

# **Rushmoor Borough Council**

## **Strategic Economic Framework**

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# Foreword

Rushmoor Borough Council is committed to promoting a strong and growing economy and helping our local businesses recover from the effects of the Coronavirus pandemic. Our business community is critical to the long-term prosperity and quality of life of our residents.

Rushmoor has a distinctive role and position within the UK and South-East economy. Our economic performance and the presence of high value, high productivity sectors including aerospace and digital software together with our rejuvenating towns, our cultural heritage and global strategic connections give us clear economic advantages.

Rushmoor benefits from a positive business environment. We have been successful in retaining and significantly growing a range of leading business sectors and industries in our towns, but we must not stand still and must face the recent economic challenges arising from Coronavirus. In this we are supported by good working relationships and strong connections with both businesses and public sector partners which will help us to meet these challenges.

The economic impacts of the Coronavirus pandemic have been significant. Unemployment (claimant count) in our Borough increased from 1.7% (March 2020) to a peak of 5% in August 2020. Whilst businesses have been supported with grants from Government, we know that businesses in sectors like hospitality have been particularly impacted. Changes on our high streets present us with real challenges as we seek to keep our town centres and communities vibrant.

As a council we need to ensure that the borough is ready for the future and able to meet new challenges and opportunities. We face a climate emergency and the Government's 'levelling up' agenda might make it more difficult to attract investment into the area. The need for this Strategic Economic Framework; to guide and shape our work, is greater than ever.

Rushmoor has the ingredients needed to recover, to grow and to thrive as a great place for business. I am pleased to present our Strategic Economic Framework which looks to the future by ensuring we have an ambitious vision, clear outcomes and deliverable actions to guide our work.

**Cllr Marina Munro**  
**Planning and Economy Portfolio Holder**

# 1. Introduction

## Overview

Economic recovery and growth is central to Rushmoor Borough Council's agenda as we recover from the Coronavirus pandemic.

The council's approach seeks to grow and sustain a strong, resilient economy with flourishing high growth sectors, a highly skilled labour market with opportunities for all, a supportive business environment and vibrant town centres. This is set within a vision for Rushmoor as a thriving business location.

To achieve the council's corporate aims, the Strategic Economic Framework (SEF) shows what the council will do, with partners, and what the potential outcomes will be over the next three years.

The SEF builds upon the council's current understanding of the Borough's economy, the wider economic successes and infrastructure in the region and national priorities for recovery, investment and growth. It reflects *Your Future, Your Place – A Vision for Aldershot and Farnborough* and the Council's Business Plan 2022 – 2025.

## Purpose

The purpose of the Strategic Economic Framework is to:

- provide a vision with clear outcomes;
- set out the actions needed to deliver the outcomes over the next three years, including how the council will help the area recover from the economic effects of the Coronavirus pandemic;
- identify the methods and resources needed to deliver the actions, including the council's role and responsibilities alongside other public sector partners and the business community; and
- establish how the council will measure and evaluate outcomes.

The SEF is informed by and builds on the council's existing evidence base, together with the views of local businesses and other key partners tested through consultation and engagement with local stakeholders.

## Economic Issues and Challenges

The core economic issues and challenges that we face are summarised below with more context and detail included in the appendices. The issues and challenges identified reflect the longer-term economic situation (the pre-Coronavirus period) and then also consider the more recent impacts of the Coronavirus restrictions (March 2020 onwards).

### Core Economic Issues (Pre-Coronavirus)

Rushmoor plays an important role within the South East economy. It ranks highly in terms of competitiveness and in 2021 was ranked 25<sup>th</sup> in the UK Prosperity Index reflecting performance across a range of economic, social and environmental indicators.

There were approximately 55,500 people economically active in the Borough (as at June 2021), an activity rate<sup>1</sup> of 86.4%, compared to 80.8% in the South East and 78.4% nationally.

There is a greater proportion of full time jobs in the Borough than the average for the South East, with an above average proportion of people employed in significant value added sectors, such as Information and Communications (nearly three times the national rate) and Professional, Scientific and Technical Activities (over 60% above the national rate). There are also important elements of support and back-office functions in the area, but a below average proportion of people employed in Human Health and Social Work and Education.

While the Borough has a below average proportion of micro-businesses (below 9 employees), there is above average representation in other size categories. This is noticeably so in the small enterprise category (10-49). Rushmoor is home to some large multi-national businesses, clustered in Farnborough. Several of Rushmoor's largest businesses trade internationally so the impact of Brexit has been noted by some businesses as a potential challenge over the short to medium-term.

There are a significant number of 4,000 businesses based in the Borough engaged in high-productivity activities, many of these are linked to the aeronautical and digital applications sectors, which play a big part in the history of the area. This concentration of high value-added sectors leads to an ongoing demand for high quality, high skilled employees – an issue reported by the local business community, including competition for labour from other accessible business locations locally.

The proportion of the Rushmoor population with NVQ4<sup>2</sup> and above qualifications is below the regional average (38.4% in Rushmoor compared to 45.1% in the South East), whilst the proportion of people with no qualifications is almost twice the regional average. This is acknowledged in the Rushmoor Local Plan (2019) and is identified by many businesses as an area for improvement and action.

### **The Economic Effects of Coronavirus**

During the Coronavirus pandemic Rushmoor's economy was heavily influenced by Government-led controls, trading restrictions and financial measures.

The immediate impacts of Coronavirus on the Rushmoor economy have been partly hidden by significant Government intervention, in particular the Coronavirus Job Retention Scheme (CJRS, the 'furlough' programme) and the Self Employment Income Support Scheme (SEIS).

The extension of CJRS and SEIS a number of times during 2020 (ultimately up to September 2021) is likely to have concealed unemployment levels across all business sectors. Government interventions will continue to unwind over the next

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<sup>1</sup> People, who are economically active (employed or unemployed), expressed as a percentage of all people.

<sup>2</sup> HND, Degree and Higher Degree level qualifications or equivalent.

year and beyond, reflecting the course of the pandemic and the introduction of any further lockdown measures.

Many of the core economic issues and challenges for Rushmoor have been exacerbated by Coronavirus which will also have impacted on aspirations for greater social inclusion. Changes in the labour market mean that those already excluded or low skilled might find it harder to find employment in the short-term.

The Coronavirus pandemic will have led to a reduction in economic activity across Rushmoor (and the South-east and UK more widely) because:

- lockdowns, followed by other restrictions, mean that sectors such as retail, personal services, food & drink and accommodation have suffered a marked decline in activity;
- the unwillingness and reluctance of consumers, both residents and visitors, to visit town centres has led to a reduction in spending on goods and services in the local area. Some of this has been substituted by online shopping, but this may not benefit the local economy in the same way as face-to-face transactions;
- reduced use of public transport means that people are less likely to travel for work and leisure;
- other sectors are impacted by disruption and changes in local, national and global supply and demand, for example aviation, manufacturing and logistics;
- school closures and isolation impacts on parents' ability to work, will have reduced economic productivity and overall activity; and
- significant changes to working patterns and workplaces have led to some reduction and a re-shaping (at least temporarily) in the locations of economic activity.

All these effects can be seen in the economic, employment and Government business support data that is currently available.

There has been an impact on employment and economic activity in Rushmoor as a result of the pandemic. Key impacts have been:

- up to 15% of eligible jobs were furloughed (CJRS);
- up to 78% of the self-employed in Rushmoor have claimed from the Self Employment Income Support Scheme (SEISS) in the first round of support, decreasing to 56% by SEISS round 4;
- a total of £39.6 million of SEISS funding support (all four rounds) has been made available in Rushmoor;
- unemployment (model based) in Rushmoor increased from 2.6% in 2018 and 2019 to 4.4% in 2020, almost twice the pre-pandemic level;
- claimant count levels started to increase in April 2020 (rising from 1.7% in March 2020 to 3.1% in April 2020, then peaking at 5% in August 2020);
- the largest claimant counts were in those aged 18 – 24 years (peaking at 9.1% of that age group in July 2020) and even further focused in the 18 – 21 years age group (increasing from 3.5% in January 2020 to a peak of 10.1% by July 2020). Youth unemployment in Rushmoor remains higher than the Hampshire and regional averages;

- while there has been a direct and obvious impact on some sectors (such as aviation, hospitality and retail), there has been a more indirect negative impact on others such as manufacturing and construction, and a more positive effect on logistics and distribution where changes in global supply and demand and other market pressures have impacted;
- obvious increases in activity in the health sector related to the pandemic, but overall economic activity levels in this health have declined as GP visits have been discouraged and routine surgery postponed.

The impacts of Coronavirus will have affected some places more than others. A study by the Centre for Towns analysed the economic exposure of towns in England and Wales to lockdown measures<sup>3</sup>. This suggests that Rushmoor's towns are not as especially impacted in comparison with other regional or national centres and there is evidence that multifunctional<sup>4</sup> and localised towns (such as Farnborough and Aldershot) have been relatively insulated and with some sectors benefitting from a growth in local spend and activity.

There is, however, much that may change over time as the longer-term economic effects of the pandemic continue to be revealed. For Aldershot and Farnborough the effects may be as a result of accelerated structural trends in the way people shop and how we work. The pandemic has witnessed major challenges and difficulties for national retailers, many of which have closed stores coupled with a continued shift to online shopping, although some growth has occurred in services that cannot be purchased online.

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<sup>3</sup> The effect of the COVID-19 Pandemic on Our Towns and Cities, Centre for Towns (2020)

<sup>4</sup> Defined as offering a range of non-retail attractions.

## Summary of the Main Challenges and Opportunities

A summary of headline issues and challenges are identified below.

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Population growth</li> <li>• Above average working age population</li> <li>• High job density<sup>5</sup> (although also a weakness if jobs increase)</li> <li>• High skill levels</li> <li>• High value-added sectoral focus including aerospace and defence and createch/ digital clusters</li> <li>• Geographic location and good transport links.</li> </ul>	<ul style="list-style-type: none"> <li>• Relatively high youth unemployment.</li> <li>• Age dependency ratio increasing (but still below average)</li> <li>• High economic activity may mean less potential to take up job growth</li> <li>• Increase in the proportion of the workforce with no qualifications</li> <li>• High levels of NEETs<sup>6</sup></li> <li>• High cost of living e.g. housing costs/ lower disposable income</li> <li>• Some key economic sectors exposed to the economic effects of Coronavirus.</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• Increase in working age population provides potential to meet job growth internally</li> <li>• Improved business survival rates and recovery following Coronavirus business restrictions</li> <li>• Town centre renewal and rejuvenation - improved resident and business perceptions</li> <li>• Green, low carbon growth</li> <li>• Supply-chain opportunities from larger businesses</li> <li>• Growth of micro-businesses</li> <li>• A central geographic location</li> <li>• Emerging new sectors that will provide significant growth opportunities</li> <li>• Working with local colleges and other partners to identify and address skills shortages.</li> </ul>	<ul style="list-style-type: none"> <li>• Job growth taken-up by skilled workers commuting from outside Rushmoor</li> <li>• Labour shortages impacting growth</li> <li>• Transport system under strain</li> <li>• Increased deprivation/ reduction in social mobility</li> <li>• Shortage in affordable housing</li> <li>• Climate change</li> <li>• Brexit/ Transition – impact on importers and exporters</li> <li>• Ongoing restrictions in response to the Coronavirus pandemic</li> <li>• Business exposure to debt</li> <li>• Inflation/ increases in the cost of living hitting disposal incomes.</li> <li>• New working behaviours impacting the local office property market</li> <li>• Further changes in consumer behaviour impacting town centres.</li> </ul>

<sup>5</sup> The level of jobs per resident aged 16-64. For example, a job density of 1.0 would mean that there is one job for every resident aged 16-64.

<sup>6</sup> Not in Employment, Education or Training.



# 2. Vision and Strategic Pillars

## Economic Vision

The vision reflects *Your Future, Your Place – A Vision for Aldershot and Farnborough* and the Council's Business Plan 2022 – 2025. It is founded on the characteristics of the borough economy including opportunities for growth and the borough's competitive advantages as a place to do business:

- Excellent business growth and survival rates showing the resilience of the local economy over many years.
- Strong and established links between employers and skills training provision, high levels of economic activity and relatively low levels of unemployment.
- Mitigating, and adapting to, climate change is an opportunity to work with businesses, residents and partners to build a more sustainable, low carbon economy.
- One of the UK's most important digital application, createch, research and business clusters offer's the potential for further innovation, collaboration and economic growth and presents an opportunity for better promotion of the borough's national and global business reputation/ international competitiveness.
- Home to Farnborough Airport, one of the most significant private commercial airports in Europe, and a key focus for a significant aerospace and defence cluster.
- Location of the largest exhibition and conference centre in the South-East, attracting national and international visitors to the borough.
- The borough's major employers support a wide-ranging local supply network with further scope to strengthen and grow their supply chain links.
- Allocated, available key employment sites and existing commercial floorspace which has the potential to suit the needs of a wide range of businesses.
- Ambitious regeneration programmes in Farnborough and Aldershot. Ongoing investment in town centre renewal to create high quality places to live, work and socialise.
- Good access to London, South-East and South-West national business markets and globally to international markets by road, rail and air.
- Commitments to strengthen strategic access and local connectivity.

## **Vision:**

### **Rushmoor, an outstanding place for business to thrive.**

- An economy focused on the future supporting clean, **low carbon** growth.
- A highly skilled workforce and a labour market able to provide a wide range of training, employment and education **opportunities for everyone**.
- A supportive **business environment** with excellent transport and digital communications infrastructure.
- **Vibrant and distinctive towns** offering a great quality of life and locations for businesses to flourish.

## **Four Strategic Pillars**

The vision will be supported through four Strategic Pillars which represent the main aspects of economic growth in Rushmoor. The four pillars complement each other and build on existing strengths and opportunities for growth whilst addressing key challenges.

The Strategic Pillars provide a framework for organising and managing the individual projects and actions described in the action plan. The pillars will guide efforts in bringing together businesses and partners to deliver the key outcomes.

### **SP1: Business Environment – Business support, retention, innovation and inward investment**

To help Rushmoor's businesses recover from the Coronavirus pandemic it is important that the council helps them to understand what support is available, how to access that support and to ensure they operate in an environment that over the long term fosters innovation, productivity and sustainability.

This rests on business support networks where local supply chains can be strengthened and common approaches to challenges and opportunities developed.

In-depth, ongoing engagement with employers is critical for understanding immediate business needs and for long-term business retention and growth. We need an intensive approach to business support and engagement to ensure resources are focused, enabling the borough's businesses to grow to their full potential.

There is a need to work with partners on opportunities for research and development, to support start-up and retain grow-on businesses as well as maintain the strong link between intellectual property, research and innovation in the borough in key sectors. There is also a need to support businesses to become more sustainable, reach net-zero goals and adopt low carbon ways of working.

### **SP2: Skills, Inclusion and Prosperity**

Rushmoor has a highly skilled and talented workforce. However, the right mix and breadth of skills will attract and support investment and will enable existing businesses to innovate, diversify and compete. It is a key driver of economic growth. Acquiring the right skills also gives individuals more choices in the labour market and enables them to secure better earnings and income. This is important in a borough with areas of economic and social deprivation.

Young people have been particularly impacted by the pandemic and will need support to help them back into employment, education or training. The council will work with Aldershot College, Farnborough College of Technology and other training providers to support a range of job-based learning, including apprenticeships.

There is a need to continue to focus on increasing and up-skilling the resident workforce, both in the short term in a labour market recovering from the effects of Coronavirus, and in the medium to long term in an economy transitioning to low carbon growth.

We need to support and respond to local business and community skill requirements, so that residents can be economically active and embrace new opportunities in growth sectors, such as digital and aerospace, and support low carbon growth.

### **SP3: Transport Accessibility and Communications Infrastructure**

Transport accessibility and the ability to provide physical connections in a sustainable manner are critical to long-term prosperity and encouraging low carbon, clean growth. Both Aldershot and Farnborough are characterised by good levels of access to the strategic road and rail networks and have excellent access by air through Farnborough Airport as well as relatively quick access to Heathrow and Gatwick. There is however a need to ensure that the road and rail infrastructure capacity is upgraded over time, and that connectivity e.g. public transport access to Heathrow Airport, is improved.

The council will need to embrace and support clean, low carbon growth using smart technology and encourage sustainable modes of travel. To support low carbon growth the council will ensure local businesses have access to high quality, comprehensive digital communications infrastructure. Broadband and next generation (5G) mobile infrastructure is a key utility for modern business. Rushmoor benefits from good connectivity but there is a need to ensure that all businesses (and home working residents) have access to the fastest broadband speeds and that Rushmoor is positioned to benefit from the next generation roll out of communications infrastructure.

### **SP4: Place – Our Centres, Sites and Workspaces**

For the local economy to be successful Aldershot and Farnborough must be attractive and desirable places to live, work and visit. The SEF will therefore support the council's ongoing programme of regeneration in Aldershot and Farnborough to both encourage economic recovery and improve the quality of life for residents and workforce over the longer term.

The local economy will also be better placed to thrive and grow if the right range, choice and mix of employment land, sites for commercial development, and high-quality, flexible workspaces are created, managed and maintained.

To support business prosperity and innovation, the council will encourage space for new and existing businesses to work, foster talent and grow. The council will support the development of shared working spaces to provide a more nurturing and supportive environment for new and existing businesses and allow opportunities for residents to work closer to home and embrace new working patterns.

Fast-growing businesses are found across economic sectors and the right type of business accommodation in the right locations is critical, linked to high quality transport access and world-class digital communications infrastructure.

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# 3. Driving Forces & Key Outcomes

## Driving Forces

The driving forces are the main factors that are likely to influence the local economy. These present both opportunities and challenges and cut across the key outcomes and the actions in the action plan. These are:

- **Recovery from the economic effects of coronavirus**

The effects of Coronavirus lockdown and business restrictions on Rushmoor will continue to unfold. A critical priority is to address the immediate and longer-term impacts. This requires a mix of actions and interventions to support business and town centre recovery, enabling businesses to re-build and for those who are unemployed or under-employed to have access to skills, training and new employment opportunities.

- **Moving to a low carbon, clean growth and circular economy**

Meeting the challenge presented by climate change is an important driving force for Rushmoor but also an opportunity to work with businesses on meeting their net zero commitments. The circular economy revolves around the principles of designing out waste and pollution, keeping products and materials in use, and regenerating natural systems as a means to cut greenhouse gas emissions.

- **Increasing economic inclusion and prosperity**

A key driving force for Rushmoor is achieving a more inclusive form of economic prosperity, with more people sharing in future economic success. This includes residents living in Rushmoor's more deprived communities. This requires a workforce with the right mix of skills, and more diverse opportunities to allow individuals to participate in the labour market.

- **Supporting communities and the foundation economy**

The foundation economy involves providing households and communities with basic goods, services and care, and supporting and nurturing the workforce engaged in this is vital. It also requires securing the supply of basic services for all residents including in town centres.

- **Protecting and enhancing sectoral clusters**

Rushmoor benefits from high-value sectoral clusters, which offer the potential for further diversification, innovation, collaboration and economic growth. The spin-off and local supply chain opportunities from these clusters will be a further driving force for economic success.

- **Matching skill needs**

There will be continued demand for both higher-level and more vocational skills within the local economy, as well as the need to incorporate people with more limited skill sets into the labour market. Increased flexibility, adaptability and on-going learning is important in this time of transition and change.

- **Maximising partnerships and collaboration**

A key enabler of success will be the creation of new and reinforcing existing business and community support networks. This will need to cover support for start-ups and grow-on businesses, strengthening supply chains, opportunities for research and development, and developing common approaches to existing and emerging challenges. Changes in government policy, including the 'levelling up' agenda, are likely to impact on how the council works with partners.

- **Adapting to changing behaviours and new ways of working**

Hybrid working models are now the norm for many businesses and as such employment opportunities are not required to be locally based. It is vital that residents have the skills to fill local vacancies and embrace new opportunities. Rushmoor will need to have the right mix of workspaces to accommodate this shift in behaviour.

## Key Target Outcomes

The council will measure the success and achievements of the Strategic Economic Framework by meeting the following key outcomes which link to the identified Strategic Pillars and a range of supporting actions, as set out in Section 2.

Key Outcome	Strategic Pillar
<b>Key Outcome 1:</b> develop a focused approach to sector growth and inward investment to attract new and help existing businesses expand. This will allow us to work effectively with the borough's sector clusters of high growth/ priority businesses and to promote innovation and growth.	<b>Strategic Pillar SP1:</b> Business Environment – Business Support, Retention, Innovation and Inward Investment
<b>Key Outcome 2:</b> develop a business support programme to help local businesses recover from the pandemic, become more productive, support exporting opportunities and transition to net zero, with a targeted 'key account' programme in place.	<b>Strategic Pillar SP1:</b> Business Environment – Business Support, Retention, Innovation and Inward Investment
<b>Key Outcome 3:</b> promote opportunities for all in a labour market that better fosters improved economic inclusion, productivity and opportunities for growth including in the foundation economy and in higher skill sectors. Rushmoor will have a strong, well equipped workforce with enhanced skill and career routes including through apprenticeships, work-based training and higher	<b>Strategic Pillar SP1:</b> Business Environment – Business Support, Retention, Innovation and Inward Investment  <b>Strategic Pillar SP2:</b> Skills, Inclusion and Prosperity

education qualifications. This will be supported by active, positive, partnerships with education providers and businesses.	
<b>Key Outcome 4:</b> support the transition to a greener and more sustainable economy, with businesses able to benefit from the opportunities of clean, low carbon growth.	<b>Strategic Pillar SP1:</b> Business Environment – Business Support, Retention, Innovation and Inward Investment  <b>Strategic Pillar SP4:</b> Place – Our Centres, Sites and Workspaces
<b>Key Outcome 5:</b> support public and private investment in the regeneration of Aldershot and Farnborough town centres that will deliver economic growth, and improve the vibrancy and distinctiveness of the towns.	<b>Strategic Pillar SP2:</b> Skills, Inclusion and Prosperity  <b>Strategic Pillar SP4:</b> Place – Our Centres, Sites and Workspaces
<b>Key Outcome 6:</b> improve the ability of businesses to work digitally and compete globally. Digital connectivity infrastructure will be excellent and comprehensive for businesses and residents.	<b>Strategic Pillar SP3:</b> Transport Accessibility and Communications Infrastructure
<b>Key Outcome 7:</b> enhance strategic and local connectivity by road, rail and public transport through support for committed schemes. The council will investigate and advocate further improvements with partners.	<b>Strategic Pillar SP3:</b> Transport Accessibility and Communications Infrastructure
<b>Key Outcome 8:</b> support the delivery of commercial employment land to help meet Development Plan objectives, including fostering a sufficient and appropriate range of deliverable sites and business premises. This includes businesses able to access a wide range of managed/ supported workspaces.	<b>Strategic Pillar SP4:</b> Place – Our Centres, Sites and Workspaces

# 4. Action Plan

## Introduction

The action plan is intended to meet the vision and deliver on the key outcomes set out above. It is organised around the four strategic pillars that complement each other and build on Rushmoor's strengths whilst recognising current challenges.

The pillars provide a framework for individual projects and actions.

Each action is set out in more detail in this section together with the rationale and any interim timescales/ milestones that will be the focus of the council's activity.

For each pillar broad measures of success have been included so that the council can clearly measure achievements and performance.

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**Strategic Pillar 1: Business Environment – Support, Retention, Innovation and Inward Investment**

<b>Action/Project</b>	<b>Rationale</b>	<b>Timescale / Milestones</b>
<p>1.1: Create and maintain a Key Businesses Account Management Programme</p> <p>1.1.a) The council will establish and maintain a CRM (Client Relationship Management) system to help coordinate dialogue with businesses.</p>	<p>The council needs to work proactively with local businesses, based on regular and direct contact, to ensure we understand business needs and to promote business collaboration. This will ensure public sector support for local business is focused on their needs.</p>	<p>Year 1 to establish and ongoing thereafter</p>
<p>1.2: Develop and promote innovation and collaboration through sector development plans in:</p> <p>1.2.a) Aerospace – linked to the completion of the Aerospace, Research and Innovation Centre (ARIC) at Farnborough College of Technology.</p> <p>1.2 b) Digital technologies – linked to the opening of the Digital Hub at the Old Town Hall, Aldershot.</p>	<p>The borough supports several key growth sectors, including aerospace/ advanced engineering and digital technology applications which together offer strong opportunities for growth. Working closely with public sector partners the council will investigate and encourage opportunities for innovation, improved productivity, expansion and new investment based on detailed sector development plans.</p> <p>The council will review existing support networks and initiatives to ensure local business are aware of opportunities for collaboration, diversification and new markets, including new low carbon technologies. This approach will also support higher value job creation and employment opportunities to help retain young talent and attract graduates after university.</p>	<p>Years 1 - 3</p>
<p>1.3: Improve business support provision and signposting, including sustainability information, advice and guidance.</p>	<p>The council need to prioritise support for local businesses to enable them to grow and expand and provide employment opportunities.</p>	<p>Years 1 - 3</p>

	<p>The council will evaluate the provision of existing business support services, address any gaps in business advice, particularly measures to encourage low carbon growth and sustainability, and aim to improve business information, advice and guidance.</p> <p>Specific support may include improved guidance on exporting; energy efficiency and sustainability; and support and advice for businesses seeking external investment (an 'investor readiness' programme).</p>	
<p>1.4: Attracting new inward investments through new marketing materials and enhanced business support.</p>	<p>Rushmoor's unique locational advantages have been successful in attracting and retaining new businesses and inward investment.</p> <p>It is critical that we maintain and capitalise on these successes by working with partners to actively target potential inward investment and business expansion. This will be linked to the Account Management Programme (Action 1.1) and focused on the borough's sector clusters.</p> <p>The council's role will include ensuring appropriate protocols are in place between public organisations dealing with new investment enquiries.</p> <p>The council will also offer a 'soft landing' programme for new inward investment business arrivals in Rushmoor.</p>	Ongoing
<p>1.5: Improve public sector procurement supply chains and purchasing.</p>	<p>The council will develop public supply chain and sustainable procurement protocols to encourage social value benefits and where</p>	Years 1 – 3

	possible embed circular and clean-growth economy principles.	
1.6: Promote a circular, low carbon, sustainable local economy.	The council will bring together local partners to share ideas and best practice. This could be targeted at certain sectors together with key local businesses identified as part of the key management account programme.	Years 1 - 3
1.7: Work with clean growth, circular economy and community wealth building thought leaders and case studies.	The council need to drive forward clean and circular economic growth at the local level. In this, and on community wealth building it is important for us to develop an understanding of relevant research, initiatives and best practice that can be realistically adopted and deployed in Rushmoor.	Years 1 - 3
1.8: Co-ordinate and signpost access to finance for new and early-stage businesses with high growth potential.	A significant barrier for many new and expanding businesses is the availability and access to finance.  Working together with partners, the council will ensure new and expanding local businesses understand the options available for financial support to encourage the growth of their business, particularly in key economic sectors and to support low carbon growth.	Year 1
1.9: Build relationships with commercial landowners and agents.	The delivery and use of employment land and commercial floorspace require an ongoing understanding of market requirements, availability and viability.  To inform this the council will continue to build relationships with local commercial agents and developers to help identify current and emerging	Ongoing

	property needs and potential opportunities for growth. This is particularly important as new ways of working emerge from the Coronavirus pandemic.	
<p><b>Success Measures</b></p> <ul style="list-style-type: none"> <li>• Establishment of an up-to-date Key Business Account Programme and direct contact with key employers in Year 1 to understand business issues and opportunities to provide appropriate support. <b>(Key Outcome 2)</b></li> <li>• A business support programme focused on business needs (in the short term focused on recovery from the Coronavirus pandemic) and communicated more effectively to all Rushmoor's businesses <b>(Key Outcome 2)</b></li> <li>• Number, type and change over time in the inward investment and business expansion enquiries received and handled by the Council <b>(Key Outcome 1)</b></li> <li>• Drafting of sector development plans and expansion/ growth of existing key sectors and increase in the proportion of new growth sector representation in the Borough <b>(Key Outcomes 1, 2 and 4)</b></li> <li>• Increased number of local companies benefitting from projects and expenditure through local public procurement supply chain networks <b>(Key Outcomes 2 and 4)</b></li> <li>• Engagement with local businesses on clean growth and circular economic development principles <b>(Key Outcome 5)</b></li> <li>• Increase in the frequency and involvement of commercial landowners and agents in regular stakeholder engagement events and dialogue <b>(Key Outcomes 5 and 6)</b></li> </ul>		

## Strategic Pillar 2: Skills, Inclusion and Prosperity

Action/Project	Rationale	Timescale / Milestones
2.1: Understand and identify skills gaps for business and the workforce.	To maintain and improve the borough's productivity, it is critical the council understand both the skills needs of businesses and the skills shortages of the local workforce. The evidence base and stakeholder feedback clearly identify changing skills demand across sectors and the need to ensure future business needs are matched with a sufficient supply of skilled workers. The council will work with partners and local businesses to identify current and future local labour skills demand and supply needs. This could include a detailed business survey.	Years 1 - 3
2.2: Enhance the Rushmoor Employment and Skills Zone to better coordinate and support job brokerage.	<p>Using the existing Rushmoor Employment and Skills Zone to co-ordinate and support job brokerage.</p> <p>Working with key partners to deliver training and recruitment tailored packages to support the growth of existing businesses or facilitate the arrival of new businesses. This work complements and links with the Hampshire Employment and Skills Service and the Apprenticeship Hub and will provide a platform for sourcing and training staff.</p> <p>There is an opportunity to further enhance this work by linking Employment and Skills Plans to key building projects within the borough, whilst this occurs at some level further links and development of a process</p>	Years 1 - 2

	would help generate employment opportunities at a local level.	
2.3: Promote and encourage vocational apprenticeships and other technical and work-based training opportunities	<p>There is great potential to raise the level of technical and work-based training, qualifications and apprenticeships in Rushmoor. This will address the shortages of technical level skills identified from the evidence base. This will support an inclusive labour market.</p> <p>The council will continue to strengthen the relationship between education and training providers, employers and other key partners such as the County Council to encourage greater participation and joined up pathways for non-traditional routes into the workplace.</p>	Years 1 - 2
2.4: Raise aspiration and future career opportunities for young people	<p>The changing nature of employment has significant implications for career and education choices for young people. The council need to ensure early proactive advice and support to raise aspiration goals, increase participation and educational attainment, and provide informed careers intelligence which link with education, skills and training. The council will work with education and training providers, supported by key partners such as the County Council, to identify and showcase the new skills and career opportunities available and to closely align learning opportunities in the future jobs market.</p>	Years 1 - 3
2.5: Support and encourage the upskilling and reskilling of the workforce, especially in digital, createch and soft skills	The upskilling and reskilling of the workforce to meet changing workplace needs will help to raise skills levels,	Years 1 - 3

	<p>identify new opportunities and maximise the employment prospects of the workforce. This has significant benefits for both business and workers.</p> <p>The importance of digital, basic STEM and business leadership, management and softer skills is of core importance, particularly for SMEs and the foundation, and low carbon economy. The council will work with partners to encourage opportunities for upskilling and reskilling with particular attention focused on basic ICT and soft skills.</p>	
2.6: Develop enhanced education programmes linked to innovation and enterprise support for key sectors	<p>Working with education partners there is potential to develop higher level business and entrepreneurship programmes in the Borough and develop enhanced links to HE institutions outside Rushmoor. The evidence base identifies a need to raise attainment levels above Level 3 locally, especially at Level 4 and 5 given the importance of the digital economy. The council will investigate enhanced training capacity with employer involvement as a key part of the sector development plans.</p>	Years 1 - 3
2.7: Support self-employment and business start-up	<p>The council will support and encourage new business models of self-employment and start-ups aided by business support provision. New business births contribute to job creation, innovation and economic growth. Rushmoor already has a business base which is dominated by micro businesses but a level of</p>	Years 2 - 3

	<p>start-up rates which is below the national average.</p> <p>The council will work with partners to signpost business services, access to finance and training/ skills development. In particular, the council is keen to increase business start-up opportunities in the most deprived areas of the Borough together with ex-military personnel and those who have lost jobs as a result of the Coronavirus pandemic. Start up support will also be promoted for graduates and young professionals to help attract and retain young entrepreneurs.</p>	
2.8: Work to remove barriers to training, employment and the workplace	<p>The council need to support and maximise opportunities for all residents to access training and employment to ensure inclusion and promote well-being. It is important that the under-represented, disengaged and vulnerable are provided with the training and support network to develop work readiness skills and support health and well-being priorities.</p> <p>The council will work with partners, including the third sector and Rushmoor Employment and Skills Zone to help deliver support programmes to address barriers for certain groups in Rushmoor.</p>	Years 1 - 3
2.9: Support and help co-ordinating funding opportunities for social enterprises	<p>The council will support and help coordinate funding opportunities targeted at foundation and social enterprises which provide important services and a range of advice, guidance and training for residents seeking to access the</p>	Years 2 - 3



	workplace and improve skills training.	
<p><b>Success Measures</b></p> <ul style="list-style-type: none"> <li>• Enhance the RESZ to further coordinate and support job brokerage (<b>Key Outcome 3</b>)</li> <li>• Increase in the number of local apprenticeships and vocational training secured, started and completed in the Borough (<b>Key Outcome 3</b>)</li> <li>• Improvement in the levels of NVQ Level 4 and above started and completed in the Borough (<b>Key Outcome 3</b>)</li> <li>• Increase in the numbers of the local workforce accessing partner organised ICT and soft skills training (<b>Key Outcomes 3 and 7</b>).</li> <li>• Increase in the number of new business start-ups and increase survival rates by Year 3 (<b>Key Outcome 3</b>)</li> <li>• Increase in the number of the local workforce undertaking reskilling and upskilling (<b>Key Outcome 3</b>)</li> <li>• Reduction of the number of NEETs (Not in Education, Employment or Training) recorded in the Borough (<b>Key Outcome 3</b>)</li> <li>• Decrease in the percentage of the working age population claiming benefits principally for the reason of being unemployed (<b>Key Outcome 3</b>)</li> <li>• Decrease in percentage of 18-24 year olds claiming benefit principally for the reason of being unemployed (<b>Key Outcome 3</b>)</li> </ul>		

### Strategic Pillar 3: Transport Accessibility and Communications Infrastructure

Action/Project	Rationale	Timescale / Milestones
3.1: Advocate increased rail services and reduced journey times to London and key centres	Increased physical connectivity will help improve market access, workforce flows and leisure/ tourism potential. The council will support key partners in lobbying for enhanced rail services and associated qualitative improvements for the Borough.	Years 1 - 2
3.2: Encourage modal shift and a switch towards more sustainable forms of travel to reduce dependency upon the private car and reduce carbon emissions.  3.2 a) Ensure a resilient and reliable transport network that reduces transport related carbon emissions.	To maintain and enhance economic attractiveness, it will be essential to maintain a resilient and reliable transport network.  The council will work alongside key partners to deliver a high-quality transport system that encourages modal shift and improves connectivity.  The council will work with partners to deliver mobility hubs in the town centres and deliver quality walking and cycling networks to reduce transport related emissions and deliver health benefits.	Ongoing
3.3: Promote infrastructure for electric vehicles	Increased provision of charging facilities and use of EVs for business travel and deliveries will be important to support low carbon growth and improve air quality.	Years 1 - 3
3.4: Support superfast digital and mobile connectivity to businesses  Through:  3.4 a) Ensure all existing business parks and Key Employment Sites are connected to ultrafast broadband.	Connection coverage and speed are vital requirements in the business community. This is particularly important in some of the key growth sectors in Rushmoor such as the creative and gaming sectors but is also essential for wider economic growth.  We will map connectivity and ensure the borough's	Ongoing

3.4 b) Support enhanced connectivity to residents and businesses based at home.	business parks are well provided for potentially by encouraging specific interventions.	
3.5: Ensure future rollout of digital fibre and mobile communication upgrades	<p>Developing future-readiness for and delivery of upgrades in technology will be essential in supporting the growth of businesses. This will include the delivery of a full 5G network and capacity for 6G and 7G in future.</p> <p>This may include 5G testbeds. The Borough is home to a growing digital sector and alongside other sectors it is vital that digital infrastructure remains first class and responsive to future technological enhancements.</p>	Years 1 - 3
<b>Success Measures</b> <ul style="list-style-type: none"> <li>• An agreed programme of rail service improvements relevant for Rushmoor (<b>Key Outcome 8</b>)</li> <li>• The maintenance of a resilient and reliable transport network. (<b>Key Outcome 8</b>)</li> <li>• Delivery of mobility hubs and improvements to walking and cycle networks, including to key employment locations to reduce transport related carbon emissions. (<b>Key Outcome 5 and 8</b>)</li> <li>• Improved digital coverage and speed for businesses in the Borough, supporting the ability of businesses to work digitally and compete globally (<b>Key Outcome 7</b>)</li> <li>• Lobby for and where relevant support an agreed programme of future digital and mobile upgrades in the Borough (<b>Key Outcome 7</b>)</li> <li>• Regular discussions with the business community to review progress in terms of physical and digital connectiveness (<b>Key Outcomes 2 and 7</b>)</li> </ul>		

#### Strategic Pillar 4: Place – Our Centres, Sites and Workspaces

Action/Project	Rationale	Timescale / Milestones
4.1: Continue to deliver the regeneration programmes for Farnborough and Aldershot town centres	<p>The council's focus will be to maximise the potential of both town centres to secure investment and development interest in accordance with the programmes of regeneration and Local Plan objectives. This will be supported by the Rushmoor Development Partnership's work to re-develop key assets. The council will bring forward the implementation of Union Yard and the Galleries in Aldershot and the regeneration of Farnborough town centre including the Civic Quarter.</p> <p>The crucial importance of the regeneration of the town centres is identified in the evidence base and is a priority reported by stakeholders.</p>	Ongoing
4.2: Improve the vibrancy of the town centres.	<p>We need to ensure that the town centres are attractive environments which encourage footfall and increase patronage/ speed in local shops.</p> <p>As well as the regeneration programmes outlined above (4.1) we will promote the vibrancy and distinctiveness of Aldershot and Farnborough and encourage new town centre businesses to fill vacant premises.</p> <p>We will ensure that retailers can access bespoke business support, promote businesses to encourage patronage and run an events programme which encourages footfall.</p>	Ongoing
4.3: Realise the economic, environmental and social	Work with partners to develop an understanding of	Years 1-3

opportunities arising from Rushmoor's arts, culture and heritage assets	<p>the Borough's arts, cultural and heritage assets.</p> <p>Deliver an ambitious borough wide research, engagement and development programme that will set the direction for culture in Rushmoor for the next ten years.</p>	
4.4: Support investments to improve existing commercial floorspace in the borough's Strategic Employment Sites and Locally Important Employment Sites	<p>The council need to ensure the delivery of a range and choice of employment land and premises to support the needs of existing business, including opportunities for qualitative improvements of existing sites and stock.</p> <p>In order to help support the expansion of existing business and attract new investment to our Borough, it is important the council continues to promote and manage available Strategic Employment Sites and Locally Important Employment Sites. Focused on key sites, and in conjunction with the development industry, Hampshire County Council and other partners the council will promote the Borough as a quality destination for business.</p>	Ongoing
4.5: Support the delivery of new shared and flexible managed workspaces	<p>There is a relative lack of new flexible and affordable workspace for modern business needs in Rushmoor, including for start-up, grow on space and managed workspace. This is a key issue reported from in stakeholder discussions.</p> <p>The council will work with partners to help deliver new flexible workspaces in the borough for businesses to establish themselves and grow, recognising the changing requirements of</p>	Years 1 - 3

	business and the opportunities that may exist as part of the regeneration of Aldershot and Farnborough.	
4.6: Investigate the feasibility for a 'Make and Trade' Town Centre Zone	<p>Aimed at showcasing creative and artisanal production and service businesses as well as supporting ongoing town centre regeneration initiatives, the council will examine the feasibility of establishing a 'make and trade' area potentially centred around Union Yard in Aldershot.</p> <p>This concept will connect the regeneration of Aldershot with emerging themes in the Cultural Strategy.</p>	Year 2
<p>4.7: Continue to work proactively with Farnborough Airport and the cluster of aerospace companies the airport supports.</p> <p>4.7. a) The council will commission an Economic Impacts Study to confirm the wider economic benefits of the airport to the borough.</p>	<p>Farnborough Airport has a key role and function in the local economy and a wider aerospace cluster.</p> <p>The council will continue to proactively engage and work with Farnborough Airport including for future enabling developments and investments to ensure the Airport's premier position is maintained.</p>	Year 1
<p><b>Success Measures</b></p> <ul style="list-style-type: none"> <li>• Decrease in vacancy rates in Aldershot and Farnborough (<b>Key Outcome 5</b>)</li> <li>• Employment land supply, including protection of Key Employment Sites and available commercial floorspace is provided to meet the objectives of the Local Plan and Employment Land Evidence Base (<b>Key Outcome 10</b>)</li> <li>• Programme of work to develop and support managed, shared and flexible workspaces at locations across the Borough completed (<b>Key Outcome 9</b>)</li> <li>• Regularly updated review of Key Employment Sites portfolio as part of the overall stock of business land, sites and floorspace available in the Borough (<b>Key Outcome 10</b>)</li> <li>• Completion of feasibility for the 'Make and Trade' Town Centre Zone (<b>Key Outcomes 3, 5 and 6</b>)</li> <li>• Create an ambitious Cultural Strategy for the borough that will inform planning and investment for the next 5 years and a delivery plan for the next 10 years. (<b>Key outcomes 5 and 7</b>).</li> </ul>		

# APPENDICES

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# Appendix A

## Context I – Supporting Strategies and Policies

### Introduction

This appendix provides an overview of relevant economic strategy and policy influences on the Rushmoor economy.

It is divided between national and regional strategies and policies (Enterprise M3 LEP and Hampshire County Council) and the local level (within Rushmoor).

To help Rushmoor to maintain and develop its place in a competitive economy, the SEF reflects overarching policies and strategies. This is to ensure that the SEF:

- aligns with relevant economic policies at national and regional levels of governance;
- underpins decision making for economic interventions;
- meets relevant and prioritised local needs;
- affords the best opportunities for effective partnership working;
- offers the best opportunity of securing external funding to support the aims and objectives of the SEF;

A summary review of the main policy and strategies is provided below.

### National Policy Influences

Local economies do not operate in isolation, and are influenced by and interact with wider regional, national and international economies. As such, it is obvious that there are limits to the ability of a local authority to determine economic change.

In that context there are broader national strategies and economic policy influences of relevance to Rushmoor over the past few years, including:

- Build Back Better: Our Plan for Growth (March 2021)
- Government's National Industrial Strategy – Green Paper (January 2017) and White Paper (November 2017)
- Industry for Defence and a Prosperous Britain: Refreshing Defence Industrial Policy (2017)
- Skills for jobs: lifelong learning for opportunity and growth (January 2021)
- Net Zero Strategy: Build Back Greener (October 2021)
- 'Levelling Up' White Paper (expected Spring 2022)



## **Build Back Better: Our Plan for Growth**

Published in March 2021 the *Build Back Better: Our Plan for Growth* policy paper sets out how the Government intends to invest in infrastructure and support for the economy to recover post Coronavirus and to lay the foundations for long-term sustainable growth. A key component of the Plan for Growth is stated to be investment in "high quality infrastructure".

To stimulate short-term economic activity and drive long-term productivity improvements focusing on broadband, roads, rail and cities, this year 2021/22 will see government capital investment of £100bn. For local areas investment will be channelled through initiatives such as the UK-wide Levelling-Up Fund and UK Shared Prosperity Fund, as well as the Towns Fund and High Street Fund seeking to support recovery of town and retail centres in particular.

To accelerate progress to net zero and implement the Government's Ten Point Plan there is funding to be delivered by a new UK Infrastructure Bank. The new Bank will provide financing (and advisory support), to local authority and private sector infrastructure projects that help meet government objectives on climate change and regional economic growth. With an initial £12bn capitalisation it will be able to support £40bn of investment including for local authority and private sector infrastructure projects, and issue up to £10bn of guarantees.

The Plan for Growth identifies four Project Speed "pathfinder projects":

- The Oxford-Cambridge Arc, led by the Ministry of Housing, Communities & Local Government (MHCLG)
- The New Hospital Programme within the Health Infrastructure Plan, led by the Department of Health & Social Care (DHSC)
- The A66 Northern Trans-Pennine upgrade, led by the Department for Transport (DfT); and
- The Northumberland Line led by Northumberland County Council in partnership with DfT.

## **National Industrial Strategy – White Paper (November 2017)**

At a national level it is apparent that Government has moved away from the National Industrial Strategy approach, however the work undertaken by Government over the period from 2016/17 – 2017/18 showed the extent of economic and infrastructure investment needed to drive future productivity. It therefore remains of interest and use to the Rushmoor Strategic Economic Framework to include reference to the former National Industrial Strategy policies.

The *Industrial Strategy: Building a Britain: Fit for the Future* (November 2017) was the published White Paper building from the ideas detailed in the earlier Green Paper, with a focus on five 'foundations of productivity'.

These five foundations of productivity and some of the relevant initiatives associated with them are as follows:

- Ideas

- Raise total research and development (R&D) investment to 2.4 per cent of GDP by 2027;
- Increase the rate of R&D tax credit to 12 per cent; and
- Invest £725m in new Industrial Strategy Challenge Fund programmes to capture the value of innovation.
- People
  - Establish a technical education system that rivals the best in the world;
  - Invest an additional £406m in maths, digital and technical education, helping to address the shortage of STEM skills; and
  - Create a new National Retraining Scheme that supports people to re-skill, beginning with a £64m investment for digital and construction training.
- Infrastructure
  - Increase the National Productivity Investment Fund to £31bn, supporting investments in transport, housing and digital infrastructure;
  - Investment in electric vehicle technology; and
  - Boost digital infrastructure with £1bn of public investment, including £176m for 5G and £200m for local areas to encourage roll out of full-fibre networks.
- Business environment
  - Launch and roll-out Sector Deals – partnerships between government and industry aiming to increase sector productivity;
  - Drive £20bn of investment in innovative and high potential businesses, including establishing a new £2.5bn Investment Fund, incubated in the British Business Bank; and
  - Launch a review of the actions that could be most effective in improving the productivity and growth of small and medium-sized businesses.
- Places
  - Agree Local Industrial Strategies that build on local strengths and deliver on economic opportunities;
  - Create a new Transforming Cities fund that will provide £1.7bn for intra-city transport; and
  - Provide £42m to pilot a Teacher Development Premium. This will test the impact of a £1,000 budget for high-quality professional development for teachers working in areas that have fallen behind.

The Industrial Strategy White Paper identifies a set of ‘Grand Challenges’ that will put the United Kingdom at the forefront of the industries of the future. This relates to:

- **AI & Data Economy.** Putting the UK at the forefront of the artificial intelligence and data revolution

- **Clean Growth.** Maximising the advantages for UK industry from the global shift to clean growth
- **Future of Mobility.** Becoming a world leader in the way people, goods and services move
- **Ageing Society.** Harnessing the power of innovation to help meet the needs of an ageing society

These Grand Challenges are identified as the first four to be focussed on, with the implication that others will emerge. A set of Policy Papers<sup>7</sup> were published in May 2018 providing more detail on the focus of these first four Grand Challenges.

The Industrial Strategy White Paper provides a national backcloth against which the Rushmoor Strategic Economic Framework needs to be set. The Grand Challenges, as currently specified, are more focussed on leading-edge applications which only have immediate and longer-term relevance to Rushmoor. The overall thrust of the Industrial Strategy is focused on improving productivity, which is also captured in relevant Enterprise M3 LEP and Hampshire County plans and strategies. This is a clear direction of travel in terms of economic improvement.

### **Industry for Defence and a Prosperous Britain: Refreshing Defence Industrial Policy**

The *Industry for Defence and a Prosperous Britain: Refreshing Defence Industrial Policy* was published by the Ministry of Defence in December 2017.

The commitment to refresh the national defence industrial policy was one of the steps to help meet the requirements of the 2015 Strategic Defence and Security Review which introduced a new National Security objective to promote prosperity.

Since 2015, the Government has worked with business of all sizes, both directly and through the Defence Growth Partnership and the Defence Suppliers Forum, to understand how to best support growth and competitiveness in the sector, as well as ensure wider national security objectives are met.

The document identifies three strands to the approach taken:

1. Improving the way defence delivers wider economic and international value, and national security objectives;
2. Helping UK industry in its plans to be internationally competitive, innovative and secure; and
3. Making it easier to do business with defence, particularly for innovators, small and medium-sized enterprises and non-traditional defence suppliers.

Relevant actions and interventions in the document include:

- Reinforcing Government commitment to competition and strategic choice in defence procurement including to support opportunities for SMEs and industrial competitiveness;

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<sup>7</sup> UK Government (May 2018). Policy Paper: The Grand Challenges  
<https://www.gov.uk/government/publications/industrial-strategy-the-grand-challenges/industrial-strategy-the-grand-challenges#artificial-intelligence-and-data>

- Becoming more flexible to a range of different models for working with businesses. This will be informed by an analysis of wider market opportunities and the need to promote competition and strategic choice;
- Maintaining strong support for defence exports and encouraging defence inward investment;
- Support the cross-Government Industrial Strategy to maximise coherence and impact from civil and defence investment and particularly targeting productivity key skills, innovation and investment in science and technology;
- Operating a new supplier portal to signpost new procurement opportunities and processes;
- Engaging potential suppliers;
- Investing in new innovation models through the Defence Innovation Initiative;
- Asking for Supply Chain Plans for competitive contracts with a value of >£100 million; and
- Strengthening local activity clusters to develop local expertise and forging/reinforcing ties with universities, catapult centres and local companies.

### **Skills for Jobs: Lifelong Learning for Opportunity and Growth (January 2021)**

This white paper sets out reforms to post-16 technical education and training to support people to develop the skills needed to get good jobs and improve national productivity.

The paper sets out 35 reforms for the sector which are split into five categories;

- Putting employers at the heart of post-16 skills;
- Providing the advanced technical and higher technical skills the nation needs;
- A flexible lifetime skills guarantee;
- Responsive providers supported by effective accountability, governance and intervention; and
- Supporting outstanding teaching.

### **Net Zero Strategy (October 2021)**

This strategy sets out policies and proposals for decarbonising all sectors of the UK economy to meet the UK's net zero target by 2050. It includes:

- decarbonisation pathways to net zero by 2050, including illustrative scenarios;
- policies and proposals to reduce emissions for each sector;
- cross-cutting action to support the transition.

### **Levelling Up White Paper (expected Spring 2022)**

The government will publish a Levelling Up White Paper in early 2022. The paper will articulate "how bold new policy interventions will improve opportunity and boost livelihoods across the country". The specific impacts of the government's levelling up

agenda remain to be confirmed but investment decisions skewed away from the South East could impact on local and regional economic growth.

## Regional Policy Influences

### Enterprise M3 Local Economic Partnership

The Local Enterprise Partnerships (LEPs) are now well established nationally and Rushmoor Borough lies within the Enterprise M3 LEP area which covers parts of Surrey and Hampshire.

Enterprise M3 LEP has produced the following strategies which are of particular relevance to Rushmoor's Strategic Economic Framework. These are:

- Local Industrial Strategy: Developing Our Approach (2019)
- Local Industrial Strategy Evidence Base - Version for Analytical Panel Submission (2019)
- Revive and Renew (2021) - The Recovery and Renewal Action Plan
- A Strategic Economic Plan for the Enterprise M3 Area 2018-2030 (2018)
- Skills and Labour Market Analysis (2020)
- Enterprise M3 Towns Analysis; Part 1: Data Analysis and Town Classification and Part 2: Future Growth Opportunities (2019)

### Local Industrial Strategy: Developing Our Approach (2019)

At a national level it is apparent that Government has moved away from the National Industrial Strategy and the need for Local Enterprise Partnerships to prepare Local Industrial Strategies, in favour of the new Plan for Growth and Levelling Up approach. There is however an existing body of economic evidence and work undertaken by the Enterprise M3 LEP looking at the basis for a Local Industrial Strategy (LIS) in the area. It therefore remains helpful to review this information set out in the *Local Industrial Strategy; Developing Our Approach* which represents a key stage in developing the emerging LIS and sets out the broad approach, issues and themes in moving towards a strategy.

The document outlines the long term strategic priorities around which the LIS will be built and reflects the LEP priority areas of Digital; Exports; Places; Innovation; Enterprise; Clean Growth; Skills – all identified in the Strategic Economic Plan and with a defined focus on enhancing productivity. It further recognises that a number of the LIS priorities cover more than one of the overall LEP priorities and are interconnected, and that the role of the LIS will outline interventions which are mutually supportive.

The Strategic Priorities are identified as follows together with supporting summary:

- Science, Innovation and Enterprise - stimulating more innovation and greater commercialisation of knowledge in the leading sectors in order to increase output, promote diversification and spread opportunities to other sectors.

- People and Skills - transforming the workforce to respond to new business models, particularly increased digitisation, and enhancing participation and inclusive growth through a better skilled, supported and healthier workforce.
- Towns - supporting the productive capacity of the networks of successful places which generate economic growth in the area.
- Housing - increasing the supply and diversity of housing to improve recruitment and retention of the people that business needs.
- A Gateway Region - growing the region through maximising access to global markets via airports and ports and the potential for the sub-regional economies associated with the gateways.
- Clean Growth – promoting better use of energy to improve productivity and the role of the natural capital in shaping future economic growth.
- Digital Connectivity – to build on the area's strengths in digital enabling technologies in order to open up opportunities to transform public services, develop new commercial applications and address those areas with poor mobile and broadband connectivity.
- Smart Mobility – make better and more efficient connections between businesses and staff, supply chains and markets in order to enhance productivity and explore new approaches to mobility that better suit the environment and resident's needs.
- Exporting – increasing the levels of goods and services exported and companies involved to increase demand and stimulate investment.

### **Local Industrial Strategy Evidence Base - Version for Analytical Panel Submission (2019)**

The *Local Industrial Strategy Evidence Base - Version for Analytical Panel Submission* published in November 2019 sets out the evidence base to underpin the emerging Local Industrial Strategy.

It provides an analysis of the overall economic growth, productivity and sector specialisms within the economy of the LEP and to ensure alignment with the National Industrial Strategy, an overview of the 'five foundations of productivity' focused on ideas, business environment, people, infrastructure and place.

In economy and productivity terms, key messages for the M3 area include the following:

- A £50.1bn economy by GVA and a growth of GVA by 12.9% from 2012-17;
- A highly productive economy, ranking 5th highest in terms of GVA per head (£31,952);
- The 5-year GVA growth rate from 2012 was 2.20%, the highest among comparator LEPs and higher than the national average (2.1%);
- The region contains 770,500 jobs although many areas experiencing employment decline (absolute and relative terms);
- 11 of 13 local authorities experienced GVA growth from 2012-17;

- The total value of services exports was £11.5bn, the highest among LEPs and goods exports at £14.6bn.

Regarding Rushmoor, the evidence base identifies the following headline facts:

- The Borough experienced the highest rate of GVA growth (+8.2%) over the period 2012-17;
- Supports 57,500 jobs – an increase of 1,000 over the period 2015-18;
- Farnborough (together with Guildford and Basingstoke) a primary hub for investment and innovation, which together accounted for 60% of all inward investments in the M3 area over the period 2013-19, with particular attention locally on space, aerospace, high value manufacturing and transport, including the BMW Innovation Lab;
- Farnborough is identified as an important focus for patent applications (15% of the LEP area total) – a recognition of its focus on innovation;
- Aldershot is identified as one of 12 gaming sector hubs nationwide;
- Farnborough and Aldershot are identified as areas with high shares of young people ranging between 30%-40% together with high mobile and broadband coverage and higher levels of housing affordability; the focus on the young urban resident group is a key element for growth and creating entrepreneurial activity.

Additional reports have been commissioned by Enterprise M3 which seek to focus on defined issues as follows:

- *Future Digital Connectivity and 5G Networks* (March 2020)
- *Low Carbon Economy Opportunities both Domestic & Export* (February 2020) and *Low Carbon Environmental Goods and Services (LCEGS) Sector Highlights* (November 2019)
- *Export Review Report* (December 2019)
- *Commercial Property Market Report* (2016)
- *Digital Technologies Report* (November 2015).

### **Revive and Renew (2021) - The Recovery and Renewal Action Plan**

Revive and Renew is a '*Recovery and Renewal Action Plan*' for the Enterprise M3 area. The Action Plan draws on evidence gathered for the [Local Industrial Strategy](#), and on new and refreshed analysis in light of the impact of the Coronavirus pandemic.

The following priority areas have been identified:

- Job creation and Skills for Employment
- Digitisation and an ultra-fast digital infrastructure for business resilience, innovation and growth
- Growth in our low carbon economy
- Supporting business-led innovation, entrepreneurship, high-tech, scale-up businesses and international trade

- New Transport & Smart Mobility – Covid19-safe, sustainable, delivering good connectivity
- Town centres and Housing Supply – reimagined and fit for the future
- Convening people and organisations in shared projects.

### **A Strategic Economic Plan for the Enterprise M3 Area 2018-2030 (November 2017)**

*A Strategic Economic Plan for the Enterprise M3 Area 2018-2030* was published in November 2017 and outlines the LEPs approach towards meeting the challenges outlined in the National Industrial Strategy which it considers represent Grand Opportunities for the area to embrace. It also provides the basis for the Local Industrial Strategy for the M3 area.

The Strategic Economic Plan (SEP) sets out an ambitious growth vision and growth for up to 4% per year to 2030 and identifies Farnborough as a Growth Town and Aldershot as a Step-up Town.

The Plan seeks to enhance the performance of the economy and to unlock greater growth with attention directed towards a number of issues, including:

- addressing an uneven distribution of economic activity and disparity of prosperity and opportunity in the area;
- achieving more levels of growth in high value sectors especially by making the area more attractive to Young Urban Residents;
- recognition that the Growth Towns and Step-up Towns have not performed to their full potential;
- the existence of considerable skills gaps despite the Enterprise M3 being a relatively highly skilled area;
- ensuring improvements to ensure a high-quality transport infrastructure which connects markets, people and goods within the area to London and internationally, to help attract and retain businesses and highly skilled residents.

The document outlines five strategic priorities for growth which underpin two major stimulants for growth in its economy; digital and data technologies and clean growth.

The priorities for growth relate to the following:

- Priority 1: High Value Sectors for a Globally Facing Economy;
- Priority 2: Enterprise and Innovation for Scaling Up High Productivity SMEs;
- Priority 3: Skills for a High Value, High Growth Economy;
- Priority 4: Connectivity for a 21st Century Advanced Digital and Low Carbon Economy;
- Priority 5: Dynamic Communities and Sustainable Growth Corridors.

The SEP identifies the defence and aerospace clusters at Farnborough and Aldershot as part of an internationally focused high value business base together with strong digital and creative technology (createch) sectors, including at Aldershot. Other high value sectors include space and satellite technology, life sciences, especially Med Tech and professional services. Significant opportunities for growth are also identified where these sectors intersect with digital technologies including AI, 5G and cyber security.



The Strategic Economic Plan sets out strategic interventions and actions for unlocking and driving growth in the context where digital innovation in a low carbon economy is identified as an existing strength which can act as the driver for economic growth both locally and nationally, including delivery of the National Industrial Strategy.

It also sets high priorities for exports and foreign investments together with an emphasis on skills that meet the requirements of business and the existing workforce, including those in education. Equally the importance of digital and transport infrastructure and housing are identified as key enablers and inhibitors of economic growth.

### **EM3 Skills and Labour Market Analysis (2020)**

The *EM3 Skills and Labour Market Analysis* (February 2020) outlines the challenges faced in the M3 area despite its characteristics of high productivity, high employment, incomes and skills.

The study identified the following important issues:

- Decline (absolute and relative terms) in the growth of jobs (-1.7%) over 2016-18 including a fall in the frontier industries of digital and professional services;
- A high churn and competitive labour market including net loss of graduates given its proximity and access to London and other large labour markets areas such as the Thames Valley;
- Need to improve business attractiveness and the attraction and retention of talent in the town-level economy;
- A high educational attainment area reflecting the dominance of the academic route (especially to level 3) but relatively low levels of engagement in apprenticeships and less focus on more technical qualifications which better reflect local labour market demand;
- Acute gaps between projected business demand and the current pattern of education provision for certain skills (sales and marketing; teaching; analytical; administrative; and customer service);
- Careers intervention to align young people and mid-career workforce with new opportunities.

### **Enterprise M3 Towns Analysis (2019)**

The *Enterprise M3 Towns Analysis* (December 2019) is presented in two reports (Part 1 and 2) and provides an analysis of the performance of the LEP's towns, the functional relationships that link them and future growth opportunities.

It identifies Farnborough and Aldershot as forming part of the Southern Surrey / Eastern Hampshire Functional Economic Market Area which is not based on a formal analysis but draws on other studies.

The study identified the potential contribution of Farnborough and Aldershot to supporting the SEP and LIS focused on the regeneration of both town centres together with potential growth in aerospace, digital, ICT and conferences

(Farnborough), and in Aldershot the digital and gaming sector together with potential redevelopment of the football ground, including hotel provision.

Key headline data from the study identified the following for the Rushmoor towns:

- Farnborough the 4<sup>th</sup> largest centre by population and Aldershot the 8<sup>th</sup> and characterised by above average levels of working age population but equally a significantly younger workforce;
- Total employment of 34,000 in Farnborough with important sectors of information & communication, and professional, scientific and technical and key clusters in aerospace, advanced engineering, data and communications, and gaming. In Aldershot, total employment of 17,000 with motor trades, property and information & communication key sectors;
- Higher than national average productivity index for both towns;
- Aldershot well below the national average for qualifications at NVQ4+ with Farnborough College of Technology the sole HE institution in Rushmoor;
- Relative affordability of housing compared to other EM3 towns.

### **Enterprise M3 European Structural and Investment Fund Strategy (updated 2019)**

The *Enterprise M3 European Structural and Investment Fund Strategy* was updated in October 2019 to ensure that the targeted themes for funding for enterprise, innovation, skills and employment, and infrastructure and place, take account of the latest economic data.

### **North Hampshire Narrative**

Rushmoor Borough Council, working with Test Valley, Basingstoke & Deane and Hart District Councils, has produced a North Hampshire Narrative to help articulate what North Hampshire has to offer, its aspirations for development and what is needed to address housing, economic and infrastructure challenges based on existing local plans, strategies and evidence.

### **Hampshire County Council**

Hampshire County Council has prepared a number of strategies and policy documents related to economic development although the *Hampshire Economic Assessment update* (2013) and *Hampshire Economic Assessment* (2011) are now dated. The following are considered of relevance:

- Hampshire Skills Strategy & Investment Plan 2030 (and supporting Hampshire Skills Strategy 2030 Evidence Base)
- Hampshire 2050 – Vision for the Future: Commission of Inquiry (2019)

### **Hampshire Skills Strategy & Investment Plan 2030 (2019)**

The *Hampshire Skills Strategy & Investment Plan 2030* has still to be published although the County Council are seeking to develop a county wide vision for the employment and skills needs of Hampshire to 2030, to help achieve strong, sustainable and inclusive economic growth.

The emerging Plan is focused on three priorities as follows:

- Priority 1: A future-ready Hampshire which matches skills supply and demand and drives forward productivity for a prosperous resilient economy;
- Priority 2: An inclusive local labour market that develops talent and maximises opportunity for all communities;
- Priority 3: A high quality skills infrastructure and facilities to raise aspiration and achievement, meet employer demand and create industry standard training in the post 16 sector.

### **Hampshire Skills Strategy 2030 Evidence Base**

The emerging skills Plan is supported by the *Hampshire Skills Strategy 2030 Evidence Base*. This identifies core issues for consideration which include:

- Over 54,000 new jobs in the county by 2030 which matches job demand to skills plans to avert any emerging skills deficits;
- The importance of ‘soft’ skills in planning for future skills provision;
- Engagement of the further education sector and local employers to match learners, especially young people with skills needed by local employers.

### **Hampshire 2050 – Vision for the Future: Commission of Inquiry (2019)**

The findings of the Commission of Inquiry have informed recommendations on a high level and long-term Vision for Hampshire to 2050 which seeks “a thriving and prosperous economy is essential to support excellent public services, provide high quality and inclusive employment and business opportunities, maintain and enhance the quality of life in Hampshire, and reduce inequality and economic exclusion”.

To achieve the vision, policy will foster a knowledge-based and sustainable Hampshire economy, with close working with businesses and relevant agencies across the county. Specific recommendations include:

- maximising employment and inclusion through targeted upskilling in key sectors and softer skills (creativity, innovation, work readiness);
- maximise and prioritise support for key sectors such as digital/creative, aerospace, defence and marine to build on existing strengths;
- embrace the opportunities of advances of digital and other technology;
- maintain, regenerate and develop vibrant settlements across Hampshire to offer attractive environments for business, culture and living;
- secure economically critical infrastructure investment and greater internationalisation through international trade and inward investment.

## **Rushmoor Borough Policy Context**

Within Rushmoor Borough, the Council has published the following strategies and plans that are relevant influences to guide and shape the Strategic Economic Framework:

- Rushmoor Council Business Plan 2022 – 2025 (2022)

- Your Future, Your Place - A vision for Aldershot and Farnborough 2030 (2019)
- Rushmoor Cultural Compact and Cultural Strategy (2022) – *to be completed*
- Rushmoor Economic Profile (2019) and updated key facts and figures (available online)
- Rushmoor Local Plan (2019)
- Hart, Rushmoor and Surrey Heath Joint Employment Land Review (2016)
- Rushmoor Functional Economic Area Analysis (2014)

### ***Rushmoor Council Business Plan (2021)***

*The Rushmoor Council Business Plan published in 2021 covers the period April 2021 to March 2024 and supports the delivery of the Vision for Aldershot and Farnborough 2030 across two themes of People and Place with nine priorities identified alongside 18 key projects over the next three years.*

*The People section of the plan sets out the Council's plans to empower and connect communities and to help them lead healthy and sustainable lives. This reflects the vision set out in 'Your Future, Your Place – A vision for Aldershot and Farnborough 2030' and includes four priority areas of focus for the Council's activity:*

- Improving the health and wellbeing of residents*
- Encouraging volunteers and helping people become more connected with their communities*
- Helping residents and businesses become more sustainable including reducing waste, recycling more and making sustainable travel choices*
- Providing high quality services that meet the needs of all residents and businesses and in ways that do not exclude anyone*

*The Council Business Plan identifies ten projects for delivery over the next three years which will help to achieve the priorities listed under the People theme. The most relevant of these for economic change are:*

- The introduction of a food waste recycling service and helping residents reduce the amount of waste that they produce*
- Enabling the development of food partnerships and food hubs across Aldershot and Farnborough in support of communities*
- New projects to support communities to recover from the pandemic, using a dedicated recovery fund established to support the most vulnerable residents*
- Further development of the Council's work to help people into employment through training and upskilling, with a particular focus on young people*
- Engaging widely across all communities, building capacity, connecting people and promoting equality, diversity and inclusion in Council activity*
- Working with Hampshire County Council to develop a walking and cycling plan to encourage sustainable travel and to support town centre regeneration*

*The Place section of the plan sets out the Council's plans to ensure that Rushmoor's towns are family friendly, safe, vibrant, and sustainable places now and in the future.*

*Again, this reflects the vision set out in ‘Your Future, Your Place – A vision for Aldershot and Farnborough 2030’ and includes five priority areas of focus for the Council’s activity:*

- i. Continuing to drive forward the regeneration of Aldershot and Farnborough Town Centres*
- ii. Maintaining and developing excellent indoor and outdoor facilities*
- iii. Working to grow the local economy in a green and sustainable way*
- iv. Ensuring that all Council-led projects are designed and delivered in a sustainable way*
- v. Ensuring that there are enough homes and types of housing provided in Aldershot and Farnborough*

*The Council Business Plan identifies eight projects for delivery over the next three years which will help to achieve the priorities listed under the Place theme. These are:*

- i. Aldershot town centre’s Union Yard regeneration scheme*
- ii. The Civic Quarter regeneration scheme in Farnborough*
- iii. Progressing a new leisure offer for Rushmoor, including a new leisure centre for Farnborough*
- iv. Developing the environment and facilities at Southwood Country Park, including a new visitor centre*
- v. Creating 57 new homes for private rent through Rushmoor Homes*
- vi. Taking actions to bring forward the redevelopment of Block 3 of the Meads as part of the wider regeneration of Farnborough town centre*
- vii. Development of an aerospace heritage project with the County Council and key partners*
- viii. Working alongside Farnborough College of Technology’s Centre of Excellence to the aerospace industry through apprenticeship, research and innovation opportunities.*

### **Your Future, Your Place: A Vision for Aldershot and Farnborough 2030 (2019)**

The document *Your Future, Your Place A vision for Aldershot and Farnborough 2030* outlines the future ambitions for Aldershot and Farnborough over the period to 2030.

It is shaped by six themes with the improvement of the town centres, enabling opportunities for high quality education and skilled local jobs identified as core objectives.

For the local economy, the vision places a strong emphasis on creative technology, digital business and gaming and recognises the continued importance of attracting high quality aerospace and global business alongside support for SMEs. Aldershot and Farnborough will be locations for actively encouraging entrepreneurs and business start-ups whilst to ensure sustainable growth, proactive support will be given to help set up and grow green businesses and environmentally-friendly technologies in Rushmoor and to encourage all businesses to be environment

aware and energy efficient. This will all be supported by high quality infrastructure connectivity (transport and digital).

The promotion of opportunities for all through quality education and a skilled local workforce is another objective to be driven by strong links between schools, colleges and employers to inspire young people, deliver skills, inclusion and prosperity, and meet local business needs. It identifies that all residents and businesses will have digital skills to benefit from digital technology opportunities.

### **Rushmoor Cultural Compact and Cultural Strategy**

Rushmoor Borough Council is committed to supporting the well-being and prosperity of every person and business in the borough and to build living communities where everyone thrives. Culture plays a vital role in delivering this.

The Council has recognised the benefits of developing a higher level of ambition for culture and is working with Arts Council England (ACE) and a number of strategic partners to develop a new cultural vision for the area. The Compact and Strategy will ensure that the Borough can capitalise on local cultural opportunities, align activity to the Council Business Plan, identify potential funding and leverage new resources.

The Strategy will assist the Borough in creating ambitions and allocating resources to achieve outcomes:

- **Shaping our place** - supporting the revitalisation of Rushmoor's town centres and communities, placing culture and heritage at the heart of the economy and strengthening local communities
- **Driving the economy** - weaving cultural growth into high level planning and significantly contributing to economic prosperity
- **Changing lives** - working with a range of commissioners and communities to help residents enjoy healthier and happier lives, promoting health and wellbeing, alongside lifelong learning
- **Engaging audiences** – encouraging more people to engage in creativity, culture and heritage across the Borough
- **Building resilience** - supporting Rushmoor's local cultural sector, enabling partners to play a bigger role in the area's future; and
- **Attracting funding** – Arts Council England has identified Rushmoor as a potential area for receiving £1m of Creative Places and People funding in 2023.

### **Rushmoor Economic Profile (2019)**

The *Rushmoor Economic Profile* dated September 2019 prepared by the County Economic Business Intelligence Service provides a comprehensive analysis and economic overview of Rushmoor.

A summary of the key economic data for the Borough is set out in Appendix B and is not repeated in this Appendix.

### **Rushmoor Local Plan (2019)**

The *Rushmoor Local Plan 2014 – 2032* was adopted in February 2019. The Local Plan seeks to improve the quality of life for Rushmoor's residents, businesses and other stakeholders.

The Spatial Portrait of the Borough includes commentary on employment and economic growth noting the strategic business location, low costs of the area for business and the positive image of the Borough in relation to Farnborough Airport. The Spatial Portrait identifies the strength of the office location and an existing industrial cluster with good access to the local and strategic highway network.

The Local Plan Vision set out in Section 4 highlights the importance of creating a prosperous and healthy local economy by 2032. It states:

*'The role of the Borough at the heart of the Blackwater Valley remains strong, and the Borough is recognised as a centre of excellence for knowledge-based industries, reflecting the role of Farnborough as a 'Growth Town' as part of the Enterprise M3 LEP Sci:Tech Corridor. Farnborough Business Park, Cody Technology Park and Farnborough Aerospace Centre provide business accommodation in a first-class environment to continue to build on Farnborough's reputation for high-tech research and development. As a 'Step-Up Town', Aldershot provides a focus for industrial employment in traditional and high-value manufacturing sectors, with a cluster of industrial activities to the east of the town and at other locations along the A331 Blackwater Valley Relief Road. The diverse range of employment provision in the Borough makes a significant contribution towards delivering the employment needs of the Functional Economic Area of Hart, Rushmoor and Surrey Heath'.*

Strategic Objectives are established in the Plan, the most relevant of which to economic growth and employment are:

- **Strategic Objective C** - to protect the land required to fulfil the Borough's role in enabling strong economic performance across the Functional Economic Area and wider Enterprise M3 LEP area through the safeguarding of Strategic and Locally Important Employment Sites;
- **Strategic Objective D** - To enhance the vitality and viability of Aldershot and Farnborough town centres as retail and leisure destinations to meet the needs of residents, and to support the vibrancy of North Camp District Centre;
- **Strategic Objective E** - To support the continuation of business aviation flying and the biennial Airshow at Farnborough Airport.

Strategic Employment Sites and Locally Important Employment Sites are identified in the Plan's Key Diagram (Section 4.2).

Key relevant policies include:

- **Policy SS2 (Spatial Strategy)** identifies that the Borough's Strategic Employment Sites and Locally Important Employment Sites will be protected and supported for employment uses. These sites are intended to contribute to meeting the forecast increase in the total number of B-Class jobs of around 9,000 in the Functional Economic Area.
- **Policy SP1 (Aldershot Town Centre)** supports the development of Aldershot Town Centre to enhance its vitality and viability, including the

development of offices suitable for local businesses outside the primary shopping area.

- **Policy SP2 (Farnborough Town Centre)** supports the development of Farnborough Town Centre to contribute to the strategy of revitalisation. This includes town centre uses as well as support for the development offices outside the primary shopping area and better integration of the Town Centre with the Railway Station, edge-of-centre development and Farnborough Business Park.
- **Policy SP4 (Farnborough Airport)** supports development within the defined Airport Planning Policy Boundary for business aviation and associated airport-related uses.
- **Policy SP5 (Wellesley)** provides that land to the north of Aldershot Town Centre is identified for a sustainable, residential-led, mixed use development. This includes the delivery of a local neighbourhood centre as well as the potential for new offices.
- **Policy PC1 (Economic Growth and Investment)** supports the growth and retention of existing business and inward investment in the Borough by protecting Strategic Employment Sites for B Use Class employment and enabling their regeneration for future employment uses; protecting Locally Important Employment Sites for B class uses; and supporting the delivery of infrastructure to contribute to the improvement of the skills and education of residents.

The policy also identifies key employment sectors; a) specialist / advanced manufacturing at Cody Technology Park and Farnborough Aerospace Park; b) manufacturing and distribution at established industrial locations including the East Aldershot Industrial Cluster, Springlakes and Southwood Business Park; and c) business services in Aldershot and Farnborough town centres and at Farnborough Business Park and Frimley Business Park.

- **Policy PC2 (Strategic Employment Sites)** designates nine Strategic Employment Sites for B Use Class employment floorspace and activities. The policy identifies these sites as the most important employment sites and floorspace in the Borough.
- **Policy PC3 (Locally Important Employment Sites)** identifies the contribution and importance for future economic growth needs of 12 Locally Important Employment Sites. Such sites are protected for B class employment floorspace subject to various criteria that define whether they could be released for other land uses.
- **Policy PC4 (Farnborough Business Park)** is identified as the Borough's flagship office development site. Development is to respect the listed buildings and heritage characteristics of the area.
- **Policy PC5 (Cody Technology Park)** is protected and supported by business use comprising offices, research, test evaluation and light industrial processes (B1a – B1c uses) to further secure research and development and utilise the high capacity communications and energy infrastructure available at the site.



- **Policy PC6 (East Aldershot Industrial Cluster)** protects the role of the Cluster as the Borough's largest industrial area for a range of B1c, B2 and B8 uses.
- **Policy PC7 (Hawley Lane South)** is allocated as a Locally Important Employment Site and is intended to deliver small and start-up industrial units from 70 sqm to 1,000 sqm in size.
- **Policy PC8 (Skills, Training and Employment)** seeks to permit development which provides adult learning opportunities, enhances partnerships between developers, employers and training establishments, provides new training facilities and supports local skills and employment providers.

### **Hart, Rushmoor and Surrey Heath Joint Employment Land Review (2016)**

The *Hart, Rushmoor and Surrey Heath Joint Employment Land Review Update* published in November 2016 updates the 2015 Employment Land Review for the three authorities which together form a single Functional Economic Area (FEA) referred to as the HRSH area. It covers the period 2014-2032.

The evidence base identified Rushmoor as the largest office market in the FEA with provision dominated by Farnborough and a healthy industrial supply broadly split between Aldershot and Farnborough. The main employment areas in the Borough were identified at Farnborough Business Park, Farnborough Aerospace Park and Cody Technology Park alongside a range of other business parks and industrial estates in and around Farnborough and Aldershot.

### **Rushmoor Functional Economic Area Analysis (2014)**

The *Rushmoor Functional Economic Area Analysis* (October 2014) established the context for the preliminary work which informed the Functional Economic Area and joint working with Hart and Surrey Heath. The review confirmed Rushmoor to be at the heart of the Blackwater Valley commercial property market area with its concentration of strategic employment sites and high value technology sector clusters such as advanced engineering, aerospace and defence activities.

# Appendix B: Context I – Performance, Successes, Issues and Challenges

## Introduction

This Appendix summarises the current performance and successes of Rushmoor Borough Council in terms of key economic-related measures, and some of the critical issues and challenges that Rushmoor faces. It starts by looking at headline economic indicators reflecting the effects of the Coronavirus pandemic since the beginning of 2020.

This Appendix builds upon the detailed data contained within the Rushmoor Economic Profile 2019 report.

Since this report was drafted more up to date data has become available. The latest data held by the council can be found at <https://www.rushmoor.gov.uk/factsandfigures>.

## Coronavirus Impacts and Effects

### (i) Headline Job and Business Support Effects

Table 1 shows the Coronavirus Job Retention Scheme (CJRS) take-up in Rushmoor was similar to Hampshire County and national levels, and with limited difference between female and male recipients. Approximately 11-12% of those eligible in Rushmoor were supported by the Scheme.

**Table 1: CJRS Take-up Rates**

Coronavirus Job Retention Scheme (CJRS -31 <sup>st</sup> Dec 2020)	Rushmoor	Hampshire	England
Female (Furlough Take-up Rate -%)	12%	12%	12%
Male (Furlough Take-up Rate -%)	11%	11%	12%
Total (Furlough Take-up Rate -%)	11%	11%	12%

Source: Coronavirus Job Retention Scheme (CJRS) Statistics: January 2021. HMRC Published 28 Jan 2021 <https://www.gov.uk/government/statistics/coronavirus-job-retention-scheme-statistics-january-2021>

The Self-Employed Income Support Scheme (SEISS), set out in Table 2, was taken-up to a greater extent in Rushmoor than the County average, although the difference was not significant. The take-up rate declined from 78% for SEISS 1 to 64% for SEISS 3 in Rushmoor, with a similar pattern of decline evident at county level.

**Table 2: SEISS Take-up Rates: 3<sup>rd</sup> Grant**

Self Employed Income Support Scheme (SEISS Claims for 3 <sup>rd</sup> Grant -31 <sup>st</sup> Jan 2021)	Rushmoor	Hampshire
Female (Total Value Claims £m and % Take-up Rate)	£1.9m (61%)	£32.9m (57%)
Male (Total Value Claims £m and % Take-up Rate)	£7.7m (65%)	£100.4m (64%)
Total (Total Value Claims £m and % Take-up Rate)	£9.6m (64%)	£133.3m (62%)

Source: Self-Employment Income Support Scheme (SEISS) Statistics: February 2021. HMRC  
Published 25 Feb 2021. Table 5

**Table 3: SEISS Take-up Rates: All Grants**

Self Employed Income Support Scheme (SEISS Claims for 1 <sup>st</sup> , 2 <sup>nd</sup> , 3 <sup>rd</sup> Grant -31 <sup>st</sup> Jan 2021)	Rushmoor	Hampshire
SEISS 1 (Total Value Claims £m and % Take-up Rate)	£12.2m (78%)	£168.4m (75%)
SEISS 2 (Total Value Claims £m and % Take-up Rate)	£9.3m (69%)	£128.5m (66%)
SEISS 3 (Total Value Claims £m and % Take-up Rate)	£9.6m (64%)	£133.3m (62%)

Source: Self-Employment Income Support Scheme (SEISS) Statistics: February 2021. HMRC  
Published 25 Feb 2021. Table 5A

## (ii) Wider Headline Employment and Economic Effects

### Employment

The economically active population in Rushmoor during January - December 2020 was slightly above the regional average and above the national average. There were above average levels of unemployment in Rushmoor compared to the South East regional average as shown in Table 4.

**Table 4: Employment and Unemployment in Rushmoor**

Employment and unemployment Jan-Dec 2020 – (%)	Rushmoor	South East	GB
Economically Active	82.7	81.60	79.1
Unemployed (Model Based)	4.4	3.9	4.6

Source: NOMIS Labour Market Profile - Rushmoor (April 2021)

Whilst unemployment in Rushmoor was above the regional average (and similar to the national average), this reflects a marked deterioration of trends over the previous two years and set out in Table 5. Unemployment in Rushmoor was below the regional and national average for 2018 and 2019.

**Table 5: Unemployment in Rushmoor over time**

Claimant Count – Unemployed (Model Based- Jan to Dec %)	Rushmoor	South East	GB
2018	2.7	3.4	4.2
2019	2.6	3.0	3.9
2020	4.4	3.9	4.6

Source: NOMIS Labour Market Profile - Rushmoor (April 2021)

## Earnings

The level of earnings of full-time workers in Rushmoor in 2020 was above the regional and national average. This was the case whether for both resident workers in Rushmoor and those who only worked in Rushmoor but lived elsewhere. The difference in average gross weekly earnings between Rushmoor and the national average was more than 10%.

**Table 6: Average Earnings**

Earnings – 2020 (Gross Weekly Pay)	Rushmoor	South East	GB
Full Time Worker ( <b>Place of Residence</b> )	660.60	631.80	587.10
Male Full Time Worker	691.00	683.70	622.90
Female Full Time Worker	604.70	560.60	544.30
Full Time Worker ( <b>Place of Work</b> )	650.10	608.60	586.70
Male Full Time Worker	716.30	658.90	622.90
Female Full Time Worker	598.60	543.60	544.00

Source: NOMIS Labour Market Profile - Rushmoor (April 2021)

Average earnings have shown a marked difference over time in Rushmoor, as Table 7 highlights, compared with the South East and national trends. While the national and regional picture has shown no appreciable change or a small decline in average earnings between 2019 and 2020, potentially reflecting the economic impacts of the pandemic, in Rushmoor there was an increase in average earnings (up approximately 4%).

**Table 7: Average Earnings – Change over time**

Earnings – 2020 (Gross Weekly Pay) Full Time Worker ( <b>Place of Residence</b> )	Rushmoor	South East	GB
2018	609.2	614.9	570.5
2019	635.5	636.3	587.5
2020	660.60	631.80	587.10

Source: NOMIS Labour Market Profile - Rushmoor (April 2021)

## Claimants

Overall, the proportion of people claiming some form of benefit in Rushmoor as at January 2021 was slightly below the regional average and below the national average (shown in Table 8). This was similar for males and females. However, there was a more noticeable difference by age. While the overall over 16 claimant rate in Rushmoor was below the regional and national average, there was a higher proportion of claimants in Rushmoor aged 18-24 than the regional average. This was also the case for the 18-21 aged group, with Rushmoor also having a higher proportion of claimant counts in this age group than the national average.

**Table 8: Claimant Count – Age Breakdown**

Claimant Count (Not Seasonally Adjusted March 2021 %)	Rushmoor	South East	GB
All People	5.1	5.4	6.5
Male	5.8	6.3	7.7
Female	4.3	4.5	5.3
Aged 16+	5.1	5.4	6.5
Aged 16-17	0.3	0.2	0.4
Aged 18-24	8.1	7.8	9.1
Aged 18-21	9.2	7.6	9.0
Aged 25-49	4.9	5.8	7.1
Aged 50+	4.6	4.2	5.1

Source: NOMIS Labour Market Profile - Rushmoor (April 2021)

Table 9 shows when the impact on the 25-49 age group in Rushmoor took hold in relation to regional and national trends. Claimant levels start to increase in April 2020 in Rushmoor (rising from 1.7% in March 2020 to 3.3% in April 2020, then 5% May 2020).

**Table 9: Claimant Count – Age Breakdown over time (25-49 Age Group)**

Claimant Count 25-49 Age Group (Not Seasonally Adjusted - %)	Rushmoor	South East	GB
Jan 2020	1.5	2.2	3.1
Feb 2020	1.6	2.3	3.3
Mar 2020	1.7	2.3	3.3
Apr 2020	3.3	4.4	5.7
May 2020	5.0	6.0	7.1
Jun 2020	4.7	5.5	6.8
Jul 2020	4.8	5.7	6.9
Aug 2020	4.9	5.8	7.1
Sep 2020	5.0	5.8	7.0
Oct 2020	4.8	5.5	6.7
Nov 2020	4.8	5.6	6.8
Dec 2020	4.8	5.5	6.8
Jan 2021	4.6	5.4	6.7
Feb 2021	4.9	5.8	7.0
Mar 2021	4.9	5.8	7.1

Source: NOMIS Labour Market Profile - Rushmoor (April 2021)

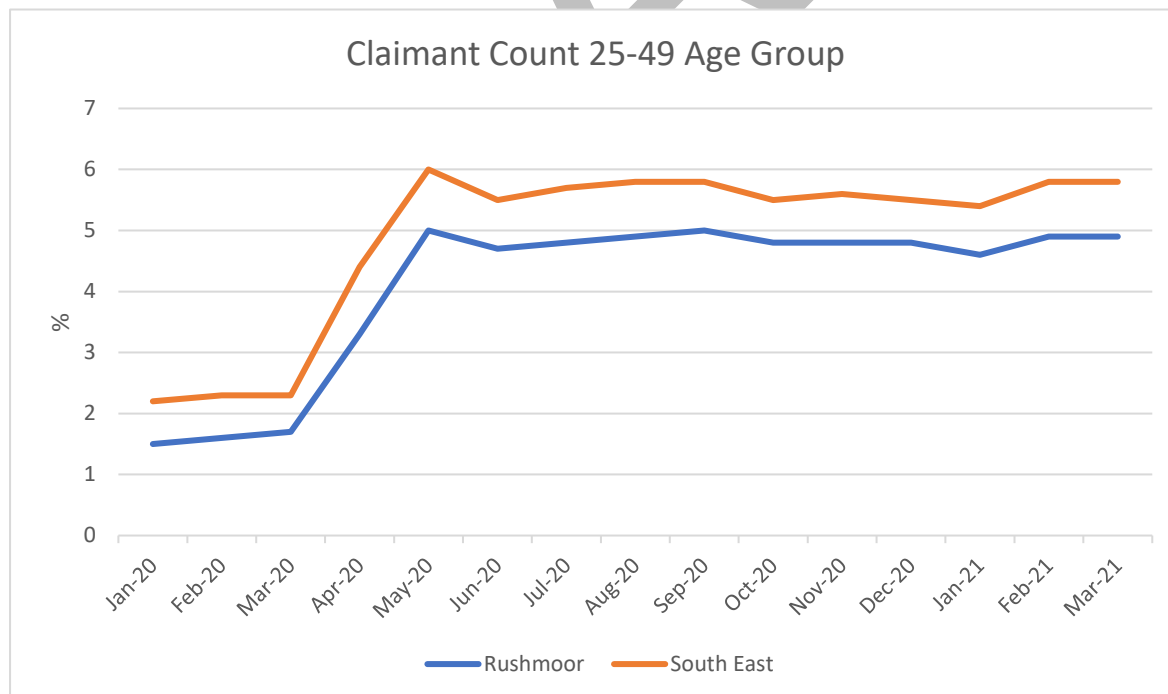


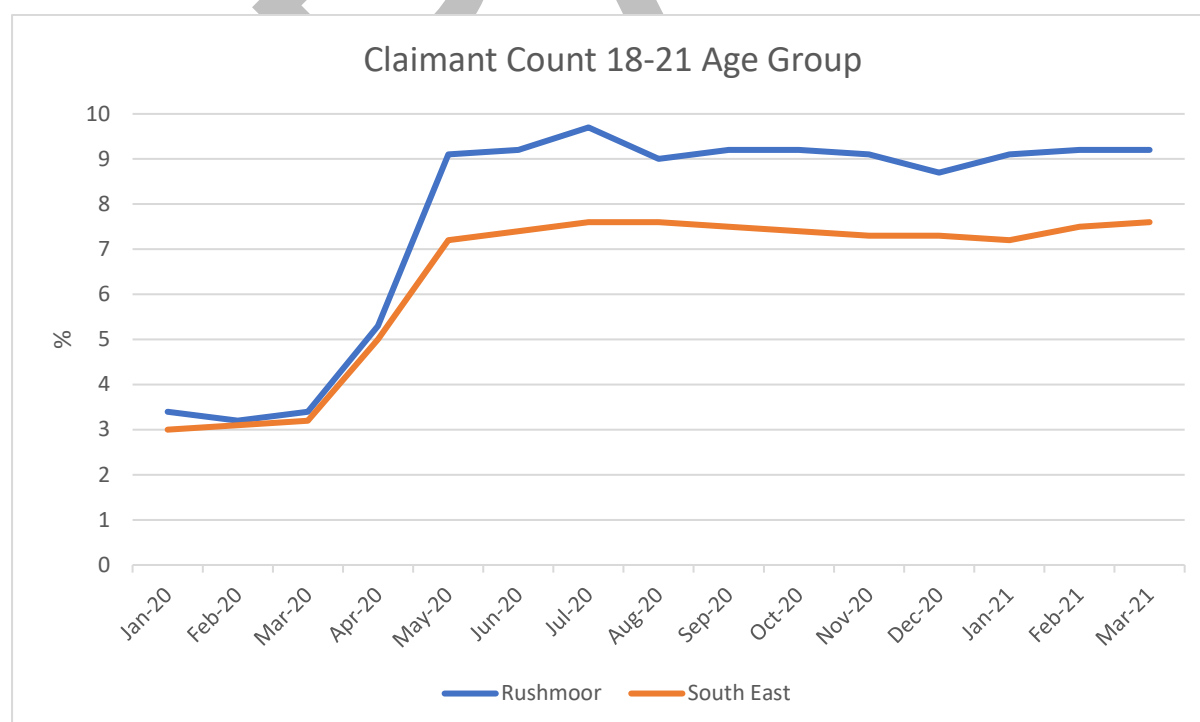
Table 10 shows that the impact on the 18-21 age group in Rushmoor took hold at the same time as the other age group cohorts, with claimant count levels rising from 3.4% in March 2020 to 5.3% in April 2020 in Rushmoor. However, the level of

increase in the 18-21 age group was above that of the 25-49 age group, increasing from 3.4% to 9.2%, as opposed to 1.7% to 4.9% for the 25-49 age group.

**Table 10: Claimant Count – Age Breakdown over time (18-21 Age Group)**

Claimant Count 18-21 Age Group (Not Seasonally Adjusted - %)	Rushmoor	South East	GB
Jan 2020	3.4	3.0	4.2
Feb 2020	3.2	3.1	4.4
Mar 2020	3.4	3.2	4.5
Apr 2020	5.3	5.0	6.6
May 2020	9.1	7.2	8.6
Jun 2020	9.2	7.4	8.9
Jul 2020	9.7	7.6	9.1
Aug 2020	9.0	7.6	9.1
Sep 2020	9.2	7.5	9.0
Oct 2020	9.2	7.4	8.8
Nov 2020	9.1	7.3	8.8
Dec 2020	8.7	7.3	8.7
Jan 2021	9.1	7.2	8.6
Feb 2021	9.2	7.5	8.8
Mar 2021	9.2	7.6	9.0

Source: NOMIS Labour Market Profile - Rushmoor (April 2021)



# Current Performance, Successes, Issues and Challenges

The following aspects of the Rushmoor economy have been examined:

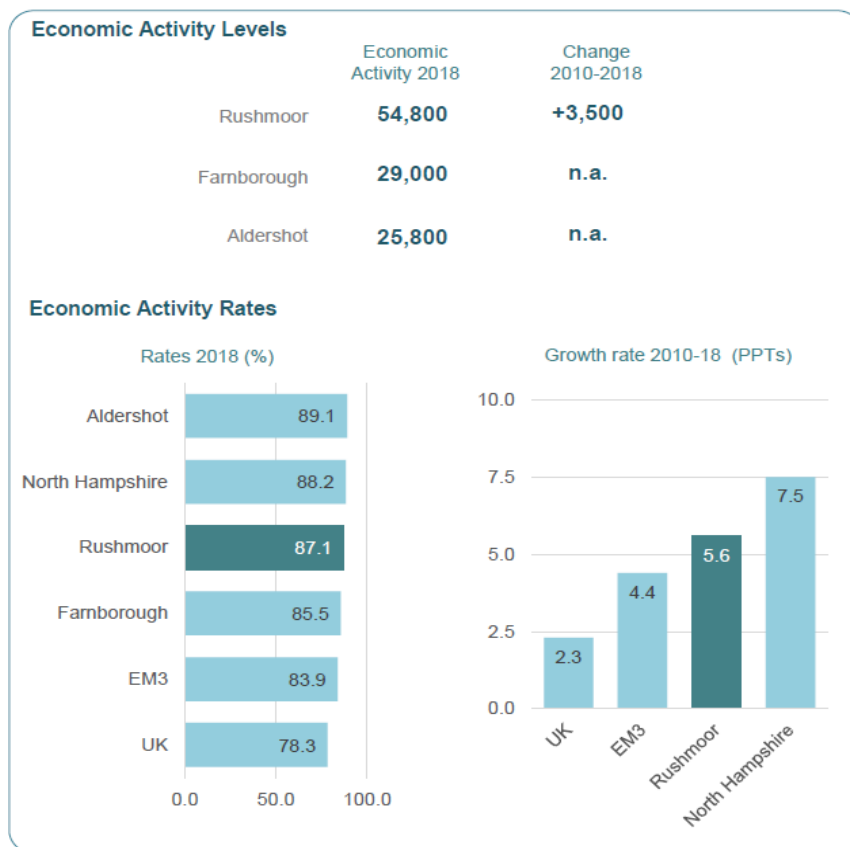
- Population and Labour Market
- Skills and Occupation
- Business and Economy

The evidence is based on published material, primarily summarised in the Rushmoor Economic Profile (Sept 2019 – RBC), Summary of English Indices of Deprivation (Sept 2019 – RBC), and Functional Economic Area Analysis Final Report (Oct 2014 – RBC).

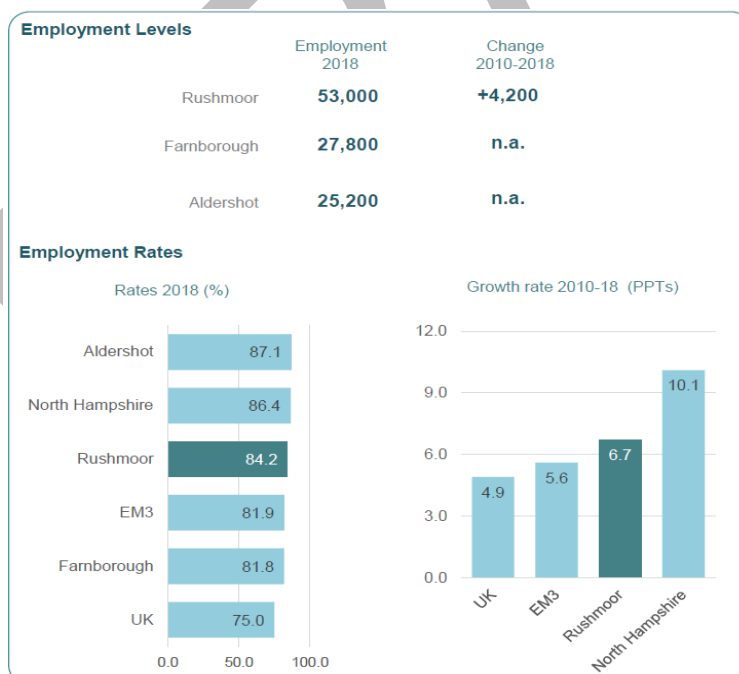
## Population & Labour Market – Key Drivers

- Rushmoor is likely to have significantly higher rates of **population growth** between 2019-2025 (10.6%) than the Hampshire Economic Area (HEA -6.7%) and North Hampshire (8.5%) averages. (Rushmoor Economic Profile 2019, RBS. Page 7)
- There is an above average proportion of **residents of working age**. (Rushmoor Economic Profile 2019, RBS. Page 3)
- This could increase, with Rushmoor forecast to see 5,600 **additional working age residents** by 2025, with over 80% (+4,600) of those located in Aldershot, and 20% in Farnborough. (Rushmoor Economic Profile 2019, RBS. Page 5)
- There is an **above average proportion of younger working-age residents**. (Rushmoor Economic Profile 2019, RBS. Page 4)
- However, whilst the age dependency ratio is below average in Rushmoor, **the age dependency ratio will increase**. (Rushmoor Economic Profile 2019, RBS. Page 8)
- There is relatively **high resident economic activity** in Rushmoor comparatively, which means there is limited scope to increase resident employment rates beyond their current level (Rushmoor Economic Profile 2019, RBS. Page 15-16 – see graphic below)





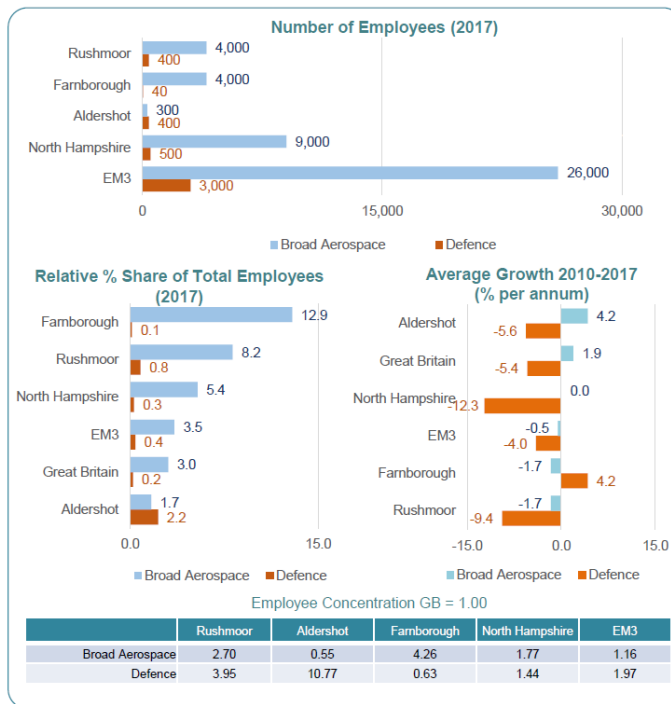
- Rushmoor also had **relatively high employment growth** (which helps drive productivity), although not as much as North Hampshire. (Rushmoor Economic Profile 2019, RBS. Page 16 – see graphic below)



- Rushmoor has relatively high full-time employment and **strong full-time employment growth**. There has been a **relative decline in part-time employment**. (Rushmoor Economic Profile 2019, RBS. Page 17 – see graphic below)



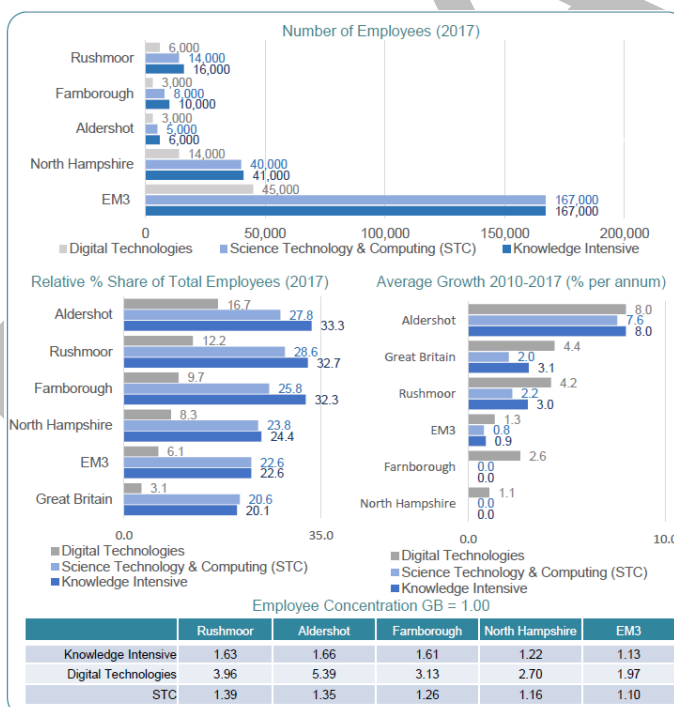
- Rushmoor has **relatively high job density** (0.92) but not a surplus. Many jobs are filled by highly skilled commuters. If future job creation is not filled locally, then there may be higher resident out-commuting.
- Largest **absolute employment growth** is in the ICT, business admin and support, health & social work and construction sectors between 2010-17. Largest **absolute employment decline** is in the wholesale & retail, public admin, education and financial & insurance sectors. (Rushmoor Economic Profile 2019, RBS. Page 21)
- **Employment concentrations** are in the ICT, business admin & support, professional, scientific & technical and real estate sectors. Aldershot also has above average employment concentrations in the primary and utilities sector, and Farnborough in the financial and insurance and other services sectors. (Rushmoor Economic Profile 2019, RBS. Page 27)
- Rushmoor has **high employment concentration in the aerospace and defence sector**, a high-growth, high value-added sector of the UK economy. (Rushmoor Economic Profile 2019, RBS. Page 28, 61, 62 – see graphic below)



Source: ONS (2018). Due to rounding the sum of Aldershot and Farnborough may not sum to the Rushmoor total.

- The UK aerospace & defence sector is a high-growth, high-value added sector driven by innovation and a high degree of expenditure on research & development (R&D). The South of England has long been recognised as one of the prime locations for the aerospace & defence sector in the UK. The area is not known for building aircraft, it instead specialises in research & development.
- The aerospace sector is 'traditionally' associated with the design, manufacture and in-service support (maintenance, repair, overhaul) of aircraft, from original equipment manufacturers who design and assemble aircraft and key elements such as engines but this definition fails to capture the strong interlinkages between the traditional production and maintenance, repair & overhaul (MRO) activities and other sectors such as engineering and professional, scientific and technical, the kind of activities often found in the supply chain.
- The broad aerospace sector employ an estimated 4,000 workers, almost wholly in the Farnborough sub-area, and close to half of the North Hampshire total (9,000). The defence sector figure of 400 does not include the estimated Aldershot Garrison population of 10,500. Adding this to the workplace employee figures could potentially bring the total defence sector numbers to 11,000. Unsurprisingly Aerospace has employee concentrations in Rushmoor, particularly in Farnborough. Defence is concentrated in Aldershot. In relative terms the broad aerospace sector accounts for approximately 8% of all Rushmoor employees but 13% of the Farnborough sub-area
- Employee growth has not been strong in the broad aerospace & defence sector. There has been some broad aerospace growth in Aldershot, but this is from a small base.

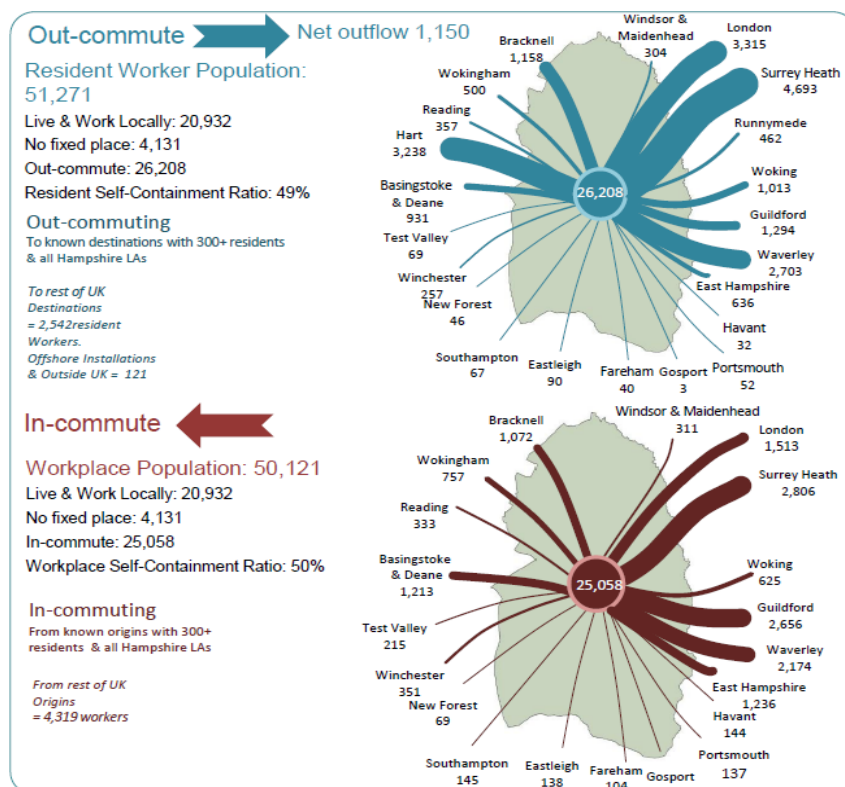
- **Rushmoor has high employment concentration in the knowledge intensive, Science Technology and Computing, and digital sectors.** This is particularly so in the digital technologies sector. (Rushmoor Economic Profile 2019, RBS. Page 30, 60 – see graphic below)



Source: ONS (2018). Due to rounding the sum of Aldershot and Farnborough may not sum to the Rushmoor total. Swinney, P & Thomas, E (2015), A century of cities Urban economic change since 1911, Centre for Cities, London.

- Knowledge is increasingly seen as the key to making more effective use of the traditional factors of production such as labour and physical capital. The sectors are major contributors to both employment and output (GVA) in Rushmoor. Research by Centre for Cities suggests that at a local level there is a strong correlation between concentrations of knowledge intensive activity with access to skilled workers, knowledge agglomeration and spill-over, which in turn affects firm location. The three sectors are linked by the need for high skills
- While all three 'knowledge' sectors have discrete elements there is a high degree of overlap between them and as such cannot be aggregated. Rushmoor has sizeable employee numbers in each of the three areas.
- Digital technology appears to be evenly split between Farnborough and Aldershot with 3,000 employees respectively, but in relative terms Aldershot has a higher local share (16.7%).
- Farnborough has more Science, Technology & Computing (STC) and Knowledge Intensive employees but in relative terms is more or less aligned with Aldershot.
- However, in all three sectors Rushmoor and the two sub-areas have larger shares of employees and also greater employee concentrations than North Hampshire, EM3 and national averages.
- This gives Rushmoor an advantage in these industries and it could be argued that these activities are at a lower risk of offshoring. However, over the past decade there has been exponential growth in chip processing speed and memory capacity, with fears that impressive advances in computer technology (i.e. from improved industrial robotics to automated translation) are going to have a significant impact on service sector jobs in industrialised economies.

- **Over half of Rushmoor's resident workforce out-commute to a place of work. Similarly, half of the local workforce is supplied by in-commuters from outside Rushmoor, particularly in skilled sectors.** (Rushmoor Economic Profile 2019, RBS. Page 11, see graphic below)

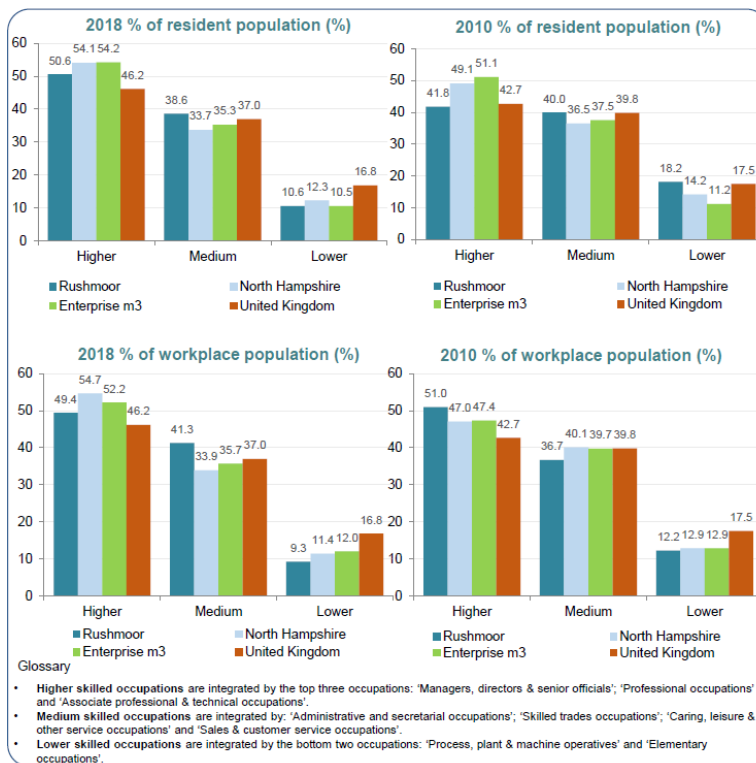


- There is an above average proportion of non-white ethnic population (notably Nepalese population). There are reasonable levels of social mobility. However, there are likely to be highly localised neighbourhoods experiencing poorer social mobility. (Rushmoor Economic Profile 2019, RBS. Page 38)
- Rushmoor is ranked 205th out of 326 districts on the IMD, placing it within the third decile and broadly relatively low on deprivation. However, within Rushmoor there are **pockets of deprivation** in both Farnborough and Aldershot. (Rushmoor Economic Profile 2019, RBS. Page 39)

## Skills & Occupation– Key Drivers

- There is a **relatively high skill level** in Rushmoor (over one third of Rushmoor residents (37.7%) are educated to degree level or higher - the single largest educational class in the Borough, but still **slightly below average**. However, there has been a major skill improvement since 2010. (Rushmoor Economic Profile 2019, RBS. Page 43)
- However, Rushmoor has seen an **increase in working age residents with no skills** since 2010 while the rest of the comparison areas saw a decrease. (Rushmoor Economic Profile 2019, RBS. Page 43)
- There are large sub area disparities between Aldershot and Farnborough at the top end of the skills distribution. (Rushmoor Economic Profile 2019, RBS. Page 44)
- Rushmoor (2.0%) has **one of the highest NEET rates in Hampshire** and is above the Hampshire and North Hampshire averages (1.7%). The national rate calculated by Department for Education was (2.7%) for 2018. (Rushmoor Economic Profile 2019, RBS. Page 45)

- There has been a **shift towards higher skilled occupations** among residents, as well as growth in medium occupations. (Rushmoor Economic Profile 2019, RBS. Page 48 – see graphic below). The data suggests Rushmoor **residents have become more highly skilled** since 2010, while the **workplace population has seen proportionately more medium skilled occupations**.



- Education, skills and training, and income deprivation were the primary areas of deprivation** in Rushmoor, with one LSOA in Aldershot Town Centre identified as the worst in England for Income Deprivation Affecting Older People. (Rushmoor Economic Profile 2019, RBS. Page 39)

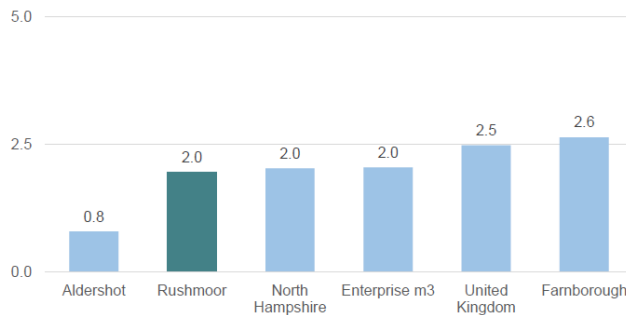
## Business & Economy

- Rushmoor **accounts for over a fifth (22%) of all businesses in North Hampshire** and is seen as a prime location for businesses looking to remain close to London and the M25 but also access the South and South West. (Rushmoor Economic Profile 2019, RBS. Page 52)
- In relative terms Rushmoor has seen average annual business growth rates of 2.0% per annum between 2010-2018. **Business growth is below national average** but in line with North Hampshire and EM3. However, **Farnborough has seen robust business growth** compared to local comparators and marginally above the national rate of growth per annum. (Rushmoor Economic Profile 2019, RBS. Page 52 – see graphic below)

2018 Business Numbers and Absolute Change 2010-2018

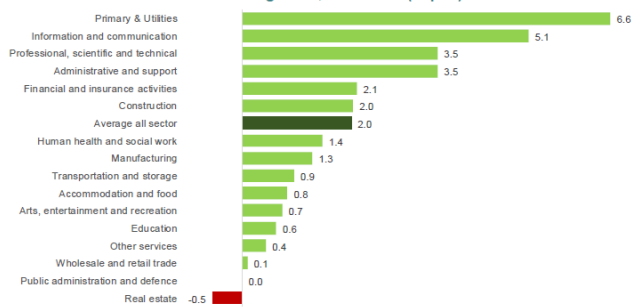
	Businesses 2018	Change 2010-2018
Rushmoor	4,115	+590
Aldershot	1,460	+90
Farnborough	2,665	+500
North Hampshire	18,465	+2,750
Enterprise M3	90,535	+13,565

Business growth 2010-2018 (average % per annum)

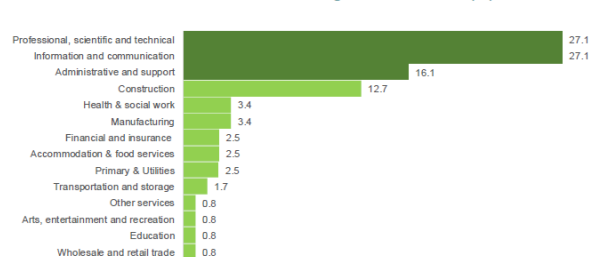


- The relative success of the Rushmoor economy is found in its industrial structure which is characterised by a number of high skilled and high value added service industries, an indication that the **local economy is not as dependant on local demand** as most other sub-regional economies in the UK. (Rushmoor Economic Profile 2019, RBS. Page 66)
- **Business growth was driven by high value-added knowledge intensive services**, primarily information and communication and professional services followed by business administration & support and finance & insurance. (Rushmoor Economic Profile 2019, RBS. Page 58, 59 – see graphic below)

Business growth, 2010-2018 (% p.a.)

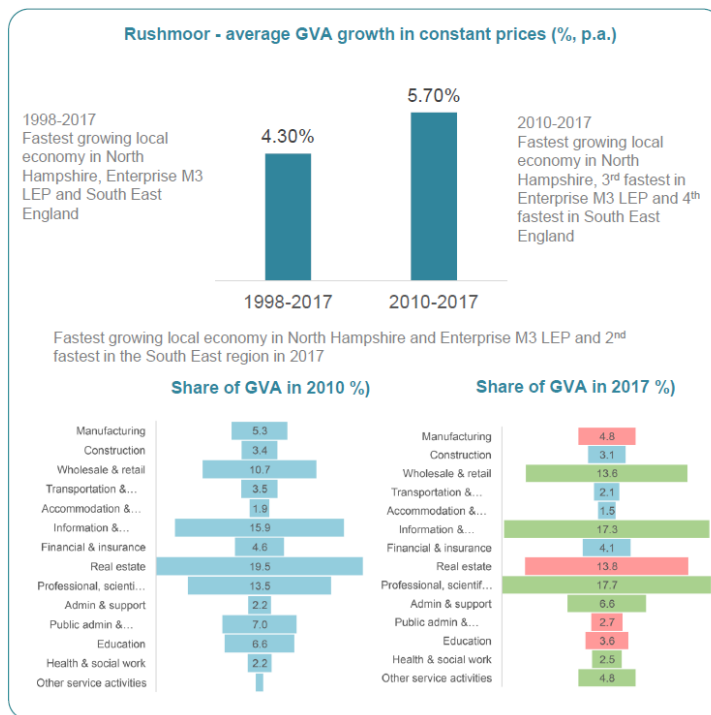


Share of business growth 2010-2018 (%)

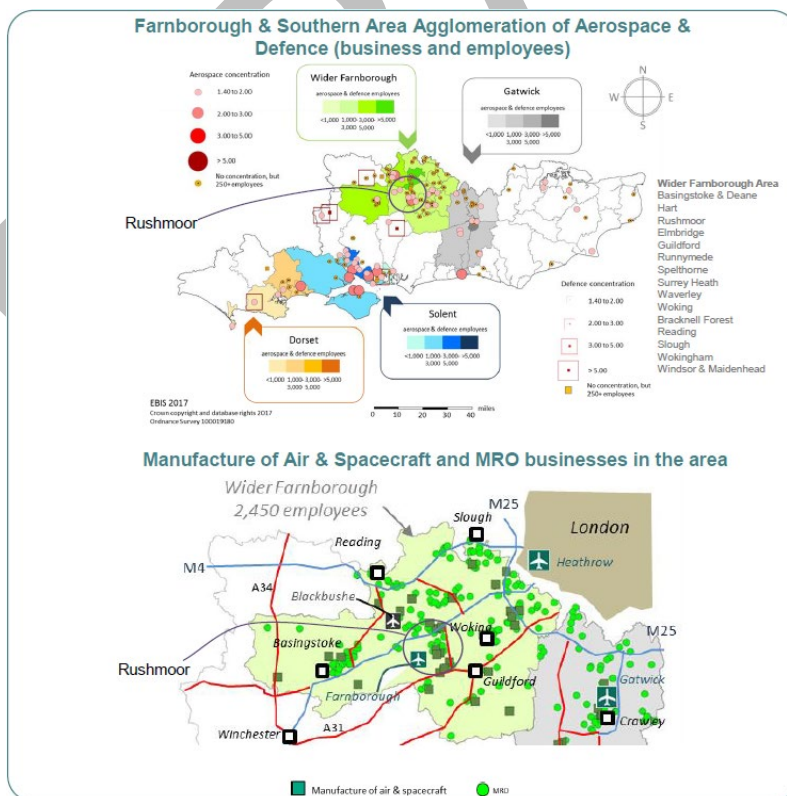




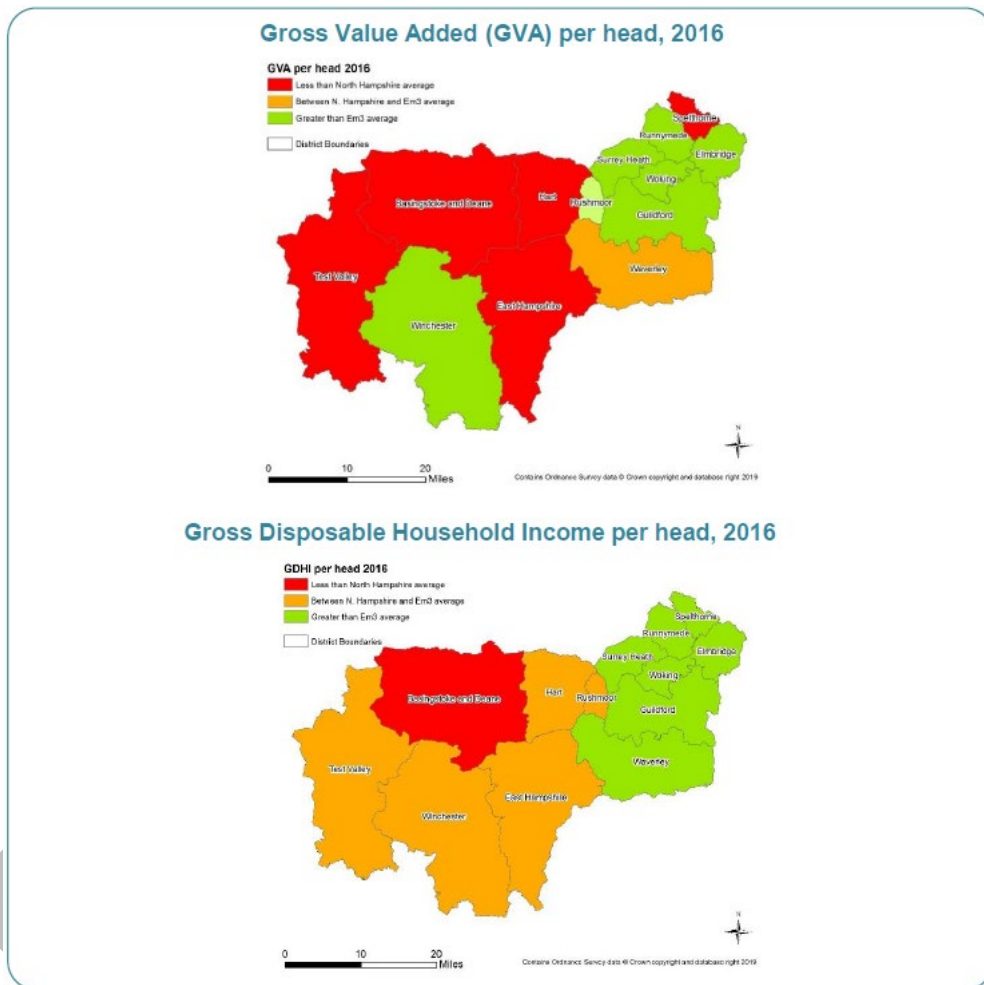
- Rushmoor has seen **strong economic growth**, driven by a shift in activity towards knowledge intensive services. (Rushmoor Economic Profile 2019, RBS. Page 67 – see graphic below)



- There is a **particular focus on aerospace & defence businesses**, creating a recognisable business cluster. (Rushmoor Economic Profile 2019, RBS. Page 62 – see graphic below)



- The **concentration of larger businesses** helps account for the relative strength of the economy. There is **below average proportion of micro-businesses**. Net business gains are relatively low, but this is only based on 2017 data. (Rushmoor Economic Profile 2019, RBS. Page 53, 54)
- Discrepancy between **relatively high output per head and lower average household income**. Although Rushmoor average disposable household income 20.8% above national average, it is 10% below the EM3 average. (Rushmoor Economic Profile 2019, RBS. Page 70 – see graphic below).





# Delivering the Actions: Leadership, Collaboration & Partnering

## Introduction

The following section outlines how the council will deliver the actions that are at the centre of the Strategic Economic Framework.

Key to this is leadership and the clear identification of roles, responsibilities and partnering arrangements that are needed to effectively and efficiently deliver the actions. A summary table, linking actions to roles and responsibilities, provides more detail on how the council will deliver.

## Leadership and Strategic Direction

It is vital that the council delivers the actions outlined in the Strategic Economic Framework. To do this the council will provide committed and consistent corporate leadership as well as playing supporting, influencing and lobbying roles with public and private partners.

The challenge for Rushmoor is to know where the council should lead, where the council should support or partner, and where the council should contribute resources so that actions and interventions have the greatest impact.

We will explore how a locally focused stakeholder group could assist in supporting delivery, advocating the vision and help shape future reviews of the SEF.

## Collaboration and Partnering

The council needs to work directly with a range of organisations and stakeholders to ensure the delivery of the Strategic Economic Framework, including:

- Enterprise M3 Local Enterprise Partnership (and/ or a successor body)
- Hampshire County Council
- Education and training providers including Farnborough College of Technology
- The local business community, established networks and representative groups including the Federation of Small Business, Chambers of Commerce and similar bodies
- Developers and commercial agents
- Third Sector Representatives (Housing Associations and Voluntary Organisations)

- Government Departments and agencies such as Arts Council England and Frimley CCG and Frimley Integrated Care System.

This is not an exhaustive list. These partners and organisations will have a central role to play in helping us to deliver the actions outlined above.

The council will use existing structures to deliver priorities, share expertise, and identify joint approaches with partners and neighbouring authorities where there are clear benefits in doing so.

Outlined below are the expected delivery and partnership arrangements that will be needed to ensure that:

- each of the projects and actions set out in the action plan are successfully progressed and delivered;
- risks of duplication and wasted resources are effectively managed and resolved;
- we identify where it is worth investing time in developing links and in pooling resources with other partners where it is sensible to do so.

## Roles and Responsibilities

Action/Project	Roles & Responsibilities
<b>Strategic Pillar SP1:</b> Business Environment - Support, Retention, Innovation and Inward Investment	
1.1: Create and maintain a Key Businesses Account Management Programme	<b>Rushmoor Borough Council</b> – Leading, Commissioning and Delivering <b>Partners</b> – Business Community, Hampshire County Council
1.2: Develop and promote innovation and collaboration through sector development plans in aerospace and digital technologies.	<b>Lead Partners</b> – FCoT, Hampshire County Council, Enterprise M3, Business Community <b>Rushmoor Borough Council</b> – Supporting and Brokering
1.3: Improve business support provision and signposting, including sustainability information, advice and guidance.	<b>Lead Partners</b> – Hampshire County Council, Enterprise M3, Third Sector <b>Rushmoor Borough Council</b> – Coordinating, Supporting and Delivering
1.4: Attract new inward investments through new marketing materials and enhanced business support.	<b>Lead Partners</b> – Enterprise M3, Hampshire County Council, Government Agencies <b>Rushmoor Borough Council</b> – Supporting and Brokering
1.5: Improve public sector procurement supply chains and purchasing	<b>Rushmoor Borough Council</b> – Leading, Commissioning and Delivering

	<b>Partners</b> – Business Community, Hampshire County Council
1.6: Promote a circular, low carbon, sustainable local economy	<b>Rushmoor Borough Council</b> – Leading, Commissioning and Delivering <b>Partners</b> – Business Community, Hampshire County Council, Third Sector
1.7: Work with clean growth, circular economy and community wealth building thought leaders and case studies	<b>Lead Partners</b> – Business Community, Third Sector <b>Rushmoor Borough Council</b> – Coordinating
1.8: Co-ordinate and signpost access to finance for new and early-stage businesses with high growth potential	<b>Lead Partners</b> – Hampshire County Council, Enterprise M3, Third Sector <b>Rushmoor Borough Council</b> – Coordinating and Supporting
1.9: Build relationships with commercial landowners and agents	<b>Rushmoor Borough Council</b> – Leading, Commissioning and Delivering <b>Partners</b> - Developers and Commercial Agents, Business Community
<b>Strategic Pillar SP2: Skills, Inclusion and Prosperity</b>	
2.1: Understand and identify skills gaps for business and the workforce	<b>Lead Partners</b> – Hampshire County Council, Enterprise M3, Business Community, Education and Training Providers, Third Sector <b>Rushmoor Borough Council</b> – Coordinating and Supporting
2.2: Enhance the RESZ to better coordinate and support job brokerage	<b>Lead Partners</b> – Hampshire County Council, Enterprise M3, Business Community, Education and Training Providers, Third Sector <b>Rushmoor Borough Council</b> – Coordinating and Supporting
2.3: Promote and encourage vocational apprenticeships and other technical and work-based training opportunities	<b>Lead Partners</b> – Hampshire County Council, Enterprise M3, Education and Training Providers, Business Community, Third Sector <b>Rushmoor Borough Council</b> – Coordinating and Supporting
2.4: Raise aspiration and future career opportunities for young people	<b>Lead Partners</b> – Hampshire County Council, Enterprise M3, Education and Training Providers, Business Community, Third Sector <b>Rushmoor Borough Council</b> – Coordinating and Supporting

2.5: Support and encourage upskilling and reskilling in the workforce, especially in digital, createch and soft skills	<p><b>Lead Partners</b> – Hampshire County Council, Enterprise M3, Education and Training Providers, Business Community, Third Sector</p> <p><b>Rushmoor Borough Council</b> – Coordinating and Supporting</p>
2.6: Develop enhanced education programmes linked to innovation and enterprise support for key sectors	<p><b>Lead Partners</b> – Education and Training Providers, Hampshire County Council, Enterprise M3, Third Sector</p> <p><b>Rushmoor Borough Council</b> – Coordinating and Supporting</p>
2.7: Support self-employment and business start-up	<p><b>Rushmoor Borough Council</b> – Leading, Coordinating and Supporting</p> <p><b>Partners</b> – Hampshire County Council, Enterprise M3, Third Sector</p>
2.8: Work to remove barriers to training, employment and the workplace	<p><b>Rushmoor Borough Council</b> – Leading, Coordinating and Supporting</p> <p><b>Partners</b> – Education and Training Providers, Third Sector, Hampshire County Council</p>
2.9: Support and help coordinate funding opportunities for social enterprises	<p><b>Rushmoor Borough Council</b> – Leading, Coordinating and Supporting</p> <p><b>Partners</b> – Third Sector, Hampshire County Council, Government Agencies</p>
<b>Strategic Pillar SP3: Transport Accessibility and Communications Infrastructure</b>	
3.1: Advocate for increased rail services and reduced journey times to London and key centres	<p><b>Lead Partners</b> – Government Agencies, Enterprise M3, Hampshire County Council</p> <p><b>Rushmoor Borough Council</b> – Supporting, Influencing and Brokering</p>
<p>3.2: Encourage modal shift and a switch towards more sustainable forms of travel to reduce dependency upon the private car and reduce carbon emissions.</p> <p>3.2 a) Ensure a resilient and reliable transport network that reduces transport related carbon emissions.</p>	<p><b>Lead Partners</b> – Government Agencies, Enterprise M3, Hampshire County Council</p> <p><b>Rushmoor Borough Council</b> – Supporting, Influencing and Brokering</p>
3.3: Promote infrastructure for electric vehicles	<p><b>Rushmoor Borough Council</b> – Leading, Coordinating and Delivering</p> <p><b>Partners</b> – Hampshire County Council, Enterprise M3</p>
3.4: Support superfast digital and mobile connectivity to	<p><b>Lead Partners</b> – Hampshire County Council, Enterprise M3, Business Community</p>

<p>businesses across the Borough</p> <p>Through:</p> <p>3.4 a) Ensure all existing business parks and Key Employment Sites are connected to UltraFast and Gigabit broadband.</p> <p>3.4 b) Creating Smart Business Areas by delivery of local full-fibre networks.</p> <p>3.4 c) Supporting advanced connectivity to public wi-fi facilities, with enhanced and wider coverage.</p>	<p><b>Rushmoor Borough Council</b> – Coordinating and Supporting</p>
<p>3.5: Ensure future rollout of digital fibre and mobile communication upgrades</p>	<p><b>Lead Partners</b> – Hampshire County Council, Enterprise M3, Business Community</p> <p><b>Rushmoor Borough Council</b> – Supporting, Influencing and Brokering</p>
<p><b>Strategic Pillar SP4: Place – Our Town Centres, Sites and Workspaces</b></p>	
<p>4.1: Continue to deliver the regeneration programmes for Farnborough and Aldershot town centres</p>	<p><b>Rushmoor Borough Council</b> – Leading, Supporting, Influencing and Delivering</p> <p><b>Partners</b> - Developers and Commercial Agents, Business Community</p>
<p>4.2 Improve the vibrancy of the town centres</p>	<p><b>Rushmoor Borough Council</b> – Leading, Supporting, Influencing and Delivering</p> <p><b>Partners</b> - Developers and Commercial Agents, Business Community, Third Sector</p>
<p>4.3 Realise the economic, social and environmental opportunities arising from Rushmoor's arts, culture and heritage assets</p>	<p><b>Rushmoor Borough Council</b> – Leading, Supporting, Influencing and Delivering</p> <p><b>Partners</b> – Third Sector e.g. Hampshire Cultural Trust, Business Community, Education and Training Providers.</p>
<p>4.4: Support investments to improve existing commercial floorspace in our Strategic Employment Sites and Locally Important Employment Sites</p>	<p><b>Rushmoor Borough Council</b> – Leading, Influencing and Brokering</p> <p><b>Partners</b> - Developers and Commercial Agents, Business Community</p>
<p>4.5: Support the delivery of new shared and flexible managed workspaces</p>	<p><b>Rushmoor Borough Council</b> – Leading, Influencing and Brokering</p> <p><b>Partners</b> - Developers and Commercial Agents, Business Community</p>

4.6: Investigate the feasibility for a 'Make and Trade' Town Centre Zone	<b>Rushmoor Borough Council</b> – Leading and Commissioning <b>Partners</b> - Developers and Commercial Agents, Business Community
4.7: Continue to work proactively with Farnborough Airport and the cluster of aerospace companies the airport supports.	<b>Rushmoor Borough Council</b> – Leading, Coordinating and Delivering <b>Partners</b> – Farnborough Airport, Hampshire County Council, Hart District Council

## Rushmoor Borough Resources

The Rushmoor Council Business Plan (2022 – 2025) aims to grow the local economy in a sustainable way and the council is committed to ensuring that we deliver this by making best use of the resources available to us.

The Strategic Economic Framework and particularly the identified action plan will enable the Council to effectively match economic priorities to delivery needs over time to ensure the delivery of the vision. The performance management and review processes will allow us to respond swiftly to emerging opportunities and changing economic circumstances over the lifetime of the SEF.

## Finance and Funding

The SEF is an important tool by which we can support funding bids. There are limited opportunities for external public funding currently available. As such, the Strategic Economic Framework offers the opportunity to focus funding and investments from funding bodies and help to co-ordinate project funding requirements alongside Hampshire County Council and appropriate partners for economic development projects. This will include supporting bids to relevant sources, such as Innovate UK and the Science & Technology Facilities Council.

# Appendix D: Performance Management and Review

## Introduction

The Vision and actions set out in our Strategic Economic Framework have been designed to focus the Council's resources on a select range of actions that will over the next three years support the local economy.

Securing maximum economic return from our actions will require robust planning and performance management. The approach to this is based on three inter-linked themes:

- Foresight
- Research & Evidence
- Intelligence.

It is important to recognise that the actions and interventions set out in our SEF are not static or isolated but are a coherent programme of activity. In addition, the actions do not represent all the work that the Council and our partners do in delivering economic development. There are additional activities that the council and its partners will undertake.

While the Strategic Economic Framework will therefore remain set, some of the actions and interventions will be more flexible and the purpose of ongoing performance management and review is to ensure that changes and updates can be made as new opportunities emerge.

## Foresight

Foresight based on proactive analysis is essential in anticipating any changes to our Strategic Economic Framework programme and individual projects/actions. It will help to meet future funding bid spending deadlines and provide a means by which future funding for economic development initiatives can be identified.

Foresight is also critical to ongoing re-profiling of project/action priorities, resources and funding expenditure. This will be based on the emerging outcomes and outputs of projects or packages of work.

## Research & Evidence

Effective research and evidence are a key performance management and review tool. Quantitative and qualitative evidence has been used as the basis for our Strategic Economic Framework and evidence will guide delivery and review of the individual actions. It is essential, therefore, that performance management and review is set against a reference base of current economic, business sentiment, planning and infrastructure delivery evidence.

Research is needed to collate and update information on:

- Key, standardised, economic development and socio-economic measures and trend indicators relevant to the Borough (and suitably benchmarked with the wider Hampshire County and Enterprise M3 LEP area)

It is important that the research evidence base is available and shared with partners. Shared research and evidence can then be prepared and updated in a more resource efficient and targeted way.

For this reason, the council will seek to ensure it takes an active role in collective research and evidence base development including sharing key lessons and good practice. This may include joint working on econometric modelling and forward projections with the County Council and other partners; and cross theme working to harness specialist skills and intelligence of our partners.

## Intelligence

Intelligence will ensure that the records we keep are up-to-date (particularly in relation to 'key account' relationships with our businesses and investors in the Borough which is absolutely critical to success) and that any potential external economic development funds available are identified and applied for.

The intelligence theme is also concerned with regularly ensuring that there is capacity within the Economy and Growth team resources (and those of other partners) to deliver projects that successfully secure capital or revenue funding from external sources in future.

## Evaluating Performance

The council will monitor performance in delivering actions over time. This allows us to assess the ongoing deliverability of the vision and key outcomes. To do this, the council will monitor, evaluate and report:

- On the success measures identified under each pillar;
- progress of actions to completion against identified milestones. This will determine how the Strategic Economic Framework's key outcomes are being achieved as a result
- performance of the Strategy as a whole on an annual basis.



## Updating and refreshing the Strategic Economic Framework

Ongoing performance management and review of the SEF over its lifetime is critical, but it is likely that there will be future events (such as significant changes to economic circumstances, national policy or infrastructure funding for example) that will result in the need to undertake a more detailed refresh of the overall Strategy.

The council's performance management and review approach, based on foresight, research & evidence and intelligence themes, will mean the council will be well positioned to undertake updates to the SEF quickly when required.

To give greater structure to the update and refresh of the Strategic Economic Framework, the document will be monitored on an annual basis, with a full refresh of the overall SEF undertaken at the end of Year 3.

DRAFT