

# **Steps Towards a Vision for Farnham**

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**A report for Waverley Borough Council and Farnham Town Council**

March 2007

# Contents

|  |           |
|--|-----------|
| <b>Contents</b> .....                              | <b>i</b>  |
| <b>Acknowledgements</b> .....                      | <b>1</b>  |
| <b>1 Introduction</b> .....                        | <b>1</b>  |
| 1.1 Background.....                                | 1         |
| 1.2 Our approach .....                             | 1         |
| 1.3 This report.....                               | 1         |
| <b>2 The State of Farnham</b> .....                | <b>3</b>  |
| 2.1 Introduction .....                             | 3         |
| 2.2 State of the District.....                     | 3         |
| 2.3 The State of Farnham .....                     | 8         |
| <b>3 Future drivers of change</b> .....            | <b>11</b> |
| 3.1 Introduction .....                             | 11        |
| 3.2 Key future drivers of change for Farnham ..... | 12        |
| 3.3 Opportunities and threats.....                 | 14        |
| <b>4 Scenarios for the future</b> .....            | <b>16</b> |
| 4.1 Introduction .....                             | 16        |
| 4.2 Underlying drivers of change.....              | 16        |
| 4.3 Scenario 1: World Markets .....                | 18        |
| 4.4 Scenario 2: Global Responsibility.....         | 20        |
| 4.5 Scenario 3: National Enterprise.....           | 22        |
| 4.6 Scenario 4: Local Stewardship .....            | 24        |
| 4.7 Scenario reflections.....                      | 26        |
| <b>5 A Vision for Farnham</b> .....                | <b>27</b> |
| 5.1 Introduction .....                             | 27        |
| 5.2 Elements of the Vision .....                   | 27        |
| 5.3 A Vision for Farnham .....                     | 29        |
| 5.4 Stories from the future.....                   | 30        |
| <b>6 Next steps</b> .....                          | <b>34</b> |
| 6.1 Introduction .....                             | 34        |
| 6.2 Challenges and priorities.....                 | 34        |
| 6.3 Delivering the vision .....                    | 37        |
| <b>7 Glossary of Terms</b> .....                   | <b>38</b> |

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# 1 Introduction

## 1.1 Background

Waverley Borough Council and Farnham Town Council in October 2006 commissioned the Local Futures Group, through a programme of workshops, to help shape a new vision for Farnham. While the town has many assets, it also faces a number of challenges, including rising traffic congestion, housing affordability problems and growing social/spatial divides. There was also recognition that the pace of change – economic, social, environmental – was accelerating and that short term actions should be set in the context of a shared long-term vision for the town. In this report we present our findings.

## 1.2 Our approach

While our approach involved a range of background research, the main findings and conclusions were generated during a programme of four workshops held in January and early February 2007. Each of the workshops involved around 30 participants, drawn from a range of partner organisations and local community representatives. During the workshops we presented our research findings and worked with the participants to assess the implications for Farnham. In the final workshop the key findings were brought together and an overarching vision created. Our aim was to ensure that the vision reflected a number of different perspectives and that key organisations were involved in shaping the vision.

*Workshop 1: The State of Waverley (and Farnham)*

*Workshop 2: Future Drivers of Change*

*Workshop 3: Scenarios for the Future*

*Workshop 4: a Vision for Farnham*

## 1.3 This report

The findings of our research are presented in the following five chapters. In **chapter two** we present our baseline analysis of Waverley (and Farnham), highlighting current strengths and weaknesses. In **chapter three** we consider some of the main drivers of change that are likely to be influential in shaping Farnham's future, highlighting opportunities and threats. In **chapter four** we present four scenarios for the future and assess the potential impacts and implications for Farnham. Informed by the above we present in **chapter 5** the key elements of a new vision for Farnham before in **chapter 6** highlighting some of the key challenges in achieving the vision and next steps.

While the report presents our major findings, it should, ideally, be read in conjunction with the following supporting technical documents:

*Data Annex 1: State of the Waverley analysis*

*Data Annex 2: Ward level analysis of Waverley (and Farnham)*

*Data Annex 3: A Profile of Farnham*

In undertaking the project we would like to acknowledge, in particular, the support of Nick Goddard and other staff at Farnham Town Council, as well as the invaluable contribution of all those who participated in the four workshops.

## 2 The State of Farnham

### 2.1 Introduction

This chapter sets the context by providing an overarching analysis of Waverley (and Farnham) according to a range of key economic, social and environmental indicators. It provides a baseline analysis that informed a discussion during the first workshop of current strengths and weaknesses. The detailed findings of our analysis are contained in the three supporting Annexes.

### 2.2 State of the Borough

The Local Futures analysis of Waverley assessed the state of the district from three perspectives – economic, social, environmental. A summary of the findings is presented in the report card shown below, where ‘A’ places the District in the top 20% of Local Authority Districts nationally and ‘E’ in the bottom 20%. In the first column we present county grades, in the second grades within the South East and in the third national grades.

#### Report Card – Waverley

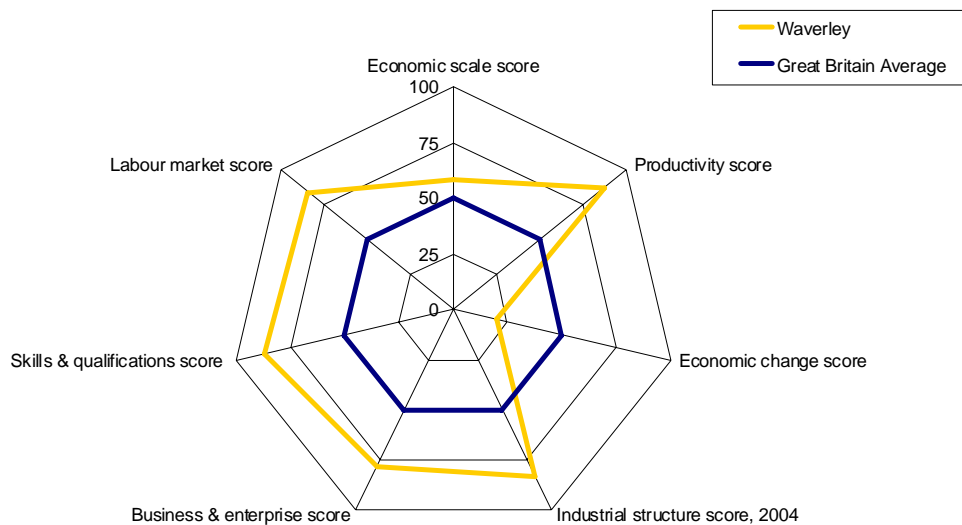
|                         | County<br>(11 districts) | Region<br>(67 districts) | Nation<br>(408 districts) |
|-------------------------|--------------------------|--------------------------|---------------------------|
| <b>Economy</b>          |                          |                          |                           |
| Economic scale          | B                        | C                        | C                         |
| Productivity            | E                        | B                        | A                         |
| Economic change         | D                        | D                        | D                         |
| Industrial structure    | D                        | B                        | A                         |
| Business & enterprise   | A                        | B                        | A                         |
| Skills & qualifications | C                        | B                        | A                         |
| Labour market           | C                        | B                        | A                         |
| <b>Society</b>          |                          |                          |                           |
| Knowledge workers       | C                        | A                        | A                         |
| Prosperity              | A                        | A                        | A                         |
| Deprivation             | A                        | A                        | A                         |
| Health                  | D                        | B                        | A                         |
| Crime                   | A                        | A                        | A                         |
| <b>Environment</b>      |                          |                          |                           |
| Housing affordability   | E                        | E                        | E                         |
| Floorspace change       | B                        | B                        | B                         |
| Connectivity            | E                        | D                        | C                         |
| Services                | D                        | B                        | A                         |
| Amenities               | E                        | D                        | C                         |
| Natural environment     | A                        | C                        | C                         |

- Economic Development** – Waverley’s grades are excellent by national standards. The district has an average sized economy (scoring a ‘C’), with a high proportion of knowledge-intensive jobs (‘A’), generating high levels of productivity (‘A’). Supported by a highly qualified resident workforce (‘A’), this in turn has encouraged an enterprising small business culture (‘A’). The main area for concern revealed by our analysis was the decline in employment levels recorded over the last five years, resulting in a ‘D’ score overall.
- Social Profile** – Waverley also has an excellent social profile, achieving ‘A’ grades nationally on each of our composite measures. Consistent with its skills profile, the district has a high proportion of knowledge workers living locally, leading to high levels of prosperity. Overall levels of deprivation are low and this is combined with generally good health conditions and low levels of crime by national standards.
- Environment** – Waverley has a more mixed performance in terms of environment and quality of life factors. While the standard of local services is good (‘A’), the quality and range of local amenities is more modest (‘C’), in part reflecting the partly rural nature of the district. Its connectivity score is average by national standards (‘C’), as is the overall quality of its natural environment (‘C’). Where Waverley scores less well is in terms of housing affordability, where it records one of the worst scores in the country (‘E’).

## Economy

A summary of Waverley’s economic profile is presented below, in the form of a spider chart. Every British district’s data is converted into a percentile, with the top-ranked area scoring 100 and the bottom zero. These can then be plotted on the chart to give a spider’s web for each area. In general, the bigger the web, the better the area is performing on each set of indicators. In this chart the British median is shown by the darker line around the ‘50’ mark.

### Economy composite indicators



The analysis shows that Waverley's economy is above average in scale, has relatively high levels of productivity and above average earnings and Gross Value Added (GVA) per head. The economy doesn't seem to be growing, however, with employment levels recording a small decline over recent years. While a high proportion of jobs are classified as knowledge-intensive, there has actually been a loss of jobs in these sectors recently, and the district is one of the poorer performers when compared to the other Surrey districts. Waverley's performance on our business and enterprise score is good, in part reflected in the high growth of business stock and healthy business survival rates. The district also has a highly qualified skills base, with over one third of the resident working population qualified to NVQ4 and above. Unemployment rates are low and participation rates extremely high by national standards.

In discussion with participants at the first workshop, the following economic strengths and weaknesses were highlighted:

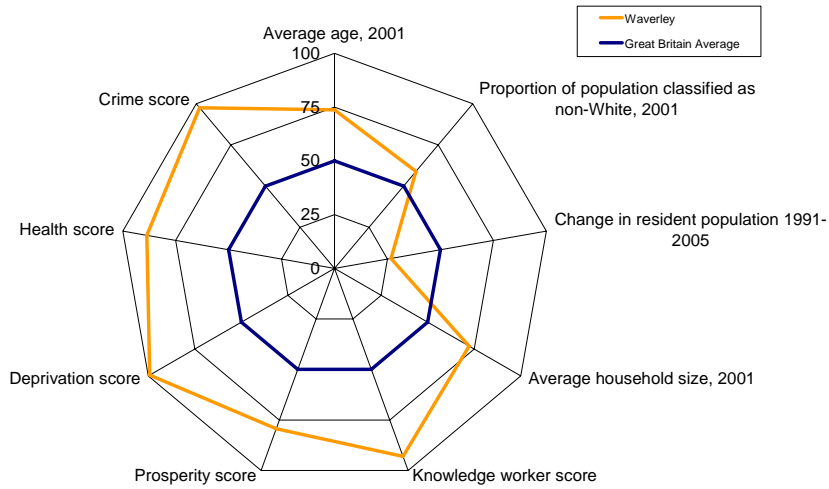
### **Economy strengths and weaknesses**

| Strengths   | Weaknesses                               |
|---|--|
| Strong economic performance                                 | Declining employment base                |
| A knowledge economy   | Overdependence on the knowledge economy  |
| Hot-spot for creative industries                            | Loss of traditional industries           |
| Culturally rich   | Declining agricultural sector            |
| Enterprising businesses                                     | Small firms becoming less viable         |
| A strong retail offer                                       | Poor skills mix                          |
| A highly skilled workforce                                  | Skills shortages in service industries.  |
| A good knowledge base                                       | Lack of lower level skills               |
| An educated community                                       | Difficulties in recruiting new staff     |
| Low unemployment rates and high levels of economic activity | Difficulties in retaining existing staff |
| A high level of self employment                             |  |

### **Social Profile**

The social profile of Waverley in part reflects its economic conditions. The district has a relatively old population by national standards, with an above average household size (reflecting the large presence of married couples). Population levels have remained relatively stable over the last decade, with growth rates significantly below county, regional and national levels. Waverley's occupational profile reveals a disproportionately large number of knowledge workers (professional, managerial and technical workers), in line with its good skills profile. As a result, income levels are relatively high and deprivation levels low, both nationally and within Surrey. The district's health profile is good, with life expectancy amongst the highest in the country. This is combined with low levels of crime by national, regional and county standards.

**Society composite indicators**



Source: Local Futures

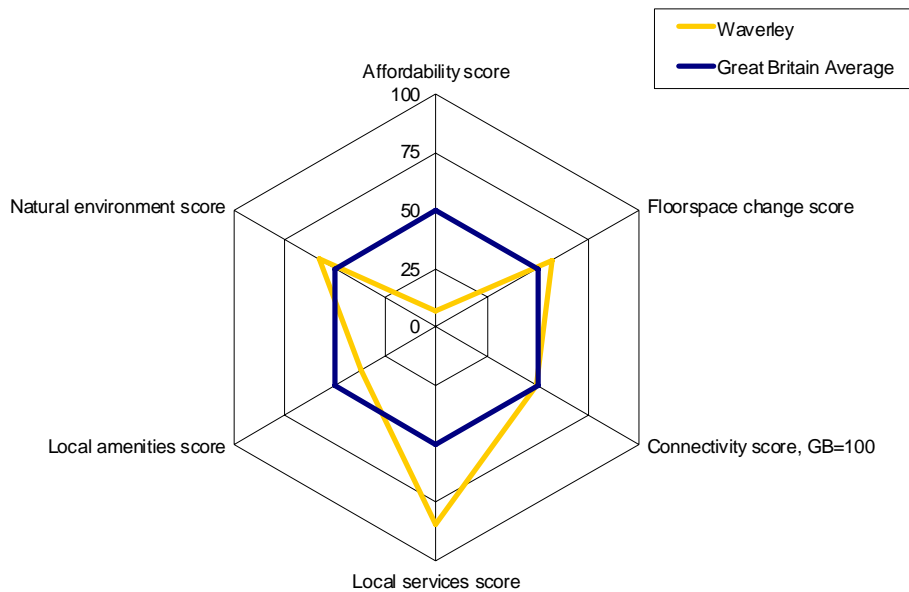
In discussion with participants the following perceived social strengths and weaknesses were highlighted:

**Society strengths and weaknesses**

| Strengths   | Weaknesses   |
|---|--|
| Family centred<br>Knowledgeable communities<br>Intelligent/bright population<br>Engaged and articulate community<br>A prosperous community<br>Culturally rich<br>Low levels of crime<br>A relatively safe environment<br>Low levels of deprivation<br>Good overall standard of health | Growing number of older people<br>High dependency ratio<br>Fewer young people<br>Disrespect for young people<br>Pockets of deprivation/inequality<br>Economic divide between East/North and South/Central/West<br>Lack of community cohesion/personal isolation<br>Weak/insular voluntary sector<br>High fear of crime<br>Lack of visible police force |

## Environment

The environmental profile of Waverley is more mixed. House prices are amongst the highest in the country, leading to relatively low levels of housing affordability for local residents. The district is relatively well connected, leading to a high proportion of residents working elsewhere (with one of the longest average travel-to-work times in the country) and also a high proportion of jobs taken by non-residents. As in most Surrey districts, the quality of local services is generally good, with good Comprehensive Performance Assessment (CPA) scores and schools performance. While Waverley has a large number of listed buildings and national heritage sites, the overall quality of its local amenities offer is less good, reflecting the largely rural nature of the district. Waverley's natural environment score is relatively good, by both Surrey and national standards.



### Environment composite indicators

Source: Local Futures

In discussion with participants, the following environmental strengths and weaknesses were highlighted:

**Environment strengths and weaknesses**

| Strengths  | Weaknesses   |
|--|--|
| Availability of commercial property<br>Good transport/Connectivity<br>Attractive location with good links to London/Heathrow/ SE/SW, M3/25<br>Close to Western Corridor/Blackwater Valley<br>Good broadband coverage<br>Good range of local amenities<br>Attractive built environment<br>Historic town, full of character<br>Museum, Maltings, Guitar Village<br>Active cultural /Arts centre<br>High quality shopping offer<br>Good standard of local services<br>Good schools and 6th form colleges<br>Active FE sector, with Farnham College, SIAD, University College for Creative Arts<br>Access to health services/new community hospital<br>Attractive landscape/surrounding countryside<br>Diverse open spaces | Low availability of warehouses<br>Poor housing affordability<br>High house prices<br>Lack of affordable housing for low income workers and young people<br>Polarised housing areas<br>Poor housing mix, with insufficient social housing<br>High levels of congestion and environmental impact<br>High levels of in-commuting<br>Car culture with high energy use<br>Limited public transport (especially in evenings)<br>Poor range of local amenities<br>Limited leisure facilities, especially for young people<br>No theatre, cinema or nightclub. Lack of night life<br>Run-down areas in Town Centre<br>Poor pedestrian environment<br>Reducing retail offer and poor choice of shops for young people<br>Poor access to services (especially for those without cars)<br>Not enough opportunities for vocational training<br>Too much high density development<br>Blighted areas around East Street and Woolmead |

**2.3 The State of Farnham**

In addition to the above State of the District analysis, we undertook a short programme of research aimed at profiling and baselining conditions within Farnham itself. Since the profile was built up from ward-data, the scope of the research was more limited than the above district-level analysis, but nevertheless provided some valuable additional insights.

A summary of the findings is presented in the report card shown below, where ‘A’ places Farnham (made up of 9 wards<sup>1</sup>) in the top 20% of Local Authority Wards nationally and ‘E’ in the bottom 20%. In the first column we present its grades when compared to other wards in Waverley, in the second column we present regional grades and in the third national grades.

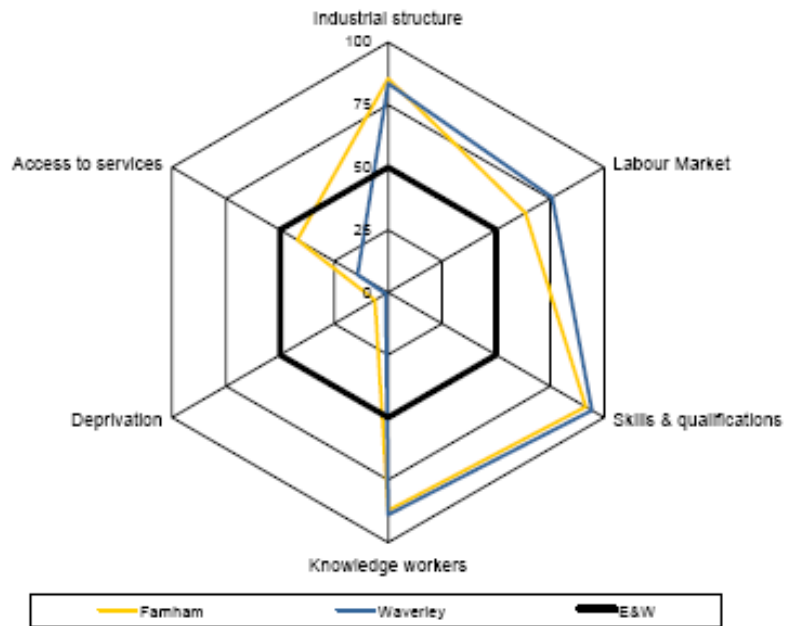
<sup>1</sup> For the purposes of the analysis average scores were created for Farnham, based on the performance of the following wards: Farnham Bourne; Farnham Castle; Farnham Firgrove; Farnham Hale and Heath End; Farnham Moor Park; Farnham Shortheath and Boundstone; Farnham Upper Hale; Farnham Weybourne and Badshot Lea; Farnham Wrecclesham and Rowledge

We also include a summary profile in the form of a spider chart:

**Report Card for Farnham**

|                         | District | Regional | National |
|-------------------------|----------|----------|----------|
| Industrial structure    | B        | B        | A        |
| Skills & qualifications | B        | A        | A        |
| Labour market           | B        | C        | B        |
| Occupational profile    | B        | B        | A        |
| Deprivation             | C        | A        | A        |
| Access to services      | A        | C        | C        |

**Composite indicators: Waverley and Farnham**



The chart above displays the national ranking converted to a percentile score (i.e. the top ranking scores 100% and the bottom ranking 1%)

Our findings are summarised below:

*Industrial structure:* Around a third of the district’s jobs are to be found in Farnham and, while Waverley has a relatively high proportion of knowledge-driven jobs generally, the figure is even higher in Farnham, accounting for almost one third of total employment in the town.

*Skills and qualifications:* Farnham's skills profile is similar to that of the Waverley. A high proportion of the resident working population is qualified to NVQ4 and NVQ3, with a relatively low proportion qualified below NVQ2.

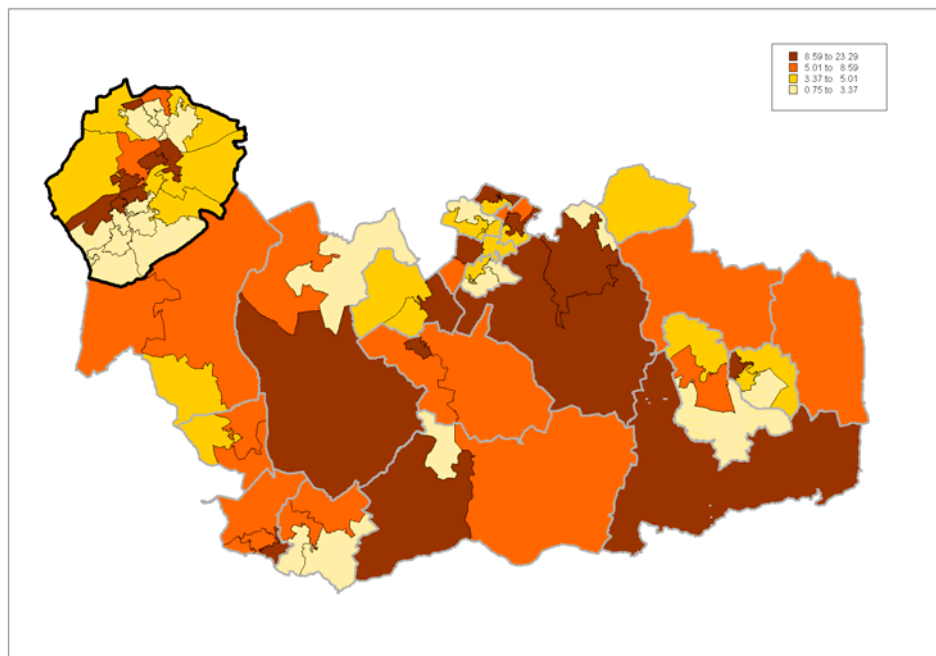
*Labour market:* both Waverley and Farnham have a high proportion of population in employment and a low unemployment rate (although Waverley has a higher long-term unemployment rate). Farnham has a higher proportion of full-time workers and a lower proportion of part-time workers than Waverley.

*Occupational profile:* both profiles are similar, although Farnham appears to have a slightly higher proportion of its residents employed in lower skilled and elementary occupations than Waverley as a whole. Both have relatively high proportions of knowledge workers.

*Deprivation:* levels of deprivation are generally low, in both Farnham and Waverley, with both recording low scores on each of the different elements recorded in the Index of Multiple Deprivation. However, Farnham provides better access to services than the district as a whole, whose score for Barriers to Housing and Services is around the national average. However, there are clearly local divides, as demonstrated by the map below, which shows at a neighbourhood level (lower level Super Output Area) higher levels of deprivation in some parts of the district, including a central NE-SW corridor in Farnham (shaded in dark brown on the map)

*Access to services:* Farnham generally has better access to services than Waverley as a whole, in particular providing better access to job centres, secondary schools, supermarkets and libraries.

**Map: Index of Multiple Deprivation, Waverley, 2004**



Source: Local Futures

## 3 Future drivers of change

### 3.1 Introduction

Successful visions and strategies are those that anticipate the future. For this reason we undertook a short programme of research on the future drivers of change that will have the greatest implications for regions and localities. The key trends are summarised below. These were presented at workshop 2 and provided the basis for a discussion with participants on opportunities and threats .

| Drivers of change                  | Underlying trends   |
|------------------------------------|---|
| <b>Globalisation</b>               | <ul style="list-style-type: none"> <li>• The world economy is globalising</li> <li>• Europe is a major source of inward investment</li> <li>• Rapid growth in world air freight</li> <li>• The shrinking world</li> <li>• Rapid growth of China and India</li> </ul>  |
| <b>Industrial Structure</b>        | <ul style="list-style-type: none"> <li>• US leads Europe in ICT connectivity</li> <li>• The growing dominance of services</li> <li>• London dominates Britain's knowledge economy</li> <li>• The growing healthcare economy</li> </ul>  |
| <b>Organisational Change</b>       | <ul style="list-style-type: none"> <li>• Foreign direct investment grows</li> <li>• Mergers and acquisitions still high</li> <li>• Transnational corporations are growing</li> <li>• The rise of employment in Small and Medium Enterprises</li> <li>• Increasing networked organisations</li> </ul>  |
| <b>Labour Market</b>               | <ul style="list-style-type: none"> <li>• Size of the labour market set to decline</li> <li>• Non traditional work growing</li> <li>• Growth in 'knowledge workers'</li> <li>• Skilled labour shortages</li> <li>• Flexible working increasingly common</li> </ul>   |
| <b>Science &amp; Technology</b>    | <ul style="list-style-type: none"> <li>• Processing power gets more powerful</li> <li>• Internet access continues to rise</li> <li>• Business to business out-performing Business to Consumer</li> <li>• Consumer use of the internet maturing</li> <li>• Broadband critical engine of growth</li> <li>• Communications cost declining</li> </ul> |
| <b>Demographics and households</b> | <ul style="list-style-type: none"> <li>• World population growth</li> <li>• A middle ageing population</li> <li>• Changing life patterns</li> </ul>   |

- Changing family structures
  - Household structures changing
- Inequality and social cohesion**
- Household incomes lower in the North
  - Growing wage inequality
  - Cities, including London, have the highest levels of deprivation
  - Unequal distribution of wealth
  - Rich getting richer, poor getting left behind
- Values and attitudes**
- Emerging values of individualism and self fulfilment
  - The personalisation of cultural and intellectual capital
  - Desires for balance and authentic experience
  - The search for quality of life
- Leisure, tourism and the experience economy**
- The rise of the experience economy
  - Time spent 'out and about' rising
  - Tourist expenditure abroad outstrips foreign tourist expenditure in UK
  - Local leisure culture and long term success linked
- Environment**
- Demand for water expected to surge
  - Global warming: a question of degrees
  - Cities growing in population and influence
  - Traffic volumes expected to increase
  - CO2 in atmosphere expected to increase
- Government and politics**
- The rise of global institutions
  - European Union – widening and deepening
  - The Euro and UK membership
  - Winners and losers in a Europe of regions
  - The new 'localism'

### 3.2 Key future drivers of change for Farnham

Following a presentation and discussion of the future drivers of change, participants were asked to highlight the trends and forecasts that were likely to have most impact on Farnham's own future, over the period to 2030. The feedback is summarised below highlighting some of the future challenges the town faces:

*Environment:* Most participants felt that global warming and climate change would have important implications for Farnham's future. There was concern about possible flood risks and water shortages. Some anticipated carbon rationing while others were concerned about the implications for energy costs and the supply of alternative fuels. The disposal and/or recycling of waste was also a cause for concern.

*Technology:* Developments in information and communications technologies were expected to have far reaching implications both for businesses and for citizens. Cheaper and more powerful computing, together with developments in the internet, were likely to have an impact on shopping and, more broadly, the delivery of services. Local government and other public

agencies would be affected by greater e-procurement, e-democracy and e-service delivery. Falling telecommunication costs, together with growth in mobile telephony would continue to have an impact on the way in which individuals communicate, leading to more virtual communities of interest.

*Leisure, tourism & experience economy:* Participants felt that the trend towards more eating out and recreating, together with a growing consumer society, would have important implications for Farnham's shopping, restaurant and leisure offer. This was especially relevant if the town was to become more attractive to young people. Increasing tourism would also have an impact on the town, with a need to refresh its offer if it is to remain competitive. Service provision would also have to respond to the needs of an ageing population, with implications for healthcare and related service provision.

*Industrial structure:* The growth of the knowledge economy would have important implications for local businesses and the provision of appropriate offices and premises. The shift from manufacturing to a more service based economy could provide new opportunities, with Farnham providing an attractive environment for small, IT-based companies. The potential link to cultural industries could provide further opportunities, building on the strengths of Farnham's creative sector.

*Labour market:* The lack of population growth, combined with an ageing population, could lead to a declining workforce in the future, undermining Farnham's economic competitiveness. This could be compounded by the current and increasing skills imbalance, fuelled partly by high house prices, with lower paid workers unable to live locally. Participants felt that the town would need to accommodate a growing immigrant community and should also adapt its offer to cater for more flexible working, with more self-employment and home-working.

*Demographics:* The town's changing demographic profile provided a range of challenges. An ageing population, changes in household structure and increasing levels of immigration would have a number of implications. Crucially, the loss of young people and the failure to attract and retain young people, because of house prices, represented a major challenge.

*Transport and communications:* The growing car culture and ever increasing levels of congestion was a major concern for participants. Not only were there serious implications for fuel energy/consumption and pollution, but the growth in commuting and the long travel to work times were also impacting on families. Not least, the high levels of car usage were in danger of undermining the special character of Farnham.

*Housing and affordability:* Housing affordability and ever increasing house prices represented a major challenge, with young people and 'key workers' unable to buy homes locally. This was contributing itself to the high levels of in-commuting. Farnham's housing stock would also need to adapt to changing household structures, with more single person properties required in the future.

*Globalisation:* There was concern, yet uncertainty around the potential implications of globalisation on Farnham. There was recognition that the economy could be threatened, especially by the rapid growth of India and China, with their lower wages and operating costs.

Others were concerned about the growth and growing influence of London, which itself could have a detrimental impact on the future of Farnham.

*Deprivation:* There was concern that growing economic inequalities could lead to greater social divides. This in turn could further erode social cohesion and lead to increasing levels of crime and fear of crime. Inequalities were also reflected in physical North-South divides within the town.

### 3.3 Opportunities and threats

In discussion with participants the following opportunities and threats were identified:

#### Economy

| Opportunities   | Threats  |
|---|--|
| <p><i>Innovation:</i> Facilitate innovative businesses; small IT business friendly; attract internet businesses; wireless internet access for Farnham</p> <p><i>Cultural industries:</i> Growth in cultural, leisure &amp; lifestyle sectors; opportunities for small, culture based businesses; exploit Farnham craft/art tradition; build on creativity and innovation; University College for Creative Arts; use UCCA for ideas</p> <p><i>Retail :</i> Encourage local producers via farmers markets or local greengrocers/butchers</p> <p><i>Knowledge:</i> Utilising knowledge/intellectual capital of older people; increase skills through re-skilling older people; lifelong learning</p> <p><i>Skills:</i> More retraining/local apprenticeship schemes; make greater use of talents of immigrants</p> | <p><i>Economy:</i> knowledge economy being overtaken by Far East; overheating South East economy; dominance of London; becoming a dormitory area</p> <p><i>Retail:</i> Internet shopping; collapse of high street retail</p> <p><i>Skills:</i> Wasted creative talent; local skills shortages; wrong mix of skills; lack of appropriate skills</p> <p><i>Labour market:</i> Declining labour force v retired population; fewer people of working age</p> |

#### Society

| Opportunities  | Threats  |
|--|--|
| <p><i>Young people:</i> Create an environment attractive to young people, especially UCCA students; integrate University more; involve young people in local decision-making</p> | <p><i>Demographics:</i> Ageing population; out migration of young people; an ageing volunteer base</p> <p><i>Inequality:</i> Risk of intolerance; social polarisation; increasing social inequality; fear of diversity and</p> |

|  |   |
|--|---|
| <p><i>Social capital:</i> Exploit social networks</p> <p><i>Health:</i> Provide better access to hospital services</p> | <p>young people; failure to understand multiculturalism</p> <p><i>Crime:</i> Increasing fear of crime/lack of police presence</p> |
|--|---|

## Environment

| Opportunities   | Threats   |
|---|---|
| <p><i>Town Centre:</i> Make pedestrian friendly; use edge-of-town facilities for young people to preserve town centre historical character</p> <p><i>Housing:</i> More social housing; improve town centre residential accommodation; encourage developers to build more affordable housing</p> <p><i>Transport:</i> Improve transport &amp; comms through use of technology; encourage shift away from car culture; promote greenways and park and ride</p> <p><i>Services/amenities:</i> Encourage e-services; exploit leisure/tourism opportunity through better/more distinct retail offer; more leisure facilities; encourage all night cafes; build cinema</p> <p><i>Environment:</i> Use farmland for energy production (biofuels); Farnham Pond as a reservoir; renewable energy/biomass/solar power; electric re-charging point; be an exemplar for sustainable living</p> | <p><i>Housing:</i> Unaffordable; not enough small houses; lack of social housing, especially rented</p> <p><i>Transport:</i> Gridlock; traffic overload; lack of investment in rail network; increased demand for limited services; higher fuel prices; pedestrian/cycle unfriendly</p> <p><i>Amenities:</i> Lack of leisure facilities; lack of amenities for young people; lack of understanding of needs of young people</p> <p><i>Services:</i> Lack of services for ageing population; failure to plan for an ageing population; pressure on services for the elderly</p> <p><i>Environment:</i> Climate change; water shortage; increased demand for fuel; increase in fuel prices; waste disposal/waste management; flooding in Farnham; pollution; carbon rationing; growth of London</p> |

## Other threats

There was a general concern about the impact of the apparent inertia and general resistance to change within Farnham. Participants felt there was a need for stronger leadership and more progressive thinking on the part of both the Borough and Town Councils, in order to foster a more forward thinking and risk taking culture within the town.

## 4 Scenarios for the future

### 4.1 Introduction

During the third workshop Local Futures facilitated a series of exercises in which four different scenarios for the future were presented and then applied to Farnham. Participants were divided into groups and each focused on one of the four scenarios. The exercises involved partners highlighting key implications for Farnham, suggesting possible impacts, naming the scenario and indicating what they liked and disliked about the scenario. Elements of these scenarios were then used as a first step in drawing together the future vision for the town.

Scenarios are not intended to predict the future. Rather, they are tools for thinking about the future based on four assumptions:

- The future is unlike the past, and is shaped by human choice and action.
- The future cannot be foreseen, but exploring the future can inform present decisions.
- There are many possible futures; scenarios map a 'possibility space'.
- Scenario development involves rational analysis and subjective judgement.

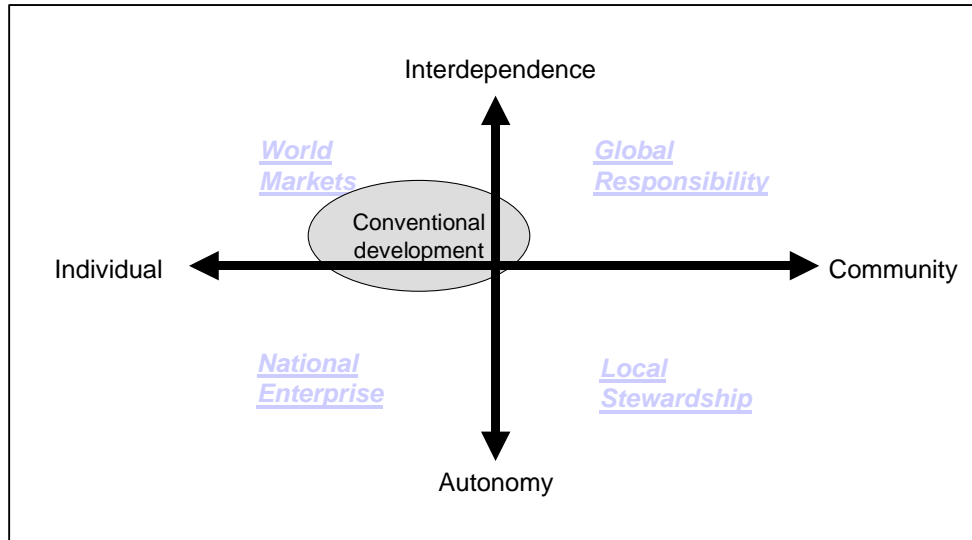
Our four scenarios, based on work undertaken for Department for Trade and Industry by the Science Policy Research Unit at Sussex University and adapted to take into account Local Futures' perspectives on the knowledge economy, describe the United Kingdom during the period 2010-2030. The scenarios suggest possible futures, exploring alternative directions in which social, economic and technological changes may evolve over the coming decades. Scenario storylines are built from a simple set of assumptions about the main drivers of change in the future. While they focus on broad socio-economic trends at the UK national level, the scenario framework is used here as a context for creating scenarios relevant to Farnham's own future.

### 4.2 Underlying drivers of change

The scenarios have been framed in the context of two underlying drivers of change: social values and systems of governance. These dimensions are taken as background conditions that define the specific features of each scenario.

The **social values** dimension takes account of social and political priorities, as well as patterns of economic activity resulting from them. At one end of the spectrum (Individual), values are dominated by economic and political liberalism, the rights of the individual and the pursuit of personal freedom. At the other end, (Community) values are shaped by more communitarian ethics emphasising social networks and responsibilities, with a greater concern for common goods, social cohesion and sustainable development.

The **governance system** dimension represents the structure of political authority and decision-making. At one end (Interdependence), governance is increasingly distributed away from the national level; this is seen as occurring both upwards – to the supra-national alliances such as the EU and large international organisations – and downwards towards devolved and regional governments in the UK. At the other end of the spectrum (Autonomy) decision-making power in public and private spheres is largely preserved (or strengthened) at national and regional levels, with political and cultural boundaries enforced.



### 4.3 Scenario 1: World Markets

In this scenario, people aspire to personal independence, material wealth and mobility to the exclusion of wider social goals. Integrated global markets are presumed to best deliver these goals. Implications include high but uneven growth, a rapid shift to knowledge-intensive sectors, high levels of material wealth, weakening of public services, polarisation and weak planning controls.

Participants applied this scenario to Farnham and named the scenario 'F-N-M', highlighting the following implications for the economy, society and environment.

| Economy   | Society   | Environment   |
|---|---|---|
| <p>Small and medium Information and Communications Technology (ICT) companies increase</p> <p>Health services focus on prevention and wellness</p> <p>Young talent moves away</p> <p>Becomes a dormitory town – feels like London</p> <p>Inequalities increase</p> <p>Number of East European workers increases</p> | <p>Increasing social inequalities – Housing problems</p> <p>Increasing levels of crime</p> <p>More gated communities</p> <p>Black economy thrives</p> <p>Ageing – but healthy population, consuming specialist services</p> <p>Increased isolation, but more 'e'-access</p> <p>Quiet/complacent but educated majority</p> | <p>High density new developments</p> <p>Improved transport services to London but congestion increases locally</p> <p>New business opportunities for environmental services</p> <p>New approaches to waste disposal - pay as you throw</p> <p>Private sector involved in all aspects of education and other services</p> <p>Tension between protecting 'character' V's forces of growth eg losing Metropolitan Green Belt</p> |

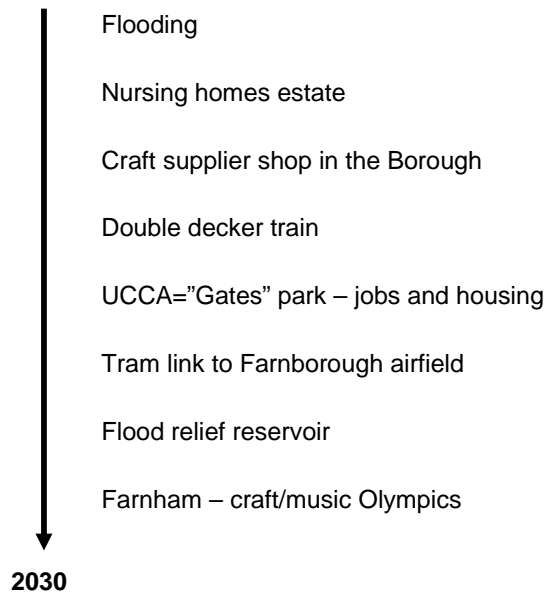
#### Postcards from the future

Not such a good week here. According to healthchip, I need a new cornea. Best buy on moneywise is microsurgery at local healthshop – but elook! Have delayed stay at lunar Radisson. The virtual rug-making business is booming – selling 100 units per week to Tehran. Do you want to invest?

Didn't submit my homework cos the dog swallowed my teaching robot. Mummy's armoured 8x8 got stuck in the flood. Riots at nursing home again. I'm applying for a place at Warsaw University. I'm fed up with hologram kissing – where's the real girls?

Impacts of the **F-N-M** scenario were identified and plotted on the 'timeline' below:

**Now**



Participants highlighted the following likes and dislikes about the F-N-M scenario:

*Likes:*

- Increase in ICT (Information and Communications Technology)-based Small and Medium sized Enterprises
- More Polish and Eastern European workers
- Ageing but healthy population consuming niche services
- Business opportunities for environmental services
- Private sector adding value to education and other services
- Good transport services to London

*Dislikes:*

- A dormitory town of London – and feels like London
- High level of inequality
- Rising crime. Envy/jealousy
- Gated communities
- Isolation if not 'e'-access.
- Damaging impact of growth on character/quality of life
- increased congestion
- Increasing density housing

#### 4.4 Scenario 2: Global Responsibility

In the Global Responsibility scenario, people aspire to high levels of welfare within communities with shared values, more equally distributed opportunities and a sound environment. There is a belief that these objectives are best achieved through active public policy and international cooperation within the EU and at a global level. Implications include medium Gross Domestic Product growth, growth of multinational companies and high-tech businesses, improved inequality and strong planning controls.

Participants applied this scenario to Farnham and named the scenario ‘**Farnham Creates**’, highlighting the following implications for the economy, society and environment.

| Economy   | Society  | Environment   |
|---|--|---|
| <p>Larger immigrant workforce</p> <p>Less retail but more leisure</p> <p>UCCA expands</p> <p>Farnham College expands – more vocational training</p> <p>Growing of agricultural economy</p> <p>Emerging environmental industries – bio fuels</p> | <p>More participative leisure activities driven by older population</p> <p>More lifelong learning opportunities</p> <p>Demand for more unskilled labour to support growing service sector</p> <p>Devolution of local decision making within an internationally set framework</p> | <p>Town centre regenerated with new housing developments</p> <p>High travel/transport costs</p> <p>Better and subsidised public transport as fossil fuels decline</p> <p>Growth of café society</p> |

#### Postcards from the future

The beauty and character of this traffic-free market town is impressive. Walking is a pleasure and the choice and quality of the shops, cafes and restaurants is much better than expected.

We're staying in that great Hotel du Vin but popping into London for a show tonight. Tomorrow it's a walk on the Downs then back to London (only 20 minutes on the SW jet train!)

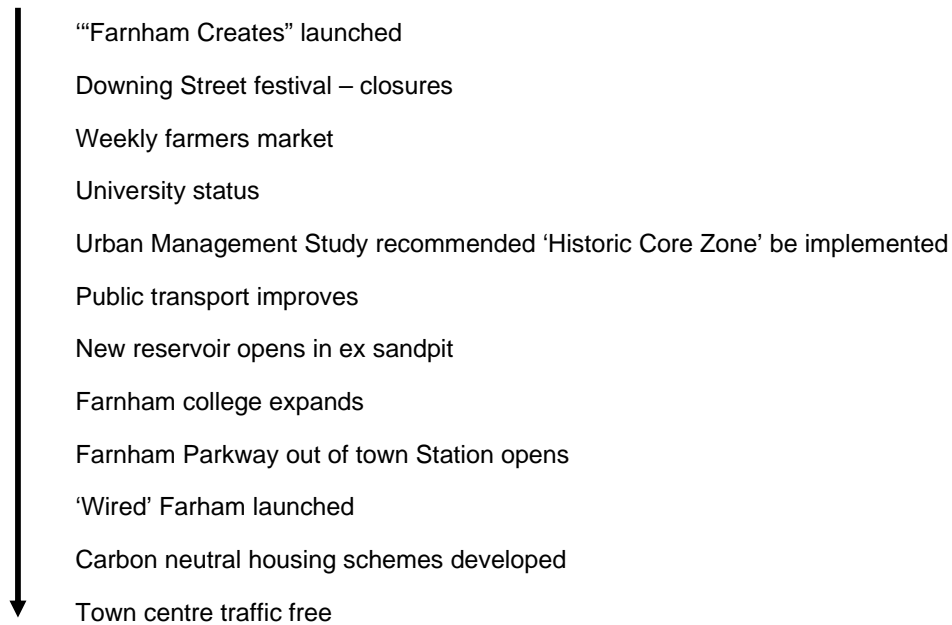
Just dropped vases off at Farnham Parkway. Ate at NW Café in borough. Must go now as I am working the late shift in Walmart tonight.

Met three friends on the bus this morning. We all decided to go for a meal then entertainment. Lost for choice! Took the moving walkway into town – pleased to see it is run using bio-fuels!

Having a party on Saturday for my 80<sup>th</sup> birthday – do come.

Impacts of the 'Farnham Creates' scenario were identified and plotted on the 'timeline' below:

**Now**



**2030**

Participants highlighted the following likes and dislikes about the 'Farnham Creates' scenario:

*Likes:*

- Corporate and social responsibility
- International context
- High innovation
- Increased life expectancy
- Growth in education and training
- Growth of leisure sector
- More sustainable rural economy

*Dislikes:*

- Too much regulation
- Loss of personal mobility
- Increasing congestion

## 4.5 Scenario 3: National Enterprise

In the National Enterprise scenario, people aspire to personal independence and material wealth within a nationally-rooted cultural identity. Liberalised markets together with a commitment to build capabilities and resources to secure a high degree of national self-reliance and security are believed to best deliver these goals. Implications include; medium-low GDP growth, medium-high unemployment, strong enterprise ideology, planned developments are encouraged, but social tensions are high.

Participants applied this scenario to Farnham and named the scenario '**Little Farnham**', highlighting the following implications for the economy, society and environment.

| Economy  | Society  | Environment   |
|--|--|---|
| UK leaves EU   | Protectionist, inward looking                            | Reliant on car usage  |
| Shortage of lower level skills                                 | Declining social cohesion re: age and wealth             | Garden grabbing encouraged by relaxation of planning controls |
| Older and ageing workforce                                     | Nationalistic  | Less attractive/fewer open spaces                             |
| Declining work force   | Potential for increase in fear of crime and actual crime | Poor on social/public spaces/places                           |
| Continued loss of young people                                 | Voluntary sector disappears                              | Leisure/pleasure happens at home (more individualised)        |
| Retail offer goes backwards                                    | Poor social networks, meeting places etc                 | More home entertainment/IT booms                              |
| Private public services/health                                 |  | Worsening of environmental planning                           |
| Social divisions – increase in crime (relative to deprivation) |  | 'Centre' hollows out – suburbs expand/enrich                  |
| Low taxation   |  | Farnham loses identity  |
| Lack of investment in public services                          |  |   |

### Postcard from the future

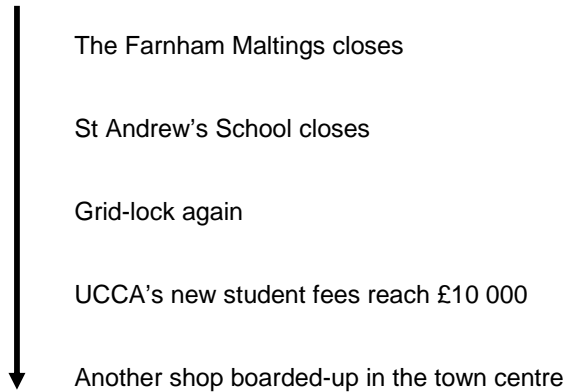
Farnham just isn't like it used to be. How we have thrown away opportunities over the years.

Sure - I like the little electric buses and the Romanian drivers are a real laugh, but the traffic is still dreadful even though the town centre is dead on its feet. At least the cinema keeps going, after the Maltings theatre closed down because it was so expensive. I'm glad the farmer's supermarket also survives. It's a lot more expensive than Sainsbury's, but then we can afford it.

Our son has come back home to work. He's got an outsourcing contract from India. Mark and all his friends left ages ago. I must close now as our local walking club meets in half an hour. Now the swimming pool has closed it's the only exercise we get. I'm not sure voting for Margaret Thatcher's grandson was a good idea.

Impacts of the 'Little Farnham' scenario were identified and plotted on the 'timeline' below:

**Now**



**2030**

Participants generally disliked the 'Little Farnham' scenario:

*Likes:*

- Low taxes
- Comfortable for elderly
- 'Sleepy' /quieter
- Elite enjoy unprecedented wealth
- Even more stable = no change
- Stunning opportunities for local leadership

*Dislikes:*

- Increasing congestion
- Nothing for young people to do
- Desperate public/health services
- No town centre for leisure or pleasure
- Underlying attitude to play/shopping gone
- No sense of community
- Decline of voluntary sector
- Degraded urban and rural landscape – no public art etc

## 4.6 Scenario 4: Local Stewardship

In the Local Stewardship scenario, people aspire to sustainable levels of welfare in federal and networked communities. Markets are subject to social regulation to ensure more equally distributed opportunities and a high quality local environment. Active public policy aims to constrain large-scale markets and technologies. Implications include; growth in labour-intensive occupations, low incomes, post-materialist values, strong improvement in social equity and minimal new development..

Participants applied this scenario to Farnham and named the scenario ‘Ruritanian Farnham’, highlighting the following implications for the economy, society and environment.

| Economy   | Society  | Environment   |
|---|--|---|
| Less wealthy, lower wages   | An ageing population   | Less traffic – more walking                             |
| Less of a knowledge economy                                       | Housing affordability/need for more social housing                       | House prices and affordability still an issue           |
| Increase in the number of local companies                         | Greater disparity in incomes   | Conflict between house building and farmland/allotments |
| Possible out-migration of people from London to Farnham/SW Surrey | Need to expand local public service eg hospital                          | Greener town – park/farmland                            |
| Local markets reintroduced - East Street cattle market            | More socially cohesive   |   |
| More cooperatives – less self-employment                          | Lower crime/fear of crime – self policing                                |   |
| More economic migrants/more seasonal work                         | Healthier – doing more manual work and walking more                      |   |
|   | Greater demand on social services from ageing population with less money |   |

### Postcard from the future

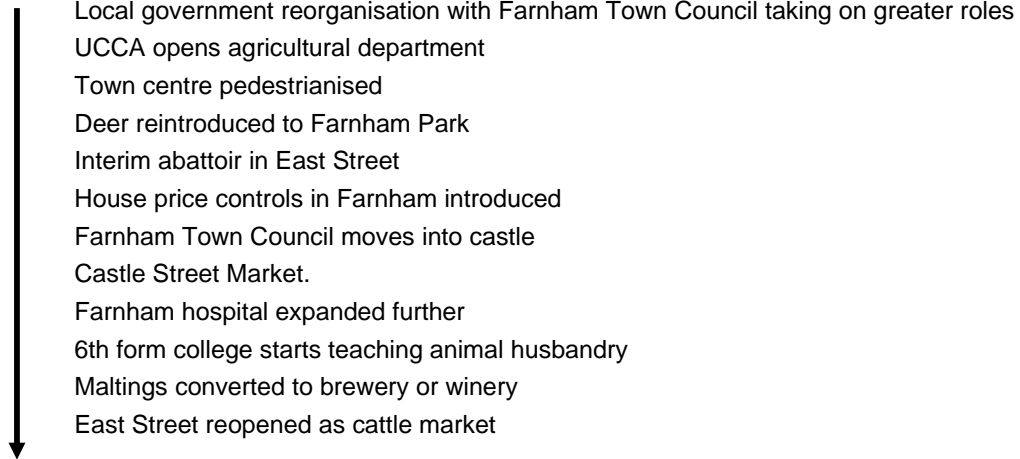
How happy we all are here – Farnham Park is overflowing with deer: they trot down East Street to ‘Nicholson’s Abattoir’ and turn into venison supplying all Farnham’s needs (and beyond). As a market town, now completely self sufficient, we are enjoying our trading with Haslemere and Godalming, now well established, and are beginning to trade on a near-global scale with London, Paris and Brussels.

Farnham Castle is a delight and is our headquarters and for the first time since the 1600s. It has (again) become an integral part of the town.

The University College is now manufacturing from local designs in a world class market All in all we are doing quite well – but we still have no cinema and no theatre – but then we wouldn’t want to feel too complacent would we?

Impacts of the 'Ruritanian Farnham' scenario were identified and plotted on the 'timeline' below:

**Now**



**2030**

Participants highlighted the following likes and dislikes about the 'Ruritanian Farnham' scenario:

*Likes:*

- Better environment
- Less traffic
- Strong local identity – less ghost town, local traders and shops grow
- Strong sense of community
- Low crime
- Better quality of life
- Healthier lifestyle
- Retaining young people
- More local control of services

*Dislikes:*

- Under investment in public services
- Lack of innovation/use of ICT
- Income disparities

## 4.7 Scenario reflections

Participants reflected on the four scenarios and voted on their preferences as follows:

|  | World Markets | Global Responsibility | National Enterprise | Local Stewardship  |
|--|---------------|-----------------------|---------------------|--------------------|
|  | F-N-M         | Farnham Creates       | Little Farnham      | Ruritanian Farnham |
| Most plausible                                 | 14            | 14                    |                     |                    |
| Most favourable to citizens                    | 1             | 22                    |                     | 6                  |
| Most favourable to businesses                  | 24            | 3                     |                     | 1                  |
| Closest to now                                 | 12            | 4                     | 8                   | 1                  |
| Closest to the future you aspire to            | 1             | 23                    |                     | 4                  |
| Closest to what you are currently planning for | 2             | 12                    |                     | 2                  |

Participants felt that the World Markets and Global Responsibility scenarios were the most plausible overall. However, Global Responsibility was considered by far the most favourable to citizens, followed by Local Stewardship. World Markets on the other hand was considered the closest to now, although a number of participants voted for National Enterprise. Most participants considered Global Responsibility – ‘Farnham Creates’ – to be the scenario they themselves aspired to (although a minority voted for Local Stewardship) and was also the scenario that was nearest to that which their organisation was planning for.

# 5 A Vision for Farnham

## 5.1 Introduction

In the final Workshop participants discussed the key elements of a future vision for Farnham. They agreed a series of outcomes that Farnham should aspire to, drawing on the preceding analysis, together with their preferred elements of the four scenarios. They then participated in a range of exercises aimed at bringing the vision to life and suggested an overarching vision statement.

## 5.2 Elements of the Vision

Participants contributed a wide range of ideas for a new vision for the town. These covered economic, social and environmental aspects of Farnham's future 'well-being'. In the following section we highlight some of the main themes that emerged during the discussions and then bring these together to suggest key elements of a new vision.

### ***Economy***

Ensuring Farnham remains an attractive place to do business was a recurrent theme. The town already has a number of innovative and progressive small companies and participants believed that there was a real opportunity to develop Farnham as a centre for ICT-based businesses. Not only would this be consistent with the town's knowledge economy credentials, but would also be in sectors where the impact on its historic environment could be minimised. With continued improvements in information and communications technologies, existing commuters to London could be encouraged to set up companies in Farnham, leading to less commuting and also reducing congestion.

Farnham's excellent location – with links to London and across the South East – provided a platform for attracting/encouraging global/international companies. Together with good links to Heathrow and Gatwick, it could evolve and be promoted as a local economy with global connections. Farnham's retail and leisure offer could also be strengthened, contributing to the town's quality of life offer but also providing an important source of local jobs. These strengths could also be used to market Farnham and to attract visitors/tourism.

Participants also felt that Farnham should build on the assets of its knowledge-based communities. A culture of education, training and life-long learning should be encouraged. FE colleges should be more closely integrated into daily life of the town, promoting innovative approaches to education and learning.

## **Society**

A high priority was attached to creating a greater sense of community cohesion in Farnham. There was concern about the town's unbalanced age profile, with a high concentration of older residents and too few younger residents. In view of Britain's ageing population, this would require a long-term commitment to making the town more attractive to young people and migrants, with implications both for the quality and range of local shops/amenities and the provision of more affordable houses. There was also concern that the community as a whole should share more widely the benefits of Farnham's relative prosperity. There was evidence of geographical divides across the town and the vision should aim to address the possibility of greater spatial, as well as social inequality. The trend towards a more individualistic society was an overriding concern and participants felt the vision should seek to accentuate a more inclusive and community based future.

## **Environment**

Farnham has a long tradition of promoting the arts and cultural industries. This was seen by participants as a unique feature that should be recognised and given prominence within the new vision. A range of ideas were suggested for building on this strength, including the creation of a cultural hub, organising a Farnham Festival and integrating UCCA more fully into the day-to-day life of the town. This 'local' strength should be given international prominence by promoting the town as a trans-European/global centre of creativity.

While the town already has a selection of high quality shops and facilities, it was recognised that these did not meet the needs of young people and that the vision should reflect a commitment to improve the offer in a variety of different ways. There should be more variety, including better leisure facilities, such as cinemas, cafes, restaurants and night-life. However, there was also concern that any new development should be sensitive to the town's unique history and character. Improving the quality of local services was also important, especially for older residents with poor access to services.

Participants felt that transport issues should be forcefully reflected in the vision. While Farnham is well located, its connections – to the countryside, London and the outside world – could be improved. The damaging impact of the town's current high car dependency could be alleviated by improved public transport and park and ride facilities. Restricting car access and pedestrianisation of parts of the town would add to Farnham's charm and attractiveness. Technology could play a significant role in addressing transport problems. Not only could road pricing and the use of technology help relieve congestion, but developments in telecommunications and the internet could lead to electronic delivery of some services.

Housing affordability was a major concern to participants. While this was having an impact on young people, it also had important implications for attracting 'key workers' and employees working in lower paid occupations (ensuring a more balanced resident workforce). In the future, there should be a better mix of housing, including more social housing and affordable housing, together with innovative schemes for house purchase.

Last, but not least, there was a consensus that Farnham's future environmental sustainability should be given high profile in the vision. This theme should be reflected across all aspects of the town's future strategy. This would have implications for the town's physical and natural environment, for recycling and energy efficiency, for waste and emissions and for its overall carbon footprint. Not least it should reflect a modern community that cares about the environment.

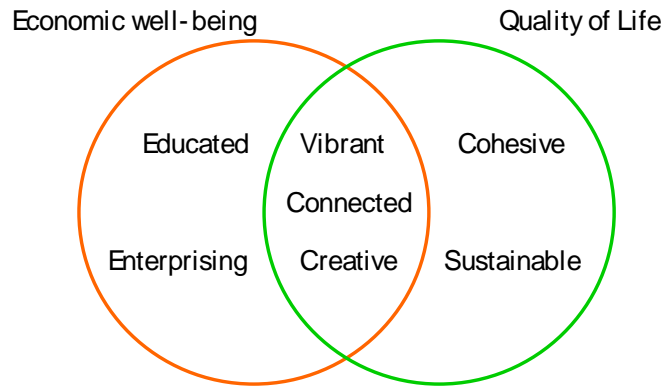
### 5.3 A Vision for Farnham

In the following table we have attempted to synthesise participants views on the key elements of a vision for Farnham, under seven main themes.

|              |  |
|--------------|--|
| Sustainable  | <ul style="list-style-type: none"> <li>A safe and clean environment</li> <li>Environmentally aware</li> <li>Totally recyclable</li> <li>Affordable housing</li> </ul>  |
| Vibrant      | <ul style="list-style-type: none"> <li>An attractive retail and leisure offer</li> <li>Facilities for all ages</li> <li>High quality local services</li> </ul>   |
| Cohesive     | <ul style="list-style-type: none"> <li>A balance of age and skills</li> <li>Socially inclusive</li> <li>Community centred</li> </ul>   |
| Creative     | <ul style="list-style-type: none"> <li>A cultural hub</li> <li>A global centre of creativity</li> <li>Known for arts and crafts</li> <li>UCCA integrated into town</li> </ul>                                      |
| Enterprising | <ul style="list-style-type: none"> <li>Attractive location for small businesses</li> <li>Strong business and enterprise culture</li> <li>A local economy with global connections</li> </ul>                        |
| Educated     | <ul style="list-style-type: none"> <li>A balance of skills</li> <li>A centre for lifelong learning</li> <li>Knowledge based communities</li> <li>Innovative education and vocational training</li> </ul>           |
| Connected    | <ul style="list-style-type: none"> <li>Good transport links to London and outside world</li> <li>Improved public transport</li> <li>Well connected through technology</li> <li>Better joined-up working</li> </ul> |

These were brought together in the following graphic, highlighting those elements of the vision that would contribute more to the town's future economic competitiveness and those that would contribute more to quality of life. In the centre we have highlighted the cross-cutting elements that would contribute to both

## A vision for Farnham



Participants suggested three possible vision statements

‘

‘Who dares wins’

‘Fast Forward Farnham’

‘Farnham Creates’

### 5.4 Stories from the future

Having created the vision, participants took part in a series of exercises, designed to bring the vision to life. One group sketched an article for the Farnham Herald, reflecting on how life had changed over the last 23 years. Another group scripted a diary documenting a day in the life of a Farnham resident/business woman while a third group wrote postcards from the future.

### Postcard from the future

What can I say about Farnham? Well, in a world of homogenised high streets Farnham has somehow retained an eclectic mix of shops, pubs and craft centres. Of course there are cars everywhere, the place is not in a bubble after all, but people wonder around the town centre mixing with cycles and mobility scooters with ease. Not that it is backward. I took a virtual tour on the web before I took the train here, so I knew where to find the most intriguing craft shops and cafes. They have wi-fi everywhere (so no escape from the boss even on holiday) and even have their own biomass heat and power station using wood.

To sum it up, vibrant, well connected but it has its own character with a strong sense of self, local food and local business.

### Outline of article for the Farnham Herald on how the town has changed

Eco-gardening for home consumption

Light railway/mono-rail to Guildford/M25/Parkway/villages

Pedestrianised – park and stride

Café society – the Borough

Historic centre preserved

Sport/health/hospital/leisure-centre linked

Flexible working (from home)

Chinese on the school curriculum

Health generation – through sport/healthy eating etc

International UCCA

Enterprise hub – central car park

Sainsbury's – converted to market

International creative festival 2030 – Maltings hub

Public square – East street

Recreation areas

### Postcard from the future

I visited this clean, vibrant town by train yesterday, arriving at the new out of town station where the free public transport service was jolly impressive!

I visited it's cafes, the Maltings – a sort of arts and crafts hub – the pedestrianised Castle Street market, its museums and then took a taxi to see the surrounding countryside. Very impressed by the clean air and pretty villages, the essential character of which has been retained, despite Farnham having attracted a large number of small businesses in recent years. There is a vibrant shopping centre and it would be very nice here if only I could afford to buy somewhere!

### Letter from the future

Hi all – England is so exciting and so not New York – have seen Buckingham Palace, Tower of London, shopped in Harrods – my only disappointment has been the new London Olympic City which already looks run down – but I want to tell you about an amazing visit yesterday to a town west of London – Farnham, which was recommended to me by my friends at the NY Art Society. I took the train and in 30 minutes I was in a completely different world. At first it seemed I had gone back in time – beautiful buildings and even a castle. The shops here are really neat and so different I have managed to buy some quite unusual things. Had lunch in a café in the town square – so many restaurants, cafes to choose from. The place was filled with a mixture of office workers, shoppers and colourful students. My main reason for visiting was to see the famous UCCAS galleries (do you remember the lecture last Christmas?) – not sure I managed to see more than half of the exhibits – I am planning to come back in a few days. Its hard to believe that such a place still exists.

Excellent journey by bio-bus, through the Surrey fields of waving elephant grass. Temperature in the 40sC but the Maltings is water-cooled and comfortable. I visited the famous culture market and took a rickshaw out to the SME park in the old sandpit. Took in a wi-fi hub and had a virtual meeting with my colleagues in Mumbai. Big storm in the evening, the flood defence army came out and had to put on my smog mask. Lots of people around, coming out of the skills colleges around the town. Strange to think that they used to have cars in the main streets, now the streets are jammed with electric buggies which you pick up outside the Waste to Energy Transfer Centre.

Good choice of entertainment here, both live and film, Farnham has three centres for participative arts and performance too.

Shame I can't come here more often, my travel ration only allows me three trips a year.

### A day in the life of Roma Stolarski, 2030

Roma is a 34 year old owner manager of a recruitment firm specialising in third age (55+) personnel. She has a staff of 6 (all aged 18-32) and has lived in the UK for 10 years. Born in Poland she has an 18 month old daughter and lives with her partner. In her spare time she mentors young people at UCCA and is set to become a town councillor.

- 7.00 Wake up. Granny nanny arrives on her bicycle
- 8.00 Go down to office (in the basement, but on nice days in the garden) to catch up on text and video mail
- 9.30 Cycle to station and catch train to Guildford, catching up with news on the internet
- 11.30 Return to Farnham and pop into farmers market on the way home (local produce grown within 15 miles)
- 12.30 Lunch with local women's business group (variety of local café's)
- 14.00 Work for 2 hours in the office
- 16.00 Mentoring session with latest additions to our fast growing Polish community
- 17.30 Relieve granny nanny and have tea with family
- 19.30 Evening at Polish Film Festival while partner babysits

### Email from the future

The international fair at the Maltings in Farnham, England is going well. I'm meeting people from all over the world and at last putting faces to names. I've also made a number of new business contacts, so it looks like I'll be coming here again.

Fortunately, Farnham is a good place to stay. Visiting some of the offices outside the town centre can be slow due to traffic problems, but I can imagine that congestion was a lot worse before they built the western bypass and introduced road pricing. You can stroll around the pedestrianised town centre and there are good bus services to some parts (if you don't fancy the bus its quite easy and safe to cycle around). Getting up to London can take time though – a fast rail connection to Waterloo would be useful.

There's a lot to do in the town - a good cinema, plays at the theatre and plenty of other things to do. The University College is jolly innovative – not just training students but supporting new businesses in the media and creative sector.

There's a real mix of ages around the town in the evenings – the usual students mixed with older folk "people watching" in the town square. The warmer weather makes it more pleasant, even in October, though the torrential rainstorms can catch you unaware. Just as well the town planned for this and the water is stored ready for the dry summers – which means they don't have to ration water here too often. Farnham as a result is fairly green, both literally and ecologically – it generates all its own electricity, the biofuel used by the buses and cars is grown locally. They also produce their own wine here, which is surprisingly good – and fizzy!

### Postcard from the future

I have come down from London to Farnham to visit friends. The journey took about 40 minutes and the walk down into the town was pleasant, once I had negotiated the huge roundabout on the bypass. Farnham shops are very good and I have made a number of purchases. The town has a theatre, an arts centre at the Maltings and the University College of the Creative Arts. It is a thriving town for artistic activity. It appears to be a very prosperous town. The main problem seems to be the traffic, the town spends a great deal of time in grid-lock. There has been too much development both in the town centre and to the south and the old medieval road design is unable to cope.

See you.

### Email from the future

Having a great time in this fantastic town called Farnham – arrived by public transport, it was very easy. Farnham is beautiful. You must visit sometime. It has lots of history but is also very modern. We feel quite safe here - there is a real sense of community. The locals have been very welcoming and we have lots of things planned: visiting the shops which are all unique (not like home), visiting the art galleries and seeing what the students of UCCA have produced on their degree courses, but we're also going to take a trip out to the countryside and hire some bikes. There's lots for all of us to do – the kids think it's great! The B&B is excellent. We've been able to plan our days out with the internet. We love spending time in the town centre - which is simply thriving - enjoying a bite to eat and seeing something at the Maltings.

Anyway if you're still thinking of moving, Farnham would be great choice,

Email soon!

## 6 Next steps

### 6.1 Introduction

The final workshop concluded by participants considering the main challenges that Waverley District Council and Farnham Town Councils – together with their partners - faced in achieving the vision. The main challenges are summarised below in relation to the seven elements of the vision (P29).

### 6.2 Challenges and priorities

#### Sustainable Farnham

While climate change and global warming were now being taken more seriously by government and by businesses, there was still concern that the costs involved may be excessive. However, the recent Stern report had successfully demonstrated both the economic costs of not addressing the issues of climate change and flagged up the potential benefits to be gained. One of the key challenges for Farnham was to inform the debate about longer-term sustainability and to connect the wider debate on environmental sustainability with the social and economic benefits to be gained.

#### *Action Points:*

- Promote a debate on sustainable development
- Encourage more recycling
- Promote carbon friendly housing developments
- Encourage energy efficiency

A particular concern related to the sustainability of local housing markets. Farnham was already unaffordable to many local residents and, with ever increasing house prices, the problem was getting worse, especially for people on low incomes. This has implications both for retaining young people and for attracting key workers and lower paid employees.

#### *Action Points:*

- Release more land for affordable housing
- Improve the quality of local authority housing stock
- Promote and encourage equity mortgages
- Lobby for changes in the threshold for affordable houses

## Vibrant Farnham

Protecting and enhancing the town's vibrancy - as a place to live, work and play - posed a series of interrelated challenges. If the town was to be made more attractive to young people, then the nature of the retail mix would need to change. Ideally, this would be accompanied by an improved leisure offer – cinema, cafes, restaurants, night clubs. But any change would need to be sensitive to the town's character and history. Neither should it undermine the quality and choice of services available to the town's older population. Addressing the town's North-South divides should be a consideration in any new developments.

### *Action points:*

- Complete the East Street development, with a mix of shops and restaurants
- Reclaim the town square
- Organise Farners Markets and other specialist markets
- Ensure more facilities for young people

## Cohesive Farnham

A central theme of the vision was the creation of a more cohesive and connected local community. This would require a more balanced age profile, by increasing the number of young people living in the town. It would also require a more balanced skills profile, reducing the need for in-commuting by lower skilled workers. Ideally, it would also include measures to minimise divides – both social and spatial.

### *Action Points:*

- More affordable housing
- A more attractive shopping and leisure offer for young people
- Planning policies to help address local/spatial divides

## Creative Farnham

Creativity was a focal point of the new vision. This would require a coordinated programme of activities, building on the town's traditions of arts and crafts and harnessing the assets of its knowledgeable communities. A cultural hub should be created as a physical focus of activity. The role of the University would be central, linked to a mobilisation and networking of the town's most creative workers. These assets should be marketed nationally and internationally.

### *Action Points:*

- Integrate UCCA
- Mainstream Farnham Creates

- Create a Cultural Hub in the centre
- Reclaim the Town Square

## Enterprising Farnham

Enterprising and innovative small businesses were seen as the key to Farnham's future economic prosperity. This would require a more business-friendly culture, together with appropriate premises and support. An aim should be to encourage ICT-based businesses and to support businesses in the creative and cultural sectors. Where possible residents should be encouraged to set up businesses locally, rather than commute to London to work. A further aim should be to encourage more innovative retail businesses.

### *Action Points:*

- Business support
- Encourage a wider variety of retail units
- Wireless hotspots/Wireless Farnham

## Educated Farnham

Knowledge communities formed a central part of Farnham's vision as a modern knowledge economy, with human capital one of the town's principal assets. This would involve a high priority being attached to all aspects of education, training, workforce development and lifelong learning. An important aim would be to promote a more balanced skills profile within the town, ensuring a wide range of the town's skills needs could be met by local residents. UCCA had the potential to play a central role, both in promoting the importance of education/training and in supplying relevant skills training. Where possible, innovative forms of delivery should be employed, including the extensive use of information and communications technology.

### *Action Points:*

- Incentives for apprenticeships
- Affordable housing for key workers
- Promoting life-long learning

## Connected Farnham

Reducing congestion and improving Farnham's transport and connectivity represented a final set of challenges. This would require improvements in public transport and a range of measures to reduce congestion, such as more school buses and out-of-town parking. Not least, it should include the greater use of technology to deal with the town's traffic problems.

*Action Points:*

- Use schools IT for older people
- Implement Urban Safety Management actions
- Greenways – allow pedal cycles to bypass traffic
- Late night public transport
- Better traffic management
- Increase out-of-town parking
- Abolish through traffic
- Provide schools bus
- Encourage modal shift in school run
- Build two tier station car park & reduce cost of parking

### **6.3 Delivering the vision**

Perhaps the main challenge involved an acknowledgement, within both the Borough and Town Councils, of the need to embrace change. Overcoming the current complacency and resistance to change was crucial. It would require strong and committed leadership and a genuine commitment to working in partnership with other public, private and voluntary organisations. Not least it would require agreement and commitment to a new shared vision for Farnham

*Action Points:*

- Stronger leadership:
- Better partnership working: clearer accountability; more think tanks/forums; independent broker
- Coordinated activities: closer working with interest groups
- Communication: articulating problems to residents; reinvigorate youth council; festivals/forums
- Make something happen
- Meeting in June – call to act and comment

## 7 Glossary of Terms

|                         |   |
|-------------------------|---|
| Amenities               | The provision of amenities such as cinemas, theatres, libraries, heritage sites, hotels and restaurants.  |
| Business and enterprise | Our overall business and enterprise score takes into consideration an areas business formation rate, the change of in VAT registered business stock, and new business survival rates.                               |
| Economic Scale          | The scale of a local economy based on an areas share of national GVA and employment.  |
| Connectivity            | The connectivity of an area, relative to the GB average based on an access to airports, motorways, inter city rail connections and distance to London.  |
| Crime                   | An overall measure based on the total number of offences per 1,000 resident population.   |
| Deprivation             | The Index of Multiple Deprivation, average SOA score provides a weighted average figure for the levels of deprivation in a given area.  |
| Economic Change         | The percentage change in the total number of employees (by workplace) from 1998 to 2002.  |
| Floorspace change       | Percentage change between 2000 and 2003, in an area's total industrial, office and retail floorspace.   |
| GVA per head            | A measure of the level of value added at each stage of the production process   |
| Health                  | An overall measure based on average life expectancy at birth, of all residents.   |
| Housing affordability   | This index of housing affordability is based on local earnings v local house prices, benchmarked nationally.  |
| Industrial Structure    | An overall measure based on the proportion of all employed persons working in sectors of the economy defined as "Knowledge-intensive".  |
| Knowledge workers       | The proportion of the working age population employed in managerial and senior official, professional or associate professional & technical occupations.  |
| Labour market           | The overall measure is based on the proportion of people aged 16-59/64 (men/women) in employment.   |
| Natural environment     | The overall measure reflects the quality of an areas natural environment based on its Natural Beauty (Areas of Outstanding Natural Beauty, National Parks, Community Forest etc), Tranquility, and Average weather. |

|                           |   |
|---------------------------|---|
| Participation rates       | The proportion of people aged 16-59/64 (men/women) in employment.   |
| Prosperity                | The overall measure is based on average total incomes.  |
| Productivity              | The overall measure reflects the productive capacity of an area and is based on average gross weekly earnings and GVA (Gross Value Added) per head.   |
| Services                  | This composite measure provides an indication of the quality of local public services based on GCSE performance, proportion of household waste recycled, and the Comprehensive Performance Assessment (CPA) score of each area. |
| Skills and qualifications | Our composite measure assesses the overall level of qualifications of an areas workforce (based on NVQs), relative to the GB value.   |