

### **3. THE COMMUNITY AREA STRATEGY**

The community wants to respond to the many changes it faces, by taking action in ways which do not spoil what we have, but rather protect and improve things for the future.

In that context, the aim is to create a stronger community by bringing the civilian and military communities closer together and providing services and facilities within the Community Area to which all have access.

Local needs assessments have suggested that the community should concentrate on the economy, health and transport as key issues. This has been endorsed through community consultation. More local jobs, better shopping opportunities, improved healthcare and integrated transport facilities are requirements at the heart of this Strategic Action Plan.

The Strategic Action Plan is aimed at helping to support local distinctiveness, building and benefiting from the military presence in the Area as an advantage, and enabling both civilian and military populations to benefit from new developments. It is imperative that the rural communities have access to services and facilities through good transport links and/or outreach facilities. The community will develop a greater sense of belonging and pride of place as people do more things at a local level.

The young people of the community will be encouraged to think more about their future locally and what they can do to improve things for themselves and others. This Strategic Action Plan sets out how things might be improved by the community, as a whole, working together to deliver the actions.

#### **3.1 Strategic Themes**

- Health and Social Care
- Transport
- Crime and Community Protection
- The Economy
- Education and Life Long Learning
- Culture and Leisure
- Housing and the Built Environment
- Countryside and Land Based
- Communication

#### **3.2 Strategic Priorities**

The first objective of TCAP was to establish the overall infrastructure for administering the implementation of the plan.

Thematic Groups were formed for each of the above themes to take forward the actions identified in the Community Plan. One of the objectives of each group is to prioritise the actions under their specific theme.

This Strategic Action Plan concentrates on the priority actions and projects, which are either achievable or able to be advanced significantly during the next five years for completion in a longer timescale.

The Community Plan also covers ongoing actions and many more projects of either a lesser priority or which entail more work over a number of years to bring them to fruition. Local people will carry out many of these projects. Details of these actions and projects can be seen in the copy of the Community Plan at Appendix 'H'.

Below are significant actions that the partnership sees as priority:

- 3.2.1 The most significant action links to one of the strategic objectives set out in paragraph 2.1, that being the issue of housing in Tidworth. This was raised in the Economic Development Strategy (Appendix 'F') and action has been taken in a number of ways. The aim is to grow Tidworth by some 3,000 private houses over the next 30 years, in order to deliver a better balance between the military and civilian populations, as well as creating a more stable economy and a better place for all to live and work.

Part of the success so far has been the lobbying of various agencies involved in planning, as well as Regional Government. As a direct result, an officer of the Regional Assembly visited Tidworth recently and was briefed on the issues by David Wildman and Humphrey Jones of Tidworth Town Council, Ted Howles and Ed White of Kennet District Council and David Rapley of Wiltshire County Council, after which he was given a tour of the Area to put the issues in context.

We believe this meeting was positive and hope that, as a result, the important planning document of the Regional Assembly, the Regional Spatial Strategy, takes our views into account.

Further lobbying needs to be carried out to change the mindset of those at Government Office of the South West and at a higher level in government.

- 3.2.2 Redevelopment of land at Pennings Road and St Andrews Road in Tidworth is considered a major priority, as this is a prominent mainly derelict site in the centre of Tidworth. Work commenced in 2002 to prepare a Development Brief for the site. This Development Brief was subject to wide consultation with various statutory consultees, interested parties and local residents and after amendment, to take account of comments, was adopted as Supplementary Planning Guidance by Kennet District Council in September 2003. The site is divided into three zones – zone A, residential; zone B, use class A3, a public house and restaurant with overnight accommodation and where practicable a children's play facility; and zone C, an auditorium for use principally by the military and shared by the civilian population.

It is hoped to find a developer to develop zones A and B, whilst the Army, through a private finance initiative, develop zone C.

- 3.2.3 The Zouch Market shopping area in Tidworth is in need of significant redevelopment. Whilst the partners understand the difficulties this is a priority action even though it may take significant time.
- 3.2.4 A Community Area Transport Study has been developed through partnership work. It is a priority to ensure that the Local Transport Plan (LTP) for Wiltshire deals with the work identified in this study and that as much funding as possible is drawn down through the LTP to fund at least the priority work.
- 3.2.5 To increase the number of childcare places to meet the demand in the Community Area.
- 3.2.6 To continue to work on communicating effectively with all the stakeholders, town and parishes across the Community Area in order to break down barriers that may exist, as per the Communications Strategy in Appendix 'E' of this document.

### **3.3 Implementation of the Plan**

#### **3.3.1 How We Will Make The Plan Work**

Tidworth Community Area Partnership (TCAP) approved the setting up of Thematic Groups to oversee, monitor and evaluate the actions and projects listed under each of the Themes in the Community Plan. Wherever possible existing groups have been used to save duplication of effort. Each group has a Leader and its membership is drawn from professionals and local people working or interested in the respective subject. See Appendix 'A (2)' for details of the composition of the groups.

Each Thematic Group has:

- Terms of Reference.
- provided a vision and completed the background and context for the theme.
- prioritised the actions and projects within their theme .
- liaised with lead organisations for projects/actions and directed them towards help with funding, management, etc.
- considered the inclusion of new projects in the plan.

They will be constantly reviewing the above to ensure that their work is up-to-date and interested people become involved.

#### **3.3.2 Monitoring**

Each Thematic Group liaises with the lead organisations and groups carrying out actions and projects under its theme. The group ensures that progress is being made according to the project timescale and that targets are being met. Lead organisations and groups are asked to provide progress reports to the Thematic Groups at regular intervals.

Each Thematic Group Leader reports to the Community Plan Co-ordinating Group (CPCG, formerly known as the MCTiWG) on progress.

### 3.3.3 Evaluation

The success of work on each of the themes in the plan will be reviewed on an annual basis and this Strategic Action Plan will be updated accordingly. The Community Plan leaflet will be updated every 4 years.

The Thematic Groups will be responsible for evaluating the projects/actions under their themes.

### 3.3.4 Keeping People Informed Of Progress

The Strategic Action Plan will be available for public scrutiny and any significant changes or additions will be communicated to the public through the newspapers and other channels of communication.

The Community Plan will be re-issued every four years and will include the updates that have been made to the Strategic Action Plan in the interim period.

Consultation on significant changes will be carried out with organisations and people in the Community Area.

Each Thematic Group will send success stories to the CPCG. A representative from the Communications Thematic Group will check press releases before they are issued by the CPCG or TCAP.

## 3.4 Priority Projects

The Partnership has identified the key priority projects to take forward the strategic objectives (set out in paragraph 2.1, pages 19 and 20) to fulfil the Vision of the local community (paragraph 2, page 19).

Below are outlines of these projects and how they fit the objectives of this Plan, followed by more detailed summary sheets (the projects are not in any particular priority order):

3.4.1 The implementation of this Strategic Action Plan and the ongoing administration of the thematic working groups require resourcing, so that we can move forward effectively. Currently a large number of volunteers give up their time to assist in this work and TDT gives considerable officer time at no charge.

In order to compensate volunteers for at least their expenses, cover hall hire and administration costs, as well as providing a resource to administer the processes effectively, ongoing funding is required. See Project Summary Sheet 3.5.1.

- 3.4.2 A need has been identified for a one-stop shop for community services for the Area. This fulfils the strategic objectives for 'Tidworth and Ludgershall to strengthen their roles as service, leisure and shopping centres for the Community Area' and 'Provision of places for community interaction'. It also assists in the Priority Action 'to increase childcare provision'.

It has been established through research for the Shankland Cox report 1993, Entec report 2002 and for the Community Plan 2003, that Tidworth needs a 'heart' to the town and a project has been developed to provide a Community Resource Centre in the centre of Tidworth, for use by residents of the whole Community Area. See Project Summary Sheet 3.5.2.

- 3.4.3 The Learning Plan for Tidworth Community Area 2004 (Appendix 'G') sets out the need for the post of a Learning Co-ordinator for the Community Area to take forward the identified actions. This ties in with the vision of 'Access to training/learning for all age groups' and Access for young people to good schools'. See Project Summary Sheet 3.5.3.

- 3.4.4 Consultation has shown that the community's vision for their Community Area is 'a safe place to live and work'. It also shows a need to provide constructive activities to occupy the time of young people in the Area. See Project Summary Sheet 3.5.4 for Youth Anti-Social Behaviour Reduction Scheme.

- 3.4.5 The strategic objective 'Tidworth and Ludgershall, in particular, need to strengthen their roles as service, leisure and shopping centres for the Community Area, as these settlements offer the best prospect for attracting more employment and introducing more sustainable modes of transport' was identified in the Economic Development Strategy (Appendix 'F').

A Retail Development Strategy looking across the Community Area and incorporating village retail establishments as well as those in Tidworth and Ludgershall will strengthen the economy, fulfilling the vision of 'a diverse and healthy economy with quality local jobs on offer'. See Project Summary Sheet 3.5.5.

- 3.4.6 Research through the Shankland Cox report 1993, the Entec report 2002 and the Economic Development Strategy 2004 all support the strategic objective of 'Development of the private sector economy in the Community Area to provide local jobs'. This objective fulfils the vision to provide 'a diverse and healthy economy with quality local jobs on offer' and 'attraction of more employment opportunities'.

The South West RDA owns the site of Castledown Business Park at Ludgershall. In a joint agreement with St Modwen Developments they will be developing the site to include a range of workspace to attract employment to the Area. TCAP is keen to ensure that a number of starter units are built on the business park to provide local employment for civilians and military dependents. See Project Summary Sheet 3.5.6.

- 3.4.7 The strategic objectives emphasise the need for ‘Tidworth and Ludgershall to strengthen their roles as service, leisure and shopping centres for the Community Area’. The vision of the Community Area as ‘a place where leisure and sports are enjoyed by people of all ages’, as well as an employment opportunity, ties in with this project to build Tidworth Community Area Equestrian Centre. See Project Summary Sheet 3.5.7.
- 3.4.8 The River Bourne flows north to south through the Community Area, linking several settlements. The need to enhance the environment of the river valley, creating community nature reserves, managing public open spaces, improving access to them and encouraging community involvement, particularly young people, was put forward by the public during the major Consultation Event in July 2002. The Community Area Transport Study (Appendix 'I') emphasises the need for cycleways and footpaths linking the various settlements and providing a recreational outlet.

This project could develop a cycleway / footpath along the river valley with environmental improvements thereby creating a ‘linear park’ through the Community Area, improving communication and creating an area of civic pride.

This fits the strategic objective ‘Maintain the local distinctive environment, which is central to the quality of life, and ensure easy access to it’ and the vision of the Community Area being ‘A place where people, now and in the future, can enjoy the cultural, heritage and wildlife riches of the Area’. This will need significant feasibility work in order to see whether the visionary scheme can be implemented. See Project Summary Sheet 3.5.8.

- 3.4.9 The Community Area Transport Study (Appendix 'I') identifies the need for additional footpaths and cycleways, particularly in places where there is a danger to pedestrians and cyclists because there is no alternative to walking on the road.

With the closure of the Crown Hotel at Everleigh, there is now only one public venue in the village, the Goa Balti House. The existing public footpath from beyond the Crown Hotel needs extending as far as the Goa Balti House to offer residents safe passage to the only centre where they can now meet. See Project Summary Sheet 3.5.9.

- 3.4.10 Across the Community Area there are a number of redundant buildings, either not in use or incapable of use due to dilapidation and it is felt that a full survey should be carried out to identify how many and their locations, with a view to re-developing those that are suitable for economic or community purposes. This would fit with the aims and objectives of the Economic Development Strategy for the Area (Appendix 'F'). See Project Summary Sheet 3.5.10.

3.4.11 During public facilitation and consultation the need for improved communications across the Community Area became clear and an additional Thematic Working Group was formed to cover communication. A Communications Strategy was commissioned and adopted (Appendix 'E') and a strategic objective at 2.1 is 'To continue to break down barriers that exist across the Community Area by improving communications'. Funds were secured for a project to deliver a newsletter for the Area and an Internet radio service. This will need sustaining beyond 2006. An application has also been submitted to Ofcom for a community radio licence and if successful this will deliver FM radio across the Community Area, requiring additional funds. See Project Summary Sheet 3.5.11.

### **3.5 Priority Projects Summary Sheets**

The following pages set out summary details of the priority projects outlined at 3.4 above, with references to the projects as per that section (3.4.1 etc).

Some projects have had significant work done on them, whilst others have had little, as they require funds to develop them. It should be noted that not all projects have detailed costs at this stage and estimated costs are quoted in most instances.

### 3.5.1 Project 3.4.1

#### RESOURCES FOR IMPLEMENTATION OF STRATEGIC ACTION PLAN

##### Management (Lead & Partners)

The Community Plan Co-ordinating Group (CPCG) will lead this project. Tidworth Development Trust (TDT) will take on staff and have day-to-day responsibility.

##### Background

The implementation of this Strategic Action Plan and the ongoing administration of the CPCG and thematic working groups require funds and a staff resource, so that we can move forward effectively. Currently a large number of volunteers give up their time to assist in this work and TDT gives considerable officer time at no charge. In order to compensate volunteers for at least their expenses, cover hall hire for meetings and administration costs, as well as providing a member of staff to administer the processes effectively and to take forward feasibility work or other work on projects, ongoing funding is required.

##### Outputs

Employment of one member of staff (probably 30 hrs week).  
Increased volunteer time.

##### Outcomes

Effective administration of CPCG and Thematic Groups, leading to more effective operation of TCAP.  
Increased capacity of TCAP / CPCG to develop projects.  
Reduced workload, on TCAP matters, of volunteers and staff of particular partner organisations.

##### Key Tasks and Milestones

April 2006 – Appointment of staff member and work ongoing.

##### Costs

(estimates)

Salary & on-costs	£17,000 pa
Premises, equipment, travel & other overheads	£3,000 pa
<b>Total</b>	<b>£20,000 pa</b>

### **3.5.2 Project 3.4.2**

#### **COMMUNITY RESOURCE CENTRE**

##### **Management (Lead & Partners)**

The Housing and Built Environment Thematic Group oversees the project. Tidworth Development Trust (TDT) is leading and developing the project.

##### **Background**

Both the Shankland Cox Study 1993 and the Entec Report 2002 identified the need for a community 'heart' to Tidworth. Further evidence was provided through consultation on the Community Plan. Tidworth Development Trust's management committee agreed that TDT should investigate the possibility of building a new community centre.

Tidworth Parish (now Town) Council agreed, in principle, that they would long lease the land on which the current community centre is built to TDT at peppercorn rent. Feasibility work has been carried out, consisting of: a ground survey (landfill site); dealing with legal issues concerning the lease; a preliminary design brief (through The Glass-House); involving the local community and potential occupiers in the design process; and engaging an architect, landscape consultant and quantity surveyor to prepare for planning permission (outline with reserved matters).

The project is near the stage of planning application submission, completion of the lease and obtaining fairly accurate costs information.

The potential occupiers include the following: a nursery, crèche and Early Years NVQ assessment centre (possibly a Children's Centre); an information, advice and guidance centre, including Citizens Advice Bureau, Army Information Point (HIVE), TEMPO drop-in and 'e-info' (also known as 'eTidworth'); a library (including army's), Registrar of Births, Deaths & Marriages; Tidworth Town Council; a youth facility (WCC); a community café, TDT offices, including TEMPO training rooms, etc; an office for the four local police services (Wiltshire, Hampshire, Royal Military Police and the Ministry of Defence Police); a dentist facility; and hair and beauty facilities. There will also be a small number of lettable offices and a function room, as well as the usual shared facilities required in such a building and external car parking, terraces, courtyard etc.

It is hoped that this building will become the focal point for all within the Tidworth community, as well as being a facility for those beyond Tidworth, create the 'heart' that is required for the town and provide services and facilities for all in the Community Area.

##### **Outputs**

A multi purpose community facility for Tidworth Community Area

Creation of jobs to manage the facility and some services within

Creation of additional childcare places

Various outputs connected with the services to be provided within the building; involvement of all ages, training, assisting organisations / community groups and others, will be achieved.

##### **Outcomes**

Improved access to community facilities and services.

Creation of a focal point for those in the Community Area.

**Key Tasks and Milestones**

October 2005 – Obtain firm commitment from potential occupiers of building.

October 2005 – Commence search for potential funding and make application as appropriate.

Other tasks and milestones will be dependent on obtaining funding – these will include: employing Project Manager; making detailed planning application; business planning, including detailed costing; public consultation / participation, etc.

**Costs**

(estimates, not counting for inflation)

Development of project and continued consultation work (2/3 years)	£0.10M
Infrastructure – additional excavation, bridging and water/drainage	£0.30M
Capital build, including environmental technologies – water, power, etc	£6.70M
Landscaping, build car park and other external features, etc	£0.70M
Professional fees	£1.40M
Planning, Legal and other costs (Project Manager, etc)	£0.20M
Fitting out building with furniture, fixtures, fittings, equipment, etc	£0.70M

**Total £10.10M**

Further and better information on capital build costs are in the process of being calculated and a full business planning process will have to be undertaken as part of the next phase of the project.

Revenue funding for the first few years after completion of build will be calculated during the business planning process and has not been included in the above figures.

The project has had assistance from The Glass-House design advisory service, through which local residents have become directly involved in the process, and funding through Sustain the Plain that has allowed us to engage an architect to outline planning stage and pay for legal fees for the agreement and lease with Tidworth Town Council.

### 3.5.3 Project 3.4.3

## LEARNING CO-ORDINATOR FOR THE TIDWORTH COMMUNITY AREA

### Management (Lead & Partners)

TCAP Education and Lifelong Learning Thematic Group will lead this project  
Tidworth Development Trust (TDT) employ staff, manage and operate the project.

### Background

The key recommendation of the Learning Plan (Appendix 'G') is the appointment of a Learning co-ordinator, to be employed by TDT and based with Tidworth Employment Opportunities (TEMPO). The Learning plan was produced with MCTi funding and researched by Bournemouth University.

The Community Area has a low-income economy because of the employment mix and other issues, as outlined in the Economic Development Strategy (Appendix 'F') and with skills levels relatively low this leads to a large proportion of people seeking low-skilled jobs. Further education is needed by the military, their dependants and civilians (in both the towns and the rural areas).

The Education and Lifelong Learning Thematic Group identified the need and potential for further learning opportunities to be made available through the wide range of education providers existing in the Area, having assessed the range to identify gaps. The range of available provision needs to be communicated to those seeking higher achievements.

### Outputs

1. New and existing partnerships developed to deliver actions recommended in the Learning Plan.
2. The Community Area website hosting an updated learning page to enable users to find learning opportunities available to them.
3. Extended careers advice and guidance service to support learning at all levels.
4. Castledown School and the cluster of other schools in the Community Area promoted as community/extended schools to provide opportunities.

### Outcomes

1. Bringing together the various providers to form a community focus, which may become part of a 'learning campus'
2. Rural residents have greater opportunity to participate in learning activities.
3. Ensuring that Tidworth College is retained as a centre for learning and more use is made of the college facilities, including the hotel.
4. The public being aware of the educational opportunities available in the Area and how to access them.

### Key Tasks and Milestones

April 2006 – Appointment of Learning Co-ordinator

### Costs

(estimates)

Salary & on-costs	£22,000 pa
Premises, equipment, travel & other overheads	£5,000 pa
<b>Total</b>	<b>£27,000 pa</b>

### **3.5.4 Project 3.4.4**

#### **YOUTH ANTI-SOCIAL BEHAVIOUR REDUCTION SCHEME**

##### **Management (Lead & Partners)**

The Crime and Community Protection Thematic Group will co-ordinate the various aspects of this scheme.

Tidworth Development Trust will be the main lead, but other partners will lead on discreet projects within the scheme, including Town/Parish Councils, WCC Youth Service, Kennet District Council Leisure Service, etc.

##### **Background**

Comments have been made at various fora and meetings concerning the number of young people congregating at different locations within the Community Area, which creates an element of fear amongst residents. It is recognised that most of these young people do not mean to intimidate, but the perception is there.

It is considered that facilities and activities are required, in consultation with the young people, so that they have a place to congregate with shelter and activities to occupy them, thereby removing them from areas that cause concern.

Through this scheme it is hoped that the young people will actively participate and become involved in the management or delivery of the projects being developed.

##### **Outputs**

1. Creation of shelters for young people at locations across the Community Area:
  - Tidworth
  - Ludgershall
  - Collingbourne Ducis
  - Chute
2. Needs of young people identified.
3. Facilities for young people developed through discreet projects at different locations, co-ordinated but involving different partners.
4. Activities for young people developed through discreet projects at different locations or Community Area-wide, co-ordinated but involving different partners.

##### **Outcomes**

1. Increased number of young people involved in developing facilities and activities.
2. Increased involvement of young people in structured activity.
3. Increased involvement of young people in youth service activities.
4. Reduction in anti-social behaviour among young people.
5. Reduction in residents' perception of intimidation.

##### **Key Tasks and Milestones**

October 2005 – Commence engagement with young people to identify needs.

October 2005 – Commence assessment of sites for shelters and types of shelter.

31 January 2006 – Completion of needs assessment and identify discreet projects to be developed in conjunction with the young people, complete assessment of sites for shelters and identify types of shelter required.

31 March 2006 – Cost individual projects and teams commence work on projects.

### **Costs**

Costs will be identified during the development of the scheme, which will involve a number of different projects.

It is known that shelters, with suitable groundwork, will cost up to £10,000 and at least four of these will be required.

Other equipment around the shelters may be required and it is already known that young people want additional skateboard/BMX equipment in Tidworth and mobile equipment for taking out to the villages.

Wiltshire Youth Arts Partnership (WYAP) are delivering movement, dance and theatre projects in the Area and these have already proved successful. It is hoped that WYAP can be funded to continue this type of activity.

Other projects are being developed and will be co-ordinated within this scheme.

### **3.5.5 Project 3.4.5**

#### **RETAIL DEVELOPMENT STRATEGY**

##### **Management (Lead & Partners)**

The Economy Thematic Group will appoint consultants to undertake task. Tidworth & District Chamber of Commerce will manage the process.

##### **Background**

A headline of the Community Plan is 'to provide key services and facilities within the community'. The Economic Development Strategy for the Area, completed in 2004, (Appendix 'F') nominates the development and execution of a Retail Development Strategy as a vital component. This is reinforced by the presence of retail issues in three of the nine themes of the Community Plan.

##### **Outputs**

1. A Retail Development Strategy for the Community Area, containing short/medium-term action plans.  
(All actions to be supported by key stakeholders, leading to the retail sector playing a key part in creating a thriving, sustainable local economy)

##### **Outcomes**

1. Development of Tidworth & Ludgershall as retail centres in their own right.
2. Expansion and improvement of the retail variety available.
3. People's perception of the Community Area changed.
4. Sufficient retail facilities to reduce significantly the need to travel outside the Community Area.

##### **Key Tasks and Milestones**

January 2006 – Commission consultants, subject to availability of funds.

May 2006 – Retail Development Strategy ready for TCAP endorsement June 2006.

July 2006 – Commence implementation of actions set out in Strategy.

##### **Costs**

Consultants to develop Strategy– in the region of £20,000

Implementation of actions identified within Strategy – unknown at present.

### **3.5.6 Project 3.4.6**

#### **STARTER UNITS AT CASTLEDOWN BUSINESS PARK**

##### **Management (Lead & Partners)**

The Economy Thematic Group will lead development of partnership (see later).  
Tidworth Development Trust to manage facility (ownership to be decided).

##### **Background**

The largest single factor in solving a great deal of the problems in the Community Area is the development of a thriving economy, providing local employment for civilians and for military families. The Economic Development Strategy (Appendix 'F') sets out to achieve this and this project will assist.

It is well known that successful small businesses provide the fastest employment growth rate. The small numbers of starter units in the Area are fully occupied and this project will provide premises and business support for a continuing stream of well-founded small business start-ups, providing good employment growth.

##### **Outputs**

1. 8 to 10 starter units let on short-term leases of up to 2 years.
  - Units to have access to full office support and group buying of services, such as from accountants, lawyers, marketing, IT, printing, advertising, property services, etc.
2. Creation of jobs

##### **Outcomes**

1. Additional provision of viable small businesses in the Community Area that will provide employment and add to the availability of skills in the Area.
2. A source of continuing revenue for TDT.
3. Key stakeholders playing a central role in creating a thriving local economy.

##### **Key Tasks and Milestones**

January 2006 – to have in place a partnership to support the development. (Potential partners: WCC, KDC, St Modwen, Aspire Defence, MoD, College, TDT, Business Link, SWRDA)

Early 2007 – buildings in place and occupied.

##### **Costs**

Land and Buildings – unknown at moment (costs to be investigated and agreed by partnership).

This project should be self-funding after set-up.

### **3.5.7 Project 3.4.7**

#### **TIDWORTH COMMUNITY AREA EQUESTRIAN CENTRE**

##### **Management (Lead & Partners)**

The Culture & Leisure Thematic Group will lead development of this project. Tidworth, Netheravon & Bulford Garrison (MoD) will manage the project until formation of new company.

##### **Background**

Relocation and centralisation of current equestrian elements from behind the military security fence to a new purpose built community venue, creating an independent and thriving Tidworth Community Area Equestrian Centre, is necessary due to rebuilding of barracks with current facilities becoming redundant and not being maintained. It is agreed that the MoD will create a not-for-private-profit organisation to develop this alternative facility that will meet the sporting and recreational needs of all members of the Community Area, as recommended in the Economic Development Strategy 2004 (Appendix 'F').

##### **Outputs**

1. Managed equestrian facilities supporting most disciplines of horsemanship.
2. Community based Riding Club offering:
  - Club membership; livery service; riding instruction; hacking; etc.
  - Training students to various qualifications from basic NVQ to Senior Instructors
  - Staging equestrian events, to include dressage, show jumping, and cross country
3. Employment of full-time member of staff.

##### **Outcomes**

1. Establishment of 'Centre of Excellence' as a community project, derived from a requirement to make way for new barracks, with the opportunity to build excellent equestrian facilities that will maintain and train individuals in the art of horsemanship at most disciplines.
2. Access to good equestrian facilities for people in Community Area and beyond.

##### **Key Tasks & Milestones**

###### ***Years 1 & 2***

Secure funding for Phases 1 & 2 of the project (MoD)  
Establish not-for-private-profit company  
Effect move of existing equestrian facilities to new venue  
Secure funding for Phase 3 and commence that phase

###### ***Year 3 & ongoing (Phase 4)***

Build facilities under Phase 3  
Establish the business and attract new customers  
Establish the Equestrian Centre as a recognised part of the equestrian circuit  
Ensure viability of business  
Introduce eventing back to Tidworth area

## **Costs**

(estimates)

Phase 1: £98k

Phase 2: £113k

Phase 3: £165k (Building) + £25k year one (Manager)

Phase 4: £68k per annum (should be self sustaining from income generation)

### **3.5.8 Project 3.4.8**

#### **BOURNE VALLEY SCHEME**

##### **Management (Lead & Partners)**

The Countryside and Land-based Thematic Group will lead on the initial feasibility work to set up the scheme and decide which organisation will engage the consultant.

##### **Background**

The River Bourne flows north to south through the Community Area, linking several settlements. The need to enhance the environment of the river valley, creating community nature reserves, managing public open spaces and improving access to them and encouraging community involvement, particularly young people, was put forward from the public during the major Consultation Event in July 2002.

The Community Area Transport Study (Appendix 'I') emphasised the need for cycleways and footpaths linking the various settlements and providing a recreational outlet.

This project could develop a cycleway / footpath along the river valley with environmental improvements and create a 'linear park' through the Community Area, improving communication and creating an area of civic pride.

There are different landowners along the river and all will have to be contacted to establish their willingness to allow access, etc. Other work to identify suitable areas for nature reserves or recreational space, potential projects and looking at AONB issues will also need to be done.

It is felt that significant feasibility work is needed in order to see whether the visionary scheme can be implemented as a whole or in part and this project is based around that feasibility work only.

##### **Outputs**

1. Production of a feasibility report dealing with land ownership, AONB and other issues, ideas for potential projects along the river and feasibility of cycleway/footpath along its length and creation of a 'linear park'.

##### **Outcomes**

1. A better understanding of the environment along the River Bourne.
2. Increased knowledge of the issues concerned with developing such a scheme.

##### **Key Tasks and Milestones**

January 2006 – Commission consultant to carry out work.

May 2006 – Feasibility report completed ready for TCAP June 2006.

##### **Costs**

(estimate)

In the region of £12,000.

### 3.5.9 Project 3.4.9

#### FOOTPATH AT EVERLEIGH

##### Management (Lead & Partners)

The Transport Thematic Group will oversee development and implementation. Wiltshire County Council will manage and undertake the work.

##### Background

The Community Area Transport Study (Appendix 'I') identifies the need for additional footpaths and cycleways, particularly in places where there is a danger to pedestrians and cyclists because there is no alternative to walking on the road.

With the closure of the Crown Hotel at Everleigh, there is now only one public venue in the village, the Goa Balti House which has become a more popular destination for villagers. The existing public footpath from beyond the Crown Hotel needs extending as far as the Goa Balti House to offer residents safe passage to the only centre where they can now meet.

The accident records show that in the previous 5 years there have been no pedestrian related accidents on this stretch of road and as such the scheme did not meet the road safety strategy aims. However, this would be expected if the Goa Balti House has only recently become a destination for villagers and it was felt that the scheme should be brought forward for design and consultation even though it was a 'group 2' scheme within the Study.

Wiltshire County Council has allocated £10,000 towards the preliminary design and consultation stage.

##### Outputs

Provision of a safe footway for residents walking to the Goa Balti House.

Likelihood of less pedestrian accidents (will be unable to compare against current data due to change in circumstances).

##### Outcomes

Increased safety of pedestrians.

Improved pedestrian access to community facility

##### Key Tasks and Milestones

October 2005 – Commence 1<sup>st</sup> phase of preliminary design and consultation.

Early 2006 – Commence 2<sup>nd</sup> phase, subject to funding availability.

##### Costs

(approximate only – does not account for issues that may be found at preliminary design stage, such as power / water and land ownership)

Preliminary design and consultation (1 <sup>st</sup> phase)	£10,000
Detailed design, supervision and implementation (2 <sup>nd</sup> phase)	£30,000
<b>Total</b>	<b>£40,000</b>

### **3.5.10 Project 3.4.10**

#### **REDUNDANT BUILDINGS SURVEY**

##### **Management (Lead & Partners)**

The Economy Thematic Group would lead on this project.

Tidworth Development Trust will engage the consultant to carry out the work.

##### **Background**

Across the Community Area there are a number of redundant buildings, either not in use or incapable of use due to dilapidation and it is felt that a full survey should be carried out to identify how many and locations, with a view to re-developing those that are suitable for economic or community purposes. This would fit with the aims and objectives of the Economic Development Strategy for the Area (Appendix 'F').

##### **Outputs**

1. Production of a report giving details of redundant buildings in the Area with suggestions as to possible use if refurbished / redeveloped.

##### **Outcomes**

A better understanding of the total number of buildings not currently being used in the Area.

Increased knowledge and evidence that will assist in accessing funding to bring buildings back into use for economic or community purposes.

##### **Key Tasks and Milestones**

January 2006 – Commission consultant to carry out work

May 2006 – Report completed and ready for TCAP endorsement June 2006

##### **Costs**

Consultant's fees – in the region of £7,000

### **3.5.11 Project 3.4.11**

#### **COMMUNITY RADIO**

##### **Management (Lead & Partners)**

The Communications Thematic Group will oversee this project.  
Tidworth Development Trust will manage and operate the project.

##### **Background**

During public facilitation and consultation the need for improved communications across the Community Area became clear and an additional Thematic Working Group was formed to cover communication. This group has responsibility for implementing the Communications Strategy (Appendix 'E'), which sets out action required to break down further the barriers that exist across the Community Area, by improving communications. Within the Strategy a number of solutions are set out, including a newsletter and community radio.

A project under Sustain the Plain has set up Castledown Media Centre, within a portakabin at Castledown School, which delivers a newsletter for the Area, an Internet radio service and training. It uses and relies on volunteers from across the Community Area to ensure that it is effective.

This project forms the basis of an application to Ofcom for a community radio licence operating on FM, which will cover the Community Area. If successful, this will provide effective communication locally via radio, which will enhance the other work already being done and achieve an objective of the Communications Strategy.

##### **Outputs**

Provision of a community radio service for the Community Area.

Various outputs, connected with involvement of all ages, volunteering, training, assisting organisations / community groups, putting on events, providing assistance at other events and others will be achieved.

##### **Outcomes**

Improved communication across the Community Area.

Enhancement of public's knowledge and understanding of issues / events in the Community Area.

Further integration of the various communities in the Community Area, through 1. and 2. above – between the villages beyond Tidworth, between Tidworth and Ludgershall and between Tidworth and Ludgershall and the villages beyond.

Further integration of military residents and other residents in the Community Area, through 1. and 2. above.

##### **Key Tasks and Milestones**

Timescales are dependent on when Ofcom makes decision and project is subject to decision being affirmative. The commencement date is estimated.

January 2006 – Purchase equipment, install and set up transmitter, etc (planning permission process for aerial).

March 2006 – Commence testing of FM transmission.

April 2006 – Commence FM radio service.

**Costs**

(estimates)

Salary, including on costs of p/t (18.5 hrs) radio presenter	£12,000
Salary, including on costs of p/t (18.5 hrs) admin assistant	£7,000
Transmitter, aerial and other equipment, including installation	£8,000
<b>Total (Year One)</b>	<b>£27,000</b>

The above costs are additional to existing Sustain the Plain project costs, which do not include delivering a community radio service on FM. The Sustain the Plain funding ends December 2006, but it is probable that some additional funding will be available to December 2007.

Migration to an FM service will require more live and interactive content and the service must be robust. In order to achieve this it is considered necessary to have additional paid staff, as volunteers cannot be relied upon totally. Volunteers are used for developing and making programmes or carrying out activities that are not time reliant, whereby they 'work' at times suited to them.

With an FM service it will be possible to derive income, through sponsorship of programmes or features together with donations and other sources and in the medium to long-term this income should make the service sustainable. There are issues relating to community radio licences, concerning income sources and proportions of income from single sources and advertising / sponsorship that will have to be managed.