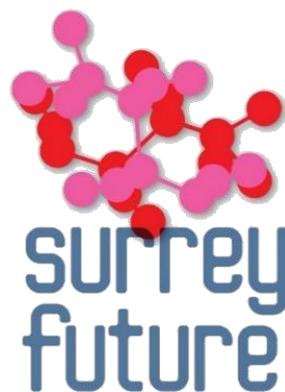




SURREY'S 2050 PLACE AMBITION

**Our approach
to place leadership
infrastructure & good growth**

Version 1 - July 2019



Preface

Surrey as a place has a central role to play in the regional and national economy and is already making a significant contribution to wealth creation, enterprise, jobs, business, homes, physical infrastructure and skills.

Across Surrey there is also a deeply held ambition for the future – one that recognises the area’s many unique characteristics and strengths and which brings an unwavering focus on creating great places for people to live, work, learn and enjoy. Our fierce ambition for the vitality of our places and our communities is at the heart of what defines our approach to “good growth”.

Our Place Ambition also recognises the value of local engagement and taking a clear and proactive stance with all those who can contribute to the future success of our places including Government departments and national infrastructure providers. It recognises the importance of providing a clear and coherent narrative about what we want to achieve, the opportunities we are determined to grasp and what we will need (such as our fair share of infrastructure and support) in order to succeed.

Place ambition relies on clear and unambiguous place leadership, and fortunately, this is in plentiful supply across Surrey. Our Place Ambition draws on the passion, aspirations, actions and increasing successes being demonstrated by Boroughs and Districts, the County Council, the two Local Enterprise Partnerships and the numerous other stakeholders who have been working collaboratively together to shape the future success of their areas.

The Surrey Place Ambition represents an important step forward in our approach to bringing forward good growth and provides a navigation point from which we will continue to work together to ensure our ambitions are delivered on the ground.

A handwritten signature in blue ink that reads "Robert Moran". The signature is written in a cursive, flowing style.

Rob Moran,
Chair, Surrey Future Steering Board

Introduction

1.1 The Surrey Local Authorities and their strategic partners¹ have agreed to work together to ensure that Surrey continues to play a full part in the economic success of the country over the next 30 years, as a key driver of growth, innovation and skills in the national economy, and an excellent place where people can live, work and learn.

To do this we will be taking an ambitious approach to facilitate delivery of 'good growth'.

Good Growth for Surrey ...

- Is proportionate and sustainable, focusing on the places where people both live and work.
- Supports overall improvements to the health and well-being of our residents
- Is supported by the necessary infrastructure investment - including green infrastructure.
- Delivers high quality design in our buildings and public realm.
- Increases resilience and flexibility in the local economy.
- Builds resilience to the impacts of climate change and flooding.
- Is planned and delivered at a local level while recognising that this will
- inevitably extend at times across administrative boundaries.

1.2 Building on our existing partnerships, collaborations and growing track record is key to our approach, particularly on strategic planning² and infrastructure priorities³. Our shared ambition will help us deliver services in the most effective way, maximising private sector investment and government funding opportunities and delivering efficiencies of scale. This will be underpinned by three shared strategic priorities that will inform and support targeted delivery at a local level.

1.3 Surrey's unique strategic position with its close proximity to London and two major airports (Heathrow and Gatwick), access to the South Coast, and its excellent road

¹ The eleven Surrey Districts and Boroughs and Surrey County Council are working together under the auspices of the Surrey Future Steering Board. Partners include Coast to Capital and Enterprise M3 Local Enterprise Partnerships, Gatwick Diamond Initiative and Surrey Nature Partnership - <https://www.surreycc.gov.uk/land-planning-and-development/development/surrey-future/surrey-future-steering-board>

² Surrey Local Strategic Statement: <https://www.surreycc.gov.uk/land-planning-and-development/planning/introduction-to-planning/strategic-development-policy>

³ Surrey Future: <https://www.surreycc.gov.uk/land-planning-and-development/development/surrey-future>

and rail connectivity, its highly skilled workforce, diverse and increasingly digital business base, its world class education facilities, and its excellent quality environment are all valuable assets which will be used to grow our businesses and talent base year on year. However, the very assets that make Surrey such an attractive place to locate to and visit are the ones that need proactive management to ensure that existing challenges, such as traffic congestion, are addressed and that they receive the right level of investment to enhance Surrey's offer for existing and future generations.

- 1.4 Despite a strong track record of growth across Surrey, we are not complacent about the opportunities and challenges ahead. All relevant partners are actively involved and planning ahead for the continuing growth of London's population, the expansion of Heathrow Airport and Gatwick Airport's ongoing development and growth, investment in rail lines and changing work practices and lifestyles. But we also need to tackle the wider issues that will be fundamental to the success of our approach, particularly mitigating and adapting to the impacts of climate change, supporting the health and well-being of our residents and addressing disparities across the County. To do this we need strong strategic leadership at a political level and a willingness to take difficult decisions in the interests of ensuring that long term prosperity and overall success – good growth - is secured for Surrey.
- 1.5 The role of our 'Place Ambition' is to help us deliver this over the next 10, 20, 30 years. It is an agreed growth strategy for Surrey which sets out three long term strategic priorities and eight identified Strategic Opportunity Areas, which will be shaped and delivered within the context of our shared growth vision, principles and values.
- 1.6 Surrey's Place Ambition has therefore been developed to provide us with the maximum opportunities to proactively manage growth while at the same time investing in the right infrastructure and assets, and enhancing the character of the natural environment that makes Surrey the unique and attractive place it is for residents, businesses and visitors alike. It will help underpin the ambition in the local plans developed and implemented by boroughs and districts across Surrey and align these with infrastructure priorities of the County Council and those of other strategic infrastructure providers, for example in areas such as transport, education and utilities. It will help unlock growth opportunities by addressing major infrastructure needs, helping to add capacity to key transport infrastructure and address major congestion issues. It will be reflected in the local industrial strategies

covering the Surrey area⁴, helping to focus investment to maximise productive capacity and increase productivity.

- 1.7 Key to our ambitious approach to delivering good growth will be making full use of our own existing assets, plans and strategies. But we cannot deliver good growth on our own; we will need the help of our strategic partnerships across Surrey and support from our wider sub-national partners and Government, particularly in relation to accessing additional funding and investment opportunities. We will also need to work with our local communities, making sure that there is wide ranging choice in housing, services and jobs across Surrey, and that our places are distinctive, attractive, well designed, full of character and are of the highest quality. Underlying all of this will be our ambition to improve the overall quality of health and well-being across Surrey, recognising that healthy places and people are a key factor in our long term prosperity and fundamental to the delivery of **good** growth.

⁴ Surrey is split between two Local Enterprise Partnership areas – Coast to Capital LEP (which covers Epsom & Ewell, Mole Valley, Reigate & Banstead and Tandridge) and Enterprise M3 (which covers Elmbridge, Guildford, Runnymede, Spelthorne, Surrey Heath, Waverley and Woking)

Surrey in Facts and Figures

Surrey's People

- Surrey is one of the most densely populated shire counties in England with a population of 1.185 million. This is set to grow by at least 106,000 people by 2031 (9% increase).
- One in five of Surrey's population is aged 65+ and this group is expected to grow by 100,000 by 2040 which will present significant challenges for future care provision across the county
- Although Surrey has one of the highest life expectancies in the country there are considerable challenges around maintaining and improving health and well-being. It is estimated that 10,600 children aged 5 to 15 have a mental health disorder. Similarly, there is considerable variation in deprivation, with over 23,000 children in Surrey living in poverty, which is linked to poor health and wellbeing outcomes for them and their parents.

Surrey as a Place

- Surrey covers an area 1,663 km², with 87% within urban areas and 13% rural. 74% of land is covered by national and international designations such as Green Belt and Areas of Outstanding Natural Beauty, placing significant pressures on land to meet development needs, particularly housing.
- The Government estimates that at least 67,500 new homes will be needed in Surrey over the next 10 years (6,750 each year). This is double the amount of new homes required in previous housing targets and current levels of housing completions (3,500 per year).
- Adding to these challenges, will be pressures on Surrey's infrastructure arising from London which is expected to deliver 65,000 new homes each year, many of which will be built in neighbouring outer London boroughs, such as Kingston-upon-Thames and Croydon.
- Significant growth is also planned for neighbouring areas outside London, for example 4,000 new homes in the Aldershot Urban Extension, a new community of 4,000 at Whitehill/ Bordon and 2,000 in North Horsham.
- Surrey has some of the most expensive places to live in the country with housing affordability (gross property value to earnings ratio) of 11.79 compared to 9.79 in the rest of the South East of England.

Surrey in Facts and Figures (continued)

Surrey's Economy

- At just over £40 billion, the Surrey-wide economy is the largest in the South East with the highest GDP per capita of any county in England. But the rate of growth has been slowing down, particularly in East Surrey, and we are therefore collectively no longer maintaining our relative position as a major part of the UK economy.
- There are over 640,000 economically active adults in Surrey and the employment rate of 79% is higher than the national average. Unemployment rates are low with only 0.7% of the population aged 16-64 claiming unemployment benefits.
- The number of jobs in the county is forecast to grow by 59,000 by 2030.
- More than 1 in 3 of the local population aged 16+ are educated to NVQ4+ (equivalent to Degree level or above). In 2018, 54.6% of the population aged 25-64 were educated to NVQ4+ which compares to 46.7% for the South East and 43.2% for England.
- Despite offering excellent transport connectivity for Surrey businesses, it is estimated that road congestion and associated delays on Surrey roads cost the local economy £550m each year.

Surrey's Infrastructure

- Whilst Surrey is one of the best connected places in the country with first class road links to London and surrounding areas, motorways through the county carry 80% more traffic than average for the South East and Surrey's A Roads have 66% more traffic than the national average.
- About 131,000 of Surrey residents (19% of the working population) commute to London every day. 40% growth in passengers on the main line to Waterloo Station is anticipated by 2043, yet significant investment to provide additional capacity and address overcrowding (particularly from stations between Woking and Surrey's border with London) is needed before any growth is considered.
- Surrey has over 98.0% coverage of superfast broadband (>24 Mbps) which is slightly higher than the coverage for the England which is 96.3% (data from June 2019). Surrey currently (June 2019) has a full fibre coverage of 5.54% which is below the figures for England of 7.52%. Full fibre coverage is required to run 5G networks.
- More generally, estimated infrastructure costs to support growth are £5.5bn, with a current (2017) funding gap of £2.5bn.

Developing Our 2050 Place Ambition

Our Vision, Principles and Values

- 2.1 Our **Vision** is for a county of well-functioning and connected places, with healthy communities and a high quality of life. Surrey recognises its important role in the wider South East economy and will build on its strengths while retaining the qualities which give the county its distinctive character. Through collaborative working, local authorities and partner agencies will seek positive and innovative solutions to shared challenges to meet the need for new homes, secure greater economic prosperity and infrastructure improvements and to maintain and enhance the natural and built environment.
- 2.2 Our shared **Principles and Values** will guide the strategic priorities developed through our 2050 Place Ambition, helping to mitigate any negative impacts and maximise the benefits for our local communities⁵. We aim to do this by:
- Taking an ambitious place-based approach which reflects functional relationships and not necessarily always administrative boundaries.
 - Leveraging our unique location, skills base and strategic transport connectivity to secure 'good growth'.
 - Focusing growth and infrastructure investment in areas that, with the right interventions, offer the greatest potential to support long term sustainable growth and increased productivity, including through enhanced connectivity.
 - Addressing the significant challenge of housing affordability across Surrey and the resulting lack of housing for essential workers, by building more, well-designed affordable homes.
 - Supporting a strong economy through the retention and expansion of existing local businesses and increasing opportunities for growth sectors and new businesses to locate and invest in Surrey.

⁵ The Place Ambition focuses on investment priorities at a strategic level (i.e. on a Surrey-wide level) which will be in addition to those developed and secured at a local level (i.e. at a district, borough or community level).

- Maximising all opportunities to enhance the health and wellbeing of Surrey's residents, by reducing existing high levels of commuting, improving air quality, mitigating the impacts of climate change on our environment and natural capital, improving access to high quality green spaces and ensuring that new development contributes positively to community amenities and infrastructure.
- Ensuring that all development is high quality and well-designed, with local authorities leading by example in delivering development that contributes positively to the value of our places and is resilient and adaptable to meet current and future needs.
- Using our own resources and assets to directly drive, influence and support growth across Surrey and specifically, to facilitate a more equitable access to homes and wider choice of housing to meet local needs.
- Taking a positive, proactive and responsive stance towards the opportunities for growth across Surrey to help demonstrate our individual and collective place leadership roles in overcoming and responding to the challenges ahead. We will ensure that this approach is embedded over time in our organisational cultures and in our local plans, policies and strategies.
- Capitalising on the opportunities provided by enhanced digital connectivity and associated transformation of business processes to maximise value from our assets and enhance the quality of the public service offer in both urban and rural areas.

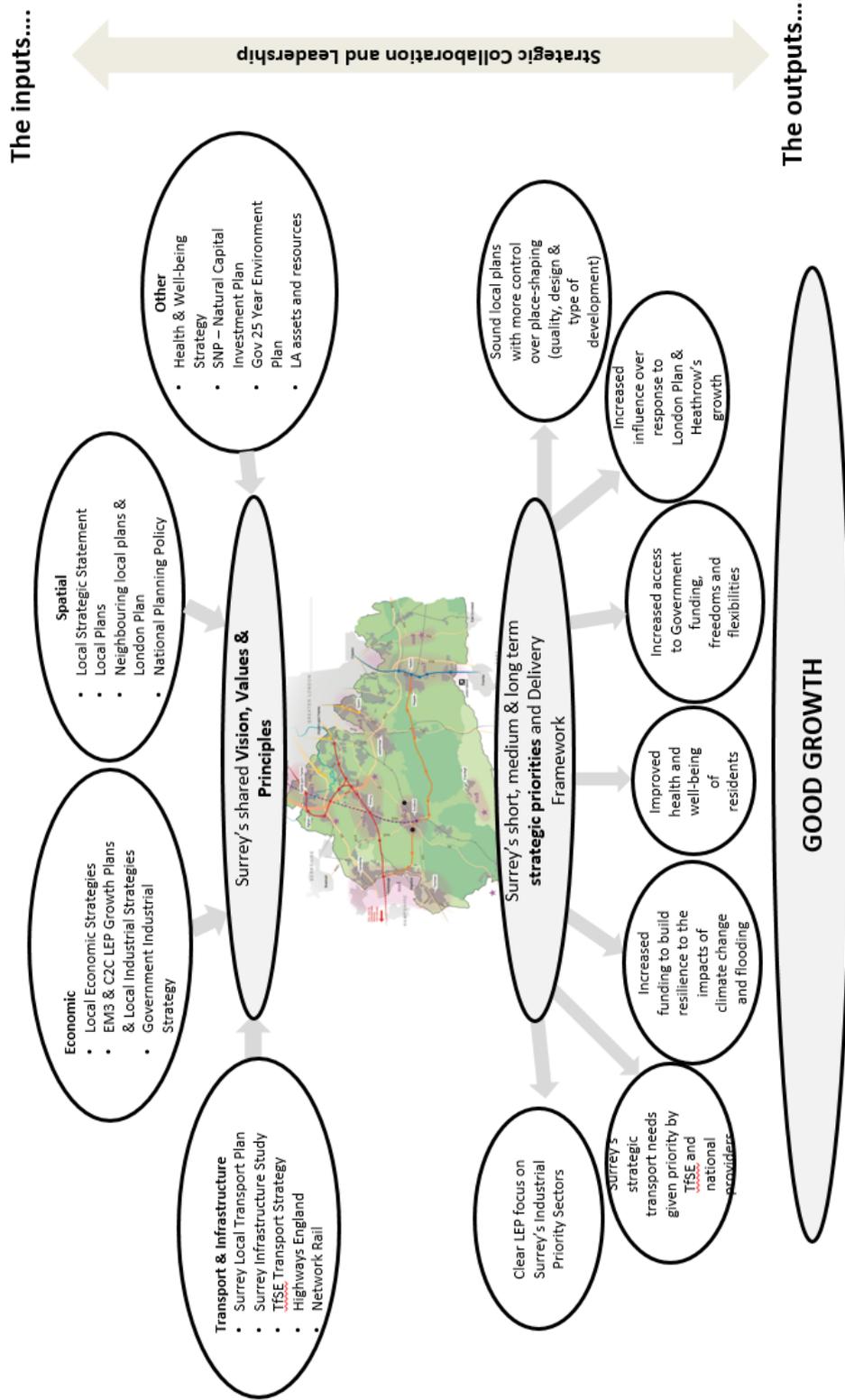
Key Influencers

- 2.3 In addition to our shared Vision, Principles and Values, our 2050 Place Ambition has been shaped by a number of **spatial, infrastructure, economic and other influencers** at the local, sub-national and national levels (see Annex 1). The focus, however, is on the things that we can realistically influence, where there is a shared view about drivers of change and the desired outcomes.
- 2.4 We recognise that our level of influence depends on how robust, coherent and deliverable our Place Ambition is seen to be and how compelling our place offer is considered by others. In both, we have major advantages; Surrey is strategically one of the most connected places both nationally and internationally in the United Kingdom which, combined with our high productivity (and potential to increase this) and our outstanding environmental assets, offers a highly attractive and competitive

investment proposition. We must capitalise on this in securing and delivering good growth for our communities by providing clear strategic leadership and direction, influencing the priorities of other relevant organisations at a local, regional and national level, and ensuring that delivery happens on the ground.



Surrey's Place Ambition



OUR STRATEGIC PRIORITIES

- 3.1 Our three **Strategic Priorities** for delivering the 2050 Place Ambition have been shaped by our shared Vision, Values and Principles, together with the key influencers, recognising that there is a need to align priorities both from the local to the national level, and across different organisations within Surrey. The Priorities are based around improving connectivity both within Surrey and with strategically important hubs, enhancing the place value of Surrey's towns, and maximising the potential of our key economic assets. By committing to deliver on all three, our aim is that Surrey will be a place that is resilient and responsive to future changes and external impacts, with a flexible approach to development which delivers high quality places, healthy people and a strong economic offer.
- 3.2 The three Strategic Priorities are not mutually exclusive and should therefore be considered together. For example, although some of the Strategic Opportunity Areas (SOAs) proposed in Strategic Priority 3 cover large geographical areas, the focus for investment will be the existing urban areas within each area and the main connecting transport corridors, as set out in Strategic Priorities 1 and 2. Equally, although some urban areas are not within any of the proposed SOAs, investment will continue to be directed to improve urban areas overall, as set out in Strategic Priority 2.

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

- 3.3 As availability of public sector funding for infrastructure continues to decline nationally, it is vital that we have a clear and agreed set of shared strategic infrastructure priorities which offer the best opportunity to improve movement within and between our existing urban centres, and between Surrey and other key national and international destinations. It is also vital that these shared priorities help address changing mobility and the long term impacts of climate change. Our first priority will therefore be to work together with our partners to develop a coherent long term infrastructure investment strategy which aims to:
- Ensure that investment in strategic infrastructure is focused in areas where it can unlock development opportunities or support better connectivity between Surrey's main economic centres and key hubs, and between Surrey and other key destinations within the wider South East and nationally.

- Ensure a more reciprocal relationship with London on common interests, recognising that Surrey's proximity to the Capital will remain one of its greatest economic assets.
- Significantly boost Surrey's connectivity value by securing transformational rail infrastructure investment through Southern Rail access from Heathrow Airport to Surrey and beyond, and improving road connectivity within the M25 South West Quadrant.
- Improve rail connectivity between Surrey's main towns and other key economic centres, including London, by securing investment in the North Downs Line, Crossrail 2, Woking Station and two new rail stations in Guildford.
- Enhance overall quality of services to existing stations within Surrey, for example through use of digitalised signalling, better timetabling and improved infrastructure.
- Secure improvements and additional capacity along our strategic movement corridors and junctions, including the Major Road Network, and key transport hubs by developing new and innovative infrastructure funding solutions and ensuring that we are in the strongest position to compete for new infrastructure funding and investment opportunities, and maximising the opportunities provided by technological advances in mobility.
- Build on the potential for digital technology to enhance connectivity, helping to reduce congestion on our roads and the existing over-dependence on commuting to London, improve the vitality and economic contribution made by our towns and rural areas and increase our ability to address the impacts of climate change and improve the overall health and well-being of our residents.

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

3.4 Our urban areas will continue to be where most of Surrey's homes, services and jobs are located and therefore offer the most effective and efficient way of meeting our future needs. Focusing growth in these areas will provide the greatest opportunity to support access to services and cultivate changes in the way that we travel, both within urban areas and between different places.

- 3.5 Surrey has a large number of town centres, each with different roles and housing, employment and retail offers. These will continue to play a significant part in supporting growth in the next 30 years, although they will have to adapt if they are to be 'liveable' centres, providing a healthy and safe environment to live and work in, and respond to external impacts on their role and vitality. The larger centres of Guildford, Reigate/Redhill, Staines and Woking, in particular, will continue to provide the greatest potential for delivering a strong residential and economic offer, and will be key in enhancing Surrey's transport connectivity.
- 3.6 It is recognised that given Surrey's close proximity to London there are no options for delivering sustainable development and large new settlements of the same scale that is possible in other parts of the country, without compromising some of our most valuable assets or redirecting investment away from the main urban areas. However, there are some opportunities to deliver some completely new settlements to help meet housing needs and support our economic priorities between now and 2050. Four new communities have therefore been proposed across Surrey in the following locations:
- Dunsfold
 - Longcross
 - South Godstone
 - Wisley
- 3.7 This is why our second priority is to maximise the potential of our existing and new urban areas by making sure land is used in the most efficient and versatile way, and meets our identified needs, as far as possible. It is vital that, in focusing growth in these areas, the overall place value is enhanced through high quality development, provision of green spaces and access to a wide choice in services, leisure, culture, jobs, housing and travel options, meeting the different needs across all generations.
- 3.8 We will therefore develop an approach to unlocking the potential of Surrey's towns which aims to:
- Enhance the built environment by ensuring that all new development and the redevelopment of existing buildings contribute positively to the overall place value of urban areas in terms of building design and quality, impact on health, well-being and safety, net environmental gain and improvements to infrastructure (including green infrastructure) and services.
 - Increase the overall provision and choice of new homes offered, with the emphasis on diversifying the types of new homes provided to meet our

needs, including more affordable homes and homes to meet our ageing population.

- Maximise the opportunities to deliver a diverse range of housing to meet different needs through the local planning system, working proactively with housebuilders and through effective management of our public sector land and assets.
- Focus transport investment in ways that reduce the demands for travelling by private car, improving overall mobility and accessibility within and between our urban areas.
- Safeguard our valuable economic assets, particularly employment land and premises within town centres and close to sustainable modes of transport, ensuring that there continues to be a flexible supply to meet changing economic needs.
- Manage and dispose of public sector land and assets in a way that contributes to meeting identified needs and improving overall quality of place.
- Maximise the contribution Surrey's natural capital makes to securing 'clean' growth, by improving the overall quality and accessibility of our green and blue infrastructure within and between our urban areas, through the proactive management of Biodiversity Opportunity Areas, securing additional provision through development contributions and making better use of non-operational land.
- Place Surrey in the best position to respond to and mitigate against the impact of climate change, by anticipating the risks in the way we plan and deliver services in future.
- Improve flood resilience into our towns, working with key bodies such as the Environment Agency to open up new opportunities for development with less risk attached.

Strategic Priority 3: Maximise the potential of our strategic economic assets

3.9 The greatest long term potential for delivering 'good growth' across Surrey will be by investing in areas that offer opportunities to boost productivity and maximise the

value of our strategic assets (e.g. universities, transport hubs and strategic employment sites). Our third priority will therefore be to focus strategic interventions in eight Strategic Opportunity Areas (SOAs) that have been identified as areas that can support our priority industrial sectors⁶ and improvements to connectivity both within Surrey and between other strategically important economic areas. Our investment strategy will be as much about addressing existing deficiencies in these areas as it will be about opening up new opportunities to support long term prosperity. Our eight Strategic Opportunity Areas are (see Annex 2 for a description of each SOA):

- *SOA 1: Longcross-Staines-Heathrow Corridor*
- *SOA 2: Woking Hub*
- *SOA 3: Guildford Hub*
- *SOA 4: Blackwater Valley Corridor*
- *SOA 5: Cranleigh-Dunsfold Corridor*
- *SOA 6: Epsom-Leatherhead Corridor*
- *SOA 7: M23- Gatwick Corridor*
- *SOA 8: South Godstone*

3.10 Although most of the Strategic Opportunity Areas are focused on existing urban areas, particularly the larger urban centres within Surrey, some reflect the significance of key transport corridors where there is priority being given regionally and nationally to long term investment and improvements. In most cases the areas cross over the boundary into neighbouring authorities and will require strong collaboration to ensure the priorities for each can be delivered.

3.11 For each of the Strategic Opportunity Areas, a number of transformational projects will be delivered over the next 10, 20 and 30 years to enhance their strategic economic status and boost their investment profile and credentials. These will be developed within a common framework which aims to:

- Support our priority industrial sectors by ensuring that the right type of premises and land is readily available, by improving the links between these sectors and the skills, education and training opportunities available in Surrey to ensure a productive and agile workforce, and by supporting and nurturing our key economic assets.

⁶ Priority industrial sectors for Surrey are professional & business services, life sciences, ICT, aerospace & defence, 5G, satellite and cyber security. These are being assessed through the LEPs' emerging Local Industrial Strategies.

- Focus the right interventions, such as investment in infrastructure, to unlock strategic sites and improve movement and connectivity between key hubs and along strategic movement corridors.
- Prioritise these areas in our own plans and strategies for strategic investment decisions, asset management and land disposal.
- Protect strategically important land and premises, particularly within town centres that are well served by public transport, taking into account what the potential future needs may be to maintain a flexible and adaptable land supply and ensure resilience in the ongoing health of these important locations.
- Highlight the importance of these areas regionally and nationally through our work with partners and Government to support a proactive approach to growth and maximise all investment and funding opportunities
- Ensure that all development has a core focus on the education and skills needed to build a high value, high growth economy, working with employers and the education sector (schools, FE, HE, private training providers), to nurture and support the needs of our future workforce.
- Support the delivery of a diverse supply of new homes to meet the needs of a changing workforce and help boost productivity.
- Support a small number of carefully planned urban extensions and new communities within these strategic corridors to boost the supply of new homes and employment land.
- Explore how future business models which aim to boost productivity will impact on the type and supply of land and premises needed in future, to ensure a flexible and responsive approach to market demands, as well as the type of business support needed and the role of the Universities and their research priorities.

DELIVERING OUR 2050 PLACE AMBITION

- 4.1 Delivering 'good growth' requires long term commitment and investment. Our strategic priorities are therefore likely to remain the same as our Place Ambition is delivered over the next 30 years. However, the way in which these are delivered will evolve during this period, largely in response to external factors and influences to ensure that our priorities are delivered. Our delivery framework will therefore be implemented in 10 year phases, supported by a robust monitoring framework, with agreed indicators to highlight where different responses may be needed, for example, to address funding issues, or changing markets, technology or national policy.



- 4.2 Some initial delivery workstreams have been identified and will be taken forward jointly by the local authorities and strategic partners as part of the **Implementation Framework**. These are:

Workstream (1): Strategic Governance and Engagement

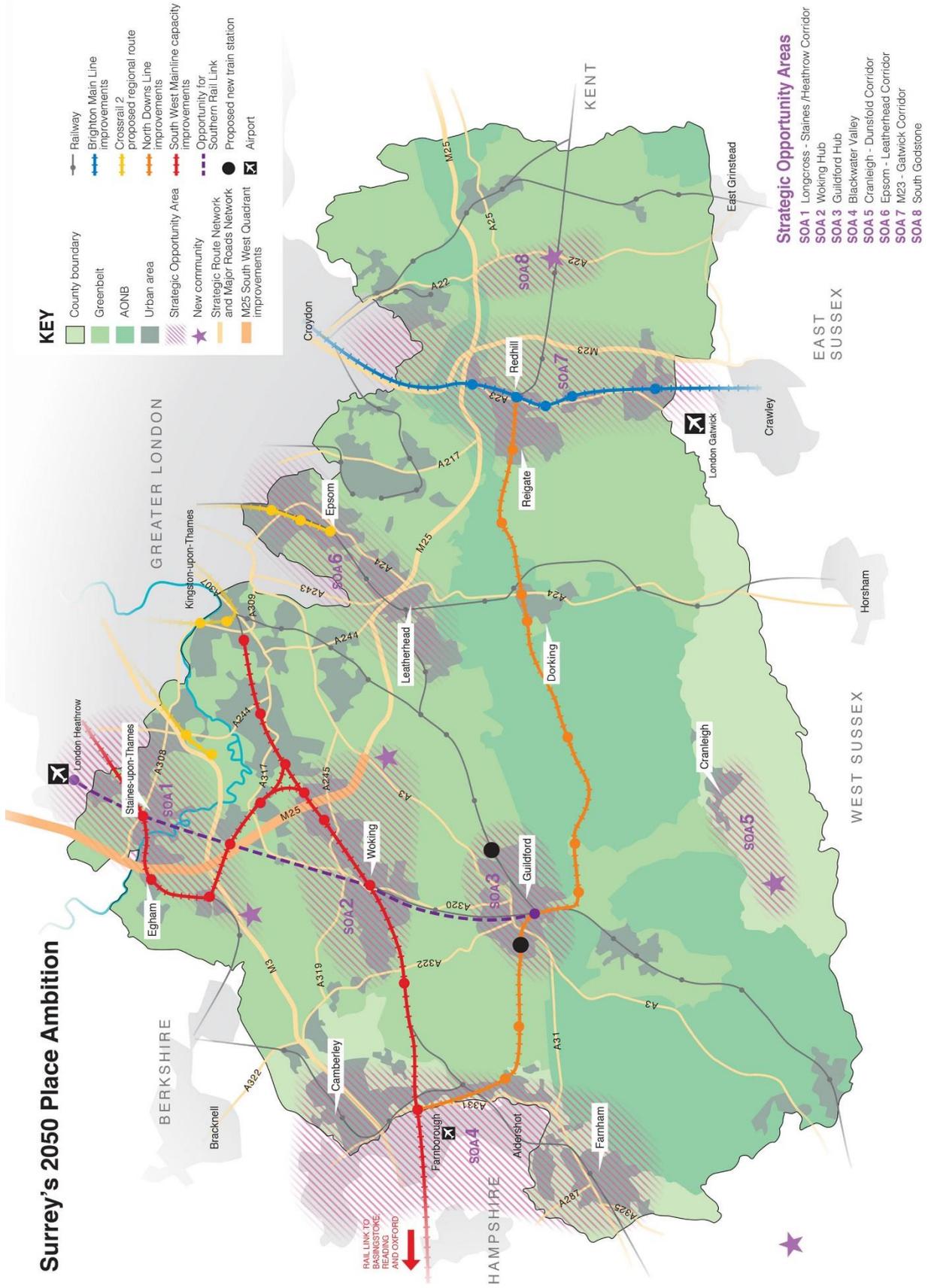
Workstream (2): Strategic Priority 1 – Improving Surrey's Connectivity

Workstream (3): Strategic Priority 2 – Enhancing Surrey's Towns

Workstream (4): Strategic Priority 3 – Realising the potential of our Economic Assets

- 4.3 For each of these workstreams there will be a period of evidence gathering and development and then a series of proposals specifically aimed at delivery in the first 10 year period through the Place Ambition **Investment and Delivery Plan**. Similar to the development of the Place Ambition itself, there is already a significant amount of existing evidence that will inform implementation, particularly evidence used to inform local plan preparation, the strategic economic plans and the emerging local industrial strategies and South East Transport Strategy.
- 4.4 The Implementation Framework and subsequent Investment and Delivery Plan will therefore be developed through collaboration with many different strategic stakeholders and partnerships who have the knowledge and capacity to support the local authorities in different specialist areas.
- 4.5 There will, however, be gaps in evidence which will have to be filled. The first phase of implementation will therefore focus on establishing what evidence exists (including whether it is sufficiently up-to-date) and where any potential gaps are and how these will be filled, working with the wide number of partnerships across Surrey and the wider area. It will also look at examples of 'good practice' from elsewhere to ensure that it is building on the best available experience and expertise across the country.

Surrey's 2050 Place Ambition



Annex 1: Surrey Place Ambition Influencers

LOCAL/ COUNTYWIDE INFLUENCERS (on strategic priorities)	
Local Plans	
Elmbridge	https://www.elmbridge.gov.uk/planning/local-plan/
Epsom & Ewell	https://www.epsom-ewell.gov.uk/residents/planning/planning-policy/epsom-and-ewell-local-plan
Guildford	https://www.guildford.gov.uk/newlocalplan/16116
Mole Valley	http://www.molevalley.gov.uk/localplans
Reigate & Banstead	https://localpl.reigate-banstead.gov.uk/
Runnymede	https://www.runnymede.gov.uk/planningpolicy
Spelthorne	https://spelthorne.gov.uk/localplan
Surrey Heath	https://www.surreyheath.gov.uk/residents/planning/planning-policy/draft-local-plan-2016-2032
Tandridge	www.tandridge.gov.uk/localplan
Waverley	https://www.waverley.gov.uk/localplan
Woking	http://www.woking2027.info/developmentplan
Interim Local Strategic Statement for Surrey 2016-2031	
https://www.surreycc.gov.uk/land-planning-and-development/planning/introduction-to-planning/strategic-development-policy	
Surrey Local Transport Plan	
https://www.surreycc.gov.uk/roads-and-transport/policies-plans-consultations/transport-plan	
Surrey Infrastructure Study	
Surrey Infrastructure Study: https://www.surreycc.gov.uk/land-planning-and-development/development/surrey-future/surrey-infrastructure-study	
Surrey Future priorities: https://www.surreycc.gov.uk/land-planning-and-development/development/surrey-future	
Surrey Employment and Skills Board	
https://www.surreycc.gov.uk/business-and-consumers/employment-and-skills-board	
Surrey Rail Strategy	
https://www.surreycc.gov.uk/land-planning-and-development/development/surrey-future/the-surrey-rail-strategy	
Local Economic Strategies and Priorities	
Elmbridge	http://mygov.elmbridge.gov.uk/documents/s21859/Appendix%20B%20-%20Draft%20Economic%20Strategy%202019-2023.pdf
Epsom & Ewell	https://www.epsom-ewell.gov.uk/business/economic-development/economic-development-strategy

Guildford	https://www.guildford.gov.uk/ruraleconomy http://www2.guildford.gov.uk/councilmeetings/documents/s13352/Item%2006%201%20-%20Innovation%20Strategy%20-%20App%201%20-%20Innovation%20Strategy%202019-20.pdf (Innovation Strategy)
Mole Valley	http://www.molevalley.gov.uk/index.cfm?articleid=36613
Reigate & Banstead	http://www.reigate-banstead.gov.uk/info/20334/the_local_economy/373/economic_policy
Runnymede	https://www.runnymede.gov.uk/article/14622/Strategies-and-plans
Spelthorne	https://www.spelthorne.gov.uk/econstrat
Surrey Heath	https://www.surreyheath.gov.uk/business/economic-development/economic-development-strategy
Tandridge	https://www.tandridge.gov.uk/Portals/0/Documents/Planning%20and%20building/Planning%20strategies%20and%20policies/Local%20plan/Local%20plan%202033/Examination%20library/ECONOMY%20%26%20RETAIL/ECRT6-Tandridge-Economic-Proposition-Delivery-Plan-2018-2019.pdf https://www.tandridge.gov.uk/Portals/0/Documents/Planning%20and%20building/Planning%20strategies%20and%20policies/Local%20plan/Local%20plan%202033/Economic-Proposition-Profile-2017.pdf
Waverley	https://www.waverley.gov.uk/downloads/file/2240/economic_development_strategy_2007-2012
Woking	https://www.wokingworks.com/why_woking/economic_strategy
Surrey Nature Partnership: Natural Capital Investment Plan	
https://surreynaturepartnership.files.wordpress.com/2018/03/natural-capital-investment-plan-for-surrey.pdf	
Surrey Health and Wellbeing Strategy	
https://www.healthysurrey.org.uk/about/strategy	
SUB-NATIONAL INFLUENCERS	
Enterprise M3 Local Enterprise Partnership	
Strategic Economic Plan	https://www.enterprisem3.org.uk/strategy
Innovation South Strategy	https://www.enterprisem3.org.uk/innovation-south-sia
Coast to Capital Local Enterprise Partnership	
Strategic Economic Plan	https://www.coast2capital.org.uk/strategy/
Gatwick Diamond	
http://www.gatwickdiamond.co.uk/	
Local Strategic Statement 2016	https://www.surreycc.gov.uk/_data/assets/pdf_file/0006/173148/Gatwick-Diamond-LSS-Refresh-2016.pdf
(Emerging) Heathrow Sub-regional Joint Strategic Planning Framework	
https://spelthorne-render.storm50.com/article/16269/Updates-on-Heathrow-expansion	

Transport for the South East – emerging Transport Strategy	
https://transportforthesoutheast.org.uk/strategy/ecr/	
London Mayor’s Strategies	
Transport Strategy	https://www.london.gov.uk/what-we-do/transport/our-vision-transport/mayors-transport-strategy-2018
London Plan	https://www.london.gov.uk/what-we-do/planning/london-plan
NATIONAL INFLUENCERS	
National Planning Policy Framework (NPPF)	
https://www.gov.uk/government/publications/national-planning-policy-framework--2	
The UK Industrial Strategy	
https://www.gov.uk/government/publications/industrial-strategy-building-a-britain-fit-for-the-future	
Clean Growth Strategy (2018)	
https://www.gov.uk/government/publications/clean-growth-strategy	
A Green Future: Our 25 Year Plan to Improve the Environment (2018)	
https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/693158/25-year-environment-plan.pdf	
Draft Clean Air Strategy (2018)	
https://consult.defra.gov.uk/environmental-quality/clean-air-strategy-consultation/	
National Infrastructure Assessment	
https://www.nic.org.uk/assessment/national-infrastructure-assessment/	
Highways England Road Investment Strategy	
https://highwaysengland.co.uk/roads/	
Network Rail Strategic Business Plan	
https://www.networkrail.co.uk/who-we-are/publications-resources/strategicbusinessplan/	

Annex 2

Summary of the Strategic Opportunity Areas (SOAs)

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 proposed new community of Longcross at the other.

Heathrow Airport is a major international gateway and economic hub of national importance, with significant growth in activity currently being planned for in the area, as well as expansion of the Airport itself.

The Sunbury-Staines-Egham 'conurbation' of small established towns offer significant opportunity to support Heathrow's role as an economic hub but are also major economic assets in their own right, with their contribution to the Creative Industries (e.g. Shepperton Studios and Royal Holloway University's key part in film industry) and research and development (e.g. Royal Holloway University's role in Innovation South). Regeneration to deliver improved commercial, retail and residential opportunities to support sub-regional role of Staines is a priority of Enterprise M3 LEP.

The proposed new community at Longcross will provide a minimum of 1,700 new homes as well as significant new employment opportunities, including through the new Enterprise Zone promoted by the Enterprise M3 LEP. The site already has an established reputation for inward investment and innovation, leveraging Government resources but will expand to include stronger ties with education through links with Royal Holloway University and to support priority sectors identified through the EM3 LEP Local Industrial Strategy. The proposed new development is reliant on the necessary improvements to road access, particularly access from the A320 to the M25.

Strategic Opportunity Area (SOA) 2: Woking Hub

Woking is one of three strategic transport hubs within Surrey recognising its high (rail) connectivity to London and the rest of the South East, including both Gatwick and Heathrow Airport Hubs. Significant investment is already planned for Woking Rail Station but further improvements will be necessary, particularly to improve its rail connectivity with Heathrow Airport.

Woking and the surrounding area already make a significant contribution to priority industrial sectors, such as advanced engineering (e.g. McLaren Technology Centre) and offers the potential for significant employment opportunities through the redevelopment of Woking Town Centre and the potential expansion of Brooklands Business Park which has been identified by EM3 LEP as sub-regional strategic employment area.

Improvements to transport accessibility and links with nearby towns of Woking and Weybridge will be required to open up opportunities for expansion of major asset.

Brooklands Further Education College (Weybridge campus) provides a valuable source of technical skills required for future economic growth.

Significant new housing development is proposed in Woking, particularly in the Town Centre, and through the proposed new community at Wisley, which includes 2,000 new homes.

Strategic Opportunity Area (SOA) 3: Guildford Hub

Guildford is Surrey's largest town with an economy worth of £5.5bn GVA and is set to grow even further over the next 20 years with two urban extensions proposed at Blackwell Farm (1,500 homes) and Gosden Hill Farm (1,800 homes), major redevelopment site at Slyfield Industrial Estate (1,000 homes) and within the Town Centre.

Significant investment in the boroughs infrastructure is required to deliver the new houses needed to ensure that proportionate growth is sustainable and to consolidate and enhance its attractiveness as an important location for priority industrial sectors and for a centre for corporate HQ's.

Guildford is a highly successful University town, hosting both the University of Surrey and University of Law, both contributing to the local economy through technology innovation, academic capital and developing a highly attractive talent pool for the local economy.

Significant transport improvements are already planned, improving accessibility and realising the potential for additional capacity to generate prosperity and high quality jobs.

These include improvements to the road network in and around Guildford, improvements to Guildford Railway Station, two new stations at Park Barn (Guildford West) and Merrow (Guildford East) and improvements to the North Downs Railway Line to facilitate better connectivity between Guildford and East Surrey/ Gatwick and between Surrey and the major hubs of Reading and Oxford.

Strategic Opportunity Area (SOA) 4: Blackwater Valley Corridor

The Blackwater Valley comprises a number of inter-connected towns in both Surrey and Hampshire running along the A331, with the M3 Motorway and Camberley, which is identified by the EM3 LEP as a 'Step-Up' town, 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 area has already experienced significant growth over the last 30 years, with more planned in Surrey (and Hampshire) to support its economic potential, particularly in Camberley Town Centre. The Military have played a long time economic role in this area and still have a large presence, particularly in Aldershot and at Sandhurst Royal Military Academy. As a result, many of the development opportunities offered are on land owned by the Ministry of Defence, such as the proposed new village at Deepcut and Wellesley, an urban extension to Aldershot.

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

Farnham, England's Craft Town, is home to the University of the Creative Arts and this acts as a catalyst for the creative industries, linking the town with the gaming and digital hubs of Guildford and Aldershot.

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

Dunsfold Village is a proposed new community on the existing Dunsfold Aerodrome site comprising of an allocated 2,600 new homes (Local Plan 2013-32), additional employment space and supporting services and infrastructure. It is already home to Dunsfold Business Park which currently accommodates over 100 businesses, mainly aviation related industries and 900 jobs.

Together with nearby Cranleigh, this part of south Surrey has significant potential to become a strategic economic asset in its own right, with the right infrastructure development, but also with opportunities to support the Guildford Strategic Opportunity Area (SOA 3) and other economic hubs such as Gatwick and neighbouring Horsham in the long term.

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

The Epsom to Leatherhead Corridor contains Epsom in the north and Leatherhead in the south, connected by the A24 and a railway line. Significant road transport investment is needed to improve movement through the main centres, and to enhance connectivity between the main centres and with the M25 (Junction 9). Most of the development opportunities planned are within Epsom and Leatherhead Town Centres with significant regeneration programmes in development or already underway to transform these areas over the next 20 years.

The University of Creative Arts in Epsom provides a hub for creative industries, fashion, art, and design, together with specialisms in business and marketing for the sector. Also, the North East Surrey College of Technology (NESCOT) has strong industry links for technical education and apprenticeships.

The role of this area as a strategic economic asset is likely to be enhanced considerably in future with the delivery of Crossrail 2 and other strategic rail improvements (northward) to improve service frequency, speed and capacity into central London.

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 (emerging) 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 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.

The area contains the educational campus of East Surrey College (part of the Orbital South Colleges), offering core skills, technical and professional qualifications, including a full range of apprenticeships from entry to degree level qualifications.

In Surrey, growth along the A23/M23 corridor is focused on Redhill, Reigate and Horley. In Redhill, major regeneration of the town centre is underway, with urban extensions planned to the east of the town. Adjacent to Redhill, Reigate is a desirable business location and whilst development capacity in the town centre is limited, Reigate continues to grow via planned urban extensions to the south west. In Horley, the development of the town's two new neighbourhoods is well progressed, with considerable (and ongoing) investment in community facilities and environmental improvements for the town. The proposed Horley Business Park will play an important role, offering two million sq ft of high quality new business space and complementary facilities in a prime strategic location next to Gatwick Airport.

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.

Strategic Opportunity Area (SOA) 8: 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.

The strategic transport conduits of the M25, A22, A25 meet within the SOA and serve as fundamental access points for Surrey from neighbouring Sussex, Kent and Greater London to the north. These three strategic roads are well utilised by all modes of road transportation with vehicles often using it 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 as a whole and the wider South East limiting freedom of movement for businesses and residents. In order to overcome some of these issues a bid for more than £50 million was recently submitted to government by Surrey County Council, for Housing Infrastructure Funding (HIF) that would enable large scale strategic road improvements.

In order to try and address increasing needs for housing and infrastructure improvements the Council has set out 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. South Godstone Garden Community lies centrally in the district, on the A22, south of Junction 6 of the M25 and on the Tonbridge to Redhill train line. The new community is estimated an economic benefit of circa £127M and can open up a new, more affordable, market sector for the area.

A key strategic employment area at Lambs Business Park is in western remit of the SOA and has an established reputation as a successful industrial area. Future plans for the site are innovative and provide a key opportunity for the IT sector with plans for a data centre complex which would be powered by sustainable energy from waste facilities in accordance with the waste allocation proposed by Surrey County as the Waste Authority and contribute to the well-established economic profile of the County.