



SURREY'S 2050 PLACE AMBITION

Draft Implementation Framework



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Introduction

- 1.1 Delivering 'good growth' requires long term commitment and investment. Our strategic priorities look to the next 30 years, however, the way in which they are delivered will evolve during this period, largely in response to external factors and influences. Our implementation framework will therefore consider 10-year phases to be supported by a monitoring programme with agreed indicators to highlight where different responses may be needed, for example, to address funding issues, or changing markets, technology or national policy.
- 1.2 The Place Ambition will be delivered through collaboration with many different strategic stakeholders and partners and through various plans and strategies many of which have already been developed. The role of the Place Ambition is to focus on gaps, avoid duplication and promote efficiencies through joint working. Section two of this implementation framework summarises the plans and strategies through which the Place Ambition will be delivered. Section three sets out the priority outcomes for each SOA and the intervention to achieve each of these outcomes. These will be monitored and updated at regular intervals. We are also developing a Place Ambition Urban Strategy and further details on the priorities, actions and progress so far are given in section four.
- 1.3 We will develop a set of metrics to monitor progress on the implementation of the Strategic Priorities and keep this implementation framework under regular review. Section five sets out the types of indicators which we will develop.

Integrated System for Delivering Good Growth

2.1 Growth will be implemented through a number of strategies (see Annex 1) including the following:

Local Strategies and Plans

- Surrey Borough and District Local Plans - the Local Plans are vital for the successful implementation of the spatial elements of the Place Ambition, both testing and delivery.
- Surrey Borough and District Infrastructure Delivery Plans, Economic Development Strategies, Health and Wellbeing Strategies and Climate Change Strategies - these identify priorities for action on specific issues and will be important in delivering good growth.
- Emerging Local Cycling and Walking Infrastructure Plans (LCWIPs) - Surrey County Council is developing a programme of new LCWIPs by the end of 2022. These will help identify where new or improved walking and cycling facilities will be most beneficial and the types of facilities that are most appropriate. They will provide a key tool for deciding how to prioritise future improvement works.

Countywide Strategies and Plans

- Surrey's Economic Future – Towards 2030: One Surrey Growth Board's Plan for Growth and Surrey County Council's Economic Strategy Statement - these identify four priorities to ensure that Surrey retains its position as a significant economic leader of the sub-region and UK economy:
 - Priority 1 – Growing the leading edge
 - Priority 2 – A 'whole place' approach to growing and sustaining quality places
 - Priority 3 – Maximising opportunities with a balanced, inclusive economy
 - Priority 4 – Capturing the potential of a greener economy.
- Surrey Local Transport Plan (4) - the new statutory LTP4 aims to fundamentally shift the county to a more sustainable relationship with transport and travel. It proposes an 'Avoid, Shift, Improve' approach to reduce carbon emissions, support Surrey's growth ambitions and enable well-connected and thriving communities and will include developing a street family framework that reflects Surrey's requirements and characteristics.
- Surrey Rail Strategy - Surrey County Council published a new rail strategy for Surrey in March 2021. This identifies the corridors where the council will continue to make the case for better services and a need for a renewed focus on improving stations to benefit local communities combined with improved access by public transport and active modes.

- Surrey Infrastructure Plan - the 2017 Surrey Infrastructure Study identified £5.3bn of necessary infrastructure improvements to support planned growth and a £2.47bn funding gap. The Surrey Infrastructure Plan includes a prioritisation framework to help determine which projects could deliver the widest benefits for Surrey residents. It identifies categories of projects including those recommended for implementation (category 1), those that require feasibility and development work (category 2) and those that fall to the responsibility of our partners that Surrey needs to lobby for (category 3). The category 3 projects are listed below, and further details are given in the SOA in section three:
 - Airport Access Southern Rail
 - M25 Junction 6
 - A3 Guildford (noise Abatement study)
 - New Rail Stations at Guildford West (Park Barn) and Guildford East (Merrow)
 - Slyfield Community Recycling Centre
 - A3 Northbound slip road at A247 (Burnt Common)
 - M25 Junction 10/A3 Wisley Interchange
 - Trumps Farm Material Recovery Facility
 - M25 Junction 9
 - Woking Flyover (rail)
 - North Downs Line Electrification
 - A23/M23 Hooley
 - Crossrail 2 – on hold
 - Town centres – public realm improvements, bidding for funding and supporting local regeneration

Although, the current focus is on transport schemes, new digital, flood defence, green infrastructure and health, social and community projects are being identified and will be included as the plan is regularly reviewed. The Surrey Infrastructure Plan includes actions identified by the 2017 Surrey Local Flood Risk Management Strategy.

- Surrey Health & Wellbeing Strategy - the strategy sets out Surrey's priorities for improving health and wellbeing across the population. The 2019 Strategy is being reviewed with ambitions to work collaboratively with communities to reduce health inequalities, to focus on prevention and promoting physical and mental health and well-being and to address the wider determinants of health. The latter includes recognising and valuing the benefits of healthy environments and access to opportunities for people who face barriers to training and employment.
- Surrey Climate Change Strategy - this provides a joint framework for collaborative action on climate change across Surrey's local authorities to achieve net zero carbon by 2050. It aims to build on existing measures to strengthen resilience down to the household level, through climate-proofing services and infrastructure. A Climate Change Delivery Plan (2021-2025) that

sets out how we plan to tackle the climate change emergency has been produced.

- Place Ambition Urban Strategy - linked directly to Place Ambition Strategic Priority 2, the strategy aims to focus investment in existing urban areas by supporting delivery of healthy placemaking and high-quality development, recognising that these are where most people will continue to live and work in the next 30 years. The strategy sets out a portfolio of actions to be managed by the local authorities and partners.
- Surrey Land Management Framework - this will develop an integrated approach to land use decision making, building on evidence about the value of Surrey's natural assets and their co-benefits for society, the economy, and the environment. An understanding of the valuable benefits delivered through natural assets will enable more informed decisions about the future of land in Surrey, helping to deliver Surrey's Greener Future.
- Emerging Surrey Nature Recovery Network: To prepare Surrey for the forthcoming Environment Act expected to place a requirement on appropriate authorities to identify, map and protect their respective section of a national Nature Recovery Network and explain the role and potential relationship with Biodiversity Opportunity Areas.

2.2 These local and countywide strategies and plans (see Annex 1 for detailed list) sit within a wider context of sub-national strategies and plans. These include Transport for the South East's emerging Transport Strategy, the Heathrow Joint Strategic Planning Framework, the Coast to Capital Local Enterprise Partnership Build Back Stronger, Smarter and Greener Strategy, the Enterprise M3 Local Enterprise Partnership Revive and Renew Recovery and Renewal Action Plan and work carried out by the Gatwick Diamond Initiative.

Surrey's Integrated System for Achieving Sustainable Growth



PA Strategic Priority 1:
Improve connectivity both within Surrey and between strategically important hubs

PA Strategic Priority 2:
Enhance the place offer of Surrey's towns

PA Strategic Priority 3:
Maximise the potential of our Strategic Opportunity Areas

PA Strategic Priority 4:
Invest in natural capital and deliver nature recovery

Implementing the Surrey 2050 Place Ambition

Our Climate and Environment Priorities

Surrey Climate Change Strategy
Borough and District Climate Change Strategies
Surrey Nature Recovery Network
Surrey Land Management Framework

Our Economic priorities

One Surrey Growth Board's Surrey's Economic Future – Towards 2030: Surrey County Council's Economic Strategy Statement
Borough and Districts' Economic Strategies
LEP Recovery Action Plans

Our Spatial Priorities

Borough and District Local Plans
Place Ambition Strategic Opportunity Areas
Place Ambition Urban Strategy

Our Infrastructure Priorities

Surrey County Council's Local Transport Plan (4)
Surrey's Rail Strategy
Surrey Infrastructure Plan
Borough and District Infrastructure Delivery Plans

Our Health and Wellbeing Priorities

Surrey's Health and Wellbeing Strategy

Strategic Opportunity Area Interventions

3.1 The third strategic priority of the Place Ambition is to focus strategic interventions in eight SOAs to support long term prosperity. This includes investment in new strategic infrastructure and to address existing deficiencies and improving connectivity both within Surrey and between other strategically important economic areas. The following pages provide a profile and priority outcomes for each SOA and tables setting out the potential strategic interventions which have been identified to deliver these outcomes. In addition, a number of common themes have emerged which are relevant to many parts of Surrey and will be taken forward through the Urban Strategy:

- The expansion of the permitted development regime is likely to affect transport impacts and the housing/employment land balance and reduced opportunities for securing developer contributions and securing high quality development including public realm and green infrastructure.
- There is increasing pressure on brownfield land for development in areas that are at risk from flooding.
- The impact of development on the Thames Basin Heaths Special Protection Area and the need for Suitable Alternative Natural Greenspace (SANG).

Strategic Opportunity Area (SOA) 1: Longcross – Staines - Heathrow Corridor

The Longcross – Staines - Heathrow Corridor is a key corridor with the M3 and M25 motorways running through it connecting Heathrow Airport at one end and the new community of Longcross at the other.

As the UK's largest airport, Heathrow is a major international gateway for both passengers and freight and an economic hub of national importance. Despite uncertainty around future airport expansion, and the impacts of Covid-19 on the aviation industry, the airport is instrumental to ongoing economic prosperity within the corridor.

The area has a highly productive economy, with both Egham and Staines having high concentrations of employment in the information and communications sector. Regeneration to deliver improved commercial, retail and residential opportunities to support the sub-regional role of Staines is a priority of Enterprise M3 LEP. Spelthorne Borough Council is preparing a Development Framework for Staines-upon-Thames that will set a clear vision and strategy for the transformation and regeneration of the town centre.

Supported by the work of Royal Holloway University of London (RHUL), a creative cluster continues to grow within the corridor providing significant employment especially amongst creative industry SMEs. This cluster is anchored by two large film studios – Pinewood Studios at Shepperton and Longcross Studios.

Longcross Garden Village will provide a minimum of 1,700 new homes with access to the existing Longcross railway station. Longcross Park is a significant employment site and a designated Enterprise Zone allowing it to leverage Government resources, and providing significant opportunities for investment, as well as possibilities for stronger ties with education through links with RHUL.

Parts of the corridor are at significant risk from flooding. The River Thames Scheme will reduce this flood risk with the creation of flood alleviation channels and other improvements to protect residents and properties from the risk of future flooding, improve biodiversity, create recreational opportunities and provide more resilient road, rail, power and water networks.

Key challenges

- Poor public transport and active travel connectivity throughout the corridor, including to Heathrow
- Strategic pinch points on the road network
- Congestion in and around Heathrow Airport
- Noise and air pollution in pockets along the corridor
- Need to enable deployment of gigabit-capable and 5G networks across the corridor
- Flood risk with large parts of the area lying within the floodplain
- Limited opportunities for growth beyond that currently planned without significant environmental impact
- Local areas of deprivation

What Needs to Happen

This area benefits from an established history of cross-boundary working via the Heathrow Strategic Planning Group. Combined public sector activity will focus on active travel and public transport improvements to the airport. The need for a fast, efficient and reliable southern rail link to Heathrow Airport is a priority.

The Development Framework for Staines is being progressed to enable town centre regeneration and transformation. There are specific challenges around access and infrastructure that require investment, including town centre junction improvements and sustainable transport packages. The framework will set out the opportunities for Staines to deliver new homes, commercial activity and vital infrastructure improvements including new health and community facilities.

Improved active travel infrastructure and public transport services are required throughout the corridor, in particular to enhance connections between

- The corridor and Heathrow
- Longcross Garden Village and Enterprise Zone and surrounding communities
- RHUL and surrounds, in particular Egham
- The Causeway strategic employment area and Staines
- Egham town centre and the Runnymede meadows
- Egham and Thorpe Industrial Estate

Delivery of the River Thames Scheme will aim to maximise opportunities for biodiversity net gain and carbon offsetting.

Priority Outcomes

1. Delivery of the new community at Longcross including connectivity improvements, especially links to Chertsey (including for secondary schools) and wider area
2. Improved rail connectivity to Heathrow, Guildford and Woking
3. Support productivity growth in key sectors along the corridor; Enterprise Zone at Longcross likely to become a significant hub for creative industries and key employment location
4. Delivery of a Development Framework for Staines which will set out the opportunities to deliver new homes, commercial activity and vital infrastructure

Strategic Opportunity Area (SOA) 1 - Longcross-Staines-Heathrow Corridor

Anticipated outcome by 2030	Potential strategic interventions 2020 – 2030	Links to other plans and strategies	Strategic partners
Delivery of the new community at Longcross including connectivity improvements, especially links to Chertsey (including for secondary schools) and wider area	<p>Delivery of an exemplary sustainable community with high quality design. New green and active travel corridors to links the new community at Longcross with Chertsey and Virginia Water. Improve bus services between Longcross and Woking Town Centre.</p> <p>Join up LCWIPs in Spelthorne and Runnymede.</p> <p>Improvements to A320 to support new community at Longcross (especially linking A320 to M3).</p>	LTP4, Runnymede and Spelthorne Local Plans, Surrey Infrastructure Plan, Surrey Health and Wellbeing Strategy, Surrey Climate Change Strategy	Runnymede and Spelthorne Borough Councils Surrey County Council Developers
Improved rail connectivity to Heathrow, Guildford and Woking	All partners are committed to enhancing southern rail access to Heathrow.	LTP4, Surrey Infrastructure Plan, Surrey Rail Strategy, Southern Access to Heathrow (DfT), Heathrow Strategic Planning Group Joint Spatial Planning Framework	Surrey County Council Runnymede and Spelthorne Borough Councils Heathrow Strategic Planning Group Heathrow Airport Ltd Department for Transport Network Rail
Support productivity growth in key sectors along the corridor; Enterprise Zone at Longcross likely to become a significant hub for creative industries and key employment location	Support 'hub role' of the corridor for priority sectors of creative industries and IT/ software through provision of sites/premises, urban realm improvements and promotion of the area/supporting inward investment and stronger links with higher/further education, particularly Royal Holloway.	Surrey Economic Strategy, Runnymede and Spelthorne Economic Strategies, EM3 LEP Economic Recovery Plan	Runnymede & Spelthorne Borough Councils Surrey County Council EM3 LEP

Anticipated outcome by 2030	Potential strategic interventions 2020 – 2030	Links to other plans and strategies	Strategic partners
<p>Delivery of a Development Framework for Staines which will set out the opportunities to deliver new homes, commercial activity and vital infrastructure</p>	<p>Production and delivery of the Staines Development Framework</p> <p>Improvements to the A308, to enable pedestrian movement in Staines town centre and improve transport infrastructure and local mobility, to support the role of Staines as a transport interchange.</p>	<p>Spelthorne Local Plan, LTP4, Surrey Economic Strategy, Surrey Health and Wellbeing Strategy, Surrey Climate Change Strategy</p>	<p>Surrey County Council Spelthorne Borough Council Surrey Health and Wellbeing Board</p>

Strategic Opportunity Area (SOA) 2: Woking Hub

The Woking Hub incorporates areas of Woking, Guildford and Elmbridge boroughs. It comprises much of the borough of Woking but also the Brooklands employment area and the strategic new settlement at the former Wisley airfield.

At its heart, Woking town centre is a focus for sustainable growth and renewal, characterised by high density development. In Autumn 2021, Woking Borough Council committed to prepare a Town Centre Masterplan to help guide future sustainable development within the town centre. The town aims to build on its role as a regional hub, prioritising schemes to enhance its role as a transport interchange and maintain its status as an economic hub. Further infrastructure improvements are needed, particularly to improve rail connectivity between Woking and Heathrow Airport.

Woking is a dynamic town with a skilled workforce and a business focused pro-growth agenda. The SOA already makes a significant contribution to priority industrial sectors, such as advanced engineering and technology enterprises. There is also a growing cluster of environmental technologies.

Woking borough is nationally recognised for its commitment to environmental improvement and mitigation of climate change and has one of the most extensive decentralised renewable and low carbon energy infrastructures in the UK. The town is also known for high quality cycling infrastructure.

The A245 corridor is an important route economically as it provides access from the A3 to the Brooklands Business Park in Elmbridge. This is a sub-regional, strategic employment centre, home to some 200 businesses in a mix of premises ranging from high quality international headquarters to large format warehousing and distribution centres and light industrial buildings on the Brooklands Industrial Estate. As with the wider SOA, congestion and accessibility issues are a concern and, more recently, the potential loss of commercial to residential through permitted development rights (PDR).

The broader Weybridge economic cluster supports an additional 8,000 jobs and Brooklands Further Education College (Weybridge campus) provides valuable training in technical skills. A one-town approach is being adopted for Weybridge with plans for a new health and community hub through development via the One Public Estate programme, alongside town centre transport and public realm improvements.

Significant new housing development is underway and planned for Woking town centre. In addition, the former Wisley airfield site on the A3 is the location for a proposed new settlement allocated in Guildford's Local Plan. This is a residential led, mixed use development, allocated for approximately 2,000 homes and including 4,300 sqm of employment floorspace.

Key challenges

- Traffic congestion along the A245 corridor and the need for increased infrastructure investment
- Poor public transport connectivity to Heathrow
- Poor linkages from Woking to the motorway and trunk roads
- Lack of rail capacity, including at least a 10-year delay on Crossrail 2
- Housing affordability
- Post Covid, investing in reskilling and conversion of vacant office floorspace to flexible workspace
- Delivering high density development without compromising on character and appearance of surrounding areas
- Need for connectivity between the new community at Wisley and Woking/West Byfleet
- Need for a consensus on the future of Woking town centre through the delivery of the Town Centre Masterplan

What Needs to Happen

An ambitious programme of transport improvements is planned for Woking town centre, ranging from the Woking Sustainable Transport package through to delivery of the £115m Victoria Arch highways revitalisation scheme. £95m of Housing Infrastructure Fund (HIF) monies have been secured for the project which will unlock 13 brownfield town centre sites and deliver over 4,500 new homes. This includes an additional 3,300 new dwellings in the town centre over and above what has been committed in the local plan. Woking Borough Council will be consulting on how new homes will be delivered through the preparation of the Town Centre Masterplan.

The HIF scheme is complex and delivery timescales challenging. The scheme includes three elements:

- acquisition and demolition of the Triangle site
- A320 highway widening and improvements
- replacement of Victoria Arch bridge.

Works will improve traffic flows between both sides of the town and provide better access to the railway station for cyclists and pedestrians. Crucially, an enhanced bridge supports future Network Rail objectives, such as the possible redevelopment of Woking Station and the Woking flyover scheme. The latter will enable expansion of the rail network and increase capacity throughout the region.

Delivery of the new settlement at the former Wisley airfield will help meet housing needs, but it must incorporate all necessary infrastructure and ensure better connectivity with the wider area by non-car modes if it is to be sustainable.

Priority Outcomes

1. Enhancement of Woking as a strategic transport hub including making the case for a new southern rail access from Heathrow Airport
2. The delivery of a masterplan with an agreed vision for Woking town centre and identifying the investment needed in infrastructure and housing (including affordable housing) and town centre regeneration initiatives
3. Improved connectivity (including digital) for businesses and residents and investment in infrastructure to encourage sustainable transport options
4. Delivery of the proposed new community at the former Wisley Airfield

Strategic Opportunity Area (SOA) 2: Woking Hub

Anticipated outcome by 2030	Potential strategic interventions 2020 – 2030	Links to other plans and strategies	Strategic partners
<p>Enhancement of Woking as a strategic transport hub including case for new southern rail access from Heathrow Airport.</p>	<p>Work with partners to select a single option for a Southern Rail Access to Heathrow to promote to DfT.</p> <p>Work with partners to secure Woking rail capacity improvements.</p> <p>Carry out feasibility and development work for the Woking Sustainable Transport Package Phase 2 (identified as a Surrey Infrastructure Plan Category 2 project)</p>	<p>LTP4, Surrey Rail Strategy, Surrey Infrastructure Plan</p> <p>Heathrow Strategic Planning Group Joint Spatial Planning Framework</p>	<p>Surrey County Council Transport for the South East Network Rail Heathrow Strategic Planning Group Heathrow Airport Limited</p>
<p>The delivery of a masterplan with an agreed vision for Woking town centre and identifying the investment needed in infrastructure and housing (including affordable housing) and town centre regeneration initiatives</p>	<p>Production and delivery of a Town Centre Masterplan to help guide future sustainable development within Woking town centre</p>	<p>Woking Local Plan, LTP4</p>	<p>Woking Borough Council Surrey County Council</p>

Anticipated outcome by 2030	Potential strategic interventions 2020 – 2030	Links to other plans and strategies	Strategic partners
Improved connectivity (including digital) for businesses and residents and increased active travel and sustainable transport options	<p>Significant improvements to digital infrastructure across the SOA</p> <p>More sustainable/active travel across the SOA including implementing phase 2 of the Woking Sustainable Transport package which will introduce further improvements to walking and cycling to and from Woking town centre and include Quality Bus Corridors in directions of Brooklands, Sheerwater, Byfleet and Send.</p> <p>Promotion of the need for a smart road for the A245</p>	LTP4, Surrey Infrastructure Plan, Surrey Health and Wellbeing Strategy, Surrey Climate Change Strategy	Surrey County Council Woking Borough Council
Delivery of the proposed new community at the former Wisley Airfield	Delivery of an exemplary sustainable community with high quality design, new green and active travel corridors to link the new community with key destinations. Sufficient mitigation to address the impacts on Ripley High Street and surrounding rural roads.	Guildford Local Plan, Surrey Infrastructure Plan, Surrey Health and Wellbeing Strategy, Surrey Climate Change Strategy	Guildford Borough Council Surrey County Council Developers National Highways

Strategic Opportunity Area (SOA) 3: Guildford Hub

Guildford is Surrey's largest town and is set to grow even further over the next 20 years. It is a highly successful university town, hosting both the University of Surrey and University of Law, which contribute to the local economy through technology innovation, academic capital and developing a highly attractive talent pool for the local economy. Activity at the University of Surrey is a significant contributor to the overall Guildford economy and the Surrey Research Park is one of the borough's largest centres of employment making an important contribution to the regional economy.

The challenge for the area is to balance the desire to maintain its unique character and natural environment with the need to deliver infrastructure to tackle congestion and improve connectivity, more and appropriate housing and to support the needs of the local economy. Underpinning all this is the need to ensure that development is sustainable and resilient to the changing climate.

The planned Guildford Town Centre redevelopment on North Street is for a mixed use, residential led scheme and the major redevelopment site at Weyside Urban Village is anticipated to deliver 1,500 new homes. Not all the borough's development needs can be met within Guildford's existing urban areas and the adopted Local Plan focuses some development on large strategic greenfield sites and at least 3,200 housing units will be provided on two urban extensions to Guildford at Blackwell Farm and Gosden Hill Farm.

Key Challenges

- A decrease in the economic activity rate which is caused by a decline in a number of key sectors
- Housing affordability
- Traffic congestion and the need for increased infrastructure investment
- Need to improve air quality in Guildford town centre (an Air Quality Management Area was declared in October 2021)
- Poor air quality along the A3 through Guildford
- Need for flood alleviation of the River Wey catchment through Guildford town centre to maximise regeneration opportunities and provide resilience
- Tackling deprivation in those wards which are amongst the most deprived in Surrey
- Availability of suitable employment land
- Lack of digital infrastructure and slow broadband speeds
- Post Covid, revitalising the high street, investing in projects to use empty units and vacant office floorspace and reskilling.

What Needs to Happen

Significant investment in the borough's infrastructure is required to deliver the new homes. Accessibility improvements will help to attract high quality jobs and increase the prosperity of the area. As well as improvements to the A3 and road network in and around Guildford, there needs to be a focus on sustainable travel.

For rail, improvements to Guildford Railway Station are planned together with two new stations at Park Barn (Guildford West) and Merrow (Guildford East). The Guildford West Railway Station is likely to have a significant impact on access to the Royal Surrey County Hospital, University of Surrey and Surrey Research Park. Improvements to the North Downs Railway Line will facilitate better connectivity between Guildford and East Surrey/ Gatwick and between Surrey and the major hubs of Reading and Oxford.

The Guildford Economic Regeneration Programme (GERP) includes the Town Centre Masterplan and will provide transport improvements alongside residential development in the town centre. Joint working with the Environment Agency and Surrey County Council to identify, fund and implement suitable flood alleviation measures for the town centre is critical to the delivery of housing as part of the GERP.

Priority Outcomes

1. Improved movement along the A3 to reduce congestion and improve air quality
2. Delivery of Local Plan allocated urban extensions and Weyside Urban Village
3. Delivery of the Town Centre Master Plan and Guildford's role as Surrey's primary retail centre and as an entertainment (creative) centre retained and enhanced
4. Improved digital connectivity for businesses and residents

Strategic Opportunity Area (SOA) 3: Guildford Hub

Anticipated outcome by 2030	Potential Strategic Interventions 2020-2030	Links to other plans and strategies	Strategic partners
Improved movement along the A3 to reduce congestion and improve air quality	Implement first stage of the recommendations of ongoing work on air quality along the A3	LTP4, Surrey Infrastructure Plan, Health and Wellbeing Strategy	Surrey County Council Guildford Borough Council National Highways
Delivery of Local Plan allocated urban extensions and Weyside Urban Village	<p>Work with National Highways to deliver A3 improvements</p> <p>Improved connectivity in Guildford through investment in a range of active travel, bus and rail improvements</p>	Guildford Local Plan, LTP4, Surrey Rail Strategy, Surrey Infrastructure Plan, Surrey Economic Strategy	Guildford Borough Council Surrey County Council National Highways Developers
Delivery of the Town Centre Master Plan and Guildford's role as Surrey's primary retail centre and as an entertainment (creative) centre retained and enhanced	<p>Address development constraints through completion of the town centre masterplan work and provide a joined-up approach to tackling Guildford's major traffic, flooding and connectivity issues.</p> <p>Work with the Environment Agency on flood alleviation projects in Guildford town centre to create development opportunities. Review solutions / strategy for active travel to ensure resilient solutions for green movement being fully exploited and reflect the post-Covid world.</p>	Guildford Local Plan, Guildford Economic Regeneration Programme, LTP4, Surrey Infrastructure Plan, Surrey Health and Wellbeing Strategy, Surrey Climate Change Strategy	Guildford Borough Council Surrey County Council Environment Agency

Anticipated outcome by 2030	Potential Strategic Interventions 2020-2030	Links to other plans and strategies	Strategic partners
Improved digital connectivity for businesses and residents	Enhance digital connectivity through completion of the fibre spine linking Basingstoke and Guildford as part of a wider digital strategy	Guildford Economic Regeneration Programme	Guildford Borough Council EM3 LEP

Strategic Opportunity Area (SOA) 4: Blackwater Valley Corridor

The Blackwater Valley comprises several inter-connected towns in both Surrey and Hampshire running along the A331 with the M3 Motorway and Camberley to the north of the area and the A31 and Farnham to the south. The A325 connects the corridor to the new community at Whitehill and Bordon and then to the coast.

The SOA faces several specific strategic issues that extend beyond administrative boundaries and there is an established history of cross-boundary working in this area and economic cooperation. The corridor is characterised by strong economic and functional relationships that have developed between centres. In and out commuting is high and there are comparatively low numbers of London commuters.

The area has a buoyant economy and a diverse economic base, with high technology industries strongly represented alongside traditional and advanced manufacturing. The economy benefits from access to Farnborough airport, and the area includes a hub for defence and aerospace related industries.

The army has played a long-time economic role in this area and still has a large presence, particularly in Aldershot and at Sandhurst Royal Military Academy. As a result, many of the development opportunities are on land owned by the Ministry of Defence, such as the new village at Deepcut and Wellesley, an urban extension to Aldershot.

Farnham is home to a campus of the University of the Creative Arts, which acts as an anchor in developing creative skills. The area has a strong creative industries base linking with the gaming and digital hubs of Guildford and Aldershot. Surrey County Council, Waverley Borough Council and Farnham Town Council are working in partnership on the Farnham Infrastructure Programme to address the specific issues of congestion, air pollution and accessibility that the historic market town experiences.

The Camberley Area Action Plan sets out the framework for the regeneration of the town centre. The masterplan is based around regenerating the key A30 frontage, accommodating retail development and proactively encouraging re-use of vacant office space for town centre residential units. This is complemented with public realm and accessibility improvements. A Town Centre Masterplan was adopted in 2015, but Surrey Heath Borough Council is now looking to re-shape its strategy and work has commenced on a new town centre strategy for Camberley.

Frimley is contiguous with Camberley and together they form the largest urban area in Surrey Heath. Frimley is home to Frimley Park Hospital which operates on a constrained site. To ensure the hospital can continue to meet the needs of its users, Surrey Heath Borough Council propose to work with the hospital to produce a development brief for the site.

The Blackwater Valley Hub comprises significant areas protected through environmental designations, in particular Chobham Common National Nature Reserve, which is also part of a wider Special Area of Conservation (SAC) and the Thames Basin Heaths Special Protection Area (SPA). The latter contributes to the high-quality natural environment but is a

considerable constraint on housing development in the vicinity of the SPA. To mitigate impacts on the SPA, development must provide SANG. The potential for this is finite and future SANG provision is a significant infrastructure issue for this area.

Key challenges

- Disproportionate development costs in the area due to SANG requirements
- Impact on other infrastructure provision due to need to fund SANG
- Air quality concerns as M3 runs through SAC and SPA and already specific areas with an AQMA
- Lack of digital infrastructure and slow broadband speeds
- Housing delivery/affordability
- Unknown impact of Covid-19 on the commercial market
- Traffic congestion along the corridor
- Frequency of public transport and limited cycling infrastructure
- Constraints on the improvement of the rail service
- Low levels of self-containment – high levels of out commuting from the area

What Needs to Happen

There are opportunities for collaboration across the area building on existing joint working and recognising that the Blackwater Valley is one conurbation with shared challenges. Potential areas of mutual interest include developing a shared vision/ambition and future strategy for growth; exploring the role of the town centres post Covid, connectivity across the area (transport and digital) and initiatives to achieve net-zero carbon ambitions.

Joint working is required between the local authorities and Natural England to look at the provision of SANG to meet future development needs. There is a need to coordinate and provide a joint approach to completion of LCWIPs across the area to maximise funding and opportunities to support healthy travel to meet climate change targets.

Priority Outcomes

1. Support the natural environment offer to identify SANG and enable housing delivery across the SOA
2. Develop a sustainable spatial approach across the SOA and adjoining areas and a more coordinated approach across the corridor to infrastructure planning, prioritisation and delivery
3. Transport infrastructure improvements including increased active travel which support growth and help address challenges around climate change, health and wellbeing and economic recovery
4. Improved digital connectivity for businesses and residents

Strategic Opportunity Area (SOA) 4: Blackwater Valley Corridor

Anticipated outcome by 2030	Potential strategic interventions 2020 - 2030	Links to other plans and strategies	Strategic partners
Support the natural environment offer to identify SANG and enable housing delivery across the SOA	Enhance and link green and blue Infrastructure and natural habitats across the SOA, especially to support mitigation measures for SPAs (SANG). The increasingly limited options for SANG will have a significant impact on future housing delivery if not addressed. Natural England have recently revised SANG quality design criteria for the TBHSPA and the LAs and NE will work together to assess whether this approach could enable further sites to qualify as valid avoidance measures.	Thames Basin Heaths Delivery Framework, Surrey Infrastructure Plan, BWV Authorities Local Plans, Surrey Natural Capital Investment Plan, Health and Wellbeing Strategy	BWV Authorities ¹ Natural England Thames Basin Heaths Joint Strategic Partnership Surrey Nature Partnership/ Surrey Wildlife Trust
Develop a sustainable spatial approach across the SOA and adjoining areas and a more coordinated approach across the corridor to infrastructure planning, prioritisation and delivery	Establish regular officer joint working and meetings to address common issues across the BWV including developing a vision/strategy for the area that maximises green and blue infrastructure potential, revitalising town centres, coordinating social infrastructure, promoting digital connectivity and planning/delivering new transport infrastructure.	LTP4, Surrey Infrastructure Plan, BWV Authorities Local Plans, LTP4 for Hampshire	BWV Authorities

¹ Surrey Heath, Guildford, Waverley and Rushmoor Borough Councils, East Hampshire and Hart District Councils and Surrey and Hampshire County Councils

Anticipated outcome by 2030	Potential strategic interventions 2020 - 2030	Links to other plans and strategies	Strategic partners
<p>Transport infrastructure improvements including increased active travel which support growth and help address challenges around climate change, health and wellbeing and economic recovery</p>	<p>Development of Ash Road Bridge (which has HIF funding) and planned footbridge will support significant housing development, make the area safer for cyclists and improve air quality.</p> <p>Farnham Infrastructure Programme</p> <p>Co-ordinate LCWIPs across BWV authorities to ensure they are aligned and cycling and walking initiatives are managed across the SOA area.</p> <p>Implement the Farnham Infrastructure Programme and Optimised Infrastructure Plan including the Farnham Town Centre Improvements, A31 Hickley's Corner, Western Bypass and Wrecclesham Relief Road</p>	<p>Surrey Infrastructure Plan, LTP4, Guildford Local Plan, Waverley Local Plan, Surrey Climate Change Strategy, Health and Wellbeing Strategy</p>	<p>BWV Authorities EM3 LEP</p>
<p>Improved digital connectivity for businesses and residents</p>	<p>Work with the EM3 LEP to ensure the SOA area benefits from the proposed full fibre spine. Look at opportunities to ensure access to the services for local businesses and residents.</p>	<p>BWV Authorities Local Plans and Strategies, EM3 LEP Strategies</p>	<p>BWV Authorities EM3 LEP</p>

Strategic Opportunity Area (SOA) 5: Cranleigh-Dunsfold Corridor

The Cranleigh-Dunsfold SOA is located in the east of Waverley borough in south Surrey close to the border with West Sussex. It is in a rural setting surrounded by working farms and rural businesses as well as exceptional countryside including the Surrey Hills Area of Outstanding Beauty. Cranleigh has a good range of services but the SOA is also influenced by Guildford and, to a lesser extent, by Horsham in West Sussex.

Dunsfold Business Park is the largest business park in Waverley with over 100 businesses from a variety of sectors employing more than 1,000 people. It is located on Dunsfold Aerodrome, which is a substantial site of 249 hectares located to the south west of Cranleigh and east of Dunsfold village. The aerodrome is 82% previously-developed land and is still used for some aviation and aircraft operations, as well as for business uses.

Dunsfold Park Garden Village (DPGV) is a proposed new community on the Dunsfold Aerodrome site. In February 2018, Waverley Borough Council's Local Plan was approved and included an allocation of 2,600 homes at DPGV in the Local Plan period to 2032 and in March 2018 the Secretary of State for Housing, Communities and Local Government granted outline planning permission for a new village of 1,800 homes to be created. Therefore, there may be scope to increase the size of the settlement in the future, subject to planning considerations and any additional infrastructure requirements. In June 2019, the government announced that the redevelopment of the aerodrome was one of the new Garden Villages it was supporting.

The development proposed will be an exemplary sustainable community with high quality design. The site currently has approximately 41,500 sqm of employment floorspace and the outline planning permission is for a net increase of approximately 26,000 sqm. It will also include a primary school, a local centre, a medical centre, community centre and open space. To mitigate the traffic impacts of the development, a package of highway infrastructure and sustainable transport measures must be delivered in conjunction with the development of the new community. The main access into the site has been developed from the A281. A S106 agreement will provide four bus services in perpetuity connecting DPGV to surrounding towns and villages including Cranleigh, Guildford and Godalming. Planning permission has been secured on appeal for a 10,000 sqm museum adjacent to the aerodrome site which will support the local visitor economy.

A number of major housing sites are being developed in Cranleigh to provide over 1,000 new homes in total. These developments have secured substantial S106 funding to:

- Provide a new bridge over the Wey and Arun Canal on Elmbridge Road introducing 2-way traffic movement as well as footways.
- Improve the Downs Link for cycling and walking routes from the outskirts to the centre of the village
- Improve the high street including a gateway and traffic calming

Key challenges

- Traffic congestion on A281
- Frequency of public transport and limited cycling infrastructure
- Lack of digital infrastructure and slow broadband speeds

What Needs to Happen

There is a need to work with a range of partners to develop the DPGV masterplan to exemplary standards. Waverley is preparing a Supplementary Planning Document to cover high-level masterplanning and design codes for DPGV.

Collaborative work is required with Surrey County Council and Waverley Borough Council to address transport issues and the need for investment in sustainable/active travel improvements.

The Wey and Arun Canal links the Wey Navigation near Guildford to the south coast via the Arun Navigation. Only a small amount of the canal is navigable at present, but the Wey and Arun Canal Trust aspire to restore the full route and collaboration is required between Surrey County Council and the Trust so a new canal structure can be built at the same time as a new bridge on Elmbridge Road.

Priority Outcomes

1. Improved digital connectivity for businesses and residents
2. Investment in infrastructure and support for behavioural change towards more sustainable transport options
3. Delivery of Dunsfold Park Garden Village to meet housing needs
4. Reduced congestion on A281 and around Guildford Hub SOA
5. Wey and Arun Canal becomes major visitor/leisure attraction in the area and provides increased opportunities to support active travel

Strategic Opportunity Area (SOA) 5: Cranleigh-Dunsfold Corridor

Anticipated Outcome by 2030	Potential Strategic Interventions 2020-2030	Links to other plans and strategies	Strategic Partners
Improved digital connectivity for businesses and residents	Significant improvements to telecom/ digital infrastructure across the SOA but particularly in Cranleigh and DPGV. Waverley Borough Council working with the EM3 LEP to encourage the provision of a full fibre spine into Waverley.	Waverley economic development Covid action plan summary 2020-21, EM3 LEP strategies	Waverley Borough Council EM3 LEP
Investment in infrastructure and support for behavioural change towards more sustainable transport options	Major sustainable/ active travel improvements across the SOA and with Guildford Hub SOA (most already being supported through S106 contributions), especially connecting new development around Cranleigh with existing town and along the Downs Way and Dunsfold with Alford (using the Wey and Arun Canal).	LTP4, Surrey Infrastructure Plan, Surrey Climate Change Strategy, Surrey Health & Wellbeing Strategy	Surrey County Council Waverley Borough Council Developers

Anticipated Outcome by 2030	Potential Strategic Interventions 2020-2030	Links to other plans and strategies	Strategic Partners
Delivery of Dunsfold Park Garden Village to meet housing needs	Extensive work with a range of partners to support the delivery of the DPGV masterplan and the delivery of 2,600 homes to exemplary standards including innovation, range of housing and adaptability for any future pressures. Completion of the Supplementary Planning Document covering high-level masterplanning and design codes. Consideration of options for sustainable expansion and the development of the business park.	Waverley Local Plan, LTP4, Surrey, Health and Wellbeing Strategy, Surrey Climate Change Strategy,	Waverley Borough Council Surrey County Council Developers
Reduced congestion on A281 and around Guildford Hub SOA	Improvements to A281 corridor, particularly addressing congestion pinchpoints.	LTP4, Surrey Infrastructure Plan	Surrey County Council Guildford Borough Council
Wey and Arun Canal becomes major visitor / leisure attraction in the area and provides increased opportunities to support active travel.	Investment in Wey and Arun Canal to support continuing enhanced visitor attraction and opportunity to support active travel.	Waverley Local Plan, LTP4,	Waverley Borough Council Surrey County Council Wey and Arun Trust

Strategic Opportunity Area (SOA) 6: Epsom-Leatherhead Corridor

The corridor occupies a strategic location between Heathrow and Gatwick with access to the national motorway network via Junction 9 of the M25 and with direct rail links to London. However, significant transport investment is needed to improve movement through the town centres and to enhance connectivity between the main centres and with the M25. Linkages outside the corridor and into the Greater London area remain important.

Significant regeneration and housing are planned for both Epsom and Leatherhead town centres, with an aspiration to transform and re-invent these areas over the next 20 years. Importantly, for both town centres accessibility will be prioritised to enhance their offer.

With distinctive local economies, the centres provide a complementary commercial property offer. Leatherhead has a history as a centre for research and knowledge-based companies, including international headquarters. There has been a trend for diversification of the original research areas into a range of office-based technology businesses, including aerospace, professional (financial and IT) services, communications, 5G (including a 5G test bed), renewable and other energy technologies.

The University of Creative Arts (UCA) campus in Epsom provides a hub for creative industries, fashion, art, and design, together with specialisms in business and marketing for the sector. Within Epsom the market for industrial and warehouse units in the Longmead and Nonsuch estates is buoyant. There has been an observed demand for grow on space, small offices and high-quality incubator space.

The corridor is surrounded by high quality landscape including the Surrey Hills Area of Outstanding Natural Beauty and this natural environment is highly valued by businesses and residents.

Key challenges

- Congestion around J9 of M25 and on surrounding roads
- Delay to Crossrail 2
- Impact of permitted development rights
- Town centre accessibility and connectivity issues
- Unknown impact of Covid-19 on the commercial market
- Insufficient start up and grow on space

What Needs to Happen

As a priority, collaborative work is required with National Highways to address highway issues at M25 J9 and surrounding roads such as the A243 and A24. Crossrail 2 will improve service frequency, speed and capacity into central London and delays to this scheme will have an impact on the potential of the SOA.

In a shift away from car dominated centres, infrastructure for the creation of an exemplary, highly attractive network of segregated cycling and walking routes as well as bus connectivity linking employment and education areas, public transport hubs and nearby

residential areas will be planned and implemented as a priority. Proposals in line with 20-minute neighbourhood principles will support the town centres in responding to changing working practices and demands on local centres.

Both areas have a focus on the retention of key strategic employment areas. However, a mismatch has been seen between the availability, types and sizes of office and industrial space on offer and that required by existing businesses and emerging growth industries. It is recognised that some renewal of employment areas will be required. The full impact of Covid-19 on the commercial market remains to be seen.

Aspirations include the creation of an exemplar business park in Leatherhead which harnesses the opportunities offered by renewable technologies and 5G Broadband to provide a high quality and sustainable office location. In addition, there is support for the creation of an enterprise centre/ zone suitable for the creation and growth of creative and technology-based businesses in conjunction with partners such as UCA and North East Surrey College of Technology (NESCOT).

Priority Outcomes

1. Support the regeneration, economic potential and competitiveness of the SOA
2. Increased active travel options which will help address challenges around climate change and support health and wellbeing
3. Increase in renewable and low carbon energy supply and improved digital connectivity.

Strategic Opportunity Area (SOA) 6: Epsom-Leatherhead Corridor

Anticipated outcome by 2030	Potential strategic interventions 2020 - 2030	Links to other plans and strategies	Strategic partners
Support the regeneration, economic potential and competitiveness of the SOA	<p>Collaborate with National Highways on improvements in and around M25 J9 to support growth in the SOA (currently not a RIS3 priority) to reduce congestion within and around Leatherhead.</p> <p>Potential for smart A24/A243 to create opportunities for Epsom and Leatherhead</p> <p>Build up sustainability and connectivity credentials in existing strategic employment locations</p>	Mole Valley Local Plan, Epsom & Ewell Local Plan, LTP4, Surrey Infrastructure Plan	<p>Mole Valley District Council</p> <p>Epsom & Ewell Borough Council</p> <p>Surrey County Council</p> <p>National Highways</p>
Increased active travel options which will help address challenges around climate change and health and wellbeing.	Consider opportunities for creation of 20-minute neighbourhoods within SOA. Improved active travel infrastructure is integral to Transform Leatherhead and Epsom Future 40 approach.	LTP4, Surrey Infrastructure Plan, Mole Valley Local Plan, Epsom & Ewell Local Plan Surrey Health and Wellbeing Strategy, Surrey Climate Change Strategy	<p>Surrey County Council</p> <p>Epsom & Ewell Borough Council</p> <p>Mole Valley District Council</p>
Increase in renewable and low carbon energy supply and improved digital connectivity	<p>Explore potential for low carbon and renewable energy generation and sustainable energy network in the SOA.</p> <p>Improvements to enable for full fibre gigabit capable broadband for residents and to support employment opportunities.</p>	Mole Valley Local Plan, Epsom & Ewell Local Plan, Surrey Climate Change Strategy	<p>Mole Valley District Council</p> <p>Epsom & Ewell Borough Council</p> <p>Surrey County Council</p>

Strategic Opportunity Area (SOA) 7: M23-Gatwick Corridor

The London-Gatwick-Brighton Corridor is considered nationally as a key economic corridor. It is highlighted in both the London Mayor's Transport Strategy and London Plan as a priority for investment. It is also identified as a high priority strategic investment corridor by Transport for the South East.

Gatwick Airport sits just over the border in West Sussex but plays a critical role in the economy of East Surrey and beyond. The Coast to Capital Strategic Economic Plan recognises that the economy of the whole LEP area is predominantly driven by the M23 corridor running from Gatwick to Croydon, and that the economic future of the area will be centred around the airport.

Post-Covid it looks unlikely that Gatwick will reach previous flight volumes for a few years. However, the airport consulted from September to December 2021 on a Development Consent Order (DCO) application for the Northern Runway Project to enable future growth in passenger numbers.

In Surrey, growth along the A23/M23 corridor is focused on Redhill, Reigate and Horley. There is a strong focus on urban regeneration. In Horley, the development of the town's two new neighbourhoods is well progressed and considerable and ongoing investment in community facilities and environmental improvements is planned for the town. A 'whole place' approach to partnership development and investment planning working with the community and local stakeholders is currently underway. In Redhill, major regeneration of the town centre is being progressed and urban extensions are planned to the east of the town. The proposed Horley Business Park will play an important role by delivering high quality new business space and complementary facilities in a prime strategic location to the north of Gatwick Airport.

The corridor fulfils different economic roles. Redhill and Reigate town centres provide the focal point for office activity, particularly in the financial and business services sector, with several successful industrial sites also located nearby. Industrial estates in Salfords provide larger industrial and warehouse units, while Horley is home to a range of smaller office and industrial premises. The southern part of the SOA is characterised by a higher presence of transport, storage and communications businesses.

Continued investment in infrastructure across this area - including in and around Redhill, Reigate and Horley - will be critical to unlocking future growth opportunities, securing reliable and resilient access to Gatwick Airport and to supporting the continued economic productivity of the area.

Key Challenges

- Traffic congestion along corridor
- Land availability constrained outside key urban areas requiring a focus on intensification of existing urban areas
- Covid-19 impact on airport related businesses and local communities

- Unknown longer term Covid-19 impact on retail and office market
- Need to maximise the benefit locally of any future Gatwick growth
- Need to ensure that Redhill achieves its full potential
- Impact of permitted development rights

What Needs to Happen

There is a strong history of economic collaboration through the Gatwick Diamond and Coast to Capital LEP. Existing LEP plans for the area focus on an integrated package of measures which aim to deliver fast, reliable and enhanced connections along the principal arterial routes that link the airport to the major urban centres and employment areas of Reigate, Redhill, Horley and beyond to London. This includes further development of sustainable transport options and digital technology along the corridor.

Coordinated public sector engagement is also required with Gatwick Airport through resumption of activities and recovery and longer term through potential expansion with the airport submitting an application for a DCO. A priority for local authorities through any potential expansion will be to ensure that disbenefits are mitigated and local employment and infrastructure opportunities are maximised.

Given Redhill's role as a transport hub with potential to grow physically and economically, there is an aspiration that the town achieves its full potential and builds a reputation as a strategic employment location in its own right. Improving the digital network capability by extending the reach of 5G could transform the Horley, Redhill, Reigate and Salfords business areas. There is also an emphasis on optimising public sector assets and the co-location of public services and to support town centre regeneration, as seen in work underway in Horley.

The corridor is surrounded by high quality landscape and there is a focus on delivering improvements to this green fabric and enhancing the role of the Biodiversity Opportunity Area through an emerging Natural Capital Investment Fund.

Priority Outcomes

1. Overall quality and environmental/natural capital value of the corridor enhanced with increased opportunity to address the challenges of climate change
2. Support for the changing role of Redhill town centre and an increase in its investment attraction as a 'liveable centre' with climate, housing, health and wellbeing and economic benefits
3. Increase investment proposition of Redhill as a potential option for businesses looking to relocate to an area close to London with excellent connectivity
4. Improved connectivity through the corridor, including between Redhill and Horley and between Horley, the proposed business park and Gatwick
5. Contribute to the delivery of new business space in the Gatwick Diamond region
6. Support the regeneration of Horley
7. Address flooding issues to protect economic interests and unlock potential opportunities

Strategic Opportunity Area (SOA) 7: M23-Gatwick Corridor

Anticipated outcome by 2030	Potential strategic interventions 2020 - 2030	Links to other plans and strategies	Strategic partners
Overall quality and environmental / natural capital value of the corridor enhanced with increased opportunity to address challenges of climate change.	Collaborative work to promote and deliver natural capital enhancement in the corridor and wider Biodiversity Opportunity Areas (including Holmesdale and the River Mole and Tributaries BOAs) through the emerging Natural Capital Investment Fund and through the Surrey Hills AONB extension review	Surrey Natural Capital Investment Plan, Surrey Climate Change Strategy, Local Nature Recovery Strategy	Reigate and Banstead Borough Council Tandridge District Council Surrey County Council Surrey Wildlife Trust/ Nature Partnership Coast to Capital LEP Natural England
Support for the changing role of Redhill town centre and an increase in its investment attraction as a 'liveable centre' with climate, housing, health and wellbeing and economic benefits	Building on Reigate and Banstead's Climate Change and Sustainable Construction SPD, consider Redhill town centre as a pilot for 'greening our centres' and look at opportunities for developing sites allocated in the Reigate and Banstead Development Management Plan in a way which supports the changing role of the town centre and increases its investment attraction as a 'liveable centre'	Reigate and Banstead Local Plan and Climate Change and Sustainable Construction SPD, LTP4, Surrey Health and Wellbeing Strategy, Surrey Climate Change Strategy	Reigate and Banstead Borough Council Surrey County Council Developers
Increase investment proposition of Redhill as a potential option for businesses looking to relocate to an area close to London with excellent connectivity	Profile of Redhill as strategic centre to be promoted amongst key partners	Surrey Economic Strategy Reigate and Banstead Economic Strategy	Reigate and Banstead Borough Council Surrey County Council One Surrey Growth Board Gatwick Diamond Business C2C LEP

Anticipated outcome by 2030	Potential strategic interventions 2020 - 2030	Links to other plans and strategies	Strategic partners
Improved connectivity through the corridor, including between Redhill and Horley and between Horley, the proposed business park and Gatwick	Improvements to A23 and development of a sustainable travel corridor	LTP4, LCWIPs, Surrey Infrastructure Plan, Surrey Health and Wellbeing Strategy, Reigate and Banstead Local Plan	Surrey County Council Reigate & Banstead Borough Council
Contribute to the delivery of new business space in the Gatwick Diamond region	Support the provision of a world class business park in Horley and the development of town centre employment space	Reigate and Banstead Local Plan, Surrey Economic Strategy, Reigate and Banstead Economic Strategy	Reigate & Banstead Borough Council Surrey County Council
Support the regeneration of Horley	Invest in projects underway in Horley such as co-location of services to revitalise the high street, invest in the public realm and the community renewal work to deliver benefits for the local community	Reigate and Banstead Local Plan, Reigate and Banstead Economic Strategy, Surrey Economic Strategy	Surrey County Council Reigate & Banstead Borough Council
Address flooding issues to protect economic interests and unlock potential opportunities	Delivery of appropriate flood mitigation measures for the River Mole and its tributaries	Local Flood Risk Management Strategy, Surrey Infrastructure Plan	Surrey County Council, Reigate & Banstead Borough Council, Environment Agency

Strategic Opportunity Area (SOA) 8: M25 J6/A22 South Godstone

Strategic Opportunity Area 8 is located centrally within Tandridge district, the most easterly district in Surrey and an area that has a history of constrained development due to its rural nature and high percentage of Green Belt.

In order to try and address increasing needs for housing and infrastructure improvements, Tandridge District Council has set out long term planning policies to support a new community of 4,000 homes, strategic green infrastructure of over 100ha, employment provision and associated infrastructure at South Godstone. The vision is that the Garden Community will also benefit surrounding rural areas by providing access to a broader range of local facilities and services for the first time. This Local Plan is currently going through examination. The strategic transport conduits of the M25, A22 and A25 meet within the SOA and serve as fundamental access points for Surrey from neighbouring Sussex, Kent and Greater London. These three strategic roads are well utilised by all modes of road transportation, with vehicles often using the A22/A25 as an alternative route to Crawley, Gatwick, East Grinstead, Redhill and Reigate, especially when junctions further along the M25 are congested. Such capacity issues present an obstacle to growth not just for Tandridge, but for Surrey and the South East more widely. Transport routes within the SOA appear as priority corridors within the Transport for the South East (TfSE) Connectivity Review 2018, namely the M25, the Redhill to Tonbridge Rail line and the A22 corridor.

Upgrades to the road network as well as capacity improvements at junction 6 of the M25 are essential to deliver growth in the area. Significant growth proposed to the south in East Grinstead, West Sussex, further exacerbates the need. In order to overcome some of these issues a bid for more than £50 million was submitted to government by Surrey County Council, for Housing Infrastructure Funding (HIF) that would enable large scale strategic road improvements. However, the HIF bid was unsuccessful.

There is a strong demand for industrial space along the A22 corridor. A key strategic employment area at Lambs Business Park is in the western remit of the SOA and has an established reputation as a successful industrial area and has the added advantage of being adjacent to an active railway siding.

Key Challenges

- A22 and M25 junction 6 capacity issues
- Rejection of the £50+ million HIF bid for M25 junction 6 and A22/A264 Felbridge junction improvements
- Need to improve South Godstone station and increase service frequency
- Limited sustainable travel options – few established cycle routes and poor bus provision
- A need to provide a wider range of housing
- Lack of affordable housing
- Access to local skills

What Needs to Happen

Essential collaborative work with National Highways is required to ensure capacity improvements are achieved at junction 6 of M25. Cross-boundary highway discussions are underway to consider the A22 corridor and capacity issues as a whole.

There is an opportunity to make use of learning from Garden Community developments already underway within Surrey.

The intention is to expand the employment offer at Lambs Business Park and future plans for the site are innovative and provide a key opportunity for the IT sector with ambitions for a possible data centre complex. As a result of the Surrey Waste Plan allocation at this site there is potential for facilities to be powered by sustainable energy from waste facilities. The business park is also recognised as a strategic location for digital infrastructure provision. Work is needed with a range of stakeholders to ensure the potential of Lambs Business Park is fully realised.

While the Local Plan remains in active examination, at the time of writing the Council are seeking to address and better understand the implications of growth for the J6/M25 through technical modelling and joint working with SCC Highways and Highways England. As such, regardless of the Council's growth proposals and the outcome of the Local Plan, SOA8 remains an area which shows great potential for infrastructure improvements both in terms of rail (Tonbridge to Redhill line) and road (M25 and A22). Securing infrastructure in this area and increasing government recognition of the challenges faced and interventions needed is critical for the communities and businesses of the district, and potentially the neighbouring authorities where rail and the A22 and M25 act as a feeder.

Where growth in Tandridge is delayed by the progress of the Local Plan and issues around the M25, the SOA should remain and focus minds and funding for infrastructure improvements.

Priority Outcomes

1. Improved capacity of the road network around the SOA and in the north of West Sussex (A22Corridor) to support future growth in East Surrey.
2. Delivery of a new community at South Godstone to meet housing needs.

Strategic Opportunity Area (SOA) 8: M25 J6/A22 South Godstone

Anticipated outcome by 2030	Potential strategic interventions 2020 - 2030	Links to other plans and strategies	Strategic partners
Improved capability of the road network around the SOA and in the north of West Sussex (A22Corridor) to support future growth in East Surrey.	Address capacity issues on the A22 which will be impacted by both proposed new community at South Godstone and growth in West Sussex.	LTP4, Tandridge Local Plan, Surrey Infrastructure Plan,	Surrey County Council Tandridge District Council Mid Sussex District Council West Sussex County Council
Delivery of a new community at South Godstone to meet housing needs ² .	Improvements to J6 of the M25 which is currently not considered as a National Highways priority (RIS3).	LTP4, Tandridge Local Plan, Surrey Infrastructure Plan,	Surrey County Council Tandridge District Council National Highways

² Where growth in Tandridge is delayed by the progress of the Local Plan and issues around the M25, the SOA should remain and focus minds and funding for infrastructure improvements

Developing the Surrey Urban Strategy

4.1 Strategic Priority 2 is to enhance the place offer of Surrey's towns. One mechanism for taking this forward is through the Surrey Urban Strategy being led by an Urban Strategy task group. The group has set out that we want our towns to:

- Be **resilient and dynamic places** that can adapt to future climate, economic, demographic and technological changes over time where potential impacts are mitigated.
- Be **diverse and inclusive places** that help tackle social, economic and health inequalities and recognise the different needs of residents and communities.
- Be **healthy places** with all opportunities taken to enhance the health and wellbeing and overall quality of life for residents.
- Be **connected places** with transport and digital infrastructure offering excellent access to services, jobs and green spaces.
- Be **beautiful places** where we can be proud of all new development and we protect the best of what makes Surrey special.
- Have **vital, viable and versatile centres** that can continue to provide a hub for economic, retail, social and community activities.

4.2 This will be done through

1. Working more effectively with local communities to ensure we meet their diverse needs and improve their overall wellbeing
 - a. Annual conference with Surrey local communities
 - b. Explore options for engaging with residents digitally
2. Raising the standard and quality of development in Surrey
 - a. Working more proactively and collaboratively with the development industry through the new Surrey Development Forum
 - b. Celebrating our successes and championing good practice (e.g. through case studies, Challenge Panel, Awards)
3. Developing the right tools to deliver good places
 - a. Identifying towns that have a strategic role in a post-Covid environment
 - b. Healthy Streets design guidance
 - c. Promote the '20 minute neighbourhood/town' principles as established in Surrey County Councils fourth Local Transport Plan
 - d. Prepare a Surrey Green and Blue Infrastructure Guide to complement and support local GBI strategies
4. Building shared capacity and expertise
 - a. Sharing knowledge and learning from strategic developments (e.g. new communities)
 - b. Design training for officers and members and consider how to support communities so they can engage in a more effective way (e.g. in relation to proposed new design codes)

- c. Building internal shared 'urban design' capacity
- 5. Optimising our natural capital and public sector assets
 - a. Maximising the potential to 'environmental net gain' by exploring opportunities for strategic funding options
 - b. Local Nature Recovery Strategies / Surrey Nature Recovery Network
 - c. Explore opportunities to co-locate services in town centres/community hubs
- 6. Delivering buildings and infrastructure ready for a zero-carbon future and building resilience to the impacts of climate change
 - a. Align actions and priorities being developed both locally and countywide
 - b. Implement the Greener Futures Climate Change Delivery Plan including reducing emissions in homes, communities and workplaces including the public estate, designing with climate in mind and growing back greener

Monitoring

- 5.1 We will develop a set of metrics to monitor progress on the implementation of the Strategic Priorities and keep this under regular review. Monitoring will be linked to other countywide reporting including the Local Transport Plan, Climate Change Strategy and Economic Strategy. We will monitor against baseline indicators and actions.
- 5.2 The baseline indicators will tell us about the prevailing conditions in Surrey and what has changed over time and will be useful in highlighting where we need to change the emphasis of our interventions. The baseline indicators need to be publicly available, regularly updated, at sufficiently small scale to be meaningful and go beyond traditional economic measures of success to measure components that create successful places. Types of indicative indicators include:
- Road traffic statistics (traffic volume kms by vehicle type and road class)
 - Government walking/cycling statistics
 - UK local authority and regional carbon dioxide statistics
 - Digital connectivity statistics (businesses and households able to access ultrafast connectivity)
 - Levels of housing completions
 - Completions/losses of employment land including data on losses due to PDR
 - Housing affordability statistics
 - Retail vacancy rates
 - Extent and condition of designated areas for nature (SSSI, SAC, SPA, RIGS, SNCI)
- 5.3 Monitoring will draw on the baseline indicators and progress delivering actions alongside narratives/case studies to implement the Strategic Priorities. Key actions to be monitored in the first year will include:

Strategic Priority 1: Improve connectivity both within Surrey and between strategically important hubs

- Complete Local Cycling and Walking Infrastructure Plans for Reigate & Banstead, Elmbridge, Runnymede, Spelthorne, Mole Valley, Guildford, Surrey Heath and Farnham Town Centre
- Deliver relevant priority projects in the Surrey Infrastructure Plan
- Provide a co-ordinated Surrey input to the emerging Transport for South East Strategic Investment Plan

Strategic Priority 2: Enhance the place offer of Surrey's towns

- Hold a Surrey Development Forum and communities' event on good growth
- Work closely with the development industry through the Surrey Development Forum to promote good design
- Produce a Surrey Green and Blue Infrastructure Guide
- Produce a Surrey Street Design Guide: Healthy Streets for Surrey

Strategic Priority 3: Maximise the potential of our Strategic Opportunity Areas

- Blackwater Valley SOA example

- Implement quick wins identified through the Farnham Infrastructure Programme
- Review whether revised SANG quality design criteria is facilitating ability to deliver housing
- Set up new officer collaborative working arrangements across the sub-region

Strategic Priority 4: Invest in natural capital and deliver nature recovery

- Develop a Natural Capital Investment Fund
- Identify Urban Biodiversity Opportunity Areas
- Start work on a Local Nature Recovery Strategy

Annex 1: Surrey Strategy and Plans Hyperlinks

Local Strategies and Plans

Local Plans

[Elmbridge](#)

[Epsom & Ewell](#)

[Guildford](#)

[Mole Valley](#)

[Reigate & Banstead](#)

[Runnymede](#)

[Spelthorne](#)

[Surrey Heath](#)

[Tandridge](#)

[Waverley](#)

[Woking](#)

Local Economic Strategies and Priorities

[Elmbridge](#)

[Epsom & Ewell](#)

[Guildford](#)

[Mole Valley](#)

[Reigate & Banstead](#)

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Countywide Strategies and Plans

[Surrey Local Transport Plan \(4\)](#)

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