterprise Car Club could increase the likelihood of gaining the most optimal planning permission for your project.

- **SECTION 106 REQUIREMENTS**

Enterprise Car Club will address specific concerns of local authorities relating to parking pressure and will fulfil the requirements outlined in Section 106 agreements (Section 75 in Scotland).

- **ATTRACT BUYERS AND TENANTS**

Adding a car club gives you the ability to advertise properties as ‘comes with access to a car!’.

- **MAXIMISE ON-SITE SPACE**

Cut build costs and reduce construction time by reducing the parking requirements within your project.

- **REDUCE CONGESTION**

Contribute towards reducing congestion and encourage a sustainable and economical alternative to car ownership.



“For each round-trip car club vehicle, 10.5 cars have been removed from the road as a result of car club members who have sold a car.”

Carplus, 2016



Why Enterprise Car Club?



- **DEDICATED ACCOUNT MANAGER**

A single point of contact managing your account throughout the process.

- **OUR EXPERIENCE**

We have a strong track record of implementing projects with some of the country's leading property developers, housing associations and local authorities.

- **WE'RE GROWING**

Enterprise Car Club already has the largest car club footprint in the UK serving over 23+ cities including Brighton, Bristol, Cardiff, Edinburgh, Leeds, London, Manchester and Sheffield.

- **VEHICLE RANGE**

We have a range of vehicles to suit all needs from small city cars to, 7 seaters, vans and even electric vehicles.

- **LEADING CUSTOMER SERVICE**

We are committed to providing industry leading service to our account partners and members.







Account Management



Because every development is different, we tailor the timeline and plan based on your needs. Below is a top line example of the support we provide as part of implementing Enterprise Car Club into your development.

IMPLEMENTATION

- Discuss best practice and effective “Vehicle Live” date
- Provide a bespoke proposal that discharges your section 106 requirements
- Identify optimal vehicle types and locations
- Site visits to check placement and delivery of the vehicles
- Build and support the communication of any relevant membership offers for residents

**Our experienced and dedicated
account managers will help you
every step of the way.**

Resident Benefits

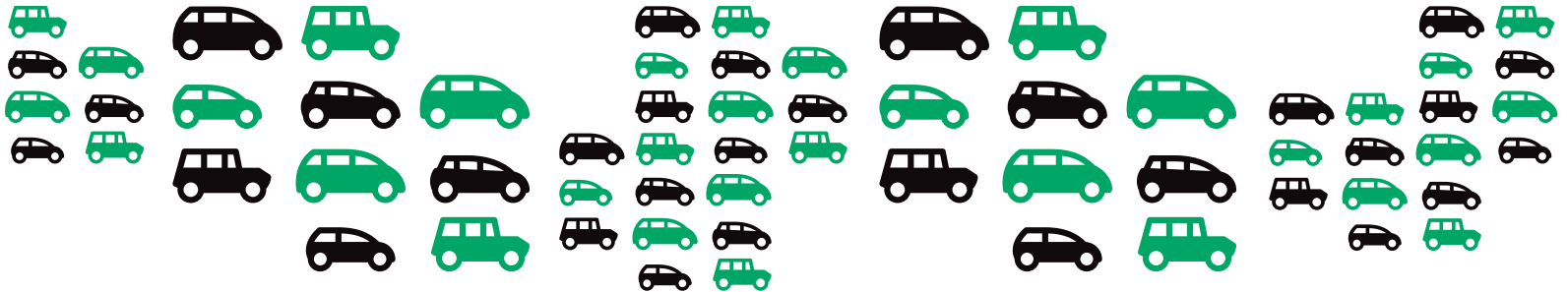


Enterprise Car Club provides residents with access to more than 1000 vehicles 24/7/365 in 23+ UK cities.

Page 204

RESIDENT BENEFITS:

- Access to a vehicle without the financial burden of ownership
- Access to vehicles across the UK
- Low hourly and daily rates
- Preferential membership options
- Zero vehicle maintenance responsibilities
- Mode of travel which complements public transport
- Vehicles can be reserved in advance or at the last minute
- Dedicated Clubhouse team available 24/7



We've made the process simple so members can get where they need to go and worry less about how to get there.



1

JOIN

- Once approved, the member can get going within hours using a contactless bank card or the app.



2

RESERVE

- Members can select a vehicle and then pick the reservation start/end times, in advance or at the last minute.



3

UNLOCK & GO

- Vehicles can be unlocked/locked by the access card or app. The vehicle keys are located in the glovebox.



4

RETURN

- The vehicle must be returned to the same location at the end of the reservation. There will always be a parking space waiting.



Property Development Events



Once vehicles are in place, your dedicated account manager can work with you to hold events promoting the new on-site service to your residents.



Download today!

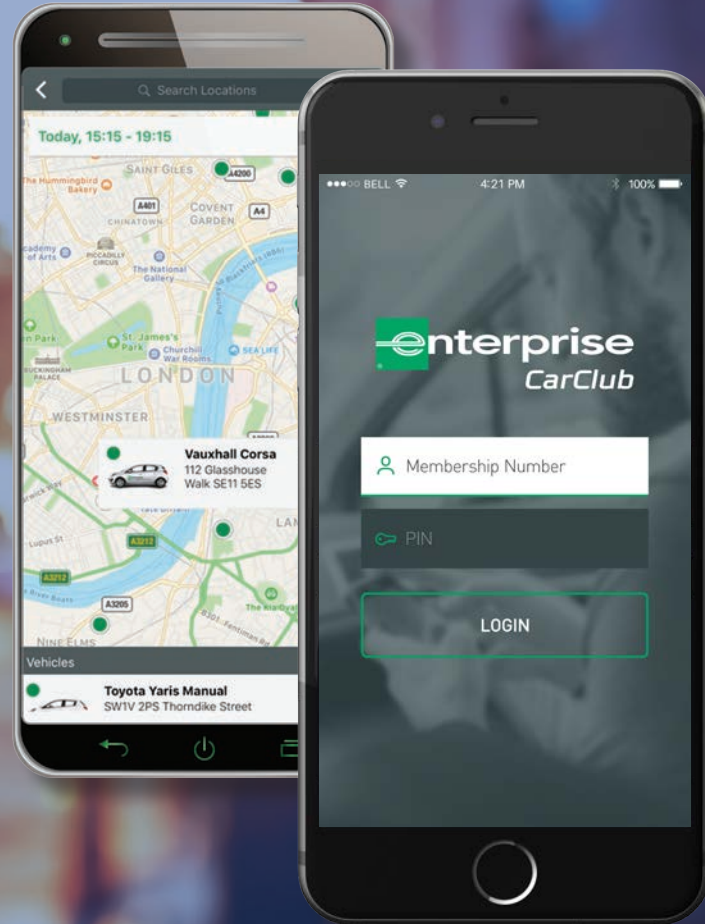
Page 208

MOBILE RESERVATIONS

- Create
- Modify
- Extend
- Cancel

FEATURES

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- Switch vehicle by feature





Barratt Homes London

Enterprise Car Club provide a professional approach in delivering an easy accessible car club on a large and extremely complicated regeneration scheme, making the whole process easy for the developer to implement on site for the end users.

Craig Ireland, Senior Technical Manager

Atkins Developments Ltd.

Our experience in working with Enterprise Car Club in mobilising a car club for our developer client on the Millbrook Park development, Barnet, has been very a positive one, with a productive outcome. Enterprise Car Club acted very efficiently and professionally with a clear understanding of the service offer to maximise value to both the client and Millbrook Park residents. I look forward to working with Enterprise Car Club on other developments.

Rachel Evans, Senior Managing Consultant

Battersea Power Station Development Company

The reason why I choose Enterprise Car Club to be our chosen operator for Battersea Power Station was due to their flexibility and yes mentality.

Kate Robinson, Senior Residential Property Manager



EnterpriseCarClub.co.uk



business@EnterpriseCarClub.co.uk



0345 266 9290



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Appendix L
Existing bus routes map

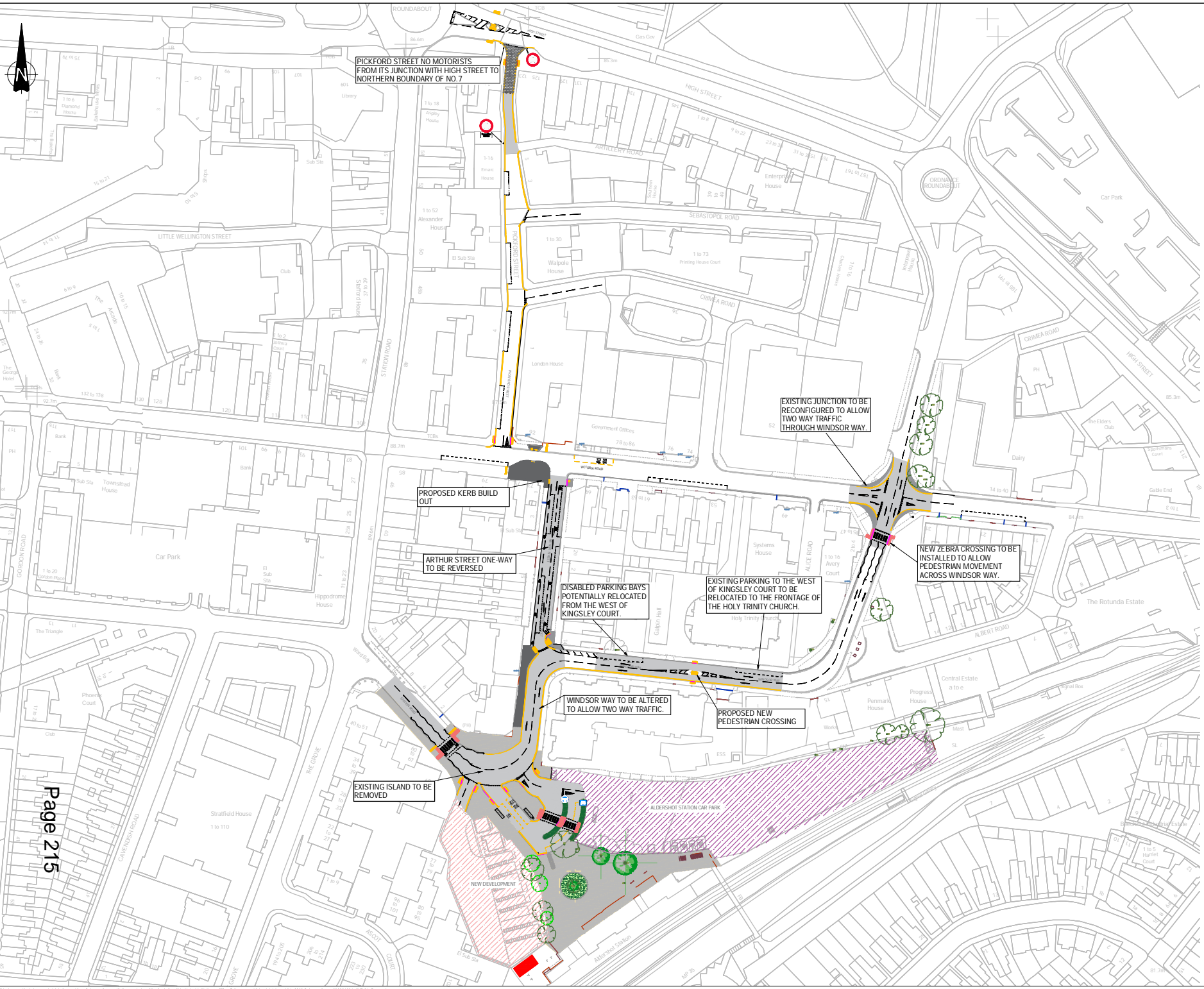
Welcome to your **Blackwater Valley network**

from 17th February 2019



Appendix M

'Access to Aldershot Railway Station' improvements plan



NOTES

- 1) Do not scale from this drawing.
- 2) All dimensions are shown in metres unless shown otherwise.
- 3) This drawing shows a proposed feasibility option and is subject to change.
- 4) All potential locations to be confirmed by surveys and through consultation.

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Access to Aldershot Railway Station

Consultation Proposal

Date	Drawn By	Checked By	Paper Size	Drawing Scale
JAN 19	AA	JT	A1	1:500

20.2.78/CONS

UK locations:

Newcastle upon Tyne

London

Manchester

Glasgow

Huddersfield

Chester

Birmingham

Guildford

International locations:

Dubai

Sydney



Telephone +44 (0)1276 700 400

Email guildford@patrickparsons.co.uk

Online patrickparsons.co.uk



Procurement Strategy

2019-2023

Rushmoor Borough Council Procurement Strategy 2019-2023

1 Introduction

- 1.1 The importance of effective procurement has never been greater for local government. The demand for public services is increasing, while resources have reduced significantly over the last few years. The pressure to find greater efficiencies and improve productivity is driving councils to look for different ways to deliver better public services for Rushmoor.
- 1.2 This strategy sets out the Council's vision for procurement and our priorities for the next 4 years to 2023 and is consistent with the latest government procurement legislation and initiatives. It is a statement of the procurement commitments of the Council.
- 1.3 We aim to deliver quality services that are responsive to the needs of our community and deliver optimum value for money. It is also important that the strategy reflects both our compliance obligations and our procurement aspirations.
- 1.4 The Council spends approximately £9.4 million per year with a variety of providers for goods and services. This ranges from low-value expenditure below formal procurement thresholds for one off purchases and everyday items, through to high-value long term contracts for works, goods and services. We clearly have a responsibility to make sure this spending represents best value.
- 1.5 The strategy in itself will not lead to effective procurement; it is the commitment of our members, senior managers and staff undertaking procurement activity which is key to its success.

2 Why is procurement important?

- 2.1 Procurement is the process of acquiring, goods, works and services, covering both acquisition from third parties and in-house providers. The process spans the whole cycle from identification of needs through to the end of a contract or the end of the useful life of an asset. It involves options appraisal and the critical 'make or buy' decision which may result in the provision of services in-house in appropriate circumstances.
- 2.2 The impact of procurement is far greater than just the definition of a 'process' and Rushmoor's vision, aims and objectives set out in this strategy detail the contribution that effective procurement arrangements can make to a range of socio-economic factors. These include a successful local economy, a thriving

voluntary sector, community empowerment, environmental issues and value for money.

3 Rushmoor's Vision for Procurement

- 3.1 Our vision for procurement over the term of this strategy is to demonstrate value for money through the effective procurement of goods, services and works on a whole life basis in terms of generating benefits to the community and the organisation, whilst minimising impacts to the environment.

4 Strategic Procurement Aims

- 4.1 The strategic procurement aims are discussed in the section below.

Leadership

Local Government spends over £60 billion a year on a range of works, goods and services. A more strategic approach to procurement should be a key consideration for members and senior managers because procurement is not merely about ensuring compliance. There is an ever-growing need to engage with services and to think differently about procurement – to innovate, generate savings and opportunities for income generation.

Commercial Focus

We need to improve public sector commissioning and procurement to help transform and modernise the way we deliver our public services. This means improving the skills of our leaders, both members and officers so their teams can design service provision, influence external parties, and shape and manage markets to get the best outcomes. This can be done by creating commercial opportunities, managing contracts and supplier relationships and risk management.

Legal, Compliance and Governance

Spending of public money requires high levels of accountability and transparency. Public procurement operates in a highly regulated environment that is governed by legislation and policies set by the European Union (EU), nationally through statute and case law, and locally through the Council's constitution. The National Procurement Strategy recommends that local authorities demonstrate political and senior officer leadership of procurement.

Economic Growth and Sustainability

The Council will look to manage its spend effectively to bring social, environmental and economic advantages to the community. The challenge is large in terms of balancing and promoting open, fair and transparent procurement whilst ensuring that the local communities benefit. The Council will actively support local businesses, small businesses and Voluntary

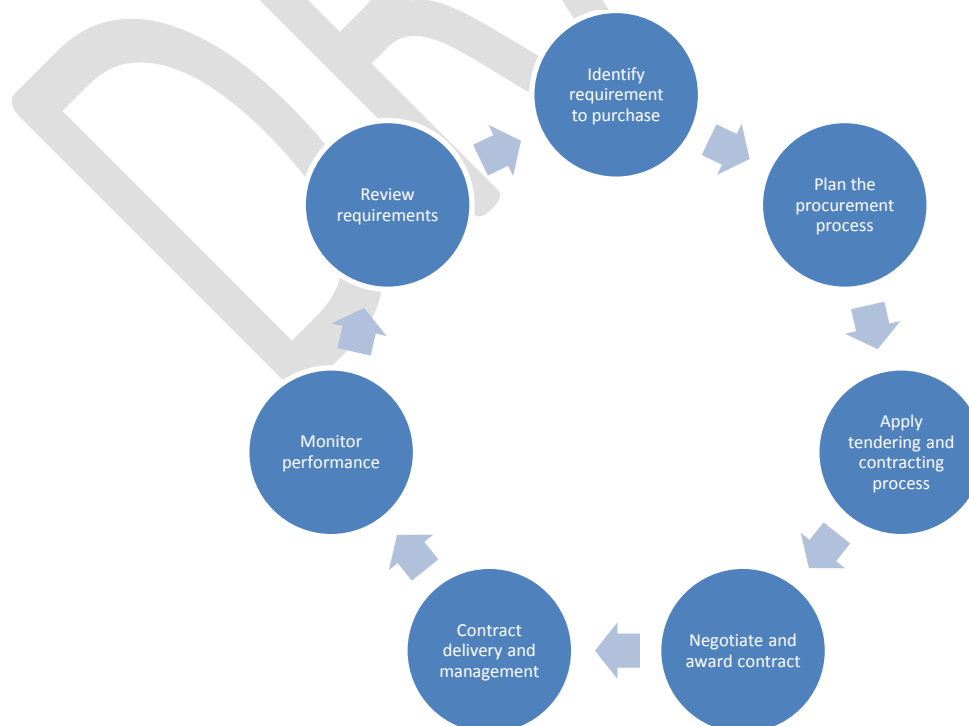
Community Social Enterprises to help them bid for work seeking to ensure the most appropriate route to market is taken.

4.2 Success of this strategy will depend on several factors

- Political and senior management endorsement and support.
- Council-wide recognition of the importance of the role of procurement in delivering improvement and efficiency;
- Improved forward planning by service areas;
- Adequate resourcing and prioritisation of projects;
- Adequate support from key internal functions throughout the procurement cycle;
- Identification, allocation and continuous management of risk;
- Management of performance shortfalls and adequate tools to tackle poor performance;
- Continuity of knowledge throughout the procurement phases and the delivery of regular and effective training.

5 Procurement

5.1 Effective procurement forms a continuous cycle of action and improvement, from identification of needs through to review of delivery and achievement of outcomes and includes procurement and contract management activity. The stages are inter-dependent – each stage builds on the previous ones. The outcome for the procurement exercise may not be known at the outset and this may result in a grant being awarded, provision remaining in-house or a fully tendered procurement.



- 5.2 This strategy is aimed at promoting effective procurement across all services and should be read in conjunction with our Contract Standing Orders, Financial Regulations, and the Council's Constitution.
- 5.3 Whilst there have been improvements in the standardisation of procurement processes in recent years, it is recognised that procurement knowledge and capability continues to vary across service areas. Some service areas are heavily reliant on the procurement service for some simple less strategic work and advice while others are more developed in ability and use the procurement service effectively.
- 5.4 The procurement service aims to increase awareness of procurement best practice across the organisation through continued workshops, supporting projects and use of the staff intranet. This should develop and increase in individual buyers, therefore reducing reliance on the procurement service for simple procurements allowing Rushmoor procurement to be more strategic.
- 5.5 Appendix 3 sets out the governance, structure and responsibilities for procurement across the Council.

6 Value for Money (VfM) and Savings

- 6.1 Value for money does not always mean the lowest costs. There are many aspects to achieving VfM through procurement. Consideration should be given to selecting a procurement model that is proportionate to the value and risk of individual contracts. It also requires a proportionate approach to the evaluation of cost and quality; where the costs can be broadly predetermined there will be a higher weighting towards quality.
- 6.2 If Rushmoor is to achieve VfM through its procurement processes, it needs to ensure it consistently maximises spending power. This can be done with a thorough spend analysis. This will help determine priorities going forward and identify efficiencies. This is an ongoing process as the Council proactively looks at ways to drive efficiencies from contracts.
- 6.3 In common with many other local authorities, Rushmoor faces significant financial pressures over the medium-term. Savings need to be made by using spending power innovatively and strategically. Understanding current spend habits and supply base, contract reviews, competition and procurement best practice will assist in delivery of savings.
- 6.4 A key lever the Council uses to deliver savings is competition. For competitive procurements, the selection process we will follow will be proportionate to the value and risk of the procurement. Bids will be evaluated based on value for money, considering the whole life cost, quality and

timescales. Competitive sourcing tools should be utilised in order to generate maximum supplier competition.

- 6.5 We aim to advertise all opportunities unless there is a good reason not to. As a minimum, the council will advertise in line with Contract Standing Orders which state that opportunities over £50,000 are to be advertised.
- 6.6 The Council will also seek opportunities to optimise the use of procurement resource and value for money. Collaborative procurement can allow Councils to have successful contract negotiations, secure buying power, shared risks and lower overall costs.
- 6.7 Key measures to be adopted by the Council to help achieve savings are:
- Applying a category management approach in key areas of spend such as. Property, energy, ICT and construction. Rushmoor spend in these areas is high but have not been given the same attention as other areas in recent years.
 - Applying a corporate approach to contract management and implementing effective, transparent performance monitoring processes
 - Reducing costs in the procurement and commissioning cycle
- 6.8 For all new procurement there will be an expectation that the cost of service will reduce over the life of the contract. The following mechanisms will help drive this cost reduction:
- The contract price for the service will be fixed for as long a period as possible without the supply base building in additional cost for a risk of high levels of inflation in the long term. The contract price is expected to reduce over the life of the contract as a result of efficiency improvements driven by the service provider
 - The contract price is expected to be reduced further through innovation and collaboration between the Council and the service provider or other areas of the supply chain. This efficiency improvement could also be as a result of changes in technology or process improvement. To drive appropriate behaviours in development and improvement, a gainshare mechanism to share the cost savings between all involved parties could be incorporated into the contractual terms
 - The contract length is another mechanism to determine the optimum period between providing the supply base stability and confidence.

7 Social Value

- 7.1 The Public Services (Social Value) Act 2012 requires us to consider how the services we procure might improve the economic, social and environmental well-being of the area. It is defined as improving economic, social and environmental wellbeing from public sector contracts over and above the delivery of the services directly required at no extra cost. Used properly,

additional social value can be beneficial to both suppliers and councils and represent a joint effort to exploit maximum value from procurement.

- 7.2 Rushmoor's Social Value Policy is attached at Appendix 4 and sets out the Council's approach to ensure that all resources are used wisely and that we protect and enhance the environment whilst ensuring the efficient use of resources and delivery of value for money.

8 Sustainable Procurement

- 8.1 Sustainability is an important consideration when making procurement decisions and helps ensure that we consider the environmental impact of procurement decisions. The Council is committed to making spending decisions in a way that delivers both value for money on a whole life cycle basis, and achieving wider economic, social and environmental benefits.

9 Supporting the Local Economy

- 9.1 The Council recognises there are significant advantages of engaging with small local business. The Council aims to support its local economy through its procurement exercises by maximising economic, social and environmental benefits from every pound that is spent. Whilst the Council is prevented from any explicit local buying policies, we will procure in a manner that benefits the local economy.

10 Management of Risk

- 10.1 Risk management is an integral part of a procurement process and must be considered at the planning stage of any procurement process. We will identify the risks associated with all major procurement activity and the contingencies for service disruption in each project and how these are to be mitigated and managed

11 Managing Contracts and Supplier Relationships

- 11.1 Contract and relationship management refers to the effective management and control of all contracts from their planning inception until their completion by the appointed contractor(s). It covers the supported policies, procedures and systems needed to undertake it, together with broader issues from the identification and minimisation of risk, successful and timely delivery of outcomes and performance, effective control of cost and variations, and the maintenance of clear communications and operational relationships with contractors.

11.2 Buyers and contract managers will be proactive in relation to managing contracts and performance in order to ensure that positive output and outcomes are maximised, cost variations are minimised and any issues in relation to the delivery of the contract are appropriately addressed at the earliest opportunity.

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2019/20 – Key Procurements

Procurement Projects	Projected Date of Procurement	Expected Saving
Multi-Functional Devices	Award Spring 2019	£5,500
Leisure Contracts	Spring 2019-Early 2021	Income expected £1,000,000
Build of Farnborough Leisure Centre	Spring 2019-Early 2021	
Alpine Ski Slope	Award Spring 2019	
CRM	July 2019	
Pest Control	August 2019	£20,000
Legal Case Management System	September 2019	
Asbestos Monitoring and removal	October 2019	
Tree Maintenance Framework	October 2019	£5,500
Asbestos monitoring and removal	October 2019	£1,000
Moor Road Play equipment, pump track and fitness equipment	October 2019	
Precision Pay	November 2019	
Election Management system	December 2019 ^{**} (subject to approval)	
ICT Professionals framework	Commence February 2020	£15,000

2020/21 – Key Procurements

Procurement Projects	Projected Date of Procurement	Expected Saving
Leisure Contracts	Spring 2019-Early 2021	tbc (significant)
Build of Farnborough Leisure Centre	Spring 2019-2021	
Shutter and Door maintenance	Commence March 2020	£3,000
ICT consumables	Commence March 2020	£8,500
Gas and Electricity	March 2020	
Annual billing print fulfilment	April 2020	
Legionella Testing	April 2020	

Procurement Action Plan

Annual Tasks	How	Timescale
Leadership		
Design a presentation pack for new staff as part of the Rushmoor Induction process	Liaise with Personnel and book a meeting in with the new starters.	
Attend CLT and report key issues raised in Rushmoor procurement audit and how these will be rectified		
Training of staff	Develop a structured and co-ordinated approach to education, training and development for all officers with budget responsibilities.	

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Annual Tasks	How	Timescale
Commercial Focus		
Spend Analysis	Utilise management information to review spend and target spend that can be influenced by procurement.	Every year end
Collaboration	Use of and development of frameworks, collaborate through procurement networks and other organisations.	Proactively but particularly at year
Use of frameworks	Training and local development of procurement frameworks	
Aggregate spend on common goods and services without compromising the need for social value.	Spend analysis	Every year end
Attend Business and procurement networking events	Work with Members and local business to increase awareness of opportunities and access to them	Annually
Consider category management approach in key areas of spend	IT, energy, property maintenance, agency staff / contractors,	December 2019
Management of Contracts across the organisation	Training and use contracts list to review contracts and exploit opportunity for review.	January- April 2020
Competitive sourcing tools should be utilised in order to generate maximum supplier competition.	Explore use e-Auctions and use e Sourcing tools such as G Cloud 11 where possible to secure savings.	January – March (annually)
Evaluation	Consider more effective commercial evaluation model within the tender process to encourage innovation, benefits and savings.	
Innovation	Work with departments and suppliers to identify purchase to pay improvements, efficiencies and potential cost savings.	

Annual Tasks	How	Timescale
Legal compliance and Governance		
Protect the Council from exposure to challenge	<p>Clearly determine the accountabilities and responsibilities of officers involved in procurement activity, monitoring and ensuring compliance with those responsibilities.</p> <p>Ensure procedures reflect developments in legislation and guidance</p> <p>Ensure procedures and activities reflect and support the Council's core value, corporate aims and objectives.</p>	

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Annual Tasks	How	Timescale
Economic Growth and Sustainability		
Engage with SME s	Open mornings, bidders days, improving web pages	When a Contract arises
Engage with VCE's	Open mornings, bidders days, improving web pages	When a Contract arises
Be fair, transparent and consistent with our procurement	Training, Continually review documentation and best practice	Always
Break larger contracts into smaller lots to facilitate SME participation	Market engagement and market testing	When a Contract arises
Use spend analysis to map Rushmoor spend	Look where Rushmoor spends its money and look to spend locally if possible	April 2019
Increase the number of goods and services procured from local and suppliers to contribute towards a sustainable procurement environment which stimulates local business.	Using spend map of last financial year Monitor the proportion of eligible local spend paid to local businesses and SME's	June 2019
Update and improve Procurement section on the Council website	Consult with business and communications as to how to make it better	February 2019
Develop supplier information and guidance, setting out the requirements of the Council and its strategic aims	Develop supplier information and guidance, setting out the requirements of the Council and its strategic aims for use in tender documentation.	
Identify forward spend inform pre-market engagement and supplier planning.		
Formalise the Council's approach to Social Value	Draft Social Value Policy included in Appendix 4	

Annual Tasks	How	Timescale
Modernising Procurement		
Develop a more commercially focused procurement culture	<p>Share expertise with others, taking advantage of the expertise of others and working with these to identify future opportunities for savings.</p> <p>Target key suppliers and partners to seek their views on the Procurement process.</p>	
Income generation	Look for and where possible embrace opportunities for income generation within Rushmoor contracts	
Enabling Innovation	All contracts reviewed to identify new service delivery and income generation models.	
Optimise use of e Procurement	Tendering electronically, procurement cards and use of e-auctions (particularly with ICT spend)	
Procurement Cards- Precision Pay	Explore implementation of precision pay across the Council as an alternative more manageable way of using procurement cards and e-procurement	
Encourage and allow preliminary market consultation between buyers and suppliers, which should facilitate better specifications, better outcomes and shorter procurement times.	Training, development of documentation, market engagement, publication of Prior Information Notices.	
Review Contract Standing Orders and check that they are still fit for purpose and in line with any new legislation	Researching recent good practice and use of experience. Feedback from officers.	
Staff training		

Roles and Responsibilities

Members are responsible for:

- Cabinet are responsible for authorising this Procurement Strategy and reviewing progress on the strategic aims.
- Licensing, Audit & General Purposes Committee are responsible for ensuring compliance with the Contract Standing Orders.
- Procurement activity requiring more detailed member involvement includes:
- Making key decisions in the procurement process for major projects.
 - Where a new service or a substantially varied service is being considered.
 - High public interest.
 - Significant reputational or financial risk.
 - Significant risk of failing to meet legislative requirements.

Corporate Leadership Team (CLT) are responsible for:

- Management of the strategy and to review progress against the implementation of the actions.
- Strategic leadership and governance of procurement.
- Ensuring the Procurement Strategy aligns with corporate objectives.
- Overseeing the arrangements for procurement and to ensure they are operating effectively.
- Ensuring value for money and risk management are considered as part of any procurement activity.
- Ensuring equality and sustainability are considered at each stage of the procurement process.

Services Managers and Relevant Staff are responsible for:

- Each relevant service manager is responsible for ensuring that the staff in their areas have the right level of skills to deliver effective procurement and will also monitor all procurement activity in their services.
- Staff involved directly with the purchase of goods, services and works must ensure they comply with this strategy, and the Contract Standing Orders, with reference to guidance on the Council's intranet; and conduct relationships with suppliers and the Council in an ethical and appropriate manner to ensure they promote their employer in a positive way.

Principal Procurement Officer is responsible for:

The duties of the procurement officer is to maintain procurement guidance in line with best practice, and to monitor procurement activity across the Council, including:

- Coordinating this procurement strategy on behalf of the Council, and leading on the implementation of the procurement aims.

- Providing assistance to contract owners in the control and management of contracts.
- Development and maintenance of procurement documentation and web pages to publicise procurement plans, information and advice to potential suppliers and staff; to comply with transparency requirements.
- Continue the development of e-procurement to deliver savings in transactional processes.
- Providing assistance to contract owners in the planning and co-ordination of improvement of current contracts, business continuity, exit strategies and post contract appraisals and reviews.
- Ensuring the procurement process eliminates the potential for fraud and favouritism towards any supplier.
- Supplier analysis to identify supplier base, spend per supplier, spend per category.
- Coordinate and monitor the Council Contracts Register to allow improved advanced planning for procurement and contract management activity.
- Organising training for staff, to include specific procurement training, induction and Contract Standing Orders.

DRAFT Social Value Policy (based on LGA Template)

Introduction

This policy outlines the approach that will be taken in order to ensure that all resources are used wisely, that we protect and enhance the environment whilst ensuring the efficient use of resources and delivery of value for money.

There is not a standardised approach for achieving social value. It is an area where the Council will need to learn and understand how best to achieve and evidence it. This policy will continue to be informed by national developments and our own organisational learning.

What is Social Value?

The Public Services (Social Value) Act 2012 requires the Council to consider how the services it procures might improve the economic, social and environmental well-being of the area. It is defined as improving economic, social and environmental wellbeing from public sector contracts over and above the delivery of the services directly required at no extra cost. Used properly, additional social value can be beneficial to both suppliers and councils and represent a joint effort to exploit maximum value from procurement.

Definitions of Economic, Social and Environmental Outcomes

Economic outcomes: providing contributions to the local economy and economic growth that supports social outcomes. Retaining, re-circulating and leveraging funds in local areas – a wider contribution to skills, tackling unemployment and maintaining employment.

Social outcomes: contributing to a vibrant and healthy community. Community based actions. Equality, diversity, cohesion and inclusion – local relationships, partnerships and people.

Environmental outcomes: relate to protecting, promoting and enhancing the environment. Supporting local activities to improve the environment.

Aims of the Policy

We aim to ensure that our expenditure is utilised in ways that most benefit our local communities. We will:

- **Encourage a diverse base of suppliers:** Promoting supplier diversity; including the participation of local SME's and 3rd sector organisations, and local suppliers in general.
- **Meeting targeted and recruitment and training needs:** Offering a range of apprenticeships, training and skills development opportunities as well as employment opportunities for local people.
- **Community Benefits:** Maximising opportunities for local organisations to participate in our supply chains and encouraging suppliers to make a social contribution to the local area.

- **Promoting greater environmental sustainability:** Minimising waste and pollution, supporting carbon reduction initiatives, Carbon Neutral Borough 2030, furthering energy efficiency and other sustainability programmes.
- **Encouraging participation:** Engaging and encouraging user and employee involvement in service design and delivery.

There are 2 further benefits which have not been included in the **Aims of the Policy** section above, but are included in the LGA Template:

- **Promoting fair employment practices:** Ensuring workforce equality and diversity in supply chains
- **Improving council economic sustainability:** Engaging businesses in delivery of additional social value will have a range of direct and indirect economic benefits to the Council. This includes improving viability of SMEs in the borough, providing additional support to third party providers to ensure better community benefits, and resulting in the eventual reduction in costs to the Council of providing services

POLICY AND PROJECT ADVISORY BOARD WORK PROGRAMME

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

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

GROUP	MEMBERSHIP 2019/20	CURRENT POSITION	CONTACT
Elections Group	<p>Cllrs Sophia Choudhary, A.R. Newell, J.E. Woolley, S.J. Masterson, T.D. Bridgeman and K. Dibble (one Liberal Democrat vacancy)</p> <p>Chairman: Cllr J.E. Woolley</p>	<p>A meeting was held in August 2019 where feedback was given from the May election, progress on the annual canvass which was currently underway and an update provided on the electoral services review.</p> <p>The next meeting will be held on 9 December.</p>	<p>Andrew Colver, Head of Democracy, Strategy and Partnerships, Tel: (01252) 398820, andrew.colver@rushmoor.gov.uk</p>
<p>Strategic Housing and Local Plan Group</p> <p>To steer the development of the Local Plan and monitor updates to the Housing and Homelessness Strategy</p>	<p>Cllrs P.I.C. Crerar, D.E. Clifford, T.W. Mitchell, Marina Munro, B.A. Thomas, C.J. Stewart, M.J. Tennant, C.P. Grattan and M.J. Roberts</p> <p>Chairman: Cllr P.I.C. Crerar</p>	<p>Agreed by Advisory Board on 3 April that a scoping review on conservation areas to report to Cabinet will be tasked to the Strategic Housing and Local Plan Group. An update on progress was provided at the September Board meeting.</p> <p>The meetings scheduled for the remainder of 2019/20 are on 29 January 2020 and 22 April 2020.</p>	<p>Tim Mills Head of Planning Tel: (01252) 398790 tim.mills@rushmoor.gov.uk</p> <p>Anna Lucas Principal Planning Officer</p> <p>Zoe Paine Strategy and Enabling Manager (Housing)</p>

GROUP	MEMBERSHIP 2019/20	CURRENT POSITION	CONTACT
Leisure Facilities and Contracts	Cllrs J. B. Canty, Prabesh KC, Mara Makunura, T.W. Mitchell, C.J. Stewart, T.D. Bridgeman and C.P. Grattan Chairman: Cllr J.B. Canty	The Group held workshop sessions in August to compile the specification requirements. The draft specification was circulated to the Group for comment and would be taken to Cabinet for approval in November 2019. An update on the changes to the specification was circulated to the Group. A further meeting will be arranged prior to dialogue starting in January 2020.	James Duggin Head of Operational Services Tel: (01252) 398543 james.duggin@rushmoor.gov.uk
Rushmoor 2020 Modernisation and Improvement Programme Task and Finish Group	Cllrs J.B. Canty, K.H. Muschamp, Sophia Choudhary, P.J. Cullum, J.H. Marsh, Gaynor Austin and Nadia Martin (one Liberal Democrat vacancy) Chairman: Cllr. J.B. Canty	The response to the Aldershot and Farnborough 2030 consultation was discussed at the Advisory Board on 05/06/19 and agreed that the key messages from the consultation work be incorporated into the development of a new long-term vision for Rushmoor. Further meeting was held on 19 September to look at the ICE business mandate and delivery plan. The next meeting is scheduled for 13 November 2019.	Karen Edwards, Executive Director Tel: (01252) 398800 karen.edwards@rushmoor.gov.uk

(B) OTHER ISSUES/MATTERS FOR THE WORK PROGRAMME

ISSUE	DETAILS	CONTACT DETAILS
Aldershot Town Centre Strategy	<p>On 19/9/18, the Board considered a report with proposals for the development of an Aldershot Town Centre Strategy.</p> <p>Members considered the priorities for the short-term, during the regeneration phase, as well as the longer-term strategy.</p> <p>The Board commented on the development proposal which would be incorporated into the development of the draft Aldershot Town Centre Strategy to be submitted to Cabinet for approval and budget allocations.</p> <p>An update on progress was provided at the 31/07/19 Board meeting. The next report to the Board was expected in November 2019.</p>	<p>Tim Mills Head of Economy, Planning and Strategic Housing Tel. (01252) 398542 tim.mills@rushmoor.gov.uk</p>
Health, Wellbeing and Obesity	<p>At the Council Meeting on 18/4/18, a Notice of Motion on the topic of 'tackling obesity' was referred for further consideration.</p> <p>On 21/11/18, the Board to hold a scoping session, with a view to understanding more about the issue, areas where progress has been made, and potential issues for future policy change/support.</p> <p>Data from the Obesity Audit discussed at the Board meeting on 21/11/18. It was agreed that the actions from the Local Action Group would be monitored by the Progress Group and any substantive items would be reported to the Board. An update was circulated to the Progress Group in October 2019.</p>	<p>Andrew Colver Head of Democracy, Strategy and Partnerships Tel: (01252) 398820 andrew.colver@rushmoor.gov.uk</p>
Southwood Park Management Plan	<p>Update on the latest position to be discussed at the Progress Group once the results from commissioned work are available. The information is expected in early Spring 2020.</p>	<p>Ian Harrison Executive Director Tel: (01252) 398400 ian.harrison@rushmoor.gov.uk</p>

<p>Regeneration Consultation and Policy</p>	<p>Discussed at the Board on 21/11/18 and agreed that the Progress Group and/or the Board would be a consultee on key regeneration matters including Farnborough Civic Quarter, The Galleries scheme, Rushmoor Development Partnership, Farnborough Growth Package and other strategies supporting or related to regeneration.</p> <p>Work on the Aldershot Town Centre Strategy and Farnborough Civic Quarter Masterplan was discussed at the meeting in April 2019.</p> <p>The response to the Aldershot and Farnborough 2030 consultation was discussed at the Board on 05/06/19 and agreed that the key messages from the consultation work be incorporated into the development of a new long-term vision for Rushmoor.</p> <p>An update on progress was be provided at the 31/07/19 Board meeting. An update on the Farnborough Civic Quarter Masterplan was expected in November 2019.</p>	<p>Paul Brooks Head of Regeneration and Property Tel: (01252) 398544 paul.brooks@rushmoor.gov.uk</p>
<p>Conservation Area Reviews</p>	<p>Discussed at the Board on 03/04/19 and agreed for a scoping report to be prepared to report to Cabinet in May. The work would be picked up by the Strategic Housing and Local Plan Group.</p>	<p>Tim Mills Head of Economy, Planning and Strategic Housing Tel. (01252) 398542 tim.mills@rushmoor.gov.uk</p>
<p>Strategy for Future Investment in Relation to Playgrounds within the Borough</p>	<p>Strategic aims and objectives discussed at the Board on 25/09/19 Board meeting. Strategic document submitted to Cabinet for approval in December 2019 to recommend way forward to develop the operational plan.</p>	<p>James Duggin Head of Operational Services Tel: (01252) 398543 james.duggin@rushmoor.gov.uk</p>
<p>End Violence at Work Charter</p>	<p>Discussed at the Board on 31/07/19 and a number of actions agreed to raise awareness with the voluntary/community sector and for the Council to encourage them to sign-up. A report would come back to the Board in 12-months to report on how many Rushmoor organisations had signed up to the Charter.</p>	<p>Karen Edwards, Executive Director Tel: (01252) 398800 karen.edwards@rushmoor.gov.uk</p>

Rent Relief Policy Approach	The approach to a rent relief policy for sports and community organisations in the Borough was considered at 25/09/29 Board meeting. Board comments would be incorporated into the paper to be submitted to Cabinet in November 2019.	Andrew Colver Head of Democracy, Strategy and Partnerships Tel. 01252 398820 andrew.colver@rushmoor.gov.uk
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POLICY AND PROJECTS ADVISORY BOARD**AGENDA PLANNING – 2019-2020**

23 January 2019	<ul style="list-style-type: none"> • Report from PPAB sub-groups • Farnborough Civic Quarter
3 April 2019	<ul style="list-style-type: none"> • Aldershot Transition Plan and Town Centre Strategy • Farnborough Civic Quarter • Asset Management Plan • Conservation Area Reviews
5 June 2019	<ul style="list-style-type: none"> • Strategy for future investment in relation to playgrounds within the Borough • Results of Aldershot and Farnborough 2030 Consultation
31 July 2019	<ul style="list-style-type: none"> • Notice of Motion – Violence at Work Charter • Development of the strategy for future investment in relation to playgrounds within the Borough
25 September 2019	<ul style="list-style-type: none"> • Rent Relief Policy for charitable/sporting organisations • Draft strategy for future investment in relation to playgrounds within the Borough
20 November 2019	<ul style="list-style-type: none"> • Aldershot Town Centre Strategy • Procurement Strategy
22 January 2020	<ul style="list-style-type: none"> • Aldershot Town Centre Strategy • Farnborough Civic Quarter Masterplan • Index of Multiple Deprivation Data – Council’s policy approach
25 March 2020	<ul style="list-style-type: none"> •
10 June 2020	<ul style="list-style-type: none"> •

PROGRESS GROUP MEETINGS

Membership: Cllrs Gaynor Austin, J.B. Canty, Sophia Choudhary, P.I.C. Crerar, T.W. Mitchell, M.J. Roberts and C.J. Stewart.

4 December 2018	<ul style="list-style-type: none"> • Review Progress Group's terms of reference • Farnborough Civic Quarter • Local Plan Policies
6 February 2019	<ul style="list-style-type: none"> • Monitor Local Action Group actions • Aldershot Town Centre Strategy
8 April 2019	<ul style="list-style-type: none"> • Strategy for future investment in relation to playgrounds within the Borough • Notice of Motion – Violence at Work Charter • Results of Aldershot and Farnborough 2030 Consultation • Forthcoming Regeneration matters
27 June 2019	<ul style="list-style-type: none"> • Notice of Motion – Violence at Work Charter • Development of the strategy for future investment in relation to playgrounds within the Borough
2 September 2019	<ul style="list-style-type: none"> • Draft strategy for future investment in relation to playgrounds within the Borough
21 October 2019	<ul style="list-style-type: none"> • Aldershot Town Centre Strategy • Procurement Strategy • HCC Savings – Job Cuts in Social Care
9 December 2020	<ul style="list-style-type: none"> • Aldershot Town Centre Strategy • Farnborough Civic Quarter Masterplan • Index of Multiple Deprivation Data – Council's policy approach
24 February 2020	<ul style="list-style-type: none"> • HCC Budget – impact on adult social care and public health
16 April 2020	<ul style="list-style-type: none"> •
FUTURE MEETINGS	<ul style="list-style-type: none"> • Medium Term Financial Strategy/Budget Strategy • Fair Funding consultation • Rushmoor Development Partnership – Site Appraisals • Income Crisis – policy development • Southwood Park Management Plan • Violence at Work Charter - report on number of Rushmoor organisations signed up to the Charter

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