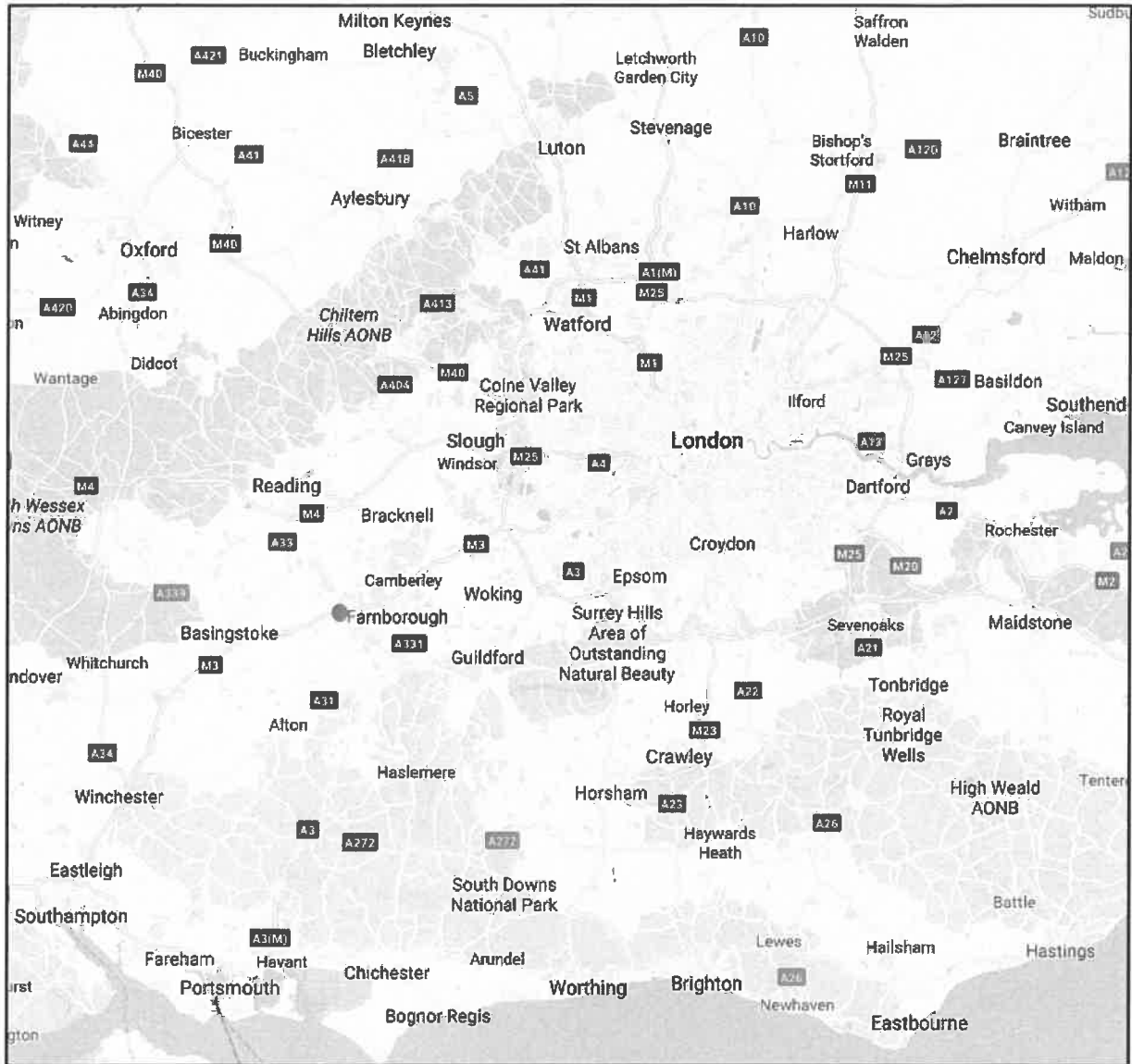


# APPENDIX I

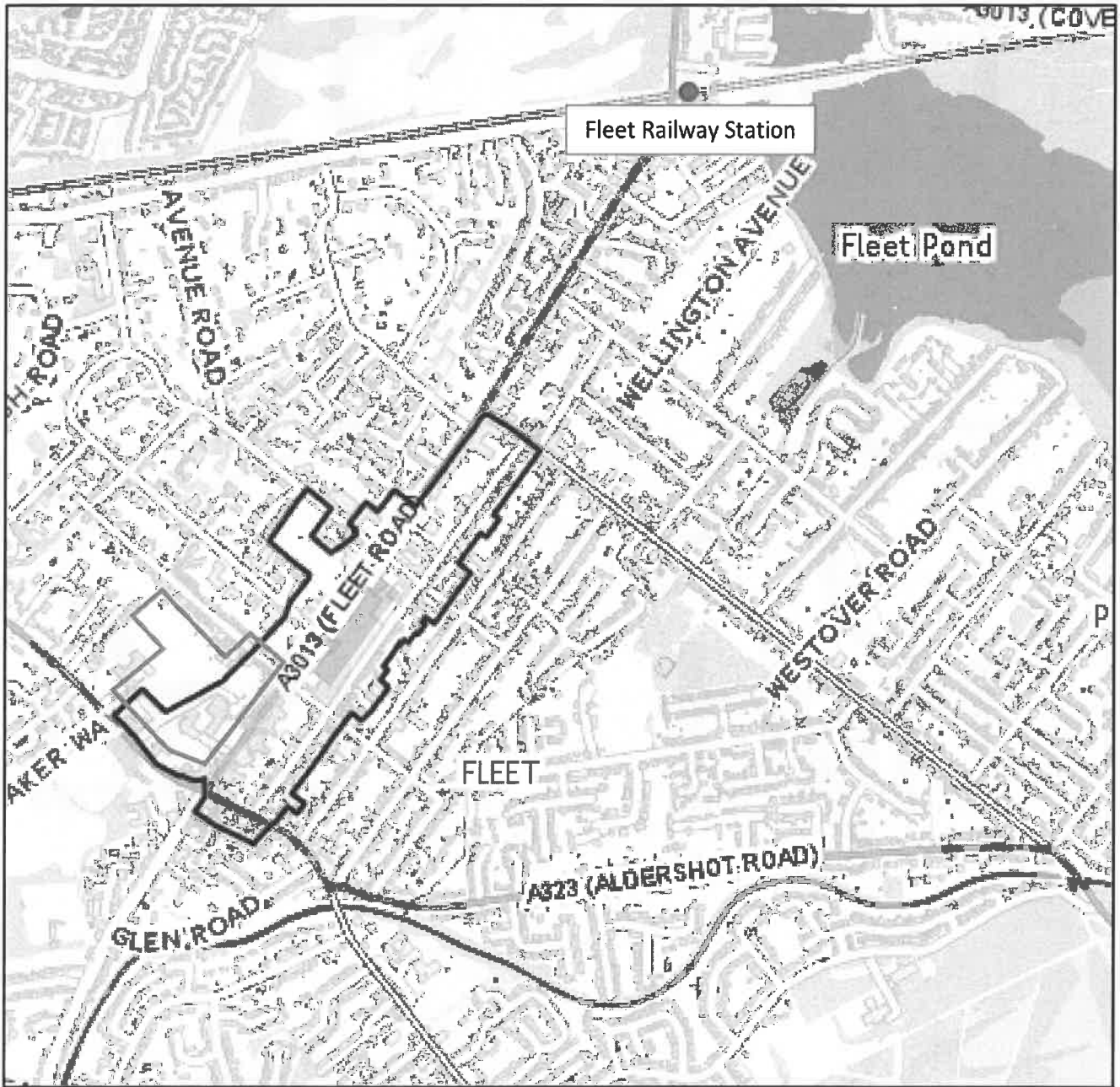
## Map I: Fleet Town Centre, South East England



### Key:

- Fleet Town Centre

**Map 2: The Civic Quarter in relation to the town centre boundary and Fleet Railway Station**



**Key:**



Civic Quarter Project Area



Hart Shopping Centre



Town Centre Area

**Map 3: The Civic Quarter in relation to the town centre boundary**



**Key:**



Civic Quarter Project Area

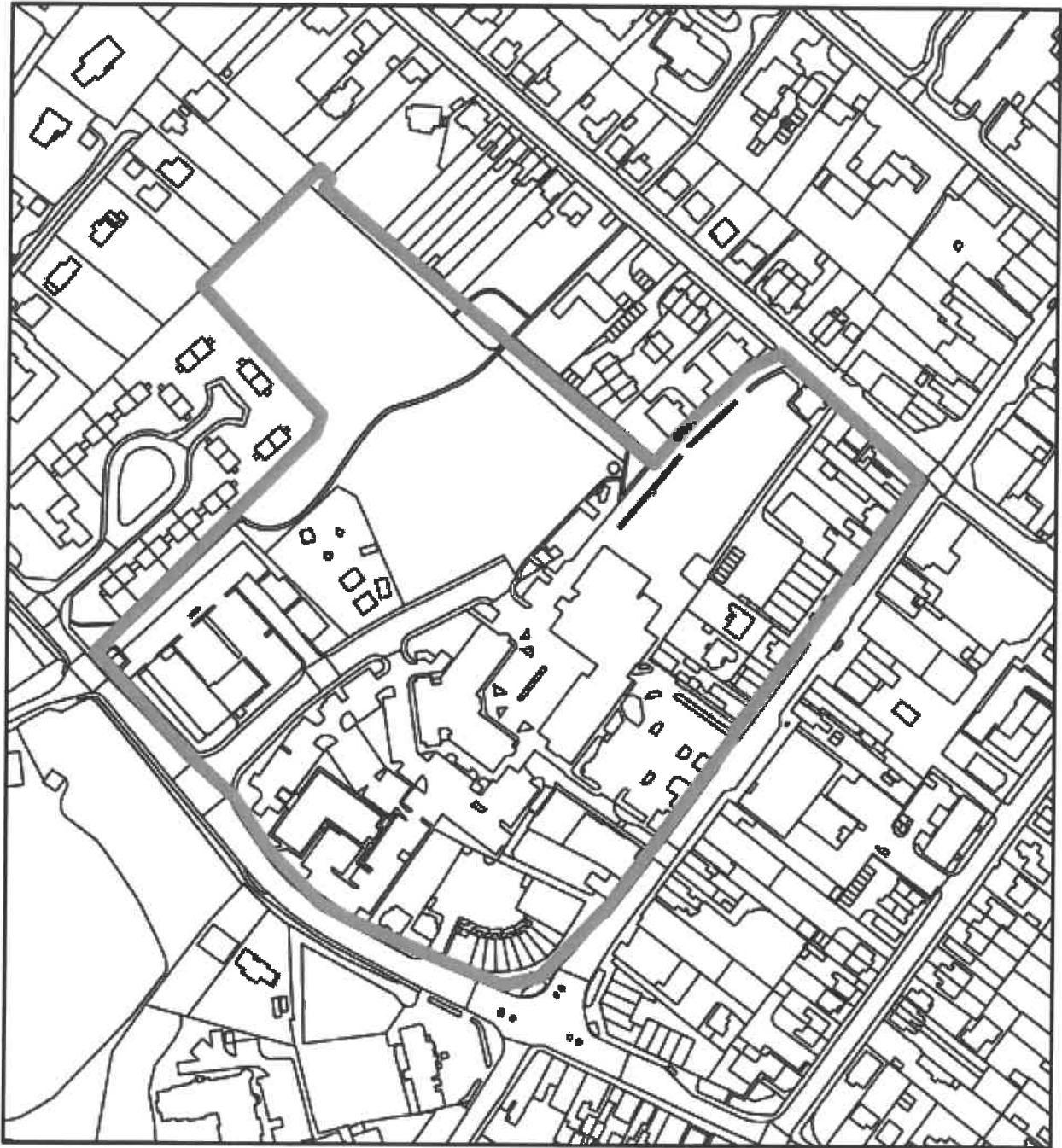


Hart Shopping Centre



Town Centre Area

**Map 4: Civic Quarter Project Area**



**Key:**



Civic Quarter Project Area

**Map 5: Civic Quarter Project Area – Aerial Photograph (Google)**



**Key:**



Civic Quarter Project Area

## APPENDIX 2

### How the challenges to our town centre are addressed through our transformative project

Challenge	Addressing the challenges through the Transformative Project
The town centre has no Unique Selling Point (USP)	<p><b>Create a USP by:</b></p> <ul style="list-style-type: none"> <li>• <b>Creating an events space</b> - New Civic Square which uniquely spills out onto the high street, creates a venue for a variety of events throughout the year</li> <li>• <b>Creating a new focal point for administration, leisure and community uses</b> – New focal point tailored to meet the needs of the local community.</li> </ul>
The town centre is not seen as an attractive proposition for investment	<p><b>Increase the attraction of the town to investors by:</b></p> <ul style="list-style-type: none"> <li>• <b>Creating a USP</b> - Creation of a USP will increase the attractiveness of the town centre to visitors and thereby increase footfall. This simulates other business and investment opportunities.</li> <li>• <b>Improving the appearance of the town</b> - Redesigning a significant area of the town centre with well-designed buildings, public realm and public green spaces will increase market/investment confidence within the town.</li> <li>• <b>Increasing the use of sustainable and innovative technology</b> – Utilising sustainable and innovative technology in the design, construction and everyday use will attract business and investment opportunities.</li> </ul>
Local business turnover and profits are low	<p><b>Increase footfall within the town by:</b></p> <ul style="list-style-type: none"> <li>• <b>Creating an events space</b> - Creating capacity for additional/improved events will increase footfall to the benefit of local businesses.</li> <li>• <b>Improving accessibility</b> - Enhancing accessibility from the public car parks within the civic quarter to the high street will enhance their convenience and thus attractiveness, resulting in higher footfall.</li> <li>• <b>Providing new market and affordable housing</b> - Increases the local population and thereby spend within the catchment of the town centre</li> </ul>
Local businesses are failing/unable to capitalise on the increase in footfall	<p><b>Improve the physical relationship between events and the high street by:</b></p> <ul style="list-style-type: none"> <li>• <b>Creating an events space</b> - Creating a space that is fit for purpose will facilitate events without negatively impacting on surrounding businesses. The public space will also attract a wider range of events, enabling events to be better tailored to the range of local businesses.</li> <li>• <b>Improving the public realm</b> - Improvements increase the attractiveness of the town centre and therefore people are more able and likely to enjoy the space, and dwell time increases.</li> </ul>
The town centre does not provide for the needs of its local community	<p><b>Increase the range and quality of services and facilities available to the local community by:</b></p> <ul style="list-style-type: none"> <li>• <b>Improving accessibility</b> - Inclusive access increases the attraction of the town centre to a wider range of people within the local community.</li> <li>• <b>Creating a new focal point for administration, leisure and community uses</b> – New focal point tailored to meet the needs of the local community.</li> </ul>

	<ul style="list-style-type: none"> <li>• <b>Enhancing the local open space</b> - Improvements to the quality and offer of the open space as well as the ease of access from the high street will increase its usability for events and leisure pursuits as well as every day uses such as providing a pleasant and relaxing environment to eat your lunch and as a play designation for children.</li> <li>• <b>Increasing the use of sustainable and innovative technology</b> – Utilising sustainable and innovative technology in the design, construction and everyday use will appeal to a wider range of people within the community.</li> <li>• <b>Providing new market and affordable housing</b> - Enhanced provision to meet the identified needs of the local community</li> </ul>
<p>The local community does not value its town centre</p>	<p><b>Create an environment that the local community will feel proud to own by:</b></p> <ul style="list-style-type: none"> <li>• <b>Creating an events space</b> - Creating capacity for additional/improved events will increase the attraction of these events to a wider range of people within the local community.</li> <li>• <b>Creating a new focal point for administration, leisure and community uses</b> – New focal point tailored to meet the needs of the local community.</li> <li>• <b>Improving accessibility</b> - Inclusive access increases the attraction of the town centre to a wider range of people within the local community.</li> <li>• <b>Enhancing the local open space</b> - Improvements to the access, quality and offer of the open space and play equipment to meet the identified needs of the local community</li> <li>• <b>Providing new market and affordable housing</b> - Changes the dynamics and ownership of the civic quarter.</li> </ul>

**APPENDIX 3**  
**Letters of Support**

Fleet Town Council  
Fleet Business Improvement District  
Hampshire County Council  
Enterprise M3 Local Enterprise Partnership  
Absolute Assets Holdings - Owners of Hart Shopping Centre





The Harlington  
236 Fleet Road  
Fleet  
Hampshire  
GU51 4BY  
01252 625246

19 March 2019

Hart District Council.  
Civic Offices  
Harlington Way  
Fleet  
GU51 4AE

Dear .

Fleet Town Council fully supports Hart District Council's exciting initiative to bring together a team that represents our community and works together to apply for funding to improve our high street. This letter demonstrates our commitment and backing for the application to the Government for the Future High Street funding.

In Fleet we have a great record of working together to make the changes that our community recommends. In 2013, the Town Council launched Fleet Future, a group of local volunteers tasked with developing a Town Plan based on what people have said they wanted to see happen. One of the 17 recommendations in the Plan was that businesses should work together to improve the town centre. As a result, a group of Fleet business leaders formed Fleet Business Forum and, in early 2017, Fleet Business Improvement District (BID) was established. We have also, in close consultation with the community, developed our Neighbourhood Plan which is currently out for consultation. We, therefore, have up to date information on the views of local people, a proud history of delivering what they want and a vehicle in place to make best use of the Future High Street funding.

Although Fleet is recognised nationally as a great place to live our town needs change. So, what are the current challenges and great opportunities that we face? What are the possible solutions and the practical ways in which your funding initiative can help us?

**Let's start with the current challenges and opportunities:**

- **The shape of the high street** – Unlike neighbouring towns, Fleet has little publicly owned land and our high street is in the ownership of many hundreds of private landlords. Even though Fleet has some small independent retailers who will continue to attract people to the town, the percentage is below the national average and, therefore, the time is ripe for regeneration. If we are to achieve meaningful change we need, together with the District Council, to assemble potential development land so that this much needed regeneration can take place. The land comprising the "Civic Quarter" is in the ownership of the County, District and Town Council and represents the biggest opportunity for change – more of that later!

- **A rapidly growing population and changing demographic** – Fleet is surrounded by a growing number of large housing developments. These developments bring an increasing number of young families to our area. Additionally, a significant number of town centre office blocks have been converted to small apartments which primarily attract young single occupants. These welcome arrivals are changing the age profile of the town and we need to create more balanced facilities and services that reflects their needs and encourages them to spend their time in the town
- **Need to provide a wider range of services** – our town currently lacks the leisure, arts, cultural and educational opportunities that will draw in these new arrivals, as well as our established residents and visitors. We need to provide these vital facilities which will, in turn, drive the footfall to support our current retailers. We are also particularly keen to provide services that address the needs of disadvantaged people in our community – people with disabilities, older residents suffering from loneliness and mobility problems and young disaffected people. The Future High Street funding can help us prioritise their needs
- **Giving people a reason to visit** – sadly, a recent town centre survey has shown that the majority of current town centre users do not feel that Fleet meets all their retail and leisure needs. Our challenge is to turn around this perception and provide the facilities that will grow a strong community with close links to its town centre. Regular markets selling local produce, more festivals and events that will complement our successful Food and Christmas Festivals, Half Marathon and Carnival will draw visitors into the town. Your funding would help us to work with the BID on expanding these offerings and give us the focus to really market Fleet as a destination, as well as bring our community together to celebrate the town
- **Need to provide housing in the town** – we know that it will be important to provide more residential accommodation and our challenge is to work with the District Council to take a strategic approach to where this additional housing is placed. We would like to see this additional housing provide accommodation for young people and families, who will use the town after school, during lunchtimes and weekends. It will also provide for elderly people who need to access town centre facilities for shopping, health services and entertainment. This will bring life to the town and, importantly, support our local businesses
- **Strong Competition** – we accept that Fleet town centre faces strong competition from surrounding towns, such as Basingstoke, Reading Camberley, Farnborough, Aldershot, Farnham and Guildford. All these neighbouring town centres have experienced major investment and redevelopment. Our challenge is to create a unique space for Fleet within this competitive environment and for our town to be recognised as having not only a mix of quality local retailers but also the community, leisure and cultural activities that will make Fleet the meeting place of choice for residents and visitors alike
- **Employment Opportunities** – the loss of office accommodation in the high street means that there are fewer employment opportunities in the town centre for younger residents. We realise that many of them work in London or outside the town but the Future High Street funding ideas could provide us with the opportunity

to establish internet cafes for home workers or “pop-up” shops supporting local producers and local entrepreneurs.

- **Community cohesion** – many of the new, large housing developments that surround our town are quite remote from the town centre and have very limited or no on-site facilities for their residents. Our opportunity is provide them with good local transport systems that make the town more accessible and attractive.

#### **The solution!**

- Led by the District Council and in collaboration with a developer, the Town Council and the community, we can promote the vitality of our town centre by developing a modern and vibrant “Civic Quarter”, improving our green urban environment and providing focus for the social and cultural activities of the community and make a vital contribution to the success and on-going resilience of our town
- To recommend that the land (currently centred on Gurkha Square and Victoria Road public car parks, the District Council Offices, the Harlington community centre and the Library) should be brought forward as part of a comprehensive regeneration plan to meet this vision

This solution has already received the support of the people of Fleet as part of the consultation on both our DRAFT Neighbourhood Plan and the 2013 Fleet Town Plan. In fact the development of the Civic Quarter is the only one of 17 recommendations in the 2013 Fleet Town Plan that still needs to be delivered. All the rest have been "completed". It therefore remains one of the outstanding requests from the people of Fleet.

#### **How the funding initiative will help us deliver**

Fleet Town Council has already raised its precept to cover the cost of rebuilding or refurbishing the current Harlington community centre and would consider using this money as matched funding for the regeneration solution outlined above, provided that a newly built or refurbished community centre is part of that regeneration and our vision, to support the future viability of our town centre.

The High Street Funding opportunity would enable us to work with the District and County Council authorities and with the support of our community, local businesses and the voluntary sector, to deliver the changes that our town so urgently needs.

Yours sincerely

Town Clerk

## Fleet BID Letter of Support for Hart District Council's Future High Streets Fund application

Tue 19/03/2019 14:36

To:

Cc:

Hi

On behalf of the Fleet Business Improvement District we would like to offer you our support for Hart District Council's Future High Street Fund submission which we believe is essential to deliver the transformation the town requires.

Businesses in Fleet came together in 2017 to form a Business Improvement District (BID) to improve trading conditions in the town. The initiatives we have delivered have made an impact, but the town has significant structural challenges: the physical appearance of the town, the fact that the main High Street is a busy A road and the disparate nature of property ownership. This make capitalising on the opportunities from the changing nature of the High Street and creating a vibrant town difficult, if not impossible.

Although Fleet is in an affluent part of the country it faces competition from more established towns, larger towns locally with brand name retailers or places more suited to activities encouraging an increase in dwell time. The challenges facing Fleet are well documented and consistent feedback on the issues and the need for regeneration in the town has been received from the community and businesses over the years. Significant vision, leadership and funding is required to deliver the regeneration required in the town.

Fleet BID believes that Hart District Council's proposal for regeneration represents an ambitious vision for Fleet. Redesigning and repurposing the civic quarter to create a business, cultural and community space at its heart will create an attractive and sustainable town. The town would be transformed with the right physical environment to enable the town to face the future with confidence and flourish.

We wish you every success with your submission.

I have copied \_\_\_\_\_, BID Chair and \_\_\_\_\_ Vice Chair.

Kind regards

BID Manager

Fleet Business Improvement District (BID) Company Ltd. is set up as a company, limited by guarantee and registered in England and Wales, company number 10707923, registered Office: 10a White Hart Parade, London Road, Blackwater, Camberley, GU17 9AD



# Hampshire County Council

Our ref

Councillor  
*Leader of the Council*

Cllr David Neighbour  
Leader of Hart District Council  
Harlington Way  
Fleet GU51 4AE

*The Castle, Winchester*  
*Hampshire SO23 8UJ*  
Telephone 01962 847750  
[www.hants.gov.uk](http://www.hants.gov.uk)

20 March 2019

Dear David

I am very pleased to be able to confirm the support of the County Council for your council's transformative project for Fleet Town Centre.

The County Council shares your ambition for regenerating our high streets and helping them to thrive. We are committed to using our resources wherever possible to meet that challenge and welcome the opportunity to join the district council, and other partners, in developing plans to ensure the long-term vitality and vibrancy of Fleet Town Centre.

I wish you well with your submission to the Future High Streets Fund and look forward to working with you on this exciting project.

Yours sincerely

Leader  
Hampshire County Council

By Email

Hart District Council  
Civic Offices  
Harlington Way  
Fleet  
GU51 4AE

19 March 2019

Dear

**Fleet Town High Street Fund**

**Enterprise M3 Local Enterprise Partnership – Statement of Support**

This letter is a demonstration of support from Enterprise M3 Local Enterprise Partnership for the submission by Hart District Council to the Future High Street Fund.

The Enterprise M3 Local Enterprise Partnership is an alliance between business and the public sector, with local authorities such as Hart District Council, as a key partner of the LEP. The LEP sets the strategic economic thinking that shapes its area, pitches for government funds, generates private sector investment, and helps local businesses to start, grow, export and access skilled talent. In short, we transform their local economies with the regeneration of town centres being a key component of this.

Enterprise M3 is one of the most successful LEPs in England and a national economic asset. It is the sixth largest LEP in terms of GVA. It contributes 2.9% of the UK's annual economic output, clearly punching above its weight. The Enterprise M3 region, has an advanced knowledge-based, digital economy that for public and private investors will deliver a high return.

The LEP is charged with a mandate to support and drive economic development and growth. The development areas targeted are laid out in our newly refreshed strategic economic plan which can be found here <https://enterprisem3.org.uk/strategic-economic-plan>. The case put forward for any intervention therefore needs to reflect outputs in these areas for us to be able to support.

Our Strategic Economic Plan (SEP) identifies the town centres as key locations where growth can occur and that Enterprise M3 towns can play a stronger role in the LEP's economy. The SEP also states that we will:

*“Invest in the future of our town centres to create imaginative, dynamic places that draw in young people, support flourishing communities and address the needs of an ageing population*

*“We will enable the sustainable development of business growth, town centre regeneration and housing development, through the support of low carbon solutions and addressing poor air quality”*

We have also identified town centres as a priority area within our emerging Local Industrial Strategy. They are key to creating homes and vibrant communities for healthy, sustainable lifestyles. Our area is made up of a network of relatively small places. If each place functions well and has effective linkages with other places the more they can offer jobs, services and homes; help increase demand in the economy and support more inclusive growth. Dynamic, well-functioning places will also provide more jobs, homes and help increase demand. They will attract new skilled workers, reduce need to travel and improve the overall inward investment offer.

The Enterprise M3 Local Enterprise Partnership would like to offer its support to Hart District Council application to secure funding from the Future High Street Fund. We believe this bid demonstrates real ambition by the local authority that will help to ensure Fleet town centre can play a stronger role in the LEP's economy, for example, by creating a strong town centre USP will not only stimulate a dynamic environment for all ages of the local community to feel proud of, but will also help to increase town centre footfall and create opportunities that will attract increased business investment.

We believe the proposal will support economic prosperity and competitiveness and help people access employment and we wish you every success.

Yours sincerely

-  
Head of Enterprise and Innovation  
Enterprise M3 Local Enterprise Partnership

Hart District Council

19 March 2019

our ref

Dear

I write to confirm Absolute Assets Holdings support for the Expression of Interest submission by Hart District Council to the Future High Streets Fund.

As the owner of the Hart Shopping Centre, and a major land owner and key stakeholder in Fleet Town Centre, we are pleased to work with Hart District Council, Fleet Town Council and Fleet Business Improvement District (BID) to assist in the regeneration of the town centre. We share the Council's long-term aspirations to ensure that the Town Centre continues to be at the heart of our community, and we support the vision of the draft Fleet Neighbourhood Plan to "create an accessible, sustainable, green town with an active population and a vibrant business, cultural and community focus", as well as the key objectives identified to achieve this aim:

- To create a vibrant, modern Civic Quarter in our town centre that will be fit to serve our expanding population and act as a key attractor for visitors
- To ensure that development sites within the town are planned and built in such a way as to support the vitality of the town centre.
- To protect and improve the unique green character of Fleet, with its open space and parks, to ensure that its verdant arterial routes are preserved for the future, and new cycle networks link the town's community assets
- To make sure that the height and scale of any new development fits within its surroundings and compliments and enhances the existing townscape.

We strongly believe that this vision would enable Fleet Town Centre to create an environment that promotes convenience, valuable services and a powerful sense of community.

We have a good working relationship with Hart District Council, Fleet Town Council and Fleet Business Improvement District (BID) and look forward to working with them to enhance the town centre to attract local people and support local businesses.

Yours sincerely,

**PARTNER**

**Email -**