CABINET

COUNCILLOR MARINA MUNRO PLANNING AND ECONOMY PORTFOLIO HOLDER REPORT NO. EPSH2118

21 SEPTEMBER 2021

KEY DECISION? NO

ADOPTION OF NORTH HAMPSHIRE NARRATIVE

SUMMARY

The Council along with three other Hampshire local authorities have produced a North Hampshire Narrative document (Appendix 1) to provide a combined narrative for north Hampshire, which includes the north of Test Valley (Andover), Basingstoke and Deane, Hart and Rushmoor council areas.

The document articulates what North Hampshire has to offer, its aspirations for development, what is needed to address housing, economic and infrastructure challenges and how to put each authority in a stronger position to deliver the growth required.

The document will also be used to help inform conversations with key stakeholders such as Homes England, Enterprise M3 Local Enterprise Partnership, Hampshire County Council and infrastructure providers and as a supporting document for funding bids demonstrating the opportunities in the Boroughs in a wider strategic context. The document will help the north Hampshire authorities articulate the strategic case for the area in the context of any potential "County Deal". It is not intended as a strategy document and has no statutory status.

RECOMMENDATIONS:

It is recommended that Cabinet adopts the North Hampshire Narrative Document (Appendix 1).

INTRODUCTION

- 1.1. The Council along with three other Hampshire local authorities have produced a North Hampshire Narrative (Appendix 1) to provide a combined narrative for north Hampshire, which includes the north of Test Valley (Andover), Basingstoke and Deane, Hart and Rushmoor Council areas.
- 1.2. The document articulates what North Hampshire has to offer, its aspirations for development, what is needed to address housing, economic and infrastructure challenges and how to put each authority in a stronger position to deliver the growth required.
- 1.3. The document is split into five chapters, with Chapter 2 providing context on the growth across North Hampshire including the level of housing growth planned in addition to some shared opportunities and constraints.
- 1.4. Chapter 3 details the 'Spatial context and potential of North Hampshire' and identifies:
 - That the area acts as a gateway between the south coast and London, the Midlands and the North and also between London, Surrey and the Thames Valley and the South West.
 - There is a need to address educational and skills attainment within Andover and Rushmoor.
 - The strengths and opportunities for each of the main settlements with Aldershot and Farnborough being considered as one.
- 1.5. Chapter 4 explores what is needed to unlock growth in North Hampshire. It explores the challenges and opportunities that will impact on whether the growth that is delivered is of high quality and can be considered as 'good growth' or even 'green growth'. The following opportunities are identified:
 - Diversifying the offer in town centres;
 - Encouraging more active travel and use of public transport; including specific advice for Rushmoor;
 - Quality of design and placemaking in new developments are key to their success and contribution towards sustainability.
- 1.6. Chapter 5 identifies the main themes for achieving good growth:
 - Place Making and Design: including the opportunity to collaborate on the preparation of design codes;
 - Town Centre Regeneration;
 - Economic Initiatives including investment in skills;
 - Transport;
 - Green Infrastructure;
 - Diversification of the Housing Market
- 1.7. The document could also be used to help inform conversations with key stakeholders such as Homes England, Highways England, Enterprise M3

Local Enterprise Partnership, Hampshire County Council and infrastructure providers. It is not intended as a strategy document and has no status as a statutory document.

2. BACKGROUND

- 2.1 Funding and investment opportunities particularly for infrastructure improvement are essential to the successful realisation of the growth ambitions of the four authorities in the north of Hampshire. In order to promote the opportunities and needs of the Boroughs/Districts and secure funding it is important to be securing these being able to articulate the wider strategic context. Being able to articulate the case for the area often at short notice and on a competitive basis is vital. Assessment criteria frequently consider the wider strategic context and demonstrating a joined up understanding and partnership is often a key element. The four authorities recognised that the production of a high level narrative identifying the shared opportunities of this wider geography would be beneficial to promote their areas to key stakeholders and in some cases businesses as well as when bidding for available funding streams, such as initiatives managed by Homes England.
- 2.2 Joint working between local authorities within County areas is nothing new, with the established Partnership for South Hampshire (PUSH) operating in the South of Hampshire in a more formalised structure. The ongoing focus of central government on devolution continues to evolve and the emerging Devolution White Paper is expected to provide some clarity on this topic moving forward. In the meantime following the PM's recent speech on growth and devolution and the Secretary of State's subsequent letter to local authorities further work across the County is required both with the County Council and with other Districts. Whilst specific levelling up funding may not be easily available to many councils in the South East there may be future funding available where the levelling up agenda will come in to play particularly in the areas of skills, health inequalities and worklessness. The County Council has expressed an interest in taking part in the pilot scheme for County Deals. Should that not be possible it is envisaged that a County Deal beyond the publication of the Devolution and Local growth White Paper will still be developed. The ability for the northern part of Hampshire to articulate the strategic case for development and investment can only be positive in that context.
- 2.3 It is important to note that the adoption of the North Hampshire Narrative and any future joint working between the partner authorities will not impact our existing relationships with other adjoining planning authorities or partners. For example, we will continue to engage with:
 - Surrey local authorities and their strategic partners that have agreed 'Surrey's 2050 Place Ambition' which identifies a strategic opportunity area for the Blackwater Valley (which includes Aldershot and Farnborough). This is also important in relation to the development of proposals by Transport for the South East.
 - The Farnham Optimised Infrastructure Programme

• Planning for the Strategic Housing Market Area and joint work on SPA/SANGs with Hart and Surrey Heath.

3. DETAILS OF THE PROPOSALS

3.1 The proposal is that the Council adopts the North Hampshire Narrative (Appendix 1) which will also be adopted by the partner local authorities through their processes.

Alternative Option

3.2 The alternative option would be not to adopt the North Hampshire Narrative Document. However, this would damage working relationships with the partner authorities and potentially put the council at a disadvantage when submitting funding bids to deliver essential infrastructure.

Consultation to Date

3.3 The document is a narrative relying on the authorities existing strategies and plans and therefore has not been subject to public consultation.

4. IMPLICATIONS

Risks

4.1. There are not considered to be any risks associated with the implementation of the recommendations of this report.

Legal Implications

4.2. There are not considered to be any legal issues to consider in adopting the North Hampshire Narrative.

Financial and Resource Implications

4.3. There are not considered to be any financial implications arising from the decision.

Equalities Impact Implications

4.4. The adoption of the documents is unlikely to lead to equalities implications.

CONCLUSIONS

4.5. The document, once adopted, will assist the Council and its partner authorities in promoting North Hampshire as an area for growth and investment and in bidding for external funding to deliver the priorities

detailed in paragraph 1.6, including town centre regeneration, sustainable transport infrastructure and the delivery of green infrastructure all of which are crucial to deliver green growth.

BACKGROUND DOCUMENTS:

Appendix 1 – North Hampshire Narrative 2021

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DISTRICT COUNCIL RUSHMOOR BOROUGH COUNCIL

APPENDIX 1



NORTH HAMPSHIRE NARRATIVE



NORTH HAMPSHIRE NARRATIVE

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1.

1.2

INTRODUCTION

This narrative articulates what North Hampshire has to offer, its aspirations for development, what is needed to address housing, economic and infrastructure challenges and how to put each authority in a stronger position to deliver the growth required. This shared narrative by Basingstoke and Deane Borough Council, Hart District Council, Rushmoor Borough Council and Test Valley Borough Council provides a framework for considering cross boundary issues which are central to the growth objectives of the boroughs.

1.5

This narrative provides the context for joint working for North Hampshire that builds upon a history of considering cross border issues through the duty to co-operate and other mechanisms. This approach strengthens the position, improving sub regional governance and establishing a shared planning framework. The mutual benefits of setting out a North Hampshire Narrative are recognised by the authorities who have their own aspirations for growth to meet the needs of their communities. By reconfirming the willingness to co-operate, each authority believes it can help unlock complex challenges and strengthen opportunities for future joint working resulting in delivering greater benefits for our communities.

This document does not stand on its own. It draws from, and works in combination with, each authority's Corporate Plan, Local Plan and other strategies. It places those documents in the wider strategic context of the Local Industrial Strategy; Hampshire Vision 2050 and the Government's commitment to growth. The document could also be used to help inform conversations with key stakeholders such as Homes England, Enterprise M3 LEP, Hampshire County Council and infrastructure providers. It is not intended to influence future strategy for growth. This is the responsibility of each authority through the planning process.



THE NORTH HAMPSHIRE CONTEXT

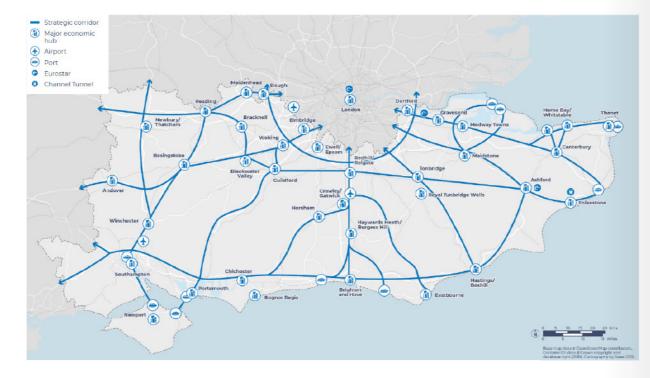
The authorities all fall within Hampshire County Council's administrative area and are all part of the same Local Enterprise Partnership area. The authorities are located on and linked by the key transport corridors between London and the Southwest, in particular the London Waterloo to Southampton/Salisbury railway and the M3/A303 motorway and trunk road.

The combined area is elongated and whilst the towns of Andover and Aldershot may not have many functional links, the residents of North Hampshire's towns and villages look across boundaries to adjacent towns in their day to day lives, creating a relationship or synergy which covers all four of the authorities. With respect to the Test Valley Borough Council area, this narrative is focused on Andover, rather than southern or rural Test Valley.

1.5

1.6 The North Hampshire area experiences many similar issues that affect growth and development. The proximity to and economic relationship with London has

Fig 2.2 of Transport Strategy For The South East



significant economic benefits for residents in the area, both in terms of the positive impact on the local economy, but also the benefits of easy access to London for the economic opportunities available in the capital.

One of the most significant social issues is the cost and availability of housing to meet the needs of local residents. Accessibility to the London job market significantly increases house prices, beyond the reach of many reliant on the local economy. North Hampshire benefits from an outstanding natural environment. The main towns are set within attractive countryside with a rural settlement pattern of villages and notable larger settlements, such as Tadley and Hook. In terms of nationally designated landscapes, Andover and Basingstoke are in close proximity to the North Wessex Downs Area of Outstanding Natural Beauty (AONB) and Aldershot, Farnborough and Fleet are close to the South Downs National Park and the Surrey Hills AONB. There are a number of sites protected for

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1.

their nature conservation characteristics. The Thames Basin Heaths Special Protection Area (SPA) has required the affected local authorities to develop an innovative bespoke scheme of mitigation to allow development to continue.

North Hampshire was an almost entirely rural area until the 20th century. Significant growth has occurred from Aldershot and Farnborough, through to Fleet, Basingstoke and Andover. Basingstoke and Andover have latterly become locations where overspill from London has been accommodated. This growth has taken place through the expansion of urban areas into countryside, where there are sensitivities in terms of protected landscapes and habitats.

There is also pressure for growth in locations close to North Hampshire with notable growth planned in West Berkshire and Wokingham to meet their needs . Other proposed growth is for 2,800 dwellings at Farnham (in Waverley Borough Council area) close to the border with Hart and Rushmoor.

The Surrey local authorities and their strategic partners have agreed 'Surrey's 2050 Place Ambition' which sets out their approach to place leadership, infrastructure and good growth. Whilst this document is relatively general, it is notable that it identifies a strategic opportunity area for the Blackwater Valley. This includes Camberley and Farnham, but also extends beyond the Surrey border to encompass Farnborough and Aldershot and land to the west. The document has no status outside of Surrey but is an indication of how neighbouring authorities perceive the direction of future growth in this area.

- 1.12 The North Hampshire authorities all currently have up to date local plans, setting out the strategy and detailed site allocations for growth in their areas. The Basingstoke and Test Valley local plans run to 2029 (reviews have been commenced) and the Hart and Rushmoor local plans run to 2032. However, the need to accommodate and plan for growth continues and the pressure for development is likely to increase as a result of government proposals for a revised standard method to calculate local housing need and the potential for this to be further revised and become a binding housing requirement to be delivered through the Local Plan.
 - **3** Furthermore, the need to provide for growth whilst protecting the environment has now gone beyond traditional considerations of the impact on the built and natural environment with the national declaration of a climate emergency in May

2019 and subsequent local declarations or agreement of the need for climate change strategies. The challenges to provide for further growth whilst meeting increasing environmental standards mean that the North Hampshire authorities will need to consider how the approach to planning for new development, both strategically and within major development sites. will ensure that the standards can be met. Development that meets zero net carbon and a biodiversity net gain of 10% targets will be particularly challenging. Development is also currently constrained in the catchments of the River Test and Itchen, where the associated release of nitrates is affecting protected European wildlife sites in the Solent.

In addition to the need to address climate change, the implications of the Coronavirus pandemic, alongside the deregulation of some traditional areas of planning control (retail and employment uses), will require authorities to consider new and innovative approaches to ensure that growth creates high quality development to meet local needs. There will be a need to ensure that town centres are rejuvenated, and new development contains attractive open spaces and sustainable transport options.



GROWTH IN NORTH HAMPSHIRE

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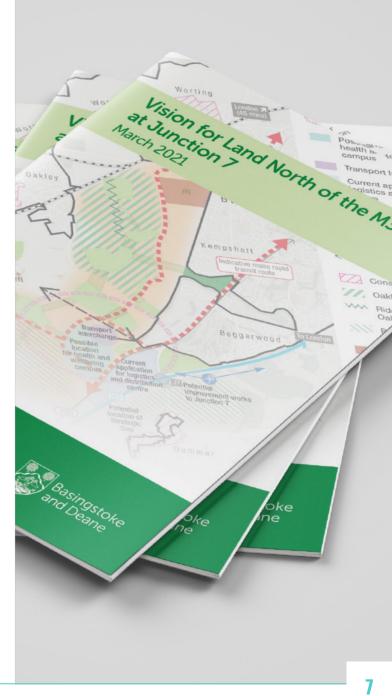
The North Hampshire Authorities' local plans make provision for residential development of nearly 2,100 dwellings per annum. This is a significant quantum of development that will need supporting infrastructure and mitigation of potential environmental impacts. Housing delivery has been good in recent years with local plan targets exceeded over North Hampshire as a whole. However, the rate of growth has increased, which makes ensuring adequate infrastructure provision more difficult.

There is less pressure to identify land for employment development, although there are pressures to secure good quality office space and for storage and distribution uses. There are some older employment sites where investment to enable them to meet occupier requirements is needed. The impact of the loss of employment uses to residential through permitted development rights is still uncertain, given the recent extension of those rights. The impact of the recent changes to the Use Classes Order is also uncertain and may lead to the loss of employment uses to other uses within new Use Class E. A significant element of the growth in housing is planned to take place in large new urban extensions or renewal areas. In particular, there are proposals for major new communities at Manydown (Basingstoke), sites southwest of Basingstoke, Hartland Village (east of Fleet), Wellesley (Aldershot) and Picket Piece and Picket Twenty (Andover). The development at Wellesley is well underway with a number of phases now complete.

2.3

2.4

Basingstoke and Deane Borough Council has adopted a Vision for Land north of the M3 at Junction 7. The Vision sets out the council's ambitions for the area and forms the basis for discussions with key infrastructure providers. It will also form a building block in setting out key principles for the area and help shape the review of the Local Plan.



The main towns of Aldershot, Andover. Basingstoke, Farnborough and Fleet all have plans or programmes for town centre renewal and regeneration. Expansion of those town centres during the 1960s and 70s has resulted in dated layouts and buildings that now need updating to meet modern requirements. Whilst there are challenges in retaining economic uses in buildings with permitted development rights for conversion or redevelopment for residential uses, the creation of high quality public spaces and buildings can help these centres to provide for a mix of uses to attract residents to spend time and money in those centres, rather than further afield.

The North Hampshire Authorities have all developed green infrastructure policies or strategies to help deliver growth that protects the environment and where possible provides positive enhancement. These cover the multifunctional uses of green infrastructure which range from providing connectivity between sites for wildlife and promoting opportunities for walking and cycling, whether for leisure or more functional journeys. Given the outstanding natural environment surrounding the main towns, green links within and between the towns and connecting to the countryside can provide significant quality of life benefits

for the residential population. Proposals for the Hart Green Grid will substantially improve connections between Fleet and Farnborough.

- Environmental mitigation is a fundamental requirement of new development. The North Hampshire authorities (other than Test Valley) have been at the forefront of developing a coordinated strategic approach to address the issue of recreational disturbance of ground nesting birds in the protected Thames Basin Heaths. The issue of declining water quality in rivers in relation to both ecological and chemical deterioration (including the impact of nitrates on the Solent), linked to new development, is a shared challenge with wide impact. The North Hampshire authorities will need to address this issue to ensure that protected habitats are not harmed and development is not constrained.
- Infrastructure Delivery Plans supporting the adopted Local Plans show that mitigation of highways impacts will be required as new development comes forward. Whilst high level costs have been estimated, the detailed schemes will need to be established as part of the planning application process and funded by the developer. There has been some recent investment by Hampshire County Council to improve capacity at various junctions in North Hampshire, particularly in Basingstoke.



2.6

Car ownership and use is generally very high within North Hampshire and modal shift towards more sustainable methods of travel (walking, cycling and public transport) is relatively low. It is likely that, even without development, the background growth in traffic will mean that further investment is needed in local roads and junctions if congestion is not to increase. The capacity improvements on the M3 resulting from the recent smart motorway improvements may increase pressure on local roads accessing the M3. The heavy reliance on car-based commuting will require investment in public transport, walking and cycling to bring about a modal shift in transport as climate change considerations become more important in planning for new development.

2.10 Hampshire County Council has produced 'Planning for Broadband' guides for local planning authorities and developers. Councils are encouraged to include policies in local plans that support the provision of broadband but the policy position in the National Planning Policy Framework means that authorities cannot compel developers to install high speed broadband to new development. However, given the scale of new development in major new communities, local planning authorities can ensure the provision of suitable infrastructure within the sites through development management processes.

Electronic communications investment is generally reliant on decisions by the private sector companies that provide the service. LEPs and local authorities can influence these decisions with contributions to investment and prioritisation of schemes. The planned 5G Living Lab in the Basing View Enterprise Zone, to be connected to the University of Surrey in Guildford, is a local example. A multi-million pound programme to deploy gigabit-capable fibre between Guildford and Basingstoke will enable a step change in the area's digital connectivity. It is notable that the highest maximum speeds for broadband in the EM3 LEP area are found in Aldershot. Andover and Basingstoke. Whilst these urban areas benefit from excellent connections, there are some issues with the speed of connection in rural areas.



SPATIAL CONTEXT AND POTENTIAL OF NORTH HAMPSHIRE

The North Hampshire Authorities all have relatively up to date local plans, adopted between 2016 and 2020. However, pressure for development is continuing and likely to increase. Government has published proposals to revise the standard method for calculating local housing need. Whilst this is still a consultation and likely to change, the current proposals would increase housing need by approximately 20% in North Hampshire. Basingstoke and Test Valley have commenced work to review and update their local plans.

3.2

North Hampshire is accessible and very well connected to buoyant local economies, notably London, the Thames Valley and the South Coast. Rail connections between North Hampshire and London and the South Coast are excellent, albeit there are congestion and capacity issues on routes accessing London. North Hampshire has relatively good rail connections to the Midlands and the North from Basingstoke via Reading. North Hampshire is joined together by the M3/A303 which, along with the A34 running north/south through the area, provide connections to the national Strategic Road Network. In terms of rail and road networks, North Hampshire acts as a gateway between the south coast and London, the Midlands and the North and also between London, Surrey and the Thames Valley and the South West.

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Investment in rail and the strategic road network relies on funding decisions outside of the control of the North Hampshire Authorities. At present, one of the key rail constraints is associated with capacity at Woking, where the Portsmouth line meets the Wessex mainline, and where there are proposals to introduce a flyover, allowing an additional two train paths per hour towards London. This is currently subject to funding bids via Network Rail and the Department for Transport. Other improvements beyond North Hampshire will provide significant benefits to easing congestion and connectivity issues that impact on the North Hampshire towns. This includes a southern access to Heathrow, in addition to more advanced proposals for a western access from the Great Western mainline.

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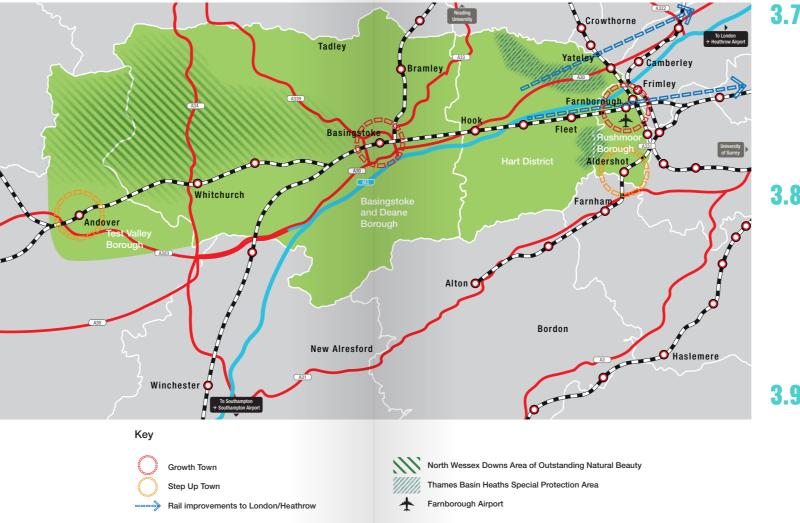
North Hampshire generally benefits from a thriving economy and has access to a highly skilled and gualified workforce. However, within the area, notably Andover and Rushmoor, there are areas with where skills/qualification levels are lower than the average for the Southeast. The local authorities should prioritise interventions to improve the educational and skills attainment within these areas. with a focus on those required in forecast growth sectors. Reduced out commuting

could help alleviate any skills shortages through the retention of some highly skilled residents working within the area.

3.5

- It is notable that there is no university within North Hampshire. However, the area benefits from being in close proximity to major universities in Reading, Guildford, Southampton, Winchester and Portsmouth, all within easy commuting distance and accessible by public transport and there is an on-going local aspiration for a branch of an established university to locate in Basingstoke. The University for the Creative Arts is located just outside the area in Farnham and within North Hampshire the Farnborough College of Technology offers degrees supported by the University of Surrey at Guildford.
- There has been considerable discussion and promotion of a green recovery to lead the economic recovery from the Coronavirus pandemic. Concerns over reliance on public transport for commuting to work have led to calls for increases in walking and cycling to avoid significant increases in highway congestion if trips that were made by public transport are subsequently made by private car. Furthermore, people have become more aware of the facilities available to them locally through the

North Hampshire Narrative Map



lockdown and there is greater recognition of the importance of accessible green spaces, particularly for flats without gardens and those living alone.

Government has been keen to promote laying the foundations for a green economic recovery through its 'Getting Building Fund'. It has provided £1.3 billion investment to combined authorities and LEPs to deliver upgrades to local infrastructure and boost skills to help fuel a green economic recovery.

The need to address climate change, both through adaptation and mitigation, is one of the most significant and influential policy changes that will need to be reflected in development that takes place at the local level. The location of development and the uses within an area can have a huge influence on the need to travel and the mode of transport used.

Health and wellbeing has risen up the agenda as an issue to be taken into account in planning new development. Active transport opportunities that do not rely on the use of the private car can have a significant impact on improving health outcomes. The way development is planned can influence how successful communities can be created. The experience of the Coronavirus pandemic lockdown has heightened appreciation

of close-knit communities where mutual support amongst residents can help reduce adverse outcomes for mental health in particular. Similarly, there is a greater appreciation of the benefits of accessible green spaces for improved physical and mental health outcomes.

3.10 The implications of the Coronavirus pandemic have introduced a new factor to considerations of where businesses wish to locate. A reliance on workers accessing offices in central London that generally require the use of one or more modes of public transport is now perceived as less attractive than before the pandemic. Opportunities may exist to attract firms relocating from London to North Hampshire.





311 Transport for the South East has produced a draft Transport Strategy for the South East which was the subject of public consultation from October 2019 to January 2020. Whilst the consultation responses may result in changes to the strategy, unless there are radical changes, the strategy is clear that catering for forecast road traffic growth in the long term is not sustainable and that the focus will be on large-scale investment in public transport. The draft Transport Strategy presents a shift away from traditional approaches of transport planning (based on planning for a future based on recent trends and forecasts) to an approach of actively choosing a preferred future and setting out a plan of how to get there.

The draft strategy includes a clear distinction of where fast movement will be the priority and where the priority will be to ensure that 'places' are protected and even enhanced. The strategy states that areas with high 'place' functions, such as town and city centres, should prioritise 'active' modes, such as walking and cycling, over faster modes of transport. It further states that his should help preserve the environmental quality of these places, ultimately ensuring that they fulfil their role as the focus of their communities.

3.13

The Enterprise M3 Local Enterprise Partnership (LEP) has published its Strategic Economic Plan (SEP) for 2018 – 2030. This provides a locally specific response to the government's National Industrial Strategy, published in November 2017, provides the foundations for the emerging Local Industrial Strategy (LIS) and sets an ambitious target for growth of 4% gross value added (GVA) per annum up to 2030. The SEP identifies Basingstoke and Farnborough as 'growth towns' and Aldershot and Andover as a 'step up town', amongst others in the LEP area. As part of the development of its Local Industrial Strategy, the LEP recognises the importance of towns not only as engines of growth but also as essential components of a diverse offer to enhance the profile of the region as attractive and vibrant places to live and visit.

As part of the evidence base for the emerging LIS, the LEP has published a report on the Enterprise M3 Towns Analysis; Part 1 provides the data analysis and town classification and Part 2 sets out the future growth opportunities. The conclusions of the report are set out in the table below.

Table 1 – Summary of Enterprise M3 LEP Towns Analysis for the North Hampshire towns

	CONTRIBUTION TO FUTURE GROWTH	CONTRIBUTION TO SEP & LIS	INFRASTRUCTURE NEEDED TO ACHIEVE GROWTH POTENTIAL
LDERSHOT	Major regeneration of town centre. Potential growth in digital and gaming sector and development of football ground including hotel development.	Potential growth in digital and gaming sector. Potential redevelopment of Aldershot FC including hotel which will support Borough conference offer.	M3 junctions. Walking and cycling links from Hart to Rushmoor.
NDOVER	Potential regeneration of town centre, and cultural quarter and housing/employment growth.	Vision for growth of a cultural quarter as part of the master planning and regeneration of the town centre. Longer term growth of housing/population and employment.	Water supply and wastewater treatment. Highways improvement. Improvements to public realm, especially around the railway station.
ASINGSTOKE	Employment in high value sectors. Enterprise and innovation in digital and 5G.	Employment growth in high value sectors targeted in SEP. Supporting enterprise and innovation in digital and 5G. Training to deliver high skills. Improved connectivity. Regeneration of the town centre, leisure park and Enterprise Zone.	Road improvements including the strategic highway network, Mass Rapid Transit, rail to Heathrow, health infrastructure, digital connectivity, enhanced public realm.
LACKWATER/ Ateley	Potential benefit from Crossrail 2. Potential regeneration of town centre.	Blackwater is located on the Reading-Guildford line, which will be improved under Crossrail Two. Potential for significant positive impact on the desirability of the Blackwater/Yateley area both in terms of living (and commuting) and working. There is therefore an opportunity to regenerate the centre.	Enhanced pedestrian and cycle access from the station to the two centres. Enhanced public realm along London Road, Blackwater.
ARNBOROUGH	Major regeneration of town centre. Potential growth in aerospace, digital, ICT and conferences.	High quality office-based activities, aerospace, digital, ICT, potential for conferences.	M3 junctions. Walking and cycling links from Hart to Rushmoor. Town centre infrastructure. A331 connection to Guildford. Hotels: additional hotel capacity at 3*/+ is important to the growth of Farnborough International Conference Centre.
EET	Opportunity to regenerate parts of the town centre, but no major change in the town. New garden settlement will look to Fleet for services.	Opportunity to regenerate parts of the town centre. New Garden Village settlement which will look to Fleet for services.	Enhanced pedestrian and cycle access from the station to the town centre and the leisure centre. Enhanced public realm along the high street.

315 Further analysis of the growth planned for the settlements of Andover, Aldershot/Farnborough, Basingstoke and Fleet is set out below.

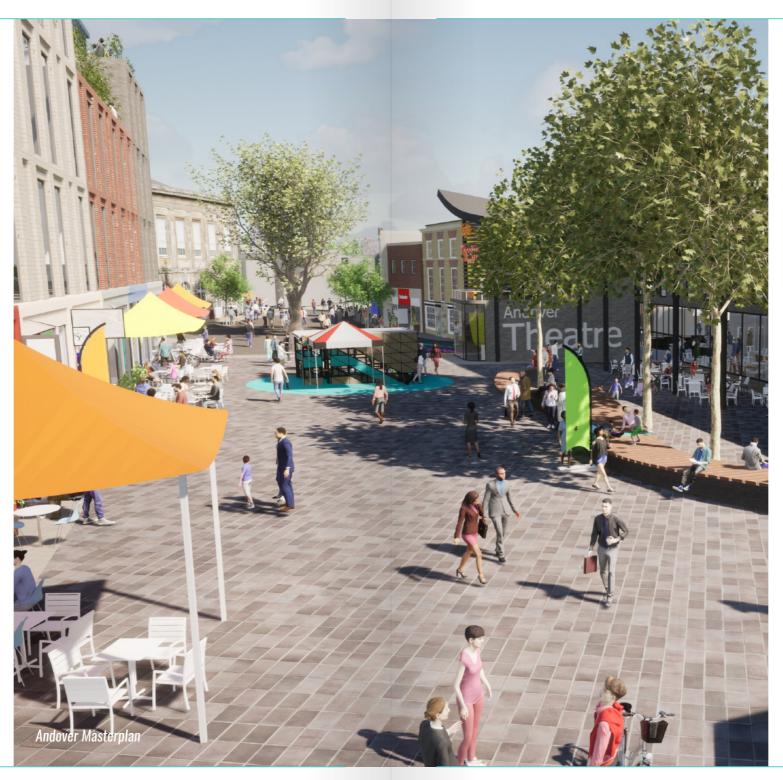
ANDOVER

3.16 Andover has seen significant growth and expansion in recent decades, having been previously identified as one of the towns to accommodate development from London in 1960. Rapid population growth saw the development of housing, industry and shopping facilities, beyond the historic town centre.

7 A distinctive feature is its high degree of self-containment, with 70% of its residents living and working in the town. In sustainability terms, this is very positive and it will be important to ensure that retail and cultural facilities continue to attract expenditure from within the town and its wider catchment area and where possible to retain more expenditure in the town.

8 The town benefits from several major employers including the Headquarters of Army Land Command but there is a legacy of lower skilled employment in manufacturing and warehousing operations. There is a need to improve education and skills attainment in Andover, focussing on those required in forecast growth sectors. However, the presence of significant employment opportunities for those with lower skills is a positive benefit for the town.

- Andover will continue to grow at a rate of approximately 358 dwellings per annum, notably through the development of the new communities at, East Anton, Picket Piece and Picket Twenty to the east of the town. The employment allocation at Walworth has planning permission but remains to be developed and there is a rejuvenation project for the Walworth Business Park in partnership with Kier.
- Whilst a large number of trips are made by walking, only a small proportion are made by public transport and cycling. Cycle routes exist from residential development on the east of the town, linking though the town centre to employment sites to the west of the town. There is a mobility scooter route from Enham Alamein to the town centre. Test Valley Borough Council has adopted the Andover Town Access Plan (2015) as a supplementary planning document. This strategy sets out a shared vision for how access to facilities and services in the town, particularly the town centre, will be improved. It also develops a schedule of transport schemes that can be used to direct funding from developer contributions from either planning obligations or the community infrastructure levy. Test Valley Borough Council and Hampshire County Council have recently commenced work on a Local Cycling and Walking Infrastructure Plan for Andover.



A key priority for Test Valley Borough Council is the redevelopment of Andover town centre. The Council has made significant land purchases to aid delivery and is working with other landowners including Andover College to realise that vision. A Masterplan for Andover town centre has also recently been adopted to stimulate investment and guide development in terms of locations, designs and uses. The Masterplan will help create a better-connected town centre, a riverside walk in a new wellbeing quarter and a new home for The Lights theatre and complement plans for bringing town centre living into Andover.

Test Valley has an adopted Green Infrastructure Strategy (2014) which draws together a range of initiatives which aim to retain and enhance existing provision and promote new provision and public access to it. Significant environmental concerns affect future wastewater treatment provision. The Fullerton WWTW drains to the River Test and ultimately the Solent, where the current condition of protected habitats means that all new development must be nutrient neutral. This is likely to be a constraint on future development until improvements can be made to the wastewater treatment works, or schemes to achieve nutrient neutrality can be delivered.







ALDERSHOT AND FARNBOROUGH

Aldershot and Farnborough are located in close proximity to each other and combined with the settlements of Fleet and Sandhurst, Camberley and Farnham in Surrey form a significant centre of population, known as the Blackwater Valley. The area forms a natural economic geography and shares a housing market area. Aldershot and Farnborough have both experienced rapid growth and make an important contribution to the wider North Hampshire economy. Historically employment has been linked to aerospace and defence and more recently Rushmoor has also seen growth in digital, gaming and advanced engineering sectors which are priority growth areas for the brough's economy.

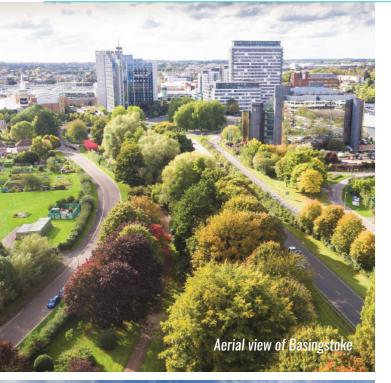
In addition to these sectors the Army is the major employer in Aldershot and Farnborough is home to a number of significant employers across these sectors including Farnborough Airport, Fluor, BMW, nDreams and more recently Gulfstream. 3.25

Despite having two excellent colleges Rushmoor needs to drive up the proportion of residents with the highest level qualifications and improve the level of secondary attainment in our schools to make sure we can better meet the current and future needs of our employers from local talent and help enable ensure sustainable business growth. 3.27

The borough's population will continue to expand and housing is planned increase by around 436 dwellings per annum. Wellesley, a major expansion to Aldershot is creating a new neighbourhood to the north of the town centre through the redevelopment of land previously occupied by the military. This is complemented by substantial regeneration of the town centre including around 600 new homes. The main focus for development in Farnborough is the mixed use site at the Civic Quarter. This development of over 1000 homes sits alongside the wider town centre regeneration and employment development on strategic employment sites adjoining Farnborough Airport. Ensuring that this place shaping is both well connected and delivered in line with the Council's environmental and carbon reduction commitments will be key. usage until the Coronavirus pandemic.

The towns in the Blackwater Valley are well connected by bus routes combining to form the 'Blackwater Valley Gold Grid' which has a 24 hour service operating at 10 minute intervals in peak times and has seen substantial growth in usage until the Coronavirus pandemic. The continuation and development of this and similar services is important particularly for Aldershot which is on a different railway line and connects less well with the rest of North Hampshire. In Aldershot walking and bus use are higher than average, although cycle facilities are poor and a priority for investment and support for behaviour change. Much of the employment development around Farnborough Airport is poorly served by public transport and, though close by, has poor links to the town centre driving reliance on the car. To address some of these issues Rushmoor Borough Council and Hampshire County Council have recently commenced work on a Local Cycling and Walking Infrastructure Plan for Aldershot and Farnborough and Rushmoor Borough Council will prepare a green infrastructure strategy to support the wider implementation of its local plan policies.







BASINGSTOKE

- Basingstoke town is the largest settlement in North Hampshire and developed rapidly from the 1960s to accommodate part of London's overspill as an 'expanded town'. The regeneration of post-1960s housing stock is now an important issue in some parts of the borough.
- Basingstoke has a strong and diverse economy with a good balance of business across a range of centres. It also benefits from a highly skilled workforce with access to an even wider pool of highly qualified people within its travel to work area. Employment floorspace is concentrated in Basingstoke town centre and a number of designated strategic employment areas. The town centre is a regional shopping centre. The neighbouring Basing View is a prime business location benefitting from Enterprise Zone status and current regeneration proposals. It is likely to be the focus for the provision of new grade A office space.

The borough will continue to grow at a rate of approximately 850 dwellings and 450–750 jobs per annum. Basingstoke will expand with significant allocations for development to the southwest and west of the town. In particular, the Manydown development will provide a new neighbourhood and Garden Community of approximately 3,400 dwellings.

3.31

The Borough Council has developed a long term vision for major development to the west of the town, north of junction 7 of the M3. This sets out principles for growth which would ensure any development links well with existing uses including through the provision of suitable infrastructure, whilst the assets of the area are protected and enhanced. Growth could include a new hospital and health campus, in addition to new logistics and distribution floorspace. Development in this location would need to be well coordinated bringing with it the necessary investment in infrastructure to meet needs.

The development of Basingstoke town has relied on high capacity road systems and extensive parking provision and public transport use is relatively low. There is pressure on the capacity of the highway network through background traffic growth and as a result of new development.

3.33

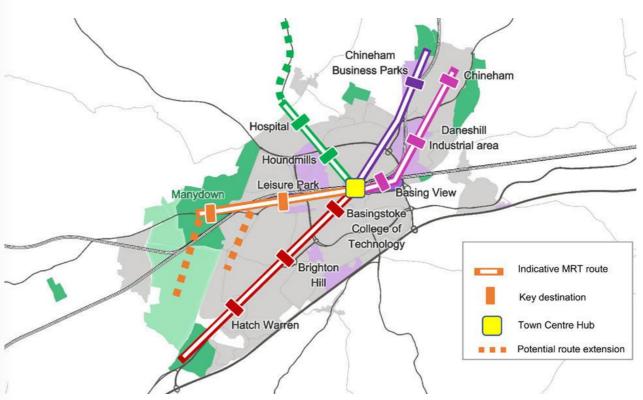


Fig 10 of Basingstoke Transport Strategy – indicative mass rapid transit network

Basingstoke has an adopted Transport Strategy which aims to provide a step change in the quality of local public transport through the development of a bus-based Mass Rapid Transit system for the town. This will enable improved public transport opportunities for existing residents, as well as linking directly into the new communities being developed.

3.34There are proposals to improve walking and cycling access to Basingstoke town centre through a Local Cycling and Walking Infrastructure Plan and also, to improve links to the wider countryside access network. The Transport Strategy includes the proposed development of priority strategic walking and cycling corridors, which will also link directly into the new communities.

Basingstoke also has an adopted Green Infrastructure Strategy which sets out that development should proceed on a 'net gain' principle and that development can contribute to the continuing management of existing assets as well as the creation of new assets. The development of new communities allows the Council to secure the provision of green infrastructure, both on and off site, that will enable future residents to benefit from a quality of environment that meets current expectations. There is the potential in Basingstoke to reinstate more of the Basingstoke Canal and to reinforce the borough's green infrastructure through potentially extending the North Wessex Downs AONB.

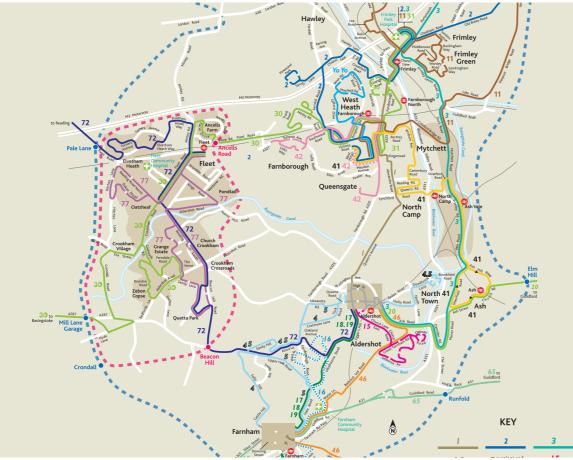
3.35



FLEET

- Aldershot, Farnborough and Fleet are located in close proximity to each other and combined with the settlements of Sandhurst, Camberley and Farnham in Surrey form a significant centre of population, known as the Blackwater Valley. Fleet has experienced rapid growth in recent decades (in combination with Aldershot and Farnborough at a comparable scale to Basingstoke). The Blackwater Valley towns are within the same housing market area and functional economic area (except for Farnham).
- 3.37 Fleet is the focus for employment in Hart District, although it is also significant residential area with out-commuting to surroundings areas and London. Hart District has a highly skilled and gualified workforce.
- Hart will continue to grow by approximately 423 dwellings per annum with a new settlement at Hartland Village to the east of Fleet provideing approximately 1,500 dwellings. Hart will look to explore all options for delivering future growth including seeking efficient use of underused land along with the opportunities created by the appropriate intensification of growth within the urban areas.

Blackwater Valley and Fleet Stagecoach network



3 40

Hart experiences very high levels of car ownership. There are three main line stations providing direct access into London as well as the North Downs line at Blackwater providing direct access to Reading, Guildford and Gatwick, but there is no formal cycle network and bus use is very limited. The towns in the Blackwater Valley are connected by bus routes combining to form the 'Blackwater Valley

Gold Grid', which has a 24 hour service operating at 10 minute intervals in peak times and has seen substantial growth in usage until the Corona virus pandemic

Hart District Council is preparing a strategy to deliver the Hart Green Grid, which will encourage cycling and walking as well as creating wider opportunities for active recreation and leisure.

UNLOCKING GROWTH Manydown development, Basingstoke

This section of the report explores what is needed to unlock growth in North Hampshire. It explores the challenges and opportunities that will impact on whether the growth that is delivered is of high quality and can be considered as 'good growth' or even 'green growth'.

The scale of growth in North Hampshire and the use of urban extensions and new communities can provide opportunities to address the policy challenges presented by climate change and a changing society. Some of the trends, such as on-line shopping and increased remote working using digital technology, have accelerated rapidly and it is not certain whether they will revert to previous levels or whether there has been a permanent step change in how people live.

Trends for increased home working and the use of digital technology to reduce the need for a physical presence in the office have been accelerated by the Coronavirus pandemic. Whilst the extreme situation encountered through full lockdown is expected to ease during 2021, it remains unclear whether the demand for city centre office space may have reduced on a long term basis and is perhaps unlikely to return to the pre-pandemic levels. However, there will be local variations to how this affects demand and the area may

4.5

benefit from increased demand for office space from companies wanting to move out of London. North Hampshire benefits from an exceptionally high quality of environment and could be in prime position to attract companies who wish to relocate but want quick and direct access to London when needed.

The North Hampshire Authorities have a critical role to ensure that their town centres remain attractive and economically sustainable commercial areas that can provide for the needs of the population without requiring travel to other centres to meet their basic needs. Whilst the introduction of permitted development rights for office and retail uses to convert or redevelop for residential uses will remove the ability for authorities to resist the loss of commercial uses, clear guidance on the strategy for town centres and investment in the public realm can help reinforce their commercial and community hub roles.

The pandemic appears to have resulted in some expenditure being clawed back into local areas, that would have been previously been spent further afield, through a reduction in commuting and appetite to travel further to larger centres. Moving forward, an attractive commercial and cultural environment will be important to encourage employers

to relocate into the area. The North Hampshire towns contain existing arts and cultural facilities and it will be important to ensure that they not only survive the initial loss of business due to the pandemic but are able to enhance the local offer to take advantage of local residents potentially working closer to home in the future. Diversifying the offer in town centres, making them places where people want to spend time and socialise and creating experiential environments will be key to their longterm resilience and sustainability. 4.7

4.6 Similarly, the quality of design and placemaking in the urban extensions and new communities will be essential to their success as places and their contribution to improving the sustainability of the area. The design of major residential development should ensure that clear and easy to use walking, cycling and public transport opportunities are all available to reduce reliance on the private car. The Coronavirus pandemic has given fresh impetus to the concept of the '15 or 20-minute neighbourhood', where everyone can meet their basic needs without having to use a car. Given the influence that design and layout can have on health and wellbeing, connections to nearby centres by active travel modes can be as important as the provision of sufficient attractive and functional open space.

North Hampshire experiences high rates of private car ownership and use which will make mode shift to sustainable modes challenging. However, it is clear in the Transport for the South East Regional Transport Strategy that investment in transport will become increasingly focused on sustainable modes and demand will be accommodated through these rather than increasing highway capacity. Notwithstanding the potential for zero emission vehicles and new technologies, this will require changes to people's behaviours, including encouraging more active travel and the use of public transport, which need to be made more attractive options.

In order to ensure that congestion levels do not increase, the North Hampshire authorities will need to ensure that the design and layout of new development facilitates an increasing mode share for sustainable modes of transport. Whilst internal layouts and masterplanning are important to facilitate sustainable travel, equally important are walking and cycling routes beyond the development site and connections to the public transport network, providing access to other centres within North Hampshire and beyond.



Given the different characteristics of the North Hampshire towns, there will be differing priorities for sustainable transport improvements.

- Andover focus on walking and cycling – in particular to connect the new communities to the east of the town with the town centre.
- Aldershot/Farnborough focus on buses, in particular to enhance the existing Blackwater Valley Gold Grid network, and improving walking and cycling infrastructure.
- Basingstoke focus on implementation of Mass Rapid Transport proposals through the provision of dedicated routes and, in particular, to connect new communities being developed to the town centre. Cycling and walking connections to the new communities will also be important. Exploring how micromobility can support a modal shift will also be part of the town's considerations.
- Fleet focus on improving cycling and walking access to and within the town centre as well as between the town and neighbouring towns/villages. There is the potential to increase bus use through the new development at Hartland Village, which can enhance service provision between Fleet and Farnborough.

In North Hampshire there are opportunities to improve bus, cycle and pedestrian access to railway stations. The North Hampshire rail network will benefit from investment in the network beyond North Hampshire. In particular, the North Hampshire authorities strongly support proposals to reduce congestion on the line to London Waterloo and provide a new link from the south to Heathrow Airport..

4.10

4.11 Whilst the main North Hampshire towns are well connected to each other by the rail network, there are opportunities to better connect residential areas to the rail network by bus. However, the frequency and reliability of services will be fundamental to influencing travel behaviour and encouraging a modal shift from the private car.

Given the privatised rail and bus services and their regulatory context, local authorities can find it difficult to encourage and prioritise investment in appropriate infrastructure improvements. They can ensure that when new development is planned, accessibility by sustainable modes is prioritised. However, significant improvements to mass rapid transit, rail or bus, infrastructure are likely to rely on funding decisions by other bodies where the local authorities are more likely to have a lobbying or influencing role. Given the rural nature of North Hampshire, there will be a need to continue to make provision for the private car as a mode of transport. Technological advances in electric and autonomous vehicles will potentially reduce emissions and enhance the ability to better manage limited highway capacity. However, infrastructure will be needed to deliver these new technologies, in particular electricity transmission and 5G coverage.



IDENTIFICATION OF KEY THEMES WITH PROJECTS FOR FUTURE FUNDING **STREAMS**

The North Hampshire authorities have considered some of the priorities for achieving good growth through the implementation of their local plans. The main themes are set out below.

PLACE MAKING AND DESIGN

The design and layout of new

5.2

development will be imperative to ensure high quality development that meets a broad definition of 'good growth'. Similarly, some of the mechanisms that planning can employ to deliver 'green growth' will be through the design and layout of large development sites. Depending on the outcome of government consultation on changes to the planning system, the North Hampshire Authorities, together with neighbouring districts, may wish to collaborate on producing design codes to guide and improve the guality of development locally. Whilst the precise detail of these are likely to differ, given the local context of major development sites, the principles to be addressed and structure of design guides could benefit from a common approach amongst the North Hampshire Authorities.

G

As referenced earlier in this document there are a range of planning and infrastructure interventions that relate to climate change considerations and could be categorised as contributing to a green recovery or green growth. The North Hampshire Authorities should be prepared for opportunities to bid for funding streams that could help to deliver these.

TOWN CENTRE REGENERATION

The continued regeneration and renewal of town centres to ensure that they meet the changing needs of residents is an important theme for new development in North Hampshire. Given the threats to high street retailing, consideration of measures to improve the public realm and secure commercially viable uses will be important to ensure that the town centres can evolve and remain as focal points for local communities. Leading on town centre regeneration is an important role for local authorities. The North Hampshire authorities should ensure that they have schemes and proposals ready to bid for any available public funding for public realm and sustainable transport improvements that may become available, e.g. Future High Streets Fund.

ECONOMIC Initiatives

5.6

The North Hampshire authorities all promote employment and skills plans for major development, through the planning process. Specific initiatives to enhance employment and skills are promoted by the LEP, but the North Hampshire authorities will influence the direction of these schemes and provide links to local employers.

5.8

- Digital connectivity will be essential to the future economic success of the area. Whilst there is welcome investment to deploy gigabit capable fibre between Guildford and Basingstoke, it is suggested that the potential to extend this to Andover and to enhance the core scheme with additional spurs should be explored.
- The local authorities could encourage
 local firms to generate links with the
 universities surrounding North Hampshire
 in Reading, Guildford, Southampton,
 Winchester and Portsmouth for both
 research and development and training.
 Whilst the absence of a university may
 seem to be a disadvantage, encouraging

identity with the wide range of surrounding universities could be seen as a distinct economic advantage given the variety of specialisms and the lack of reliance on a single institution. Access to a wide range of universities could be used in any promotional material used to attract external investment by the North Hampshire authorities.

- With the current growth in the logistics sector, North Hampshire has the potential to become an important distribution location due to its good connectivity, including proximity to ports and the M3, A303 and A34 which connect it to the rest of the South East, the South West and the Midlands.
- North Hampshire has some key sector strengths such as aerospace and defence, life sciences, professional and financial services, advanced manufacturing and digital tech. It is home to global companies and a growing start up community. To ensure the longer-term economic resilience of the area it will be important to support the establishment of a robust supply chain and create thriving ecosystems where businesses of all sizes can collaborate and innovate. Investment in skills to ensure businesses have access to a suitably qualified workforce will also be key.



TRANSPORT

- Transport is perhaps the most significant issue when considering how to address issues such as climate change and health and wellbeing. It will be critical to ensure attractive residential environments that facilitate walking, cycling and public transport as the mode of choice. However, this needs to be coordinated with action to ensure that the routes to access destinations, particularly town centres and employment locations, are safe and easy to use, particularly for more vulnerable children and the elderly.
- 1 The North Hampshire authorities are considering a range of improvements to the wider transport system, although their influence on spending decisions is relatively limited. The authorities could perhaps consider coordinating their responses to consultations on rail franchises, Highways England's Road Investment Strategies, or investment plans by Transport for the South East or Hampshire County Council as a crossboundary agreed approach can be more persuasive to those considering responses.
- 12 The North Hampshire authorities, along with Hampshire County Council, should

be prepared to bid for funding that may become available for small scale schemes that can help facilitate sustainable transport. There may be opportunities to provide new bus links from Aldershot, Farnborough and/or Fleet to Reading which will generate a significant demand for public transport. The North Hampshire authorities may wish to explore this with Wokingham Borough Council.

The single biggest proposed public transport improvement in North Hampshire is the development of bus-based Mass Rapid Transit (MRT) in Basingstoke. The development of significant new communities can contribute to the necessary infrastructure being provided alongside . There will be a transition before the full MRT can be implemented. A significant increase in other sustainable forms of transport such as electric cars, car sharing through car clubs, will be encouraged.

5.13

- **5.14** The North Hampshire Authorities should lobby for the improvement of transport connections to London which are needed to enhance the area's competitiveness. Key infrastructure improvements include:
 - Ensuring a rail connection between North Hampshire to Heathrow airport.
 - Unlocking the Woking rail bottle neck so that frequency and capacity

5.15

of rail services can bring about economic uplift to North Hampshire's towns through service and speed of connection

Alongside this, there may be opportunities for improvements in transport through the provision of new stations in the longer-term to serve new communities.

GREEN INFRASTRUCTURE

The North Hampshire authorities all have emerging or adopted green infrastructure plans or strategies. These contain detailed proposals to improve links between urban areas and the countryside. Green infrastructure provision within large development sites can be secured by the authorities as part of the planning process. However, whilst some off-site improvements may be secured through planning obligations, the authorities should have schemes, costed and prepared, ready to bid for any public funds that become available or that may need to be funded from community infrastructure levy receipts. For example, green infrastructure projects that help protect and enhance the physical environment, as well as facilitate safe and attractive active travel opportunities, e.g. Hart's green grid, could be well placed to secure funding. Hart District Council is developing a strategy to deliver a green grid which will encourage cycling and walking, as well as creating wider opportunities for active recreation and leisure, and provide links to adjoining towns and countryside.

WASTEWATER TREATMENT

The impact of wastewater treatment on protected habitats due to increased nutrient deposition is becoming a significant planning issue that can block development. In North Hampshire capacity issues and the lack of nitrogen stripping at the Fullerton WTW mean that the impact of nitrates on the environment has become a significant constraint to development in Basingstoke and Test Valley. Nitrogen levels in wastewater from Basingstoke and Andover are therefore not reduced as part of the sewage treatment process and nitrate levels are some 3.3 times higher than wastewater treatment works elsewhere. This can act as a constraint on development that can be difficult to resolve as part of the development process and investment in nitrogen stripping by Southern Water is strongly advocated.





DIVERSIFICATION OF THE HOUSING MARKET

The North Hampshire authorities share challenges around the housing market, needing to ensure that it is diversified and able to facilitate small and medium enterprise (SME) house builders to help deliver the high housing numbers across the area through smaller sites. Challenges around being attractive to SME operators include supply of labour and training, development and apprenticeships in the construction sector and adoption of modern methods of construction and green technologies. Through a collective approach the authorities provide an attractive offer to this market sector.

FUNDING STREAMS

9 Funding opportunities are often available at short notice and on a competitive basis. The themes identified in this report give an indication of the areas where the North Hampshire authorities should be in a position to bid for funding, should it become available. One of the most significant funding pots that has been available in recent years is the Housing Infrastructure Fund. Substantial funds were made available to unlock the provision of new housing through the provision of infrastructure that could not be made available through another route. Whilst this programme closed in 2017, the North Hampshire should remain alive to any future similar programmes, particularly in relation to major housing developments.

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5.2

- The recent 'Getting Building Fund' allocated funds to the EM3 LEP has helped to fund infrastructure in North Hampshire, notably through funding for the gigabit capable fibre between Basingstoke and Guildford. There may be further funding opportunities that could expand on this initial provision and extend connections to other parts of North Hampshire.
- The North Hampshire authorities will continue to secure on and off-site infrastructure through S106 planning obligations, unless the proposals in the Planning for the Future White Paper are implemented. Furthermore, funds secured

through the community infrastructure levy are available to the North Hampshire authorities to spend on infrastructure that facilitates the growth of the area. The local authorities can prioritise the type of infrastructure through the allocation of funds to specific projects.

The Future High Streets Fund and Towns Fund are examples of recent competitive funding opportunities. The Future High Streets Fund is seeking to apply expertise to deliver the rejuvenation of town centres. Allowing them to adapt and evolve while remaining vibrant places for the community. The Towns Fund looked to achieve investment priorities and project proposals set out in a Town Investment Plan, governed through the establishment of a Town Deal Board.

The North Hampshire authorities will continue to influence the priorities for transport funding streams, largely as a consultee for programmes, plans and strategies produced by Hampshire County Council, South East England Regional Transport Board and Highways England. Where possible the local authorities will seek to influence improvements to the rail network as consultees. The North Hampshire authorities will remain alive to potential funding opportunities to ensure that the infrastructure needed to support development can be provided. Given recent experience of the implications of the Coronavirus pandemic the priorities to achieve 'green growth' are for:

• Green infrastructure

5.25

- Sustainable transport infrastructure
- Town centre regeneration.

NORTH Hampshire Narrative

5.26 This narrative demonstrates the shared themes across the authorities of North Hampshire. Occupying a key location between London, the Thames Valley and the South Coast, the area benefits from excellent transport connections, an outstanding natural environment and a strong and diverse economy with a good balance of businesses across a range of sectors. This narrative provides the context within which the Authorities can present their aspirations for the future of the area to enable them to deliver the growth required.



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