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1. Introduction


1.2. Following a report the Council had commissioned looking into housing figures in October 2014, the Council decided that there was a need to review the Core Strategy and prepare a Local Plan Part 1.

1.3. The purpose of this document is one of a series of topic papers that support the Local Plan Part 1.

1.4. This topic paper sets out the issues and challenges for the District and the objectives. It summarises the strategies prepared at the County and District level that set out a number of wide ranging issues and takes account of how these strategies aim to make improvements to the area, set against the backdrop of national and local policy.

1.5. Since the adoption of the Core Strategy, there have been a number of changes to the English planning system. In 2011, the Localism Act was introduced. In 2012, the National Planning Policy Framework (NPPF) was published and the Planning Practice Guidance (PPG) was prepared in 2014.

1.6. This topic paper, as well as the preparation of the Local Plan Part 1 has taken into account this evolving planning policy landscape.

1.7. Figure 1 on the next page sets out the key modules of a Local Plan. This topic paper will look at existing strategies that have been prepared at the national, sub-national and local level to identify the issues for the district. The Topic Paper will aim to resolve these issues through setting a number of objectives for the Local Plan to deliver. The issues and objectives will be used to set the vision for how the district will look over the next 20 years (the lifetime of the Local Plan).

1.8. The most prominent issues, the objectives and the vision contained in this Topic Paper will be incorporated into the Local Plan document. Once this version of the Local Plan has been consulted on under Regulation 18 of the Town and Country Planning (Local Planning) (England) Regulations 2012, the policies and the monitoring framework will be added to the Local Plan for the next consultation (also known as Regulation 19).
Figure 1 – Key modules of a Local Plan

- **Strategies**
  - Review existing national, sub-national, county, sub-region and local strategies

- **Issues**
  - Determine the issues raised in the strategies

- **Objectives**
  - Determine the objectives that will try and overcome the issues

- **Vision**
  - Set a vision for the district in the next 20 years that will provide an opportunity for the objectives to be met

- **Delivery Strategy**
  - Develop a strategy that will deliver the vision and the objectives

- **Policies**
  - Write policies that will deliver the strategy

- **Monitoring**
  - Monitor that the policies are working as desired. If not, take the opportunity to review them
2. Consultation

2.1. The Council held an internal workshop at the Team Leaders Group (TLG) in March 2015. The workshop involved the team leaders / senior management from the Council. All participants were asked to list any strategies they had prepared, the issues the strategies had raised and any objectives that the strategies tried to meet.

2.2. The information from the workshop was used to prepare a draft of this topic paper. Additional research was undertaken by the planning policy team to identify national, sub-national, county, sub-regional and local strategies that should be considered.

2.3. The draft topic paper was then sent out to external stakeholders who have prepared strategies relevant to the Local Plan. External stakeholders were asked to comment on whether there were any strategies that had not been included and whether the issues and objectives were accurate and consistent with their strategies. The comments received and changes made are set out in Appendix A.

2.4. Following external consultation, the following strategies were added:

1. Surrey Transport Plan Local Bus Strategy;
2. Surrey Emotional Well Being and Adult Health Strategy; and

2.5. The revised version of the topic paper was taken back to TLG in July 2015, which involved a discussion around the issues and objectives set out in the draft paper. These comments are also included at Appendix A.

2.6. Following the internal discussion, the following strategies / priorities were added:

1. Medium term Financial Plan; and
2. Health and Wellbeing Board.

2.7. The list of issues and objectives were taken to a Local Plan Steering Group on 27 August 2015. At the Steering Group, a workshop was held that asked members to identify six main issues for the district and link them to the relevant objective. The workshop highlighted the following changes to the Topic Paper:
1. Additional issues to be added;
2. Wording of the objectives to be amended; and
3. Additional objectives to be included.

2.8. More specific details on these changes can be found in Appendix A. Comments were also made on the specific wording and formatting contained within the Topic Paper that have been incorporated into this version. However, it would add little to the Topic Paper to include these comments in Appendix A.
3. Background and Strategies

3.1. This chapter sets out the existing strategies at a national, sub-national, county, sub-regional and local level that should be taken into account when preparing a Local Plan. The Local Plan acts as a delivery mechanism through allocating land and setting policies on land use. Therefore it is appropriate and essential that the Local Plan considers the existing strategies.

3.2. This section details the strategies that have been considered and the purpose of the strategy. It is important to note that it would be cumbersome and unnecessary to list every policy that could be considered. Instead, the Council have taken a pragmatic approach and listed the strategies that are most relevant to the preparation of a Local Plan.

**National**

3.3. **Planning and Compulsory Purchase Act 2004**

The main aim of this Act was to speed up the planning system. It introduced powers which allowed for a planning reform; including the speeding up of the plans system and an increase in the predictability of planning decisions, the speeding up of handling of Major Infrastructure Projects and the need for simplified planning zones to be identified in the strategic plan for the region. The basis of this Act still forms part of the planning system today, i.e. the requirement to prepare a Local Development Plan.

3.4. **Localism Act 2011**

The main aim of this Act is to devolve more decision-making power from Central Government back into the hands of individuals, communities and local councils. The Localism Act makes provisions about the functions and procedures of local authorities, local government finance, town and country planning and Community Infrastructure Levy, amongst other provisions.

The key objectives of the Act are grouped under 4 main headings:

1. New freedoms and flexibility for local government;
2. New rights and powers for communities and individuals;
3. Reform to make the planning system more democratic and more effective; and
4. Reform to ensure that decisions about housing are taken locally.

3.5. **The National Planning Policy Framework (NPPF)**

The NPPF sets out the Government’s planning policies for England, and how these are expected to be applied. It sets out the Government’s requirements for
the planning system only to the extent that it is relevant, proportionate and necessary to do so.

The NPPF provides a framework within which local people and councils can produce their own distinctive local and neighbourhood plans to reflect the needs and priorities of the community. The Framework acts as guidance for local planning authorities, both in drawing up plans and making decisions about planning applications.

3.6. The Planning Practice Guidance (PPG)

The PPG is an online resource designed to support the NPPF, providing simplicity and clarity to the planning system (streamlining the previous technical guidance), and promoting better community involvement. The guidance includes subjects such as the 'Housing and Economic Land Availability Assessments', 'Waste', and 'Rural Housing'.

Local Enterprise Partnership - Coast to Capital

3.7. Strategic Economic Plan (Coast to Capital Growth Deal)

The Strategic Economic Plan aims to encourage growth across the Coast to Capital region, through targeted investment in infrastructure and innovation, as well as supporting Coast to Capital’s thriving business base. This Growth Deal will bring together local, national and private funding as well as new freedoms and flexibilities to focus on the three key priority areas identified in the Coast to Capital Strategic Economic Plan:

1. Enhance business support and skills;
2. Accelerate research and innovation; and
3. Invest in transport and flood defences.

By 2021, this Deal aims to create at least 14,000 jobs and allow 5,000 homes to be built, as a contribution to Coast to Capital’s twenty-five year target of 100,000 homes.

Particularly for Tandridge District, the SEP includes plans to regenerate sites in Oxted and Caterham and more broadly recognises the importance of town centre regeneration and intensification.

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¹ The Coast to Capital region spans from Brighton to Croydon and the Coast to Capital Local Economic Partnership’s role is to focus on the delivery of economic growth in this area.
3.8. **Coast to Capital Skills Strategy**

The purpose of the strategy is to highlight issues with skills, which inhibit sustainable economic growth and make recommendations to address these. It is used to:

1. Inform negotiations with government to secure support for activities which will develop the skills required for sustainable growth in the area;
2. Provide a point of reference for those organisations (including large employers) offering education or training relevant to businesses;
3. Inform the work of strategic partners in developing plans which affect the local area;
4. Complement the Strategic Economic Plan; and
5. Support the European Structural and Investment Fund strategy.

3.9. **Coast to Capital European Structural and Investment Funds (ESIF)**

Coast to Capital's European Structural and Investment Funds (ESIF) Strategy sets out priorities for use of the allocated £61.2m of ESIF funding between now and 2020 comprising:

1. £28.7 million European Fund for Regional Development (ERDF);
2. £28.7 million European Social Fund (ESF); and
3. £3.8 million European Agricultural Fund for Rural Development (EAFRD).

The ESIF Strategy's Priority Areas (PAs) include support for:

1. SME innovation and R&D;
2. Business competitiveness;
3. Adoption of low carbon technologies;
4. Skills to support future growth;
5. Employment-focused social inclusion; and
6. Support for the rural economy.

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**County  -  Surrey County Council**

3.10. **Surrey Local Strategic Statement**

The Surrey Local Strategic Statement (LSS) set out common priorities on strategic matters and actions to address strategic planning and infrastructure issues. The LSS has four main aims:

1. To consider housing need across Surrey;
2. Have an up to date picture of the Green Belt;
3. Assemble a picture of infrastructure requirements; and
4. To consider economic growth across Surrey.

The Surrey Rural Strategy is produced by Surrey Rural Partnership and brings together organisations with a concern for the future of rural Surrey. It sets out a number of main issues, related strategic objectives, and action plans over five years. Issues and objectives are separated into four main headings:

1. Implementation;
2. Rural communities;
3. Rural economy; and
4. Rural environment.

This strategy is currently being revised.


Surrey’s Vision for Learning in 2020 is based on extensive analysis of current learning provision and the challenges facing Surrey together with a comprehensive programme of stakeholder engagement involving over 700 participants. It is an aspirational vision that will drive the medium and long term learning agenda in Surrey until 2020 and beyond.

The vision serves to provide:

1. a common sense of direction for learning providers and partners in Surrey
2. a challenge to move learning from ‘good to great’
3. a touchstone for future policy and strategy development

This document also sets out how partners will work together and ensure delivery of the vision.

3.13. Surrey’s Children and Young People’s Strategy 2012-2017

This document aims to achieve the best outcome for children and young people by focusing on what is most important for children, young people and families, providing value for money services and working in partnership with other service providers to achieve the best outcomes for all. The document sets out that this may mean funding will be put towards the services that meet highest priority needs and decommissioning services that do not.

3.14. Surrey’s Education Achievement Plan

The Education Achievement Plan sets out the County Council’s approach to working with education partners to shape education provision and raise achievement for children and young people over the next five years (2013-2017). The plan responds to changing needs and policy and is a key delivery mechanism of the Children and Young People’s Strategy 2012-2017.
The plan aims, inter alia, to secure a successful locally agreed model for school improvement that allows existing partnership arrangements to be developed, including both academy and non-academy schools.

3.15. **Surrey’s Young People Employability Plan**

This plan is one of three plans underpinning the Children and Young People’s Strategy 2012-17 and works alongside the education and achievement plan and the health, wellbeing and safeguarding plan. The goal of this document is for every Surrey young person to be participating in education, training or employment with training to age 19 and to 25 for those with a learning difficulty or disability. Consequently, young people in Surrey will be well prepared for the challenges of work or further study and equipped to be active and contributing participants in their communities.

3.16. **Surrey’s Joint Health and Wellbeing Strategy**

Surrey’s Health and Wellbeing Board is in place for NHS, Public Health, children and adult social care, local councillors and service user representatives to work together to improve the health and wellbeing of the people of Surrey. The Strategy is the first to be developed by the Board, and sets the challenge of developing the most innovative and effective health and social care system in the country. The five priorities areas identified are:

1. Improving children’s health and wellbeing;
2. Developing a preventative approach;
3. Promoting emotional wellbeing and mental health;
4. Improving older adults’ health and wellbeing; and
5. Safeguarding the population.

3.17. **Surrey Emotional Well-being and Adult Mental Health Strategy**

The Emotional and Well-being and Adult Mental Health Strategy sets out a vision and five priorities. The vision is to "... transform lives by making mental health everybody's business with parity of esteem to physical health. We will work together to build a place that people feel proud and safe to live in and where all people with mental health problems, their families and carers needs and basic rights are met, recognized and respected".

The five priorities are:

1. Prevention, promotion and early intervention;
2. Working better together;
3. Partnership with service user and carers;
4. Effective crisis care; and
5. Making recovery real.

3.18. **Surrey Transport Plan 3**

The Surrey Transport Plan is the third Local Transport Plan (LTP) for the county. The strategies look forward to 2026 and will be reviewed every three to five years as necessary. The objectives of the Transport Plan are:
1. Effective transport: To facilitate end-to-end journeys for residents, business and visitors by maintaining the road network, delivering public transport services and, where appropriate, providing enhancements;
2. Reliable transport: To improve the reliability of journey times in Surrey;
3. Safe transport: To improve road safety and the security of the travelling public in Surrey; and
4. Sustainable transport: To provide an integrated transport system that protects the environment, keeps people healthy and provides for lower carbon transport choices.

3.19. Surrey’s Transport Plan - School Place Programme

The objectives of this strategy are to maximise the choices available to children as to how they travel and to minimise the impact of school growth on local residents and businesses. In order to achieve this, the strategy focuses on five areas: travel planning; walking and cycling to school; school design and access; public transport; and parking on and off school sites. The strategy also details improvements to the process of identifying and funding transport mitigation measures for school expansions and lists the roles and responsibilities of those involved.

3.20. Surrey Transport Plan 3 – Parking

This Parking Strategy complements the general promotion of sustainable transport options without penalising those for whom the car is the most appropriate form of travel. The objectives of the plan are:

1. Reduce congestion caused by parked vehicles
2. Manage on street parking space to make best use of the space available
3. Enforce parking regulations fairly and efficiently
4. Provide appropriate parking where needed

3.21. Surrey Transport Plan 3- Freight Strategy

The focus of this strategy is on working with the freight industry and other authorities to provide operators with the information they need to plan deliveries as effectively as they can.

The aim of the Freight Strategy is:

“To assist in the effective transportation of goods whilst minimising the impact of large goods vehicles on Surrey’s environment and its residents”.

The objectives are:

1. To continue to provide up-to-date information to the freight industry to enable more effective, reliable, safe and sustainable deliveries;
2. To reduce the adverse impact of lorries on congestion, air quality and road safety in urban areas; and,
3. To reduce incidences of lorries diverting along unsuitable lower category roads when not being used for access.

### 3.22. Surrey Transport Plan Local Bus Strategy

The aim and objectives for the Local Bus Strategy are proposed as follows:

**Aim:** To deliver and maintain an effective, safe and sustainable bus network in Surrey.

**Objectives:**

1. To provide reliable and punctual bus services;
2. To maintain a sustainable network of financially-supported bus services; and
3. To improve the accessibility of bus services for passengers.

### 3.23. Surrey Rail Strategy

Surrey County Council have developed a high-level strategic approach to identify potential interventions that SCC and partners can either develop directly or can support third parties to develop an influential rail strategy.

The four rail development objectives for Surrey were identified through review of relevant planning and policy documents and discussions with SCC; they are:

1. Maintain Global Competitiveness;
2. Drive Economic Growth;
3. Reduce impacts on the Environment; and

The objective for the study is to identify proposals for strategic investment that the County Council, working with partners, can plan and deliver.

### 3.24. Surrey Cycling Strategy

This strategy provides a framework for more detailed local plans to be developed for each district, under the guidance of Surrey Local Committees. It can be summarised as follows:

1. Surrey County Council and partners will work together to oversee delivery of the strategy;
2. Work in partnership to develop local cycling plans for each of Surrey’s 11 districts and boroughs that are responsive to local needs and concerns;
3. Provide a comprehensive cycle training offer, and commit funding to ensure that cost is not a barrier to learning to ride a bike;
4. Capture the economic benefits of cycling for the county, both through working with Surrey businesses, particularly in rural Surrey, to ensure that they can capture the benefits of Surrey’s popularity as a cycling destination. We will also ensure that the disruption of cycling events to businesses are minimised;
5. Improve infrastructure for cycling by securing funding to develop high quality, joined up cycle routes, taking account of international best practice, utilising off road and quiet streets, and separating cyclists from motorised traffic on busy roads where feasible. We will focus our efforts on routes that connect where people live with where they work, shop and go to school and with rail and bus stations for longer journeys.

### 3.25. Surrey Rights of Way Improvement Plan (ROWIP)

A Statement of Action forms the heart of the ROWIP and forms the basis of a long-term management strategy for the Rights of Way network.

The six objectives identified for Surrey are:

1. Provide a better signed, maintained and accessible network;
2. Provide and protect a more continuous network that provides for the requirements of all users;
3. Develop a safer network;
4. Increase community involvement in improving and managing the network;
5. Provide an up to date and publicly available digitised Definitive Map for the whole of Surrey; and
6. Improve promotion, understanding and use of the network.

### 3.26. Surrey Local Flood Risk Management Strategy

The purpose of the Surrey Local Flood Risk Management Strategy is to increase awareness of flooding and working with partners to reduce flood risk.

The objectives of the Strategy are:

1. To make it easier for risk management authorities to work together;
2. To clarify the roles and responsibilities of all stakeholders;
3. To provide a clear overview of levels of flood risk throughout the county, to enable wider understanding of those risks;
4. To consider flooding issues at a catchment (area) level;
5. To reflect and action the concerns of residents and businesses;
6. To provide a robust approach to the prioritisation of spending on schemes intended to reduce flood risk;
7. To highlight how residents and businesses can help manage risk;
8. To develop an annual action plan of priority actions based on the principles set out within the strategy;
9. To ensure environmental consequences are taken into account in the design and implementation of any proposed flood risk management measures; and
10. To develop a holistic response to flood risk.

In addition to identifying capital schemes, the strategy aims to develop a series of actions to reduce local flood risk. The early focus for the work is grouped into a number of broad themes:

1. maintenance
2. sustainable drainage
3. communication
4. improving knowledge and skills

Sub region - East Surrey / Gatwick Diamond

3.27. East Surrey Housing Strategy 2009-2013
The priorities and objectives for the East Surrey Housing Strategy were developed following an analysis of housing need, sub-regional, regional and national housing and planning trends and policies, and consultation. East Surrey agreed three priority policy areas:

1. Creating housing opportunities;
2. Improving housing standards; and
3. Improving housing and support for vulnerable people.

From 2014, East Surrey housing authorities agreed to adopt a different approach to revising the Housing Strategy, one which allows for some of the complexities presented by recent changes to legislation to be more fully understood before committing to embark on a full Housing Strategy review process.

3.28. Extra Care Housing Strategy for Eastern Surrey
The Strategy was commissioned in response to concerns about housing opportunities and care provisions for frail older people now and in the future. Underpinning the strategy are local and national commitments to ensure older people have choice and accurate information on options for housing, care and support. The framework of this Strategy draws on advice and guidance on developing and implementing Extra Care housing strategies produced by the Department of Health and Housing Learning and Improvement Network.

3.29. Gatwick Diamond Strategic Plan 2013-2016
The Gatwick Diamond Strategic Plan has a vision for the area to be an internationally recognised, world-class, business location achieving sustainable prosperity. The main objectives of the document are:

1. To promote the areas as a world class business location;
2. To attract investment whether from UK, government or foreign;
3. To help retain existing businesses;
4. To foster the growth of existing and new business;
5. To maximise the benefits of technological change; and
6. To contribute to public sector decision making at a local, regional and national level.

3.30. Gatwick Diamond Local Strategic Statement
The Gatwick Diamond Initiative set up in 2003 and now a well established public/private partnership, has provided a forum within which the local
authorities can debate the strategic issues which link their communities together. This ‘Local Strategic Statement’ builds on the joint working of recent years. It has been framed in the context of the new Localism Bill and the duties and responsibilities proposed, particularly for local authorities.

The Statement has four main objectives:

1. To provide a broad but consistent strategic direction for the Gatwick Diamond area on planning and economic issues which cross local authority boundaries;
2. To set out, for the shorter term, how that strategic direction will be translated into change and development;
3. To establish effective mechanisms for inter-authority cooperation on strategic issues so that longer term decisions made through the local plan making processes are well informed; and
4. To identify those areas where joint working will be prioritised.

**District - Tandridge District Council**

**3.31. Key Corporate Priorities 2015 / 2016**

Each year the administration running the Council presents a set of Key Corporate Priorities to the Resources Committee, which are considered and endorsed. The aims of the Key Corporate Priorities are delivered through the Committee Service Plans, which sets detailed core objectives for each of the Policy Committees. The overall objective is to enable efficient and effective services to the local community and enhance the quality of life for residents.

The five Key Corporate Priorities for 2015/16 are:

1. To keep Tandridge District a place where people want to live, work and visit; where necessary by working in partnership with other public services;
2. To promote high quality, customer-friendly services;
3. To make efficient and effective use of resources;
4. To support residents and protect the local environment; and
5. To work with local businesses to promote economic growth and employment.

**3.32. Behaviour Framework**

Tandridge District Council has a behaviour framework that governs the way that the Council works. The four behaviours are:

1. Working well together;
2. Providing great customer service;
3. Always improving; and
4. Making it work.

3.33. **Performance Plan 2014**

This Plan sets out Tandridge District Council's 2013/14 priorities:

1. Provide quality services at reasonable prices and concentrate council tax expenditure on providing and supporting front-line services. Continue to maximise resources available to the district through partnership opportunities, Government grants and other funding streams. Fight for fair, adequate and stable funding for the South East in general and Tandridge in particular.
2. Ensure that Tandridge is a focused, well-managed and responsive Council with high performance attainment against locally agreed Key Performance Indicators and effective communication and consultation with residents and businesses.
3. Pursue innovation and cost-effectiveness in the delivery of our services.
4. Keep Tandridge a place where people want to live, work and visit.

To deliver these priorities, the Council sets a number of core objectives in Policy Committee Service Plans (Resources Committee, Housing Committee, Planning Policy Committee and Community Services Committee). The Plan also highlights some of Tandridge District Council's success stories.

The 2015 performance plan will be published shortly and set out the latest Council priorities.

3.34. **Play Pitch Strategy 2005-2015**

This study was undertaken with the following objectives in mind:

1. To help the Council meet existing and anticipated future demand for sports pitches;
2. Identify open spaces with the potential to provide future sports pitch facilities;
3. To provide the District Council with adequate guidance to help determine future proposals affecting playing fields and open spaces; and
4. To provide information that will help in the development of other related development plans and strategies.

3.35. **Customer Services Plan 2014 – Long term action plan**

The way that Council communicates to its end users is very important. Therefore the customer services plan sets out seven objectives on how the service can be improved:

1. Channel shift – to encourage and promote use of the online facilities and services;
2. Improvement to technology – identify how the council can upgrade and improve the way that technology is used;
3. To expand services provided by customer services;
4. New councillors and officers should be trained so they are able to work in customer services;
5. To review existing Service Level Agreements (SLAs) and identify if there is a need for additional SLAs;
6. To encourage a joint customer service and communications role; and
7. To ensure that an appropriate budget to deliver this service is put in place.

3.36. **Community Safety Partnership Plan 2013-2014**

Tandridge Community Safety Partnership is required to produce a Community Safety Plan showing how its members will work together to tackle key crime and disorder priorities. Each new plan refocuses the work to address new priorities, as well as build on the success of existing work. Following the annual strategic assessment (2014), the following issues were identified as priorities:

1. Antisocial behaviour;
2. Domestic abuse;
3. Substance misuse; and
   - Rural Crime

Although not identified as a specific priority, Counter Terrorism will also be addressed by East Surrey Community Safety Partnership.

3.37. **Communications Plan**

The Communications Plan is a strategy that sets out how Tandridge District Council should communicate with its service users. There are a number of mechanisms to deliver this strategy, with the top five being:

1. To use communications to enhance the reputation of Tandridge as an efficient and responsive authority and to earn understanding and support for the organisation’s aims and objectives;
2. To communicate with stakeholders about the Council’s decisions, policies, plans and services;
3. To ensure all stakeholders are encouraged to give their views through consultation and take these into account when forming decisions and shaping services;
4. To ensure services are accessible to all; and
5. To promote partnership working.


The purpose of this five-year plan is to provide the policy framework to:

1. Provide new homes and other facilities within the District by the awarding of Social Housing Grants to Housing Associations and direct grants to other types of voluntary organisations; and
2. Maintain its own stock of operational assets in a fit condition in order to provide quality services at reasonable prices to residents and other stakeholders.

An update to this Strategy went to Tandridge Resources Committee in March 2015 and set out that the Council should adopt an approach to assets which looks at the role those assets might play in promoting the vibrancy and sustainability of various settlements in the district. The approach to specific assets was agreed by Resources Committee in June 2015, with assets to assist in the regeneration of Caterham and also used as part of the Caterham Town Centre Masterplan; the premise of which was also agreed at the June 2015 Resources Committee.

3.39. Climate Change Action Plan

The District Council produced a plan to provide a response to addressing climate change and responding to international, national and local policies and targets on carbon dioxide reduction. The Plan identifies six themes through which the Council can contribute to the overall challenge of mitigating against and adapting to the impacts of climate change:

1. Improving energy usage in Council buildings, fleets and services
2. Assist local residents with advice and support in implementing energy efficiency measures
3. Diverting waste from landfill
4. Promoting sustainable energy in new development
5. Promoting sustainable patterns of travel
6. Adapting to the impacts of climate change.

The Plan will be delivered through various other documents which set out in greater detail the specific work that the Council plans to undertake to ensure the Council is meeting the national target of 34% reduction in emissions by 2020.

3.40. Medium Term Financial Plan

The Medium Term Financial Plan sets out the Councils financial situation against the need to deliver services for the next five years (2014-2019), as well as items that have been agreed as part of a Corporate Strategy, such as Caterham regeneration.

3.41. Health and Wellbeing Board

The Board aims to improve the health and wellbeing of Tandridge residents. Each year the Board reviews its local health and wellbeing priorities. For 2015 these are:

1. Improving mental health;
2. Encouraging healthy weight; and
3. Discouraging excess alcohol consumption.
3.42. **Policy Statement on Flood Defence**

This document provides a public statement of the Council's approach to flood defence in its area. Tandridge District Council acknowledges and supports the Government's policy aim and objectives for flood defence through aligning its own policy and approach with them. The Council has three objectives for reducing or managing the risk of flooding:

1. To encourage the provision of adequate and cost effective flood warning systems;
2. To encourage the provision of adequate, economically, technically and environmentally sound and sustainable flood defence measures; and
3. To discourage inappropriate development in areas at risk from flooding.

3.43. **Housing Allocation Policy (2015)**

This policy has been established with a view to meeting the following aim and objectives –

**The aim is:**
“To meet the housing needs and, as far as possible, the aspirations of applicants to Tandridge District Council’s Housing Register, ensuring the best possible use of the Council’s and its partners’ housing stock”.

The objectives are:

1. Give priority to people that fall within the Government’s “Reasonable Preference Categories”, ensuring that priority is given to those in the highest housing need.;
2. Maintain an appropriate balance between the needs of homeless households and others in housing need;
3. Make best use of the housing stock in the District ensuring -
   - Sustainable and balanced communities are maintained;
   - Difficult to let properties are dealt with and re-let times are minimised;
   - Under-occupation is reduced;
4. Offer applicants as much choice as possible within the boundaries of high demand for housing and limited availability of resources; and
5. Ensure that every application is dealt with fairly and consistently in accordance with the Council’s Equality and Diversity Scheme.

3.44. **Vulnerability Policy**

To protect vulnerable tenants the council will apply discretion to pay the landlord under “safeguarding “. This ensures that a tenant who cannot cope
with the responsibility of managing a budget is not placed at risk of homelessness.

This policy sets out guidelines:

1. To provide a safeguard for the most vulnerable tenants and reassure them that their benefit and rent will be paid.
2. To help prevent rent arrears and tenants being put at risk of eviction.
3. To help sustain tenancies for vulnerable tenants.
4. To reassure landlords that their rent will be paid if they have vulnerable tenants or are approached by vulnerable tenants.
5. To help put tenants in touch with other agencies where necessary and give people the opportunity and support so they can manage their own affairs.
6. To ensure council officers make reasonable, fair and consistent decisions.
7. To promote a transparent and simple process that is widely understood.
8. To treat each case individually and to avoid making assumptions about people's situations.

3.45. Tandridge Travel Plan for Staff 2013-2016

The District Council, as a major employer in the area, aims to continue setting a good environmental example to its residents and local businesses in the way it conducts its own business. The purpose of the Travel Plan is to offer alternatives to the car which provide a better working and travelling environment, through fewer car journeys. The four main aims of the travel plan are to:

1. Tackle congestion;
2. Improve air quality;
3. Improve road safety; and
4. Increase accessibility.

3.46. Tandridge Economic-Development & Business Work

A study that gains an insight into the economic development and business industry within Tandridge that would be used to develop an economic development strategy. The strategic issues are:

1. Working with the Local Enterprise Partnerships; Coast to Capital to explore funding opportunities;
2. As part of the Gatwick Diamond Initiative, work with other authorities and the Gatwick Diamond to explore opportunities for funding and new projects;
3. To consider the impact of the proposed second runway at Gatwick; and
4. More partnership working with East Surrey Districts and Boroughs.

The local issues are:

1. Rose & Young: Derelict high-profile site in the centre of Caterham;
2. Gasholder: Disused gasholder and surrounding site in centre of Oxted;
3. Lambs Business Park: Popular business site, that is operating to capacity;
4. Hobbs Industrial Estate: Popular estate with unrealised growth potential;
5. Town Centres: Oxted and Caterham are facing structural changes to keep up with the market;
7. Digital Hub: Caterham’s aspirations for ultrafast hubs and the reality that the British Telecom Super Fast roll-out may not achieve this;
8. Business Support and Engagement: The need for targeted business support and engagement;
9. Rural Economy: Tandridge’s high percentage of rural businesses presents additional challenges; such as accessibility and low quality premises; and
10. Visitor Economy: Integral part of Tandridge economy but has a low profile in the district.

Other Strategies

3.47. Surrey Hills Area of Outstanding Natural Beauty (AONB) Management Plan

The Surrey Hills AONB Management Plan is one of a national family of Plans. AONBs are designated by Government for the purpose of ensuring that the special qualities of our finest landscapes are conserved and enhanced. AONB Management Plans are intended to:

1. Highlight the special qualities and the enduring significance of the AONB and the importance of its landscape, wildlife and cultural heritage, identifying those features that are vulnerable to change.
2. Present an integrated vision for the future of the AONB as a whole, in the light of national, regional and local priorities, regardless of administrative boundaries.
3. Set out agreed policies which will help secure that vision.
4. Identify actions which will support those economic and social activities which in themselves contribute to the conservation and enhancement of natural beauty.

The AONB Management Plan is the only document with a focus on the whole of the Surrey Hills AONB and the only one that is primarily focused on the purpose of AONB designation, which is the conservation and enhancement of natural beauty.
3.48. **High Weald Area of Outstanding Natural Beauty (AONB) Management Plan**

The High Weald AONB Management Plan is the single most important document for the AONB. It sets out long term objectives for conserving this nationally important landscape and the local authorities' ambitions for how the High Weald will be looked after for the next 5 years.

Local authorities with land in an AONB are legally obliged under the Countryside and Rights of Way Act 2000 to produce an AONB Management Plan, and the Plan is formally adopted by the relevant local authorities as their policy for the management of the AONB and how they carry out their functions in relation to it.

The Management Plan also has a wider role. It provides a means by which all public bodies can judge, and be judged, on their duty to have regard to conservation of the AONB, and it provides a guide for residents, businesses and visitors on the actions they can take to help safeguard this special area.

3.49. **Living Landscape Strategy 2015**

All county Wildlife Trusts now align their direction and activity to the collective mission that this entails. In 2009 Surrey Wildlife Trust published A Living Landscape for Surrey, and this has been updated year on year. The Living Landscape Strategy advocates a wider recognition of the need for wildlife conservation to reduce biodiversity losses into the 21st century.

The main vision for the Living Landscape Strategy is to maintain and improve:

1. Permeable farmland
2. Managed native woodlands
3. Golf course nature reserves
4. Churchyard wildlife
5. Nature Reserves
6. Wildlife gardening
7. Transport infrastructure as wildlife corridors
8. River corridors
9. Wildlife-friendly built environment
10. Community greenspaces and school grounds.

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2 Permeable farmland is traditionally managed hedgerows, ditches and field margins, riverbank buffer strips, new field ponds and linking shelter-belts: all re-connecting the landscape and allowing wildlife to move.

3 Roughs and fairways managed to support wildlife, new features such as tree-lines and wetland hazards, self-sufficient irrigation and declining use of damaging fertilisers and pesticides.
4. Issues for the District

4.1. This chapter sets out the issues that have been raised from the strategies in Chapter 3. Please note this is not a detailed list but a summary of the main issues. Appendix B sets out a comprehensive list of all the issues.

**Economy and Tourism**

- Least competitive economy in Surrey, with the second lowest Gross Value Added\(^4\) (GVA) in the wider area within M3 and Coast to Capital Local Enterprise Partnerships.
- High skilled employees commuting to London and low skilled employees are commuting from outside the district, resulting in very low self-containment.
- A variety of rural business, however due to isolation and poor connecting networks, there is a risk that these businesses could be lost.
- Opportunity to relocate to better premises within the district is extremely limited due to poor quality employment space and loss of employment space. This is exacerbated by competitive surrounding areas, resulting in low rateable values.
- Younger population (16-34) employee market is undermined by limited employment opportunities and limited housing which is affordable on lower salaries, resulting in this age group having to move outside the district.
- There are high economic inactivity rates, particularly for women.
- There is no key growth sector in the district.
- Have good quality but limited offering of tourist destinations, the most common attractions are the large number of golf courses within the district; although there are other outdoor recreation facilities including the North Downs Way; the Tandridge Border Path and some significant listed building and conservation areas.

**Housing**

- High house prices, which result in pricing people out of the market (particularly the younger age group 16-34).
- A wealthy ageing population that dominate the housing market
- Over 30% of the district is 4/5 bedroom detached homes on large plots, which is much higher than the average 19% across England.
- Limited tenure, type and stock to offer housing choice end enable mixed communities.
- Concentration of elderly accommodation, particularly in Caterham.
- Unauthorised and temporary traveller pitches within the district.

\(^4\) **Gross value** added (GVA) is a measure in economics of the **value** of goods and services produced in an area, industry or sector of an economy.
**Town Centres / Retail and Leisure**

- Competition from other town centres, resulting in less consumer choice within the district and/or demand for units within town centres in the district.
- On-line shopping and future behaviour changes are likely to have an impact on town centres’ vitality and viability.
- Limited choice of retail and leisure in the town centres for younger generations, who are more likely to go to Croydon and Crawley.
- Limited leisure activities; for facilities such as a multiplex cinema, nightclub and bowling alley, residents are required to go outside the district.
- Overcrowded car parks and roads, which limit access into town centres.

**Health and Wellbeing**

- Growing population, particularly the elderly will have added pressures on health facilities within the district,
- Some low quality sport and recreational areas that are in need of improving.
- Growing population increases demand on current open space provision.
- Over 65% of adults living in Tandridge district are overweight or obese (have a body mass index greater than 25kg/m²) and almost 1 in 5, 4-5 year olds and over 25% aged 10-11 are overweight or obese.
- The prevalence of depression across the East Surrey Clinical Commissioning Group is 5.6%, this is third worst compared to the other Surrey CCGs.
- A disconnect between design, planning and wellbeing, for example; visiting a place or using a well-designed space can help improve mental health issues, obesity and quality of life.

**Design and Safety**

- There are a few areas of antisocial behaviour, mainly associated with some of the large built up areas.
- There have been instances where criminal damage, arson and violent sexual offences have been recorded.
- There are areas within the district that have benefited from high quality design and architectural character, which has resulted in low density developments and additional land mass.
- There is a national drive to safeguard vulnerable people and children, provide support for mental health issues and obesity.

**Climate Change**

- Large older properties and low quality industrial units have resulted in high fuel bills and energy usage, some of which will fail European standards.
- Due to additional people and properties in the district, there is increase in household waste, which is set in continue.
- Due to the rural nature of the district, there is a large reliance on the car.
- Most of the air quality issues in Tandridge arise from traffic using the main roads, particularly the M23 and M25 motorways.
There are number of activities such as mineral extraction and processing (particularly sand extraction between Godstone and Nutfield) that have the potential to cause dust or add to HGV traffic using the A25.
Climate change may increase the amount of flood risk to an area.

**Natural Environment**

- Due to the rural nature of the district, there are some unsympathetic leisure uses, such as paintballing and quad biking.
- There are a high number of areas which may be rich in biodiversity.
- Tandridge District has a rich and varied landscape consisting of:
  - 2 Areas of Outstanding Natural Beauty (Surrey Hills and High Weald)
  - 8 Sites of Specific Scientific Interest (SSSIs)
  - Over 250 Sites of Nature Conservation (SNCI) and potential SNCIs
  - Within two buffer zones of European Protected Habitats (Ashdown Forest and the Mole Gap to Reigate Escarpment)
- The district is 94% Green Belt, the highest Green Belt Authority in the country.

**Heritage**

- Over 600 buildings of special character or historic interest, including:
  - Over 20 Grade I listed buildings
  - Over 50 Grade II* listed buildings.
- 19 conservation areas.
- 2 Regionally Important Geological/geomorphological Sites (RIGS).
- Over 250 ancient woodlands.
- Over 600 Tree Preservation Orders.
- 2 Parks and gardens of historic interest.
- Over 250 ancient monuments.

**Flooding**

- Environment Agency flood zone extends up Caterham Valley from Wapses Lodge roundabout to the railway station in the north part of Caterham Valley.
- Areas at risk of flooding in the Caterham Bourne.
- The Bourne flooding can extend in the north part of Caterham Valley and as it is classed as a sensitive area in terms of ground water on head deposits above chalk.
- Whyteleafe, Warlingham and Woldingham are underlain by chalk deposits, which is an issue when the groundwater level rises. Severe flooding was experienced in these areas in 2014.
- River Eden passes through Oxted and can cause localised flooding.
- Smallfield is also an area prone to flooding. The Burstow Stream has also been seriously affected by flooding.
- The Eden Brook flows from Bindley Heath into the River Eden at Lingfield and Fellbridge and has been known to flood.
**Infrastructure**

- The main east-west connections in the district are the M25 and the A25, both of which can suffer from congestion, and the railway between Redhill and Tonbridge.
- Strategic road network (M25) dissects the middle of the district and another strategic road network (M23) runs along the western edge of the district.
- Potential capacity issues on some of the road network, e.g. the A22, the A264 and A25.
- The location of Gatwick and the potential expansion for another runway.
- Railway stations serving small settlements that may not be viable to sustain for the long term, without measures to encourage greater usage.
- HGVs sometimes divert onto less appropriate minor lanes when taking short cuts to local destinations or to avoid road works and/or congestion on the strategic road network.
- Rural areas have limited connection to broadband and communications links.
- Limited availability of secondary school places.
- Oversubscription of classrooms so pupils are distributed between existing schools to avoid providing additional forms of entry.
- High number of private schools within the district.
- Capacity issues in service availability for General Practices (GPs).
- More pressure on health services within the district, exacerbated by an ageing population.
- Considerable distance from emergency services, especially Accident and Emergency departments.
- In some parts of the district, there are issues with connection to the main sewerage works.
- Oversubscription in car parking at railway stations in the district, leading to roadside parking on narrow country lanes and residential roads.
- In some locations, mainly to the south west of the district there are high numbers of maintenance issues that need addressing on the Public Rights of Way.
- Development in neighbouring authorities close to the district border can create additional pressures on the infrastructure within Tandridge.
- Due to the nature of the district and the beautiful scenery, particularly in the AONBs there is an appeal to visit and travel through these areas. Consequently, this can have a negative urbanising\(^5\) impact on the rural landscape.

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\(^5\) Urbanising refers to the activity of people and experience of an urban area such as a town or village.
5. Objectives

5.1. Looking at the issues identified, the Council have turned these into objectives.

**Economy and Tourism**

<table>
<thead>
<tr>
<th>No</th>
<th>Objective</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Offer choice to provide employment and economic opportunities.</td>
</tr>
<tr>
<td>2</td>
<td>Support and retain businesses, whilst encouraging diversification.</td>
</tr>
<tr>
<td>3</td>
<td>Provide an opportunity for people to have the skills necessary to stay within the district and reduce the amount of out-commuting.</td>
</tr>
<tr>
<td>4</td>
<td>Support the development of tourism without damaging the quality of life for local residents.</td>
</tr>
</tbody>
</table>

**Housing**

<table>
<thead>
<tr>
<th>No</th>
<th>Objective</th>
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</thead>
<tbody>
<tr>
<td>5</td>
<td>Balance the supply of homes for mixed communities, which would provide both affordable units and opportunities to downsize.</td>
</tr>
<tr>
<td>6</td>
<td>Recognise and respond to the accommodation needs of the traveller community.</td>
</tr>
</tbody>
</table>

**Town Centres / Retail and Leisure**

<table>
<thead>
<tr>
<th>No</th>
<th>Objective</th>
</tr>
</thead>
<tbody>
<tr>
<td>7</td>
<td>Support our town centres to be vital and viable through encouraging wider diverse retail and leisure opportunities as well as regeneration.</td>
</tr>
</tbody>
</table>
**Health and Wellbeing**

<table>
<thead>
<tr>
<th>No</th>
<th>Objective</th>
</tr>
</thead>
<tbody>
<tr>
<td>8</td>
<td>Assist in improving health and wellbeing through designing places and spaces that give positive experiences with access to appropriate facilities and services.</td>
</tr>
</tbody>
</table>

**Design and Safety / Climate Change**

<table>
<thead>
<tr>
<th>No</th>
<th>Objective</th>
</tr>
</thead>
<tbody>
<tr>
<td>9</td>
<td>Promote development that is accessible and safe, limiting the opportunity for crime.</td>
</tr>
<tr>
<td>10</td>
<td>Continue to support high quality design and consider higher densities where appropriate.</td>
</tr>
<tr>
<td>11</td>
<td>Mitigating and adapting to the impacts of climate change where possible.</td>
</tr>
</tbody>
</table>

**Natural Environment / Heritage**

<table>
<thead>
<tr>
<th>No</th>
<th>Objective</th>
</tr>
</thead>
<tbody>
<tr>
<td>12</td>
<td>Maintain and enhance our mixed and diverse natural and historic environment, mitigating and discouraging negative use.</td>
</tr>
</tbody>
</table>

**Flooding**

<table>
<thead>
<tr>
<th>No</th>
<th>Objective</th>
</tr>
</thead>
<tbody>
<tr>
<td>13</td>
<td>Ensure that any areas prone to flooding are suitably responded to and minimised where possible, and that development minimises and mitigates flood risk in the district, incorporating Sustainable Urban Drainage Systems (SUDS) where possible.</td>
</tr>
<tr>
<td>No</td>
<td>Objective</td>
</tr>
<tr>
<td>----</td>
<td>-----------</td>
</tr>
<tr>
<td>14</td>
<td>Support and encourage the use of sustainable modes of transport; considering the economic impact this may have on the district.</td>
</tr>
<tr>
<td>15</td>
<td>Work with partners and service providers to maximise funding that will assist in the delivery and improve accessibility of infrastructure, services and facilities necessary for the district.</td>
</tr>
</tbody>
</table>
Appendix A - Comments received by external stakeholders and internal departments
<table>
<thead>
<tr>
<th>Respondent</th>
<th>Reference Point</th>
<th>Comment Received</th>
<th>Tandridge District Council Response</th>
<th>Changes Made</th>
</tr>
</thead>
<tbody>
<tr>
<td>Surrey County Council spatial planning officer comments</td>
<td>Section 3</td>
<td>Where the information in some paras has been pasted in, the info is out of context and doesn’t make sense.</td>
<td>Noted.</td>
<td>The Council will amend the descriptions of the strategies in Section 3 to ensure that they are more appropriate.</td>
</tr>
<tr>
<td></td>
<td>Section 3, Paragraph 3.8</td>
<td>Highlight that this is ‘Coast to Capitals’ Skills Strategy.</td>
<td>Noted.</td>
<td>Amend title 3.8 to add ‘Coast to Capital’ so that it reads Coast to Capital Skills Strategy.</td>
</tr>
<tr>
<td></td>
<td>Section 3, Paragraph 3.9</td>
<td>If the council is taking a ‘pragmatic approach’ to what policies are listed, it is not clear that reference to this strategy should be included (Coast to Capital European Structural and Investment Funds (ESIF))</td>
<td>The Council believe that this document sets out commitments up to 2020 and should be considered in that context.</td>
<td>No changes.</td>
</tr>
<tr>
<td></td>
<td>No longer exists</td>
<td>Surrey is not currently consulting on a draft Tourism Strategy Report and reference to this should be removed entirely. We carried out an audit on the Visitor Economy to consider the actions to promote this sector.</td>
<td>Noted.</td>
<td>Delete reference to Tourism Strategy Report</td>
</tr>
<tr>
<td></td>
<td>Section 3, Paragraph 3.7-3.9</td>
<td>The section on the LEP could be re-ordered so that the SEP comes first followed by the Skills Strategy and ESIF Strategy (if this is to be included).</td>
<td>Noted.</td>
<td>Amend order of the LEP Strategies.</td>
</tr>
<tr>
<td></td>
<td>Section 3, Paragraph 3.32</td>
<td>Behaviour framework – is this relevant?</td>
<td>The behaviour frameworks sets out the objectives for Tandridge District Council and therefore has a</td>
<td>No changes.</td>
</tr>
</tbody>
</table>

Please note that this reference point may have changed as comments have been incorporated into the document. The reference point in this column will correspond with the final version of this document.
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<tbody>
<tr>
<td>Section 3, Objective 8 and Objective 16</td>
<td>On the objectives, it is suggested including regeneration in objective 8 and adding infrastructure to objective 16 so that it reads “in the delivery of infrastructure, services and facilities”.</td>
<td>Noted.</td>
<td>Add regeneration to objective 8 and add infrastructure to objective 16.</td>
</tr>
<tr>
<td>Appendix B, ‘District, Communications Plan</td>
<td>In the annex, is the communication plan relevant&gt;</td>
<td>Tandridge District Council feel that the communication of the Local Plan including its issues, objectives and vision are relevant to the people that work and live in the district and therefore the plan is appropriate for this Topic Paper.</td>
<td>No changes.</td>
</tr>
<tr>
<td>No longer exists</td>
<td>Delete reference to the Surrey Strategic Framework which is defunct.</td>
<td>Noted.</td>
<td>Delete Surrey Strategic Framework from the annex.</td>
</tr>
<tr>
<td>Appendix B, Local Enterprise Partnership, Coast to Capital Strategic Economic Plan</td>
<td>More information from the C2C Strategic Economic Plan should be included in the annex. The SEP includes plan to regenerate sites in Oxted and Caterham and more broadly puts this in the context of town centre regeneration and intensification.</td>
<td>Noted</td>
<td>Add more information on the C2C SEP in the annex.</td>
</tr>
<tr>
<td>Section 3, Paragraph 3.22</td>
<td>Transport – In the annex and elsewhere in the topic paper, reference should be made to</td>
<td>Noted</td>
<td>Add Surrey Transport Plan</td>
</tr>
<tr>
<td>Section 3, Paragraph 3.18-3.24.</td>
<td>Most other Surrey Transport Plan Strategies are already referred to in the Topic paper, but there are a few others, some of which Tandridge may wish to include in their Topic Paper if they consider them to have land use implications relevant to the Local Plan. These are on our website.</td>
<td>Noted.</td>
<td>Tandridge District Council will consider the additional Surrey Transport Plan Strategies and whether they should be included in the Topic Paper.</td>
</tr>
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</tbody>
</table>
| Section 4, ‘Infrastructure’ | The Topic Paper sets out a list of infrastructure issues, to which we suggest the following alterations:  
- States ‘Poor east to west connections’ – reword to “The main east-west connections in the district are the M25 and the A25, both of which can suffer from congestion, and the railway between Redhill and Tonbridge”.  
- 'Potential capacity on some of the road networks, the A22 and A25’ – reword to “Potential capacity issues on some of the road network, e.g. the A22 and A25”.  
- 'Railway stations serving small settlements that may not be viable to sustain for the long term’ – reword to “Railway stations serving small settlements may not be viable to sustain for the long term, without measures to encourage greater usage”. | Noted | Amend wording to infrastructure issues. |
- HGVs struggle to connect to areas using the existing road network’ – reword to “HGVs sometimes divert onto less appropriate minor lanes when taking short cuts to local destinations or to avoid road works and /or congestion on the strategic road network”.
- 'More pressure on health services within the district, maximising by an ageing population’, reword to “Maximised or exacerbated would be a better word to use”.
- Add “s” to emergency department.
- Remove “the” and “s” from the Public Rights of Ways.
- Due to the nature of the district and the beautiful scenery, particularly in the AONBs there is an appeal to cycle. Consequently, this can have a negative impact on the landscape. “This is debatable in a relative context. People like driving through the AONB which can cause greater urbanising impacts –i.e. the need for roads, carparks etc. What precisely is the nature of the impact on the landscape?

<p>| Surrey County Council – Public Rights of way | Section 4, ‘Infrastructure’, sixteenth bullet | There is a reference to rights of way under the ‘Issues for the District / Infrastructure Section that states poor maintenance of Public rights of way. This can infer that the way the work is being carried out is poor and not of a suitable standard, when it is related to a backlog of maintenance issues. Reword Noted | Wording to be amended in section 4 on infrastructure issues from poor maintenance issues on the “high number of maintenance |
| Section 3, Paragraph 3.26 and Appendix B, County – Surrey County Council, Flood Risk Management Strategy | Surrey County Council is now a statutory consultee on surface water drainage and SuDs on major development and that any flood alleviation /defence schemes must support the priorities and objectives of the Surrey Local Flood Risk Management Strategy. It would perhaps be appropriate to include this reference. | Noted | Add Surrey Local Flood Risk Management Strategy to the Topic Paper. |
| Section 3, Paragraph 3.42 | The “Tandridge District Council – Policy Statement on Flood Defence - April 2011” is referenced regarding the policy on flood defences i.e. “the Council has three objectives for reducing or managing the risk of flooding”. It is also stated that “TDC acknowledges and supports the Government’s policy aim and objectives for flood defence through aligning its own policy and approach with them”. It’s important that the SLFRMS is acknowledged in the same way and TDC’s own policies align with it. | Noted | |
| Section 4, ‘Climate Change’, last bullet | Climate Change It may perhaps be helpful to briefly reference the impact of climate change on flooding in this section (as SuDS are referenced in the annexe under ‘adapting to the impacts of climate change’). | Noted | Add reference to the impact of climate change on flooding in issues. |
| Section 4, ‘Flooding’ | Flooding The local river flooding examples are also listed in Table 7 in the SLFRMS. The groundwater examples are also mentioned in Table 5. The examples are also listed in the Tandridge Strategic Flood Risk Assessment 2010. | Noted | No changes |</p>
<table>
<thead>
<tr>
<th>Section 5, ‘Flooding’, objective 14</th>
<th>Objectives</th>
<th>Noted</th>
<th>Add “incorporate SuDS where possible” to the flooding objective.</th>
</tr>
</thead>
<tbody>
<tr>
<td>The objective on flooding could be strengthened to incorporate new legislation around SuDS. Suggest adding the following wording at the end: ‘and incorporates SuDS wherever possible’.</td>
<td></td>
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</tbody>
</table>

| Surrey County Council – Public Health | Section 3, Paragraph 3.17 and Appendix B, County - Surrey County Council, Surrey Emotional Well-being and Adult Mental Health Strategy | Add the updated Surrey Emotional Well-being and Adult Mental Health Strategy to the strategies section and Appendix B | Noted | Add the updated Surrey Emotional Well-being and Adult Mental Health Strategy to the strategies section and Appendix B |

| Tandridge District Council – Legal | Figure 1 – Key Modules of a Local Plan | Figure 1 which sets out the procedure to be used in drawing up the local plan seems very complicated. The word “strategy” appears to be used in two distinct ways. The local plan process is said to start with a review of “strategies” (step 1), following which eventually we develop a strategy that will deliver the vision and objectives (step 5). Presumably the strategy referred to in step 5 is not the same thing as the “strategies” we started with in step 1. Might it be less confusing to use two different words. | Noted. However, strategy is an appropriate word for both step 1 and step 5. Step 1 looks at other stakeholders and partners strategies, which will then be used by the Council to create their own strategy for the delivery of development over the next 20 years. The Local Plan acts a delivery vehicle for the other strategies that have been prepared through allocating land for specific uses. | No changes |

| | Figure 1 – Key Modules of a Local Plan | The final sentence of Figure 1, “If not, cease the opportunity to review them”, does not make sense. Should this read “If not, take the opportunity to review them”? | Noted. | Change final sentence of figure 1. |

<p>| | Section 3, Paragraph 3.3 and 3.4 | When quoting an Act of Parliament, it should include the year, e.g. Planning and Compulsory Purchase Act 2004. Also, the | Noted. | Add years to be added to the Acts. Wording to be |
| Section 3, Paragraph 3.4 | Reference is made to the “key messages” of the Localism Act 2011, which is the wrong choice of word. Do you mean “key provisions” or “key objectives”? | Noted | Amend wording to ‘key objectives’. |
| Section 3, Footnote 1 | Reference is made to the &quot;Coast to Capital region&quot;. Should this be defined? | Noted | Add a footnote to explain what the Coast to Capital region is. |
| Section 3, Paragraph 3.15 | The opening sentence “A document supports the children and young people to achieve the best” does not make sense. | Noted | Amend wording to clarify the role of the Surrey’s Young People Employability Plan. |
| Section 3, Paragraph 3.49, Footnote 2 and 3 | “Permeable farmland” should be explained. What are “gold course nature reserves”? Should this read “golf course nature reserves”? and should be explained. | Noted and it should read golf courses rather than gold courses. | A footnote to be added to explain both these terms and the typo has been amended. |
| Section 4, Economy and Tourism, and Footnote 4 | In what sense Tandridge the “least competitive” district in Surrey? What does the acronym “GVA” mean? Should the phrase “extremely limed” read “extremely limited”? | Tandridge is the least economically active district in Surrey. The Gross Value Added (GVA) is a measure of goods and services to compare competitiveness. The wording should read extremely limited. | A footnote to be added to explain what GVA is and the wording has been amended. |
| Section 4, ‘Economy and Tourism’, last bullet. | There is reference to Tandridge’s most common tourist attraction being “the large number of golf courses”. Are there figures showing how extensively these courses are used by tourists rather than local residents? | This evidence could be gathered as part of the Local Plan. | No changes |
| Section 4, ‘Housing’, third bullet | The phrase “the character of the district is 4/5 bedroom detached houses on large plots” is a bit too sweeping. Doubtless there are some parts of Tandridge District that are like this (e.g. Woldingham), but other parts (e.g. Whyteleafe) are not. | Noted. However, the census data and housing stock data shows us that 30% of the district is made up of 4/5 bedroom homes which is higher than the 19% average across England. | Explain that 30% of the housing stock is 4/5 bedroom homes compared to the 19% average across England. |
| Section 4, ‘Housing’, last bullet | Is “unauthorised and temporary pitches”, a reference to caravan pitches? | This is a reference to traveller pitches. | Add the word ‘traveller’ to pitches. |
| Section 4, ‘Town Centres’, first bullet. | How does competition from other town centres result in less consumer choice? Would this not lead to more consumer choice in that consumers have the choice either to shop in Tandridge or outside the District? | The point is looking at Tandridge in isolation. The aim of the National Planning Policy Framework is for areas to be sustainable. Reliance on other areas to provide large amounts of retail and leisure means there is more reliance on the car. The car is not a very sustainable method of transport. | Clarify that competition from other areas means there is less consumer choice within the district. |
| Section 4, ‘Town Centres’, second bullet | Reference is made to on-line shopping and future behaviour changes having an impact on town centres’ vitality and viability. Would it not be more correct to say that on-line shopping already does, and other behaviour changes may in the future, have an impact on these things? If the changes are “future” they cannot by definition have an impact at present. | Noted. | Amend wording to reflect that future behaviour changes are unknown. |</p>
<table>
<thead>
<tr>
<th>Section 4, ‘Town Centres’, third bullet</th>
<th>The phrase “lack of quality, retail experience and demand dominated by the demographics of the area” perhaps needs more explanation.</th>
<th>Noted.</th>
<th>Amend wording to explain that the retail and leisure choice is not tailored towards younger generations.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Should we not refer to a “multiplex” rather than a “multi-complex” cinema?</td>
<td>Noted.</td>
<td>Amend wording to be changed to multiplex cinema.</td>
<td></td>
</tr>
<tr>
<td>Section 4, ‘Climate Change’, second bullet</td>
<td>The phrase “continues household waste and potential for this to increase” needs rewording.</td>
<td>Noted.</td>
<td>Amend wording to increase in household waste.</td>
</tr>
<tr>
<td>Section 4, ‘Natural Environment’, last bullet</td>
<td>The sentence starting “The district is 94% Green Belt” should perhaps be reworded as “The district is 94% Green Belt, the highest percentage of Green Belt of any authority in the country”.</td>
<td>Noted.</td>
<td>Amend wording to reflect the amount of Green belt in the district.</td>
</tr>
<tr>
<td>Section 4, ‘Heritage’ third bullet</td>
<td>The acronym RIGs needs explaining.</td>
<td>Noted. A RIGS is a regionally important geological Site.</td>
<td>The full wording to be inserted instead of the acronym RIGS.</td>
</tr>
<tr>
<td>Section 4, ‘Infrastructure’, last bullet and footnote 5</td>
<td>It would be helpful to explain how people visiting and commuting through the AONBs and other rural areas can have an “urbanising” impact. Also, should the word “commuting” mean “travelling”? By “commuting” it is specifically thought to mean travelling to and from work, whereas the people travelling through AONBs are more likely to be tourists or those involved in leisure pursuits rather than “commuters” as we normally understand the term.</td>
<td>Noted. The people coming to visit and travelling through the area provide an increased activity similar to a town or village rather than a rural peaceful experience that is associated with the countryside. As the M25 goes through the AONB, then commuters are using this network. However, travelling seems a more suitable word.</td>
<td>A footnote to be added to explain urbanising. Amend wording from commuters to travellers.</td>
</tr>
<tr>
<td>Tandridge District Council – Policy</td>
<td>Section 3, Paragraph 3.7</td>
<td>&quot;By 2021, this Deal will create at least 14,000 jobs and allow 5,000 homes to be built, as a contribution to Coast to Capital’s 100,000 twenty five year target.” Probably best to change ‘will’ to ‘aims to’</td>
<td>Noted.</td>
</tr>
<tr>
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<td>---</td>
</tr>
<tr>
<td></td>
<td>Section 3, Paragraph 3.11</td>
<td>Wording could be mentioned that a revised strategy is being developed</td>
<td>Noted.</td>
</tr>
<tr>
<td></td>
<td>Section 3, Paragraph 3.40 and Appendix B – District – Medium Term Financial Plan</td>
<td>It may be helpful to include reference to the Medium Term Financial Plan?</td>
<td>Noted.</td>
</tr>
<tr>
<td>Not applicable</td>
<td>Surrey Nature Partnership is developing a Natural Capital Investment Strategy in 2015. However, it may not be necessary to reference as their priorities mainly seem to be around existing measures.</td>
<td>Noted. However, as the document does not exist it will be hard to capture. The Local Plan will take account of developing strategies as it progresses through the relevant stages.</td>
<td>No changes.</td>
</tr>
</tbody>
</table>
Section 3, Paragraph 3.41 and Section 4, ‘Health and Wellbeing’

<table>
<thead>
<tr>
<th>There is a Tandridge Health and Wellbeing Board. Priorities for 15/16 are: Improve mental health; encourage healthy weight; discourage excess drinking. Further detail includes:</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Over 65% of adults living in Tandridge district are overweight or obese (have a body mass index greater than 25kg/m²).</td>
</tr>
<tr>
<td>• Almost 24% of adults are obese. This is marginally better than the national average (24.2%) but worse than the county average (22.1%).</td>
</tr>
<tr>
<td>• Almost 1 in 5, 4-5 year olds and over 25% aged 10-11 are overweight or obese. Warlingham West has the highest proportion of obese 10-11 year olds (23.8%) in the district.</td>
</tr>
<tr>
<td>The increasing number of overweight and obese adults and children escalates the risk of lifestyle disease such as; heart attack, stroke and diabetes.</td>
</tr>
<tr>
<td>• More than 20% of adults in Tandridge regularly drink more than the recommended guidelines of alcohol per week (14 units for a female, 21 units for a male), higher than the county and national average.</td>
</tr>
<tr>
<td>• The prevalence of depression across the East Surrey Clinical Commissioning Group is 5.6%, this is third worst compared to the other Surrey CCGs, although better than the national average. It is important to note that not all mental health</td>
</tr>
<tr>
<td>Noted.</td>
</tr>
<tr>
<td>Reference to the Health and Wellbeing Board to be included in section 3. The relevant issues will be included in Section 4.</td>
</tr>
</tbody>
</table>
problems are diagnosed or disclosed, so this figure is likely to be higher.
- With an ageing population in Tandridge it is predicted that the strain on services will increase with the prevalence of falls and dementia set to rise over the next 10 years.

Section 4, ‘Economy and Tourism’, fourth, sixth and seventh bullet

<table>
<thead>
<tr>
<th>Section 4, ‘Economy and Tourism’</th>
<th>Section 4 Economy &amp; Tourism – should state:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>- We have high economic inactivity rates, particularly for women.</td>
</tr>
<tr>
<td></td>
<td>- Low rateable values, poor quality employment space and loss of employment space</td>
</tr>
<tr>
<td></td>
<td>- No key growth sectors</td>
</tr>
</tbody>
</table>

Noted.

Extra issues to be added to economy and tourism.

Section 4, ‘Infrastructure’

| Infrastructure – Is it worth mentioning something around rail? The obvious problem at this stage is that there is limited information about capacity, issues, and plans for growth. |
| The Infrastructure Delivery Plan that will be published alongside the Local Plan will set out the baseline capacity issues and how future development may impact on infrastructure, including rail, within the district. |

No changes.

Section 5, ‘Economy and Tourism’ objective 3

| Section 5 Economy & Tourism - Offering greater choice for employment and economic opportunities – what does this mean – should there be something around our smart growth objective of making the most of what we have? Also, should there be something around less commuting/working locally? |
| Noted. Whilst it is noted that the smart growth objective is to make the most of what we have, the Local Plan is for 20 years and if we do not offer choice we will not be able to maintain what we have now. The flexibility of this objective allows Tandridge district to respond to change within its existing employment areas, if it chooses to do so. However, it is recognised that this objective could |

Objective on economy and tourism to be reworded to align with the smarter growth objective and a reduction in out-community to be included.
<table>
<thead>
<tr>
<th>Section 5, ‘Town Centres’ 8</th>
<th>Town Centre / Retail &amp; Leisure – Should there be something about diverse town centres i.e. retail and commercial?</th>
<th>be better worded and that a reduction in out-commuting should be included.</th>
<th>Noted.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Tandridge District Council – Community Services</strong></td>
<td>Section 3, Paragraph 3.36</td>
<td>Amend Community Safety Partnership Plan 2015-2016</td>
<td>The word ‘diverse’ to be added to the Town centre objective.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>The East Surrey Community Safety Partnership is required to produce an annual Community Safety Plan showing how its members will work together to tackle key crime and disorder priorities in the coming year. Each new plan refocuses the work to address new priorities, as well as build on the success of existing work. Following the annual strategic assessment (2014), the following issues were identified as priorities: • Antisocial behaviour; • Domestic abuse; • Substance misuse; and • Rural Crime Although not identified as a specific priority, Counter Terrorism will also be addressed by East Surrey Community Safety Partnership.</td>
<td>Noted.</td>
</tr>
<tr>
<td>Not applicable</td>
<td><strong>Design and Safety</strong></td>
<td>There are a few areas of antisocial</td>
<td>Noted. However, the issues identified are not to paint the No changes.</td>
</tr>
</tbody>
</table>
behaviour, for example, in the Morrisons’ car park in Caterham.

- There have been instances where criminal damage, arson and violent sexual offences have been recorded.
- There are areas within the district that have benefited from high quality design and architectural character, which has resulted in low density developments and additional land mass.
- There is a national drive to safeguard vulnerable people and children, provide support for mental health issues and obesity.

**Replace above bullet points with:**

- Incidences of anti-social behaviour are relatively low. It can occur in both rural and urban areas and is often transient.

- Systems are in place to deal with any significant increase or upward trend in crime and anti-social behaviour and environmental/structural improvements may be recommended.

| Not applicable | Reference to this document could be made - Office of Police & Crime Commissioner (OPCC)  
The Police and Crime Plan has identified six county-wide priorities:  
- Taking a zero tolerance policing approach | Noted. Whilst this document is helpful and sets out the approach to policing and crime, it would be hard for the Local Plan to assist in any of the county wide priorities. Further, the Council had to be pragmatic in their approach to strategies mentioned, as there are | No changes. |
| Tandridge District Council – Personnel and Training | Section 3, Paragraph 3.35 | Amend to – *Customer Services Plan 2014 – Long term action plan*

The way that Council communicates to its end users is very important. Therefore the customer services plan sets out seven objectives on how the service can be improved:

- Channel shift – to encourage and promote use of the online facilities and services
- Improvement to technology – identify how the council can upgrade and improve the way that technology is used
- To expand services provided by customer services
- All new members and officers should be trained so they are able to work in customer services
- To review existing Service Level Agreements (SLAs) and identify if there is a need for additional SLAs
- To encourage a joint customer service and communications role |

Amend wording to reflect suggested changes | Noted. |
| Section 3, Paragraph 3.46 | **Tandridge Economic Development & Business Work**  
A study that gains an inside into the economic development and business industry within Tandridge that would be used to develop an economic development strategy. The strategic issues are:  
- Working with the Local Enterprise Partnerships; Coast to Capital to explore funding opportunities  
- As part of the Gatwick Diamond Initiative, work with other authorities and the Gatwick Diamond to explore opportunities for funding and new project  
- To consider the impact of the proposed second runway at Gatwick  
- More partnership working with East Surrey Districts and Boroughs  
The local issues are:  
- Rose & Young: Derelict high-profile site in the centre of Caterham  
- Gasholder: Disused gasholder and surrounding site in centre of Oxted  
- Lambs Business Park: Popular business site, that is operating to capacity  
- Hobbs Industrial Estate: Popular estate with unrealised growth potential  
- Town Centres: Oxted and Caterham are facing structural changes to keep up with the market  
- Business Improvement Districts: Opportunity for town self-determined | Noted. | Amend wording to reflect suggested changes |
<table>
<thead>
<tr>
<th>Local Plan Steering Group</th>
<th>Section 4, 'Economy and Tourism', fourth bullet point</th>
<th>Change word from emphasised to exacerbated in the following sentence: This is exacerbated by competitive surrounding areas, resulting in low rateable values.</th>
<th>Noted.</th>
<th>Amend word.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Section 4, &quot;Climate Change&quot; third and fourth bullet point</td>
<td>Remove the word “Further” from Climate Change and make “Most of the air quality issues….a new sentence.</td>
<td>Noted.</td>
<td>Amend wording and make a new bullet point.</td>
<td></td>
</tr>
<tr>
<td><strong>Section 4, 'Economy and Tourism'</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Section 4, 'Economy and Tourism'</td>
<td>To state that a most common attraction in the district is golf courses is very specific. As such, additional wording to recognise that there are other outdoor recreation, including the North Downs Way, Tandridge Border Path, and some significant listed buildings and conservation areas should be added.</td>
<td>Noted.</td>
<td>Amend wording under 'Economy and Tourism'.</td>
<td></td>
</tr>
<tr>
<td>Section 4, 'Economy and Tourism'</td>
<td>Need to ensure that jobs and businesses are retained.</td>
<td>Noted.</td>
<td>No changes.</td>
<td></td>
</tr>
<tr>
<td>Section 4, Concentration of elderly accommodation,</td>
<td></td>
<td></td>
<td>Add issue under</td>
<td></td>
</tr>
<tr>
<td>'Housing'</td>
<td>particularly in Caterham.</td>
<td>'Housing' in Section 4.</td>
<td></td>
<td></td>
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<tr>
<td>---</td>
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<td></td>
<td></td>
</tr>
<tr>
<td><strong>Section 4, ‘Town Centres’</strong></td>
<td>There are overcrowded car parks and roads, which limit access into town centres.</td>
<td>Noted.</td>
<td>Add issue under ‘Town Centres’.</td>
<td></td>
</tr>
<tr>
<td><strong>Section 4, ‘Health and Wellbeing’</strong></td>
<td>There is an issue that design is a very important part to helping mental health issues and improving people’s general wellbeing. Good place making subconsciously helps state of mind and quality of life. This is something that planning should be assisting in and the Local Plan should aim to make people feel good.</td>
<td>Noted</td>
<td>Add ‘A disconnect between design, planning and wellbeing, for example; visiting a place or using a well-designed space can help improve mental health issues, obesity and quality of life’.</td>
<td></td>
</tr>
<tr>
<td><strong>Section 4, ‘Design and Safety’ first bullet</strong></td>
<td>Providing one example for where there are areas of antisocial behaviour can be seen as blacklisted. Remove the example within the first bullet under design and safety.</td>
<td>Noted.</td>
<td>Remove example under ‘design and safety’ in Section 4.</td>
<td></td>
</tr>
<tr>
<td><strong>Section 4, ‘Design and Safety’ third bullet</strong></td>
<td>It is not necessary bad that there are low density developments in the district as there is a need to provide amenity space.</td>
<td>Noted</td>
<td>It is recognised that low density developments aid the character and appearance of some of the settlements within the district. However, these types of properties take up a large amount of land mass and if this trend is to continue, there are three options in trying to meet housing need; considerably high density development within the existing settlement boundaries or similar low density development on areas outside the existing settlement No changes.</td>
<td></td>
</tr>
<tr>
<td>Section 4, ‘Climate Change’, second bullet</td>
<td>The statement ‘increase in household waste’ does not really provide information about why this is an issue. Is this an issue now or an anticipated issue?</td>
<td>Noted.</td>
<td>Amend wording to ‘Due to additional people and properties in the district, there is increase in household waste, which is set in continue’.</td>
<td></td>
</tr>
<tr>
<td>Section 4, ‘Flooding’</td>
<td>Missing a bullet point on the Caterham Bourne.</td>
<td>Noted</td>
<td>Add ‘Areas at risk of flooding in the Caterham Bourne’ as an additional bullet under section 4, ‘flooding’.</td>
<td></td>
</tr>
<tr>
<td>Section 4, ‘Flooding’ fourth bullet</td>
<td>What about the main area that have experienced flooding, i.e Woldingham and Whyteleafe?</td>
<td>Noted</td>
<td>Add ‘Woldingham’ to the fourth bullet point.</td>
<td></td>
</tr>
<tr>
<td>Section 4, ‘Flooding’, last bullet</td>
<td>The Eden Brook affects Felbridge as well.</td>
<td>Noted.</td>
<td>Add Felbridge to the last bullet under ‘Flooding’ in Section 4.</td>
<td></td>
</tr>
<tr>
<td>Section 4, ‘Flooding’</td>
<td>The section should include mitigation since last flood.</td>
<td>Noted. However, this section is identifying the issues.</td>
<td>No changes.</td>
<td></td>
</tr>
<tr>
<td>Section 4, ‘Infrastructure’, third bullet</td>
<td>Should include A264 as a road that has potential capacity issues.</td>
<td>Noted.</td>
<td>Add ‘A264’ to the third bullet under ‘infrastructure’</td>
<td></td>
</tr>
<tr>
<td>Section 4, ‘Infrastructure’</td>
<td>There is oversubscription in school provision. There are many cases where children are being distributed between existing.</td>
<td>Noted.</td>
<td>Add ‘Oversubscription of classrooms so</td>
<td></td>
</tr>
<tr>
<td>Section</td>
<td>Details</td>
<td>Notes</td>
<td></td>
<td></td>
</tr>
<tr>
<td>---------</td>
<td>---------</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Section 4, ‘Infrastructure’, eleventh bullet</td>
<td>States ‘overcapacity in GPs’. Should this be under capacity of just capacity issues?</td>
<td>Noted.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Section 4, ‘Infrastructure’, fifteenth bullet point</td>
<td>There is an issue of oversubscription to car parking at railway stations and parking on residential roads.</td>
<td>Noted.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Section 4, ‘Infrastructure’</td>
<td>There is also impact on infrastructure from development across boundaries and this should be addressed.</td>
<td>Noted.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Section 5, ‘Economy and Tourism’, objective 2</td>
<td>Need to ensure that objective 2 reflect the retention of existing businesses.</td>
<td>Noted</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Section 5, ‘Economy and Tourism’</td>
<td>There is no objective related to tourism.</td>
<td>Noted</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- classrooms to avoid providing additional forms of entry.

- pupils are distributed between existing schools to avoid providing additional forms of entry as an additional bullet under ‘infrastructure’.

- ‘Development in neighbouring authorities close to the district border can create additional pressures on the infrastructure within Tandridge’ as an additional bullet.
<table>
<thead>
<tr>
<th>Section 5, ‘Health and Wellbeing’, objective 11</th>
<th>Should only promote ‘higher densities where appropriate’ and without compromising amenity space.</th>
<th>Noted. Place making is a key part of planning and should be considered when implementing higher densities.</th>
<th>Amend wording to ‘Continue to support high quality design and place whilst considering higher densities where appropriate’.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Section 5, ‘Health and Wellbeing’ objective 12</td>
<td>Should separate ‘responding to climate change where possible’ to a new objective and replace responding to migrating and adapting to the impacts.</td>
<td>Noted.</td>
<td>Add additional objective ‘Mitigating and adapting to the impacts of climate change where possible’.</td>
</tr>
<tr>
<td>Section 5, ‘Flooding’</td>
<td>Include ‘minimises’ so that it reads ‘mitigates and minimises flood risk’. Question why there is reference to a specific measure to alleviate against flood risk such as SUDs.</td>
<td>Noted. The reason for the reference to SUDs is this is the main mitigation measure that is implemented through planning permissions.</td>
<td>Add ‘minimises to “mitigates and minimises flood risk” under Section 5, ‘flooding’.</td>
</tr>
<tr>
<td>Section 5, ‘Infrastructure’</td>
<td>Congestion and parking are an issue that need to be resolved through the objective. This includes accessibility to town centres and train stations. There is a high level of people who do not live within the area but use the local transport systems to commute to work.</td>
<td>Noted. There are two issues attached to car parking around stations and in town centres; one is in relation to the enforcement element and the other is in regard to the economic impact, removal of parking may have. If the Council were to pursue an option to remove the ability for people to park near stations, they would still continue to park in residential roads, just further away than</td>
<td>Add ‘considering the economic impact this may have on the district’ to objective 15 and add ‘improve accessibility’ to objective 16.</td>
</tr>
</tbody>
</table>
existing, therefore pushing the problem somewhere else. There would also need to be someone to enforce the policy that people could not park on the roads. The other issue is that if people cannot park near to facilities, there are unlikely to spend money in the town centres and local shops. There is a difference between being stuck in traffic for 5 minutes, which is an inconvenience, compared to genuine capacity issues within the network.
Appendix B  - Issues to consider from the strategies
## Local Economic Partnership - Coast to Capital

<table>
<thead>
<tr>
<th>Strategy/Source</th>
<th>Issue/Consideration including other strategies we need to respond to/support:</th>
<th>Objective type</th>
</tr>
</thead>
</table>
| Coast to Capital Strategic Economic Plan (Growth Deal) | Coast to Capital Local Enterprise Partnership has signed a Growth Deal with central Government that will see the start of a six year investment programme in jobs, infrastructure and transport. The deal is worth £202 million over six years, starting with investment of £38m of new funding in 2015/16 and it will deliver 14,000 jobs, 4,600 new homes and 190,000 square meters of employment space. As a whole, during the period starting in 2015, the Coast to Capital region will benefit from:  
- **Wood Fuel initiative with the Forestry Commission** - Sustainable use of primary natural resource to produce wood fuel as a renewable energy source and local building materials. Up to £0.8m, with £0.4 in 2015/16.  
- **Digital Growth** – we will provide key business locations with the digital connections needed to compete internationally and we will pioneer new mobile 5G technology research with neighbouring LEPs. We will support small firms to get e-commerce skills and complete the superfast broadband roll-out. Up to £3.4m with £0.7m in 2015/16.  
- **Advanced Engineering Centre** – a collaboration between the University of Brighton and Ricardo in a new Centre of Excellence to deliver leading automotive and environmental engineering training and research. Ricardo is a global strategic, technical and environmental engineering firm based in Shoreham. Up to £7m with £4.5m in 2015/16.  
- **Flood Defences Newhaven and Shoreham** - In Newhaven, this will open up major brownfield sites for housing and employment land plus | Economic/Housing |
new harbour facilities. In Shoreham, the flood defences and transport
access improvements will allow land to be used for housing and
businesses. £1.5m in Newhaven and £9.5m in Shoreham.

- **Bognor Regis A29 re-alignment** between the new Bognor Regis
  Relief Road and the A27 which will bridge the West Coastway railway
  line, avoiding congestion points and current delay points at a level
  crossing. It will include 4 to 5 new junctions, plus cycle and pedestrian
  facilities. The realignment will allow new development of business and
  employment opportunities in Bognor Regis. Up to £13m with £0.7m in
  2015/16.

- **Circus Street, central Brighton** - a city centre mixed use
  regeneration project of a site to deliver new homes, office building,
  student accommodation, a library and academic buildings. Up to £2.7m
  with £1.5m in 2015/16.

- **Preston Barracks Central Research Laboratory** - a joint venture
  between University of Brighton, Cathedral and Brighton Council to
  create a new innovation hub to commercialise academic research and
  incubate high growth businesses, with new housing. £7.7m with £1m in
  2015/16.

- **City College Brighton and Hove and Chichester College** -
  Refurbishment of dilapidated buildings and facilities to allow an
  increase in trainees, apprentices, disabled learners and new links to
  local businesses. £11m in 2015/16 with a further round for new
  projects of £10m in 2016/17.

- **Sustainable Transport Packages** – a range of projects will tackle
  congestion and improve sustainable transport in local areas across the
  Coast to Capital region. This will enable improvements to walking and
  cycling links; improvements to junctions and traffic management
  systems to ease traffic flow and reduce congestion and improvements
  to public transport, such as bus and taxi priority measures and better
  Interchanges. £31.7m with £3.7m in 2015/16.

- **Crawley Area Transport Package** - Includes junction improvements,
<table>
<thead>
<tr>
<th>Coast to Capital Skills Strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coast to Capital, with the close involvement of businesses and local partners, has developed a Skills Strategy for the area. The strategy is focused on meeting business skills needs and generating sustainable employment.</td>
</tr>
<tr>
<td>The development work combined research (secondary, where it already exists) and intelligence, with input from businesses and other skills stakeholders.</td>
</tr>
<tr>
<td>The purpose of the strategy is to highlight skills issues which inhibit sustainable economic growth and make recommendations to address these. It will be used to:</td>
</tr>
<tr>
<td>• inform negotiations with government to secure support for activities which will develop the skills required for sustainable growth in the area</td>
</tr>
<tr>
<td>• provide a point of reference for those organisations (including large employers) offering education or training relevant to businesses</td>
</tr>
<tr>
<td>• inform the work of strategic partners in developing plans which affect the local area</td>
</tr>
<tr>
<td>• complement the Strategic Economic Plan</td>
</tr>
<tr>
<td>• support the European Structural and Investment Fund strategy</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Coast to Capital European</th>
</tr>
</thead>
<tbody>
<tr>
<td>The European Structural and Investment Funds (ESIF) Strategy sets out</td>
</tr>
</tbody>
</table>
### Structural and Investment Funds

Priorities for use of our allocation of £61.2m of ESIF funding between now and 2020 comprising:

- £28.7 million European Fund for Regional Development (ERDF)
- £28.7 million European Social Fund (ESF)
- £3.8 million European Agricultural Fund for Rural Development (EAFRD)

**The ESIF Strategy’s Priority Areas (PAs) include support for:**

- SME innovation and R&D
- Business competitiveness
- Adoption of low carbon technologies
- Skills to support future growth
- Employment-focused social inclusion
- Support for the rural economy

Read more by following the link to our ESIF Strategy below.

### Launch of the ESIF 2014-2020 Programme

On 23rd March 2015, the Government finally launched the 2014-2020 ESIF Programme after concluding its negotiation with the EC. We are delighted to announce that this means that we can begin delivery in the Coast to Capital region and our ESIF programme was officially launched by board member, Julie Kapsalis at the Coast to Capital Forum on 25th March 2015.

The ESI Funds are deployed through a process of issuing Calls for projects to deliver the priorities set out in our ESIF Strategy. Bidding in response to Calls is open to all organisations that meet the eligibility criteria as ESI.
Funds are subject to EC open procurement regulations. Calls are usually time limited and will be issued at different times throughout the programming period up to 2020.

Our first call for £500,000 of ERDF to support universities and small companies in the creative, digital and IT sector in undertaking collaborative research projects has now closed but further calls for ERDF funded business support are expected to follow in the summer.

There are also ten calls for social inclusion projects in Coast to Capital funded partly by BIG Lottery’s Building Better Opportunities programme and partly by our European Social Fund allocation for the LEP area.

There are two projects that are especially relevant to Tandridge. These are the Oxted Gasholder Redevelopment and the Rose and Young Site.

### County - Surrey County Council

<table>
<thead>
<tr>
<th>Strategy/Source</th>
<th>Issue/Consideration including other strategies we need to respond to/support:</th>
<th>Objective type</th>
</tr>
</thead>
</table>
| Surrey Local Strategic Statement| Duty to Co-operate  
The duty to co-operate is intended to ensure that issues which affect more than one local planning authority are managed effectively. Inspectors now look for evidence that such strategic issues have been substantively addressed in Local Plans. That means more than just gathering evidence or engaging in discussions. It means having a clear and deliverable output from such discussion. Inspectors are also looking for sufficiently robust decision making arrangements to show that issues can be addressed on an ongoing basis. | All            |
The duty applies to each local planning authority and relates to strategic matters, which may have different relevant functional geographies, for example housing market areas and landscape areas. These geographies differ between authorities and will extend beyond the county boundary, while co-operation between the county and districts is important for dealing with infrastructure issues such as transport and education. So a framework for the county area of Surrey in itself cannot satisfy the requirements of the duty. The work proposed in this paper would, however, make a significant contribution to helping each planning authority fulfil its requirements under the duty by promoting a framework for Surrey for joint working to address strategic issues and to deliver on strategic priorities. It would help to align strategic spatial, infrastructure and economic priorities which can then be reflected in the Local Plans of individual planning authorities and would also facilitate a co-ordinated approach to engaging with London and its growth impacts on Surrey.

Against this background, Leaders endorsed further work on the development of a framework which would comprise:

(a) a **Local Strategic Statement** setting out common priorities on strategic matters which can be used in Local Plans and the associated examinations
(b) a **Memorandum of Understanding** on how councils will work together towards an LSS and more generally and **Terms of Reference** for the work being undertaken and agreed collectively. Leaders have seen and commented on earlier drafts and revised versions of both are **attached**
(c) an **Investment Framework** which gives practical support for the implementation of the strategic priorities in the LSS (and hence to the realism of the Local Plans) building on Surrey Future and other investment mechanisms.

| Surrey Rural Strategy 2010-2015 | Key issues: Economic / Environment |
- Encourage investment in rural areas, including access to services, investment in communities and affordable housing
- Support rural businesses and the rural economy
- Encourage use of Green spaces and public access to rural areas

Relevant Objectives:

- Ensure rural issues and rural needs are considered by policy makers in preparing public sector policy.
- Strengthen access to services in rural communities including developing community hubs where appropriate.
- Ensure the needs of young people are considered in rural communities.
- Improve wellbeing and accessibility to health and social care provision in all rural areas.
- Ensure affordable housing is accepted as crucial to rural communities and is developed where there is a need.
- Ensure the continuation of the Surrey Rural Towns programme and that all appropriate towns participate.
- Ensure rural businesses are promoted and supported, including through appropriate local planning policies.
- Promote rural Surrey as a tourism destination.
- Develop and implement an approach to green infrastructure in the Surrey countryside.
- Promote public access to the countryside in sustainable ways.

<table>
<thead>
<tr>
<th>Surrey's Vision for Learning in 2020</th>
<th>Summary of the four themes</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>There are four key themes to the Vision for Learning, these are summarised as follows:</td>
</tr>
<tr>
<td></td>
<td>Learning and achievement</td>
</tr>
<tr>
<td></td>
<td>Children and young people in Surrey will develop well-rounded life skills, a</td>
</tr>
</tbody>
</table>

|   |   | Education |
strong desire for lifelong learning and be very well prepared for work in a
global economy. Every child and young person will be entitled to a
personalised learning programme to make the most of his or her ability.
Children and young people will learn in an exciting and innovative array of
styles and settings.

**Inclusion and culture**
Partners will work together to deliver excellent provision for all children and
young people. Barriers to learning will be creatively addressed so that all
achieve to their full potential. Centres of learning will provide imaginative
and well planned extended services for families. Inclusion and diversity will
be valued.

**Workforce and continuing professional development**
The high quality of Surrey’s learning provision will be rooted in attracting
and retaining the best professionals. Surrey will be acknowledged as a
leader in the professional development of its learning workforce. Creative
succession planning will inspire talented professionals to become senior
leaders.

**Leadership and partnership working**
The Vision for Learning in Surrey will provide a common sense of direction
among partners. It will enable them to embrace change and engage
effectively with government at all levels. Parents, children and young
people will play a key role in decision-making, and in the delivery of high
quality learning across the county.

**VALUES**

**Confidence**
- A county that is positive about acting in the best interests of all
  learners.
- A county that understands its distinctive learning issues and is bold enough to challenge and take risks to deliver what it believes is important.
- A county where learners develop confidence and the skills for work and lifelong learning

**Care**
- A learning community where every individual feels safe, is safe and the rights and views of all are respected.
- A community where partners are committed to the Vision and take responsibility for delivering high quality learning.
- A community in which young people develop a strong sense of local, national and international citizenship, caring for others and for the environment.

**Creativity**
- A learning community where individuals and organisations are encouraged to be innovative and responsive.
- A community that uses resources effectively to overcome obstacles.
- A community that continues to be at the forefront of learning practice.

**Collaboration**
- A county in which partners come together to support children and young people in their learning.
- A county where we listen as partners develop a shared understanding of priorities and work together to shape the future and create great learning opportunities.
- A county where children and young people learn the importance of working together as well as individually.

<table>
<thead>
<tr>
<th>Children and Young</th>
<th>Priorities</th>
<th>Education / Quality</th>
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<tbody>
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people’s Strategy 2012-2017

Our four priorities reflect the areas we most need to focus on with partners, so that we can use our common resources more effectively to get it right for more children and young people in the future. The public value programme and plans will each contribute to at least one of the following:

- **Prevention:** We will support children and young people to have positive contributions and achievements by promoting outcomes that will help boost their own and their families’ capacity to avoid developing problems.
- **Protection:** We will protect Surrey’s children and young people to keep them safe from harm and neglect so that they can grow up in an environment that allows them to achieve their best.
- **Participation:** We will increase the number of children and young people in Surrey participating in the best opportunities on offer in the county and beyond.
- **Potential:** We will work hard to provide and support excellent opportunities and services for Surrey’s children and young people so they can realise their full potential.

<table>
<thead>
<tr>
<th>Education and achievement plan</th>
<th>The education and achievement plan will be our main vehicle for influencing the lifecourse outcomes for children and young people in the early, primary and teenage years, in relation to educational achievement. We recognise that educational providers, head teachers and governors have a special role in the lives of those they work with. They have the opportunity to influence and support their pupils in being happy and positive, to help them develop social skills, learn respect and responsibility, and develop their aspirations. This plan will build on these roles, through a strong partnership to achieve good education outcomes at all key stages.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Participation and engagement</td>
<td>in the best education for all children</td>
</tr>
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</table>
and young people in Surrey, which includes ensuring that there is fair access to a sufficient number of high quality places provided for children and young people in their locality. To support this, the council will invest in new school places and buildings.

- **Collaboration and partnership** to improve outcomes and services for children and young people, with schools in Surrey at the heart of the agenda in their communities. We will collaborate to achieve this through a more localised framework for partnership working between Surrey County Council, parents, local education providers and other agencies.

- **Raising achievement** so that every school, college and setting has the highest ambition for all their children and young people, and drives its own improvement to enhance the life chances of every child and young person. This includes championing the achievement of vulnerable children and young people.

| Young people’s employability plan | The plan seeks to deliver the county council's strategy of full participation for all young people. This means participation in its broadest sense of being an economically active contributor to the Surrey community. Central to this strategy is our plan to increase young people’s employability, because being in education, training or employment provides the platform for a productive adulthood within a thriving community.

Preparing young people for participation enabling them to make better use of the opportunities around them. The Youth Support Service will deliver a participation readiness programme for all young people not in education, employment and training (NEET), to deliver skills training that support readiness for work and learning. The programme will focus on communications skills, personal administration, how to access support, teamwork, literacy and numeracy, study skills and career planning. It will also provide work experience opportunities, college taster courses and financial management. | Education |
“Commissioning and developing opportunities for young people to fill gaps in line with our statutory role, working in partnership with education and training partners. Our commissioning role will focus on gaps in provision where young people’s aspirations are not met with available provision, where employers’ needs are not addressed through available provision or to address future changes in need and demand, including demographic changes.

Aligning young people’s aspirations with local opportunities to go hand-in-hand with raising and widening participation. To do this we will discover what NEET young people want to do and cross-reference this with career guidance to ensure that they have realistic and stretching ambitions. This will then be matched with the learning and employment opportunities available locally, supporting general and further education colleges in recruiting young people onto courses directly and the 14-19 networks in matching young people to vacancies.

Removing young people’s barriers to participation to help maximise their potential for better outcomes. The Youth Support Service will work through a localised structure to provide intensive support to all 16-19 year olds who are NEET. Young people will be supported through a progression plan, designed to improve their overall wellbeing and support participation.

Tackling worklessness in families by identifying and targeting those families that include young people who are NEET or identified as at risk of becoming NEET where there are also unemployed adults in the household, in partnership with the relevant agencies. This will involve cross-referencing Youth Support Service case file information with unemployment records.

<table>
<thead>
<tr>
<th>Surrey’s joint health and wellbeing strategy</th>
<th>Main Objectives</th>
<th>Health / Education / Community Facilities</th>
</tr>
</thead>
</table>
• Improving children’s health and wellbeing
• Prevent ill health and promote wellness
• Promoting emotional wellbeing and mental health
• Improving older adults’ health and wellbeing
• Safeguarding the population from harm and abuse

The children, young people and families in the greatest social and economic need often experience the poorest health and wellbeing. The health, wellbeing and safeguarding plan will be our main vehicle for positively supporting our children and young people to realise good health and wellbeing outcomes throughout their childhood. We believe an integrated approach to social care and health provision is essential to improving quality and equality of access to services.

• further develop our multi-agency safeguarding and child protection practice and process following the new national guidance
• inform effective commissioning of health and care services, primarily focusing on safeguarding and preventative services
• improve access to and the quality of health assessments and services for looked after children and care-leavers
• develop a holistic emotional wellbeing and mental health service across all tiers informed by local need, with links to local services
• develop and implement an integrated complex needs service across health, social care and education.

<table>
<thead>
<tr>
<th>Surrey Emotional well being and adult mental health strategy</th>
<th>Our vision is that mental health and wellbeing should be as important as physical health and to achieve this transformation everybody needs to make mental health their business.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>The five priorities are:</td>
</tr>
</tbody>
</table>
1. Good mental health holds the key to a better quality of life. We need to promote positive mental health, prevent mental ill health and intervene early when people become unwell.

2. Mental health is everybody’s business. It affects every individual and impacts greatly on our society. It can only be improved if there is collective responsibility, a scaling up of integration and assertive action taken at all levels across agencies and organisations.

3. Building a strong partnership between commissioners, people who use services, carers and their families encouraging an equal role in shaping the support available

4. People should get as much support to prevent and deal with a crisis from a mental health problem as they expect to receive from physical healthcare services.

5. People are entitled to receive recovery focused support that offers hope, fulfilment of potential and to live their lives on their own terms

Tandridge Local transport Strategy and Forward Programme – Part of Surrey Transport Plan

<table>
<thead>
<tr>
<th>Objective 1</th>
<th>Provide greater sustainable transport choices across the District where appropriate</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Improving car parking at railway stations across the district</td>
</tr>
<tr>
<td></td>
<td>Improvements to bus services and bus infrastructure</td>
</tr>
<tr>
<td></td>
<td>Provide a more integrated and joined up public transport network</td>
</tr>
<tr>
<td></td>
<td>Improve pedestrian and cyclist accessibility to settlements areas and railways and improve safety</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Objective 2</th>
<th>Relieve local bottlenecks on the road network</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>Improve journey time reliability</td>
</tr>
<tr>
<td></td>
<td>Improve local environments for settlements</td>
</tr>
</tbody>
</table>
### Objective 3

**Manage HGV traffic across the road network**
- Implement various HGV traffic measures to mitigate the impacts of HGVs on settlements within the District

### Vision and objectives of the Local Transport Plan LTP3

**Vision**

To help people to meet their transport and travel needs effectively, reliably, safely and sustainably within Surrey; in order to promote economic vibrancy, protect and enhance the environment and improve the quality of life.

**Objectives**

Effective transport: To facilitate end-to-end journeys for residents, business and visitors by maintaining the road network, delivering public transport services and, where appropriate, providing enhancements.

Reliable transport: To improve the journey time reliability of travel in Surrey.

Safe transport: To improve road safety and the security of the travelling public in Surrey.

Sustainable transport: To provide an integrated transport system that protects the environment, keeps people healthy and provides for lower carbon transport choices.

### CATERHAM ISSUES

- Peak time congestion occurs in Caterham Valley, centred on Station Avenue. This is exacerbated at school times as local schools such as Caterham School and St John’s Church of England Primary
School appear to have significant car journeys for some pupils.
- Off peak congestion also occurs with unauthorised stopping in Station
- Avenue blocking bus stops and carriageways.
- Car parking issues along Croydon Road in the Valley for commuters and local businesses
- Pedestrian and cyclist accessibility could be improved within the town centre and access to the train station
- Peak time congestion on A22/B2030 Godstone Road junction
- The frequency of the bus services running to and from the outside of Caterham Station is low and needs to be adapted to meet the needs of commuters needing to make their journey into London at peak times.
- Peak time congestion in the vicinity of the Court Road, Chaldon Road and Coulsdon Road junction and the Caterham Community Recycling Centre (formerly called Civic Amenity Site) at Chaldon Road in Caterham-on-the-Hill

**OXTED ISSUES**
- Peak time congestion on A25 Godstone Road/Church Lane
- The A25 is part of the tactical diversion route if an incident occurs on the M25 traffic is diverted through Oxted leading to high levels of congestion
- Lack of parking for commuters travelling by train and cycle parking at the station
- Cyclist and pedestrian accessibility/safety issues in the town centre and surrounding areas
- HGV lorries travelling to and from Oxted Quarry and Sandpit via unsuitable and narrow roads.
WARLINGHAM ISSUES

- There is peak time congestion on B269 at Warlingham Green on the one way system.
- Rat running route on Sunny Bank to Farleigh Road due to peak time congestion in the village centre.
- There are good public transport links to West Croydon, running daily, by bus and a half hourly service between Caterham and Selsdon via Warlingham on Monday to Saturday. West Croydon Bus Station is closed from 4 October 2014 with the existing building being demolished and a new bus station planned to open on the same site in early 2016. There is a new bus service from Warlingham to Reigate which was introduced on 1 September 2014 on Monday to Friday.

GODSTONE ISSUES

- Peak time congestion through the village.
- The A25 is a tactical diversion route used when an incident occurs on the M25 which causes high levels of traffic flow and subsequence congestion.
- There are poor pedestrian and cyclist environments in some places.
- Levels of traffic on the A25 have a negative impact on the village environment.
- Safety issues for pedestrians and cyclists due to the speed in which traffic passes through settlement areas.
- The railway station is located outside of the village. There are limited rail services with direct services to London Bridge approximately hourly.
- Enhancements to the Redhill/Tonbridge line would provide benefits to services.
WHYTELEAFE ISSUES
- There is a lack of parking within the village centre.
- Peak time congestion can occur on the A22.
- To the south of Whyteleafe is Wapses Lodge roundabout which is a peak time congestion bottleneck on the A22.
- Congestion at the Whyteleafe Level Crossing local bottleneck.

LINGFIELD ISSUES
- Congestion can be severe on race day

BLETCHINGLEY ISSUES
- HGV parking issues
- The A25 is a tactical diversion route used when an incident occurs on the M25 which causes high levels of traffic flow and subsequence congestion.
- Pedestrian accessibility could be improved connecting the three areas.
- Levels of traffic on the A25 have a negative impact on the village environment
- Safety issues for pedestrians and cyclists due to the speed in which traffic passes through settlement areas

NUTFIELD ISSUES
- HGV parking issues
- The A25 is a tactical diversion route used when an incident occurs on the M25 which causes high levels of traffic flow and subsequence congestion.
- Pedestrian accessibility could be improved connecting the three areas.
- Levels of traffic on the A25 have a negative impact on the village environment
- Safety issues for pedestrians and cyclists due to the speed in which traffic passes through settlement areas.

**FELBRIDGE ISSUES**
- The A264/A22 junction is a peak time congestion bottleneck and has poor pedestrian accessibility.
- Significant housing growth is expected in neighbouring East Grinstead which is likely to put additional pressure on the transport network.

<table>
<thead>
<tr>
<th>Surrey Transport Plan - Schools Place Programme</th>
<th>Objective 1: At both primary and secondary level to maximise the choices available to children as to how they travel</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>a) At primary level to ensure that all children who are local to the school can either walk or cycle to school via safe routes if they choose to</td>
</tr>
<tr>
<td></td>
<td>b) At secondary level to ensure that all children who are local to the school can choose to walk or cycle safely, or if further away enable the use of public transport as far as possible</td>
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<tr>
<td></td>
<td>c) To work with existing and new schools to deliver more choice in the way children can travel</td>
</tr>
<tr>
<td></td>
<td>d) To ensure school buildings and their layout facilitate both walking and cycling</td>
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<tr>
<td></td>
<td>e) Provide on-site and off-site transport mitigation measures where appropriate.</td>
</tr>
</tbody>
</table>

**Objective 2: To minimise the impact of school growth on local residents and businesses**
- a) To minimise the impact of expanding and new schools on the road network and congestion
b) To ensure that planned changes to the transport provision for schools benefit local residents as well as the schools wherever possible

<table>
<thead>
<tr>
<th>Surrey Local Transport Plan – Freight Strategy</th>
<th>The aim and objectives for the Freight Strategy are:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><strong>Aim:</strong> To assist in the effective transportation of goods whilst minimising the impact of large goods vehicles on Surrey’s environment and its residents.</td>
</tr>
<tr>
<td></td>
<td><strong>Objectives:</strong></td>
</tr>
<tr>
<td></td>
<td>1. To continue to provide up-to-date information to the freight industry to enable more effective, reliable, safe and sustainable deliveries;</td>
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<tr>
<td></td>
<td>2. To reduce the adverse impact of lorries on congestion, air quality and road safety in urban areas; and,</td>
</tr>
<tr>
<td></td>
<td>3. To reduce incidences of lorries diverting along unsuitable lower category roads when not being used for access.</td>
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<table>
<thead>
<tr>
<th>Surrey Local Transport Plan – Parking Strategy</th>
<th>The county council should:</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>- introduce parking controls where necessary to make best use of the space available</td>
</tr>
<tr>
<td></td>
<td>- encourage the use of off street parking</td>
</tr>
<tr>
<td></td>
<td>- work closely with schools and other agencies to ensure the development and implementation of robust and effective school travel plans</td>
</tr>
<tr>
<td></td>
<td>- ensure adequate loading and unloading and disabled driver parking provision in all new parking schemes</td>
</tr>
<tr>
<td></td>
<td>- consider sustainable travel measures to reduce demand for on street parking, particularly in busy town centres</td>
</tr>
</tbody>
</table>

The county council should:

- run its civil parking enforcement operation in line with government guidance
• introduce a consistent and more realistic charge for residents' parking permits across the county and revise the permit allocation
• investigate a scale of charges dependent on a vehicle's CO2 emissions during the life of LTP3
• introduce a consistent and more realistic charge for visitors' permits across the county and increase the number available to residents
• introduce on street charging for short and long term parking where demand is highest
• introduce a consistent charge for waivers and suspensions across the county
• explore all enforcement options with a view to providing the most efficient regime possible
• monitor the enforcement regime and its effectiveness
• embrace technological advances in payment processes, including 'pay by phone'
• regularly review all fees to ensure that they are set at the appropriate level

The county council should:

• encourage the provision of suitable amounts of off street parking on new developments
• encourage the maximum use of off street parking by residents and businesses
• provide disabled parking bays and access protection markings where appropriate
• only use discretionary road signs and markings sparingly and in accordance with the relevant guidelines

<table>
<thead>
<tr>
<th>Surrey Transport Plan Local - Bus Strategy</th>
<th>Preferred strategy</th>
<th>Transport</th>
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</thead>
<tbody>
<tr>
<td>The main areas the strategy will focus on are:</td>
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</table>
Options to provide effective local bus services

Commercial bus services
Bus operators run many commercial bus services at their own financial risk. Timetables and fares are set by the bus operators and although the county council has no direct influence on the operation of these services, we work with operators in partnerships to deliver improvements to these services.

Non-commercial bus services
Surrey County Council funds additional bus services in Surrey to meet the need for bus travel in areas where bus operators cannot run such services at a profit.

Education transport
There is a duty placed on local authorities to provide free home-to-school transport for those “entitled scholars” living beyond the statutory distances from school.
**Demand Responsive Transport**

One way in which we aim to meet the diverse travel needs of Surrey’s residents is through Demand Responsive Transport (DRT) services, where these are seen as the most appropriate. Surrey’s BUSES4U services in Mole Valley, Reigate, Tandridge and north Waverley (Farnham) are run to no fixed schedule and their routes are determined by the requests made by passengers. Policies on DRT will be further developed in an upcoming Community Transport/Demand Responsive Transport Strategy, to follow in 2011/12.

**Community Transport**

Developing transport schemes that meet the mobility needs of Surrey’s vulnerable, disabled and/or geographically isolated residents is extremely important to the county council. In partnership with our neighbouring borough and district councils, the county council has helped develop dial-a-ride services and other community transport services in every area of the county.

**Services provided through agreements with developers**

In some cases, buses can be funded through agreements with developers, where a developer provides funding to mitigate against the traffic impact of a new development. There are several mechanisms for taking such agreements forward, including section 106 agreements, which are probably the best known.

**Coach services**

Coach services are an important part of the longer-distance public transport scene, and like buses use roads maintained by the county council. However, unlike buses, there is no statutory requirement upon the county council to support socially necessary coach services.
<table>
<thead>
<tr>
<th>Quality Contract Schemes</th>
<th>Qualifying Agreements</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quality Contract Schemes allow a local authority to replace the existing deregulated bus market in an area with a system of contracts, as in London.</td>
<td>Qualifying Agreements apply to bus operators only, and cover arrangements which are to the benefit of the passenger (for example, two bus operators agreeing to coordinate timetables on a shared section of route) but which might otherwise fall foul of competition legislation.</td>
</tr>
</tbody>
</table>

**Options to improve the reliability of local bus services**

<table>
<thead>
<tr>
<th>Bus Punctuality Partnerships</th>
<th>Quality Partnership Schemes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bus Punctuality Partnerships (BPPs) are formal agreements between a local authority and bus operators in its area to work together (including data sharing arrangements) to tackle the causes of bus unreliability.</td>
<td>Quality Partnership Scheme is the new name for Statutory Quality Bus Partnership (QBP). Such schemes allow a local authority to specify the facilities that it will provide through a partnership, while operators of bus services wishing to use the facilities must undertake to provide services to a certain quality standard</td>
</tr>
</tbody>
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<thead>
<tr>
<th>Voluntary Partnership Agreements</th>
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<tbody>
<tr>
<td>A Voluntary Partnership Agreement is the new name for what used to be called a Quality Bus Partnership (QBP), introduced by the Local Transport Act 2008. They are voluntary agreements to which bus operators, the local transport authority (Surrey County Council in Surrey) and third parties (such as borough or district councils, or businesses) sign up, to deliver benefits to bus passengers.</td>
</tr>
<tr>
<td><strong>Park and Ride schemes</strong></td>
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</tbody>
</table>
Park and Ride schemes, though not themselves conventional local bus schemes, show how buses can play an essential part in tackling congestion in town centres. By replacing multiple car journeys with a single bus and by improving access to a town centre, Park and Ride schemes can also improve the environment and boost the local economy. So far, Guildford has been the only Surrey town where we have implemented a Park and Ride network, helping to protect its historic town centre environment and narrow streets from untrammelled growth in car traffic.

<table>
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<tr>
<th><strong>Bus lanes</strong></th>
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Bus lanes can significantly assist buses to operate more punctually and reliably by ensuring that buses can by-pass traffic congestion, and they can also allow bus journey times to be reduced.

<table>
<thead>
<tr>
<th><strong>Intelligent bus priority/selective vehicle detection</strong></th>
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This uses Surrey’s bus real time passenger information system to track buses as they approach traffic lights. Where buses are running late, traffic lights are changed in favour of the bus, assisting in ensuring punctual and reliable bus services. We aim to introduce such measures at locations which will benefit services by reducing journey times and increasing the reliability of services.

<table>
<thead>
<tr>
<th><strong>Bus gates</strong></th>
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</thead>
</table>
We seek to implement bus-only gates as part of new or existing developments to enable buses to more effectively access developments which otherwise seek to restrict general traffic.

<table>
<thead>
<tr>
<th><strong>Traffic management measures</strong></th>
</tr>
</thead>
</table>
Complementary traffic measures, such as traffic calming and yellow lines, can help bus routes operate more punctually and reliably. However, insensitively designed traffic calming can make bus access more difficult. We will follow best practice and work with colleagues to deliver effective traffic management.
solutions.

Options to improve the accessibility of local bus services

*Bus passenger infrastructure measures*
Surrey County Council owns the roadside bus stop infrastructure (bus stop poles, flags and timetable cases). Over the last ten years we have delivered a major programme of new and improved bus stops in Surrey, and have now replaced around half of the bus stops in Surrey with modern equipment. We also undertake an ongoing process of assessment of the need for bus stops.

*Improving bus shelters*
The county council recognises that a high quality passenger waiting environment is fundamental in improving and promoting passenger transport, and bus shelters are an integral part of this. Indeed, the provision of a good, clean, well-lit shelter with good levels of information can be the key factor in the decision-making process for people deciding which mode of transport to use.

*Improving accessibility at bus stops*
Raised kerbs at bus stops make buses easier to access for vulnerable sections of society who would otherwise be excluded, improve accessibility and social inclusion.

*Passenger transport information*
The county council’s Passenger Transport Information Strategy covers in more detail the whole of our work in providing passenger transport information over all modes, and through all media. The purpose of the strategy is to define the minimum standard of information provision required of all operators in Surrey, and work on information through QBPs and other similar initiatives. Provisions within the strategy to enforce these standards will be used to deliver consistent quality.
### Influencing commercial fare levels

Fares levels on commercial services are not a matter on which the county council is allowed to dictate policy, although we will assist operators through endorsing Qualifying Agreements where appropriate.

### Fares on tendered services

When tendering a service we may set only a maximum fare or we may choose to develop a complete faretable as part of the tender agreement. We take into account the fares charged on any nearby commercial services when setting fares. Where routes are shared, fares on supported services will not undercut those charged on the commercial services.

### Ticketing schemes

Surrey County Council administers the English National Concessionary Travel Scheme (which gives free bus travel throughout England) for senior citizens and people with disabilities on behalf of the 11 Surrey districts and borough councils, and from April 2011 has full responsibility for the scheme.

### Intermodal integrated ticketing

Over the last five years integrated Rail-Bus tickets have been introduced in many locations in Surrey including Woking, Guildford, Redhill and Horley, sometimes with the involvement of the county council and sometimes as commercial initiatives between operators.

### Smartcard ticketing

Developments in smartcard technology are a way of making public transport more accessible and attractive to customers, recognised as such in the new Transport White Papers.

### Improved integration with other transport modes

The bus network is part of the overall passenger transport network in Surrey. We are always keen to promote multi-modal passenger transport journeys.
where possible and practical, and to promote sustainable access to passenger transport facilities. We have spent considerable sums of money during the last two Local Transport Plan periods in improving interchange between buses and trains in particular.

<table>
<thead>
<tr>
<th>Surrey Rail Strategy</th>
<th>In line with SCC's requirements the Strategy provides a framework through which SCC can:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>„develop future rail policy, service and infrastructure initiatives;</td>
</tr>
<tr>
<td></td>
<td>„respond to consultations (e.g. rail franchises, aviation reviews);</td>
</tr>
<tr>
<td></td>
<td>„lobby to influence national rail policy and planning; and</td>
</tr>
<tr>
<td></td>
<td>„support wider Council growth initiatives.</td>
</tr>
</tbody>
</table>

We have developed a high-level strategic approach to this study. The strategy does not develop detailed options, rather it identifies potential interventions that SCC and partners can either develop directly or can support third parties to develop. From our experience we are confident that this approach provides SCC and its partners with the influential rail strategy that they require.

The four rail development objectives for Surrey were identified through review of relevant planning and policy documents and discussions with SCC; they are:

1. Maintain Global Competitiveness;
2. Drive Economic Growth;
3. Reduce impacts on the Environment;

The objective for the study is to identify proposals for strategic investment that the County Council, working with partners, can plan and deliver. | Transport |
### Key Issues

The key issues affecting the delivery of the rail development objectives for Surrey and the gaps remaining were identified in the Issues Paper. Issues were split into two categories:

- **Capacity issues** - related to the size and scale of the rail system (infrastructure and services) to meet the required demand, e.g. train length, number of trains; and
- **Adequacy issues** - related to the capability of the rail system to meet the requirements of passengers and policy, e.g. journey times, frequency, station facilities.

#### Capacity Issues

The main capacity issues for rail in Surrey have been identified as:

- **Capacity to Waterloo** – without action, significant overcrowding is forecast to result by 2031 particularly on main line services, with demand growth likely to be suppressed;
- **Capacity on the Brighton Main Line** – some overcrowding is forecast to continue to occur by 2031, even after significant investment; and
- **The North Downs Line** – there is existing overcrowding on peak services between Guildford and Reading.

#### Adequacy Issues

The main adequacy issues for rail in Surrey have been identified as:

- **Access to London** - from locations in the Blackwater Valley area, e.g. Camberley and Frimley;
- **Access to main centres in the County** - existing train services are often infrequent and offer poor connections, for example Alton to Guildford;
- **Access to stations** – both lack of car parking and poor connections
Links between new developments and stations – to support sustainable travel choices, and developing appropriate solutions; and
Access to international gateways – particularly Heathrow and Gatwick airports, but also High Speed (HS) 1 & 2, to maintain Surrey’s global competitiveness.

<table>
<thead>
<tr>
<th>Surrey Cycling Strategy</th>
<th>The challenge of tackling increasing casualties at a time when money for investment in infrastructure is scarce.</th>
<th>Transport</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Issues</strong></td>
<td>The need to equip different road users with the skills to share the road safely and to tackle antisocial behaviour among a minority of motorists and cyclists</td>
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<td></td>
<td>The need to balance the benefits and negative impacts of sports cycling in rural Surrey, particularly to seek ways to manage the impacts of the large numbers of unregulated cycle events</td>
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<tr>
<td></td>
<td>Funding pressures, with limited funding available for cycling improvements, in the context of limited and reducing levels of funding for public services in general</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Significant support for segregation of cyclists and motorists in the context of competing pressures for space on the highway and very scarce resources</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Improved understanding of the actual and potential economic benefits of cycling</td>
<td></td>
</tr>
<tr>
<td><strong>Objectives</strong></td>
<td>Surrey County Council and its partners will work together to deliver improvements for cycling</td>
<td></td>
</tr>
</tbody>
</table>
- Surrey Local Committees will oversee development of Local Cycling Plans that reflect local priorities and issues
- We will develop a comprehensive training offer and ensure that cost is not a barrier to learning to ride a bike
- We will work with partners to ensure that Surrey’s economy benefits from more people cycling for every day journeys and from Surrey’s role as a centre for cycling
- We will seek funding to improve infrastructure to make cycling a safe, attractive and convenient mode of transport for people of all ages and levels of confidence
- We will encourage cycling as an inclusive, healthy and affordable means of travel through the provision of information, promotional activities and practical support
- We will work with Surrey Police and other partners to improve cycle safety and encourage respect between different road users through targeted campaigns and initiatives Objectives: sport, leisure and events
- We will promote and encourage cycling for health and leisure
- We will encourage the provision of off road cycle trails and activities while managing the impacts on Surrey’s countryside
- We will take action to minimise the impacts of high levels of sport cycling on some roads and communities in Surrey
- We will lobby central government to ensure that regulations governing events on the highway are fit for purpose
- We will support major cycle sport events which inspire participation and bring economic benefit, while minimising impact on affected communities

| Surrey Rights of Way Improvement Plan | There are approximately 9900 hectares of registered common land in the County to which the public have a right of access on foot, and much of this land is also accessible on horseback. Whilst there is strong demand for cyclists to be allowed to ride on commons, in most cases this would require | Transport |
a change in national legislation. The County Council itself owns or has access agreements over 4000 hectares of publicly accessible land, which is leased to and managed by the Surrey Wildlife Trust. The Ministry of Defence own more than 3000 hectares, some, but not all of which is accessible, and other significant landowners include the National Trust (5000 hectares) and the borough and district councils (about 4000 hectares in total).

The only area where there is less accessible open land is the southern part of Tandridge District, where the greatest proportion of farmland is also in arable production.

Whilst the management of open land for public recreation does not form part of this Plan, it is nevertheless important to ensure that existing access from the public rights of way network is improved and new points of access to open land created where appropriate. There is a need to review all of the areas of open access land that are available for horse riders to ensure that there is adequate safe access and byelaws should be reviewed where appropriate. It is also important to ensure that bridleways continue over commons where there is a right to ride horses, so that cyclists can legally continue across the common. A series of access information points have been placed across the county as a first step towards increasing the availability of public information about the extent of publicly accessible land.

| Surrey Local Flood Risk Management Strategy | The Surrey Local Flood Risk Management Strategy (hereafter the strategy) aims to increase awareness of local flood risk issues. It also sets out how partners are working together to reduce flood risk. This document provides, for the first time, an overview of the ongoing flood risk management work underway across Surrey. The organisations in Surrey with responsibility for flood risk management have worked together to produce the strategy. The Surrey Flood Risk Partnership Board oversees the strategy. | Flooding |
Residents and businesses do not always distinguish between different types of flood risk; the impact is their key concern. The strategy will therefore illustrate levels of risk within the county from all sources of flood risk. It is in recognition of the desire for partnership to manage and prevent flood risk between Surrey’s risk management authorities and others.

We cannot stop flooding in Surrey.

Extreme weather events appear to be on the rise and we know climate change will have impacts on the county. Many of our existing homes and businesses are built in the floodplain and funding is limited. However, through the strategy we have an opportunity to coordinate our services so that the risk of flooding is reduced.

Our intention is that the impact of flood incidents is as minimal as possible.

The objectives of the Plan are (in no particular order):

- We will make it easier for risk management authorities to work together.
- We will clarify the roles and responsibilities of all stakeholders.
- We will provide a clear overview of levels of flood risk throughout the county, to enable wider understanding of those risks.
- We will consider flooding issues at a catchment (area) level.
- We will reflect and action the concerns of residents and businesses.
- We will provide a robust approach to the prioritisation of spending on schemes intended to reduce flood risk.
- We will highlight how residents and businesses can help manage risk.
- We will develop an annual action plan of priority actions based on the principles set out within the strategy.
- We will ensure environmental consequences are taken into account in the design and implementation of any proposed flood management actions.
risk management measures.

In addition to identifying capital schemes, the strategy aims to develop a series of actions to reduce local flood risk. The early focus for our work can be grouped into a number of broad themes:
- maintenance
- sustainable drainage
- communication
- improving knowledge and skills
- developing a holistic response to flood risk.

Sub region - East Surrey / Gatwick Diamond

<table>
<thead>
<tr>
<th>Strategy/Source</th>
<th>Issue/Consideration including other strategies we need to respond to/support:</th>
<th>Objective type</th>
</tr>
</thead>
<tbody>
<tr>
<td>East Surrey Housing Strategy</td>
<td>The Housing Strategy  East Surrey has agreed three priority policy areas:</td>
<td>Housing</td>
</tr>
<tr>
<td></td>
<td>• Creating Housing Opportunities  • Improving Housing Standards  • Improving Housing &amp; Support for Vulnerable People.</td>
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<tr>
<td></td>
<td>We will work towards delivering these priorities across East Surrey, sharing or pooling resources as appropriate, reducing duplication and streamlining processes.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Key Issues:</td>
<td></td>
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</tbody>
</table>
- Support the provision of affordable housing through HCA grants and creative funding solutions
- Increased cooperation with the private sector to provide affordable homes
- Improve accommodation for homeless and vulnerable persons

Main Objectives:

- Support housing providers in bids for grant from HCA that meet identified housing needs. Seek creative funding solutions where applicable to maximise funding possibilities.
- Employment of private sector housing officers and use of standardised rent deposit schemes to maximise the availability of private sector accommodation.
- Use opportunities provided through reforms available to local homelessness, allocations and tenancy policies to manage demand and create turnover.
- Review use of temporary accommodation options and enhanced preventative measures through individual authority’s homelessness strategies.

Continue to support preventative measures and accommodation options such as Surrey Homelessness Alliance “No Second Night Out” Initiative.

Improve accommodation and advice services.

### Extra Care Housing Strategy for Eastern Surrey

Underpinning this strategy are local and national commitments to ensure older people have choice and accurate information on options for housing, care and support (DoH & ODPM, 2003). Extra Care housing will have an important role to play and the Department of Health (DoH) is keen to see better use being made of it and other housing with care options.

### Gatwick Diamond Strategic Plan 2013-2016

Objectives
- Lobby for housing to accommodate growth - right amount, right

<table>
<thead>
<tr>
<th>Extra Care Housing Strategy for Eastern Surrey</th>
<th>Underpinning this strategy are local and national commitments to ensure older people have choice and accurate information on options for housing, care and support (DoH &amp; ODPM, 2003). Extra Care housing will have an important role to play and the Department of Health (DoH) is keen to see better use being made of it and other housing with care options.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Housing</td>
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</table>
blend of housing at all levels right locations
- Support the LSS Group with the roll out of the Local Strategic Statement and the Duty to Cooperate
- Support the LSS Group to align the Local Strategic Statement with the Coast to Capital Growth Plan
- Ensure the GDI feeds into the local plans
- Work with councils at delivery level as well as board level
- Broker a portfolio of potential projects and schemes over the next 5 years: so we can react quickly to unplanned calls for funding bids
- Identify gaps in suitable accommodation for new and existing employers
- Lobby BDUK Superfast Broadband to ensure GDI business parks/industrial estates are a priority in the roll out timetable
- Promote to businesses the benefits of subscribing to superfast broadband as part of the BDUK roll out and suggest other options where applicable
- To lobby for a continuing non-stop Gatwick Express
- To influence the Gatwick Surface Access Strategy Group
- To lobby for transport infrastructure investment supporting WSCC, Surrey CC and C2C LEP
- To promote to businesses the benefits of public transport
- Promote the benefits of apprenticeships, interns and graduate recruitment to businesses
- Promote to business the benefits of local recruitment and workforce development
- Support the implementation of the University Centre of Central Sussex College
- Support the arrival and promote the increased presence in the Gatwick Diamond of the University of Brighton
- "Influence and lobby for the development of the first Science Park/Innovation/Technology Centre in the Gatwick Diamond"
<p>| | |</p>
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</table>
|   | • Support Gatwick Diamond Young Start Up Talent  
|   | • Lobby for and promote improved payment terms for small businesses  
|   | • Support and promote the two Gatwick Diamond young Promote  
|   | • Raise the profile of the Gatwick Diamond as a great place to do business  
|   | • Raise the profile and understanding of the key sector strengths in the area.  
|   | • Promote the Gatwick Diamond locally, nationally and internationally to attract new business investment to the area and investment and growth amongst current businesses  
|   | • Promote a clear Sector proposition, what needs to be achieved and with whom  
|   | • Support Gatwick Airport in retaining and attracting new international routes by encouraging and promoting business traffic through the airport particularly on new and long haul routes  
|   | • To work with local business membership organisations to promote SME networking benefits  
|   | • Promote the benefits of international trade  
|   | • Promote and encourage businesses ability to scale up through business support programmes and signposting to business support websites  
|   | • Track business confidence and identify trends to help the Gatwick Diamond maintain its competitiveness (Quarterly Business Barometer Survey)  
|   | • Encourage business networking and peer to peer learning through promotion of partners events on the website  
|   | • Showcase hero companies through case studies and the Gatwick Diamond Business Awards  
|   | • Seek opportunities to collaborate on inbound and outbound trade |
visits
- Respond promptly to inward investment enquiries and seek enquiry opportunities
- Ensure that the relaunched website always has dynamic content, attractive and relevant inward investment content and work towards improved website rankings
- Lobby local and national public sector, strategic business organisations on issues which are barriers to growth and investment identified by local businesses

Through collaboration and the free sharing of knowledge and information with business associations, LEP and local authorities, help businesses be retained, grow and prosper

<table>
<thead>
<tr>
<th>Gatwick Diamond Local Strategic Statement</th>
<th>All</th>
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<tbody>
<tr>
<td>The Statement has four main objectives:</td>
<td></td>
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<tr>
<td>- To provide a broad but consistent strategic direction for the Gatwick Diamond area on planning and economic issues which cross local authority boundaries</td>
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<tr>
<td>- To set out, for the shorter term, how that strategic direction will be translated into change and development</td>
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<tr>
<td>- To establish effective mechanisms for inter-authority cooperation on strategic issues so that longer term decisions made through the local plan</td>
<td></td>
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<tr>
<td>- making processes are well informed</td>
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<tr>
<td>- To identify those areas where joint working will be prioritised</td>
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</table>

The Local Strategic Statement does not seek to impose top-down targets or pre-empt detailed decisions on the location or scale of new development. Rather it looks to build on an understanding of local needs and aspirations, enhancing cross-boundary cooperation, providing a framework which assists local communities in their decision making on planning and economic issues and supporting emerging plans and local development frameworks.
At the strategic level, however, there are significant issues which will need to be addressed if the prosperity of the area is to be maintained and enhanced.

- The Diamond’s economy is experiencing greater competition from other locations in the South East and is underperforming particularly with respect to its attraction of higher skilled activities from the knowledge economy.
- An ongoing supply of suitable land and premises is needed to meet the demands of a changing economy.
- Higher skill levels, and aspirations to those levels, are below average within the largest town, Crawley, and in pockets elsewhere.
- New housing is needed to meet the expectations of a changing population but significant new development could, in some cases, change the character of towns and villages making them less attractive places in which to live and work.
- Transport links have become increasingly congested and will require investment if the potential of the area is to be met.
- Town centres meet day to day needs but, particularly for shopping, people have to travel out of the Diamond to obtain the quality of opportunities delivered by regional centres such as Bluewater, Kingston, Guildford and Brighton.
- The countryside, whilst an attractive and much valued resource, needs to be safeguarded if it is to maintain and strengthen its role.
- □ Climate change and longer term issues of energy supply will require a concerted approach both within and across local authority boundaries.
### District - Tandridge District Council

<table>
<thead>
<tr>
<th>Strategy/Source</th>
<th>Issue/Consideration including other strategies we need to respond to/support:</th>
<th>Objective type</th>
</tr>
</thead>
</table>
| **Key Corporate Priorities 2015/2016** | • To support residents and protect the local environment.  
• To work with local businesses to promote growth and employment. | Environment / Employment |
| **Behaviour Framework** | There are four behaviours that Tandridge District Council must comply with:  
• Working well together  
• Providing great customer service  
• Always improving  
• Making it work | Quality of life and delivery / working in partnerships |
| **Performance Plan** | 1. Provide quality services at reasonable prices and concentrate Council Tax expenditure on providing and supporting front-line services. Continue to maximise resources available to the district through partnership opportunities, government grants and other funding streams. Fight for fair, adequate and stable funding for the South East in general and Tandridge in particular.  
2. Ensure that Tandridge is a focused, well-managed and responsive council with high performance attainment against locally agreed Key Performance Indicators and effective communication and consultation with residents and businesses.  
3. Pursue innovation and cost effectiveness in the delivery of our services.  
4. Keep Tandridge a place where people want to live, work and visit. | All |
| **Play Pitch Strategy 2005-2015** | Key Issues  
• To ensure there is always a geographical spread of new play provision | Infrastructure |
across the District of Tandridge.

- To improve and enhance ‘free access play facilities’ for children and young people’ in Tandridge ensuring equality inclusion and accessibility for all.

Main Objectives

- The District Council adopts a standard of 0.8 of equipped and informal play space per 1000 population, in addition to the current requirement of 1.27ha/1000 for playing space (policy CSP13) as a future planning guideline.
- Acknowledging that Tandridge is a largely rural district, an overall target of 0.1ha of equipped play space per 1000 population is recommended. That represents an increase of 0.056ha.
- Require contributions for on and off site play provision in accordance to the recommended standard of 0.8 ha per 1000 people.
- Secure ongoing funding to maintain and update play spaces that are adopted by management committees/residents’ associations rather than the District Council.
- Retain all existing play areas unless it is identified through consultation with residents that there is an over provision within certain locations within the district, or that the provision is no longer needed.
- Continue to replace and refurbish play spaces in order to provide for local community needs, in line with the design principles identified in this strategy.
- Ensure the inspection and maintenance of playgrounds and the ongoing capital investment for improving existing playgrounds is continued, to meet local needs.

Customer Services Plan 2014 – Long term action plan

<table>
<thead>
<tr>
<th>The objectives of the Community Services Plan are:</th>
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<tbody>
<tr>
<td>- Channel shift – to encourage and promote use of the online facilities and services</td>
</tr>
</tbody>
</table>

Design and Crime / Quality of Life
<table>
<thead>
<tr>
<th><strong>Communications Plan</strong></th>
<th>6. To use communications to enhance the reputation of Tandridge as an efficient and responsive authority and to earn understanding and support for the organisation’s aims and objectives.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>7. To communicate with stakeholders about the Council’s decisions, policies, plans and services.</td>
</tr>
<tr>
<td></td>
<td>8. To ensure all stakeholders are encouraged to give their views through consultation and take these into account when forming decisions and shaping services.</td>
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<tr>
<td></td>
<td>9. To ensure services are accessible to all.</td>
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<td></td>
<td>10. To promote partnership working.</td>
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<tr>
<td></td>
<td>11. To keep staff informed and involved using a variety of communication methods.</td>
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<tr>
<td></td>
<td>12. To inform, involve and consult staff and listen to their feedback</td>
</tr>
<tr>
<td></td>
<td>13. To raise awareness and understanding among stakeholders about objectives, policies and services.</td>
</tr>
<tr>
<td></td>
<td>14. To provide clear, accurate and accessible information and advice in the most cost effective way.</td>
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<td></td>
<td>15. To use the most appropriate method of communication.</td>
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<tr>
<td></td>
<td>16. To improve and encourage two way communication between the Council and its stakeholders.</td>
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<td></td>
<td>17. To consult widely and inclusively, listen to feedback and use it to inform our policies.</td>
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<tr>
<td>18.</td>
<td>To encourage local debate on the quality and level of services.</td>
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<tr>
<td>19.</td>
<td>To maintain a strong corporate identity.</td>
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<tr>
<td>20.</td>
<td>To promote partnership working as an alternative way of providing services.</td>
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<tr>
<td>21.</td>
<td>To establish and maintain effective channels of internal communication.</td>
</tr>
<tr>
<td>22.</td>
<td>To ensure staff understand and support the priorities and direction of the Council and have the chance to contribute.</td>
</tr>
<tr>
<td>23.</td>
<td>To promote identity with and commitment to the council.</td>
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<tr>
<td>24.</td>
<td>To encourage team working and a sense of belonging.</td>
</tr>
</tbody>
</table>

### Community safety partnership plan

#### Main Objectives

1. Reducing Antisocial Behaviour (with an increased focus on victims and young people)
2. Reducing Serious Acquisitive Crime (with a continuing focus on rural crime)
3. Tackling Domestic Abuse
4. Substance Misuse
5. Counter Terrorism

Also the plan states:

- Increase recycling rate by continuing to promote recycling to residents through the Tandridge magazine and educational visits for residents to the materials recovery facility.
- Children’s play areas – continue refurbishment programme.
- Tandridge Leisure Trust – to continue working with TLT to ensure the effective delivery of leisure and cultural services.

### Capital Strategy and Asset Management Strategy 2012-2017

To ensure the best management of the councils stock and use of assets. The business plan provides for the repayment of the debt in 19 years after which date significant balances will be built up in the HRA. These balances will be able to be utilised to provide new social housing and ensure the high

### Leisure and Cultural / Quality of Life

Leisure and Cultural / Quality of Life
quality of existing housing is maintained.

Relationship with other strategies
Community Safety Plans Tandridge Community Safety Partnership (formerly known as the Crime and Disorder Reduction Partnership) is required to produce an annual Community Safety Plan showing how its members will work together to tackle key crime and disorder priorities in the coming year. These priorities are identified by analysis from partners and feedback from local residents through a process known as the Strategic Assessment.

Most of the priorities identified for 2012/13 are continuing issues that need an ongoing focus and will be addressed through multi-agency working. The Communication Strategy and Consultation Policy each promote information sharing on all aspects of the Council’s work. As well as producing various corporate leaflets, an annual Performance and Improvement Plan, the Council publishes three editions of its magazine for residents and businesses and has an excellent relationship with the local media, issuing around 100 news releases a year. The Council’s website is a comprehensive source of information about council services and the local community and has been consistently highly rated by SOCITM. The Tandridge Tenants’ Forum also produces its own quarterly newsletter for tenants and leaseholders. Public consultations are regularly undertaken where the use of assets could be critical to service delivery this has included for example: both reactive and planned maintenance of council houses, the future of Soper Hall and the improvement of sports pavilions.

ICT Strategy The Tandridge ICT service has the objective of improved delivery whilst at the same time reducing costs, an objective which maps to the Councils own Key Objectives of high quality, low cost, efficient services. Its programme of work is monitored by the Management Planning and Technology Group (MP&T) and covers the development of new
systems as well as the enhancement and upgrade of older equipment. The strategy indicates that future improvement will be targeted at our service to the public. The strategy anticipates opportunities for sharing systems with partners, and to further expand on existing shared systems with: Sevenoaks (financial applications); Epsom & Ewell, Waverley, Mole Valley, Spelthorne and Elmbridge (HR applications) and Mole Valley (Revenues and Benefits applications).

The Council continues with its devolved approach to Procurement while maintaining a central working group (with members from each service) to ensure consistency in practice and the awareness of national and centralised activities.

Climate change is one of the most pressing problems we face and one on which we all have a responsibility to act. The Council believes it must lead by example and promote environmental awareness and be fully aware of its environmental footprint, not only to save money in the long run, but also demonstrate it is able to make sustainable use of resources. • Improving energy usage in Council buildings, fleet and services • Assist local residents with advice and support in implementing energy efficiency measures • Diverting waste from landfill • Promoting sustainable energy in new development • Promoting sustainable patterns of travel • Adapting to the impacts of Climate Change

Councillors and officers have a strong record of effective partnership working with Surrey County Council, Tandridge Parish Councils, neighbouring local authorities and other public service providers including Surrey Police and the Surrey PCT.

The Housing Strategy and the HRA Business Plan set out the present and future requirements for corporate planning and consultation elements of Housing Capital schemes. An East Surrey Housing Strategy for the period
2009 – 2013 has been produced in partnership with the neighbouring authorities of Mole Valley, Reigate & Banstead and Epsom & Ewell. The revised 30 year HRA Business Plan has been prepared based on the new system of HRA self-financing which started on 1st April 2012.

The Council is moving towards a regime of preparing formal service plans. Service reviews will be an inherent aspect of these plans. Where significant assets are employed in providing a service their overall performance will be examined as part of the fundamental review process. This will be one of the prime processes for evaluating the efficiency and effectiveness of the Council's management of existing assets.

An update to this strategy has been to Resources Committee in March 2015 and sought that the Council should adopt an approach to assets which looked at the role those assets might play in promoting the vibrancy and sustainability of various settlements in the district. The specific assets to be included in the asset review were agreed by the Resources Committee in June 2015. As part of this, assets within Caterham were identified to assist in the regeneration of the area and the Caterham Town Centre Masterplan.

### Medium Term Financial Plan

The estimated financial position of the Grant Fund over the next 5 years is very challenging. The scale of savings required continues unabated. The central scenario predicts annual savings of some £600/700k that will need to be achieved. This position is partly ameliorated in the short term by a potential transfer of funds currently earmarked to finance the capital programme.

**Summary**

The central scenario for the General Fund anticipates the continuation of annual reductions in government grant (Revenue Support Grant) at a scale equivalent to the level of reduction which has occurred over the last 4/5
years. This has a significant adverse annual financial impact on the Plan.

In addition, the first 6 year allocation of New Homes Bonus (NHB) awarded in 2011-12 reaches its final year in 2016-17 and hence there is a significant reduction in income from this source in 2017-18 and subsequent years. The plan also provides for the annual allocations of New Homes Bonus to cease with effect from 2017-18.

These prime assumptions relating to RSG and NHB are a major financial part of the central scenario. Price and pay inflation are anticipated at around or below the government’s anticipated level for the Consumer Price Index of 2% over the period of the Plan. Interest rates are anticipated to increase slowly over the next few years, whilst receipts from business rates are estimated to increase in line with inflation.

Overall this central scenario predicts that the General Fund (after the potential transfer of funds currently earmarked for the capital programme) will have to achieve annual financial savings of around £½ million for each of the next 2 years increasing to around £¾ million for each of the subsequent 3 years.

An alternative more optimistic scenario, which has less probability, anticipates government grant reducing at a lower level each year (only some 3.2% after 2015-16 - this percentage being an average of an analysis undertaken by the Institute For Fiscal Studies of the main political parties future spending plans) and that NHB, whilst ceasing after each 6 year period, nevertheless continues to be allocated annually to local authorities.

This alternative scenario predicts that the General Fund would have to achieve annual financial savings of around £400,000 for each of the next 2 years, increasing to £500,000 for each of the subsequent 3 years.

The financial position for the HRA is more positive, where it is anticipated
that annual surpluses will be achieved which will contribute towards maintaining the existing stock and building new properties. The HRA business plan is currently being updated and will be reported to a future meeting of the Housing Committee.

The capital programme is fully financed, without the need for external borrowing, over the 5 years of the Plan.

**Financial and Corporate Strategies**

The challenge for the financial strategy will be to deliver the reduction in costs whilst also achieving the priorities of the corporate strategy. Key areas of the corporate strategy include the re-development of the Oxted Gas holder and the Rose & Young (Caterham) sites, review of parking facilities and development of Ninehams Gardens (Caterham).

In this respect, the use of internal funds such as the Economic Development Fund and Invest to Save Reserve can provide some financial resource to assist the achievement of the corporate objectives. In addition, there may be a future need for more sizeable financing for any particular project; in this respect there is the opportunity to borrow at current low interest rates from the Public Works Loans Board. A number of authorities have used this facility to borrow for developments which assist re-generation whilst also achieving an ongoing revenue income stream which contributes to the savings requirement. The opportunity for asset/land sales could also generate income.

The immediate financial strategy will look towards individual Committees fully reviewing their budgets for efficiencies whilst developing and modernising their services. Better use of assets such as the renting out of surplus office space, diversification of investment opportunities, training of young people and apprentices, development of the garden and waste
services have all contributed in the past and new ideas will be expected for the future.

**Health and Wellbeing Board**

The Tandridge Health and Wellbeing Board is made up of members from the following organisations:

- Tandridge District Council
- East Surrey Clinical Commissioning Group
- Surrey County Council Public Health
- Surrey County Council Adult Social Care
- Surrey County Council Services for Children School and Families
- East Surrey Carers Support Association
- First Community Health and Care
- Surrey and Borders Partnership NHS Trust
- Healthwatch Surrey
- Tandridge Voluntary Service Council
- Tandridge Trust Leisure and Culture

The Board aims to improve the health and wellbeing of residents. Each year the Board reviews its local health and wellbeing priorities. For 2015 these are:

- Improving mental health
- Encouraging healthy weight
- Discouraging excess alcohol consumption

Tandridge Health and Wellbeing board has commissioned a number of projects including:

**Wellbeing Prescription**

Wellbeing Prescription means GPs and other providers can refer patients
to a Wellbeing Advisor, who can signpost them to a wide range of activities across the district. This is a great opportunity for adults to improve their health, reduce pressure on health services and to join up health and wellbeing activities in the area.

**Wellbeing at Work**

Wellbeing at Work is free to businesses and offers staff a Wellbeing MOT or NHS Health checks for businesses.

**Domestic Abuse Support**

This project implements a system for GPs and health professionals to identify and refer victims of domestic abuse to appropriate services.

**Free Outdoor Gyms**

We have built eight outdoor gyms across the district. These gyms are free to use. We have also worked with Tandridge Leisure Trust to deliver free gym inductions.

- Caterham: Queens Park, Queens Park Road CR3 5RB
- Felbridge: Village Hall Recreation Ground, Crawley Down Road RH19 2NT
- Hurst Green: Mill Lane Playing Field, Mill Lane RH8 9DF
- Lingfield: Jenner’s Field, Vicarage Road RH7 6EZ
- Nutfield: Mid Street Recreation Ground, South RH1 4JH
- Smallfield: next to Centenary Hall, Wheelers Lane RH6 9PT
- Tatsfield: Westmore Green, Approach Road TN16 2AG
- Whyteleafe: Whyteleafe Recreation ground, Hillbury Road CR6 9TH
### Community Gardening in Caterham

Vitamin G is a community garden project that supports the physical and mental wellbeing of communities. The Vitamin G Garden is located at Queens Park, Caterham

<table>
<thead>
<tr>
<th>Climate Change Action Plan</th>
<th>1) Improving energy usage in Council buildings, fleet and services</th>
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<tbody>
<tr>
<td></td>
<td>The energy bill for 2010/11 for the Council was £483,845 therefore; a further improvement to energy usage will help to reduce this expenditure. The Council is currently in the process of preparing the Tandridge Energy and Water Management Policy which will identify specific projects to meet the national target of a 34% reduction in emissions by 2020. Includes, Electricity, Gas, Petrol and Diesel across all the Council’s properties and vehicles.</td>
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<td></td>
<td><strong>Planned work</strong>: Projects include the virtualisation of the Council’s IT equipment and an assessment into the installation of voltage stabilisation units.</td>
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<td><strong>The delivery mechanism</strong>: Tandridge Energy and Water Management Policy.</td>
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<td>2) Assist local residents with advice and support in implementing energy efficiency measures</td>
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<td></td>
<td>Tandridge District Council has made significant improvements to the efficiency of the Council’s housing stock and promoted energy efficiency measures for home owners in the District. To continue and expand on the good work done to date, the Council will support “Action Surrey” which comprises a package of services and measures that will help residents to significantly reduce fuel bills and cut carbon emissions to help meet the national target of a 34% reduction in emissions by 2020.</td>
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<td></td>
<td><strong>Planned work</strong>: Projects include a dedicated support telephone line for residents wishing to make energy and water efficiencies in the home (0800 783 2503), a community outreach display stand (to be held for instance at the Edenbridge and Oxted Show) and use of a trusted installer network.</td>
</tr>
</tbody>
</table>

Climate Change
3) **Diverting waste from landfill**
Waste that is sent to landfill contributes significant amounts of Green House Gas (GHG) emissions into the atmosphere that arise from the decomposition of waste. The Council will, therefore, aim to see a reduction in waste produced per household and increase the rate of domestic recycling.

**Planned work:** To continue promoting the paid for garden waste collection service and weekly recycling collections of glass, cans, paper and plastics across the District.

**The delivery mechanism:** “Action Surrey” www.actionsurrey.org

4) **Promoting sustainable energy in new development**
As the local planning authority, the Council has a lead role to play in addressing CO2 emissions from any new development across the District.

**Planned work:** The Council’s Development Management team will continue to require renewable energy technologies to be installed within all new residential development and commercial development with a floor area of 500m2 or greater.

**The delivery mechanism:** The Surrey Waste Partnership

5) **Promoting sustainable patterns of travel**
Transport is a key contributor to the overall GHG emissions. Public transport infrastructure in the District (including buses and trains) needs to be improved and partner organisations need to work together to ensure that key services are accessible to everyone via public transport. Spatial planning and transport planning will need to be key considerations for new developments with regard to availability of public transport links.

**Planned work:** Through the planning process the Council will ensure that new development is focused in the existing built up areas where residents will have access to local services, public transport and where walking and
cycling are possible.

**The delivery mechanism:** Tandridge District Local Plan

### 6) Adapting to the impacts of Climate Change

It is important that the Council learns and plans ahead to live with the changes that climate change will present.

**Planned work:** The Council, in its emergency planning role, will assist the emergency services in responding to incidents or help the community recover after the incident. Through the planning process the Council will encourage adaptation features, such as Sustainable Drainage Systems (SUDS) and Green Infrastructure, in new development.

**The delivery mechanism:** Tandridge District Local Plan, Development Management DPD and the Tandridge District Council Emergency Plan.

<table>
<thead>
<tr>
<th>Policy Statement on Flood Defence</th>
<th>Objective (a): To encourage the provision of adequate and cost effective flood warning systems.</th>
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<td><strong>Objective (b): To encourage the provision of adequate, economically, technically and environmentally sound and sustainable flood defence measures.</strong></td>
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<td>Objective (c): To discourage inappropriate development in areas at risk from flooding.</td>
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<tr>
<th>Housing Allocations Policy (2015)</th>
<th>Give priority to people that fall within the Government’s Reasonable Preference Categories, ensuring that priority is given to those in the highest housing need.</th>
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<td>Maintain an appropriate balance between the needs of homeless households and others in housing need.</td>
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<td>Make best use of the housing stock in the District ensuring -</td>
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<td>Sustainable and balanced communities are maintained</td>
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<td>Difficult to let properties are dealt with and re-let times are minimised</td>
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<td>Under-occupation is reduced</td>
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</table>
- Offer applicants as much choice as possible within the boundaries of high demand for housing and limited availability of resources
- Ensure that every application is dealt with fairly and consistently in accordance with the Council’s Equality and Diversity Scheme

| Vulnerability Policy | Tandridge District Council recognises its responsibility as set out in Acts of Parliament for ensuring the welfare of children and young people under 18 years of age as well as vulnerable adults regardless of their culture, ethnic origin, religious belief, sexual identity, gender and disability. | Quality of life |

| Tandridge Travel Plan for Staff 2013-2016 | The purpose of the Travel Plan is to offer real alternatives to the car which provide a better working and travelling environment, through fewer car journeys. Since 2005 the Council has taken the opportunity to bring about a change in travel patterns to reduce its impact on the environment in line with government objectives to:  
- Tackle congestion – by reducing car use and cutting the number of single occupancy vehicle trips.  
- Improve air quality – by reducing environmental pollution.  
- Improve road safety, particularly for pedestrians and cyclists.  
- Increase accessibility – by widening travel choice through increased. | Transport |

| Tandridge Economic Development & Business Work | In terms of Oxted and Caterham their constrained size, proximity to competing higher level ‘destination’ centres and the local population’s ability and desire to shop on-line will present future challenges their vitality and viability.  
- Town centres in the district suffer from reality vs expectation and the lack of a quality ‘retail experience’  
- Recommends - The Council should review its direct engagement with town centre businesses, business representative organisations and community-led town centre groups with a view to establishing a shared- | Town Centre/Retail |
agenda or joint strategy for each town centre. Poorly performing district in comparison to surrounding districts and borough;

- Tandridge district area has the second lowest GVA (28 out of 29) across both Enterprise M3 and Coast to Capital LEP areas and 92\textsuperscript{nd} out of 379 local authorities across Great Britain;
- Within the most recent (2013) UK Competitiveness Index Tandridge has the lowest ranking of all Surrey D&B’s and the biggest ranking decline against the 2010 competitiveness index;
- Tandridge has the second lowest business birth rate in Surrey according to 2012 ONS statistics and according to new data based on new business bank accounts ranks 268 out of 326 areas surveyed in early 2014;
- Tandridge also has a relatively low unemployment (JSA claimant) rate, and an improving rate within the 16-24 age-range;
- Tandridge has lost many core businesses and major employers since the mid-1990’s. The current top-50 sites by rateable value reveals very few commercial businesses outside core retail, leisure and non-commercial.
- in the mid-1990’s over 30 major employers based within the District the majority of these are no longer based within the District and in many cases the sites they occupied have been redeveloped for residential use.
- There are only five premises within Tandridge that have rateable values in excess of £1m: 1 x Sainsburys, 2 x Morrisons, 2 x M25 services (one each way) and Lingfield Park.
- Recommends a ‘smart growth’ approach to be adopted for TDC i.e. making the most of existing spaces and functionality of businesses;
- some key sectors such as ‘information & communication businesses’ and ‘professional, scientific & technical activities’ are both below the county average, these are generally perceived as ‘high-growth’ sectors.
- When the results were filtered using SCC rural postcodes 1,650 (48%)
of the identified businesses were based within rural designated areas. These rural based businesses were from all sectors not just agricultural related activities.

- Recommends - The Council’s strategic policy and future planning policy should be reviewed to encourage businesses to locate within the District and existing businesses to expand and remain within the District.
- Recommends - The provision of business premises i.e. business parks and technology hubs, particularly suited to high-growth, knowledge based sectors such as ‘information & communication businesses’ and ‘professional, scientific & technical activities’ should be actively encouraged.
- Recommends - Increased diversification and intensification of the District’s rural economy should be encouraged. Following the Council’s green belt review poor quality green belt/AGLV land of little environmental value could be considered for re-designation to allow controlled sustainable development of commercial activities.
- direct assistance with pre-start and start-up activity is recommended
- few Tandridge businesses choose to export their goods and services
- The uptake of using digital routes to market was relatively poor within the survey results. The need for every business to have an on-line presence, when appropriate transactional, plus actively use emerging commercial social media opportunities will help create a ‘digital’ Tandridge. Availability of broadband is important but the awareness and skills of business to embrace new technology paramount. The Council should consider supporting subsidised or free digital awareness and skills training for businesses in tandem with the roll-out of superfast broadband
- Business advice and support and skills and training was an area which needs to be improved in the District
- Much commercial space in the District has been lost to residential development. Recent permitted development rights have exacerbated

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this situation. The Council needs to consider robust future planning policies and land allocation to facilitate commercial economic growth within the District.

- Local Growth Opportunities:
  - Rose and Young Caterham
  - Gasholder Oxted
  - Lambs Business Park
  - Hobbs Industrial Estate
  - Other Commercial Sites
  - Town Centres
  - Managed Towns and BIDs
  - Digital Hub
  - Business support and engagement
  - Review of Public assets
  - Rural Economy
  - Visitor Economy

- The rural nature of Tandridge will present Superfast Surrey (broadband rollout) with one of its most challenging areas; the District is already cited as having the largest number of premises to be included within the scope of the project.

- The District has a significant rural area with a diverse economy outside traditional agriculture, horticulture and forestry. Rural areas suffer from additional barriers to growth such as isolation, poor transport links, poor broadband coverage and relative fragility of infrastructure and resilience to adverse weather conditions. The lower population density adds further barriers as availability of suitably skilled workforce and access to training.

- Recommendation - The economic benefits of rural initiatives such as development of woodfuel and biomass, rural land diversification schemes, agricultural and horticultural development projects are fully taken into consideration in-line with other environmental and land-use factors.
- TDC has no formal economic development capacity. All previous work has been undertaken within existing policy and planning resources. The question of future dedicated capacity bearing in mind the project implications of this report need to be considered.
- In terms of specific rural representation currently Mole Valley, Tandridge and Lewes are not members of the Rural Partnership even though are highly rural areas.
- The Council continues to be actively engaged with the Coast to Capital LEP working through both East Surrey and Gatwick Diamond Initiative membership. Coast to Capital LEP have stated that their Strategic Economic Plan will need a complete re-write if Gatwick R2 is selected.
- Spatial distribution of businesses is widely dispersed and although there are concentrations in Caterham and Oxted – the rural focus makes the spread relatively even.
- Predominant desire for businesses to remain in Tandridge, but there is nowhere for people to relocate within the district to better quality premises or to expand.

### Other Strategies

<table>
<thead>
<tr>
<th>Strategy/Source</th>
<th>Issue/Consideration including other strategies we need to respond to/support:</th>
<th>Objective type</th>
</tr>
</thead>
</table>
| Surrey Hills Area of Outstanding Natural Beauty (AONB) Management Plan | Support the policies of the management plan –  
- support farming,  
- manage tourism/recreation to limit impact on AONB whilst valuing its contribution to the economy of the AONB – recreational activities which threaten the qualities of the AONB should be avoided;  
- Proposals that would assist in the continuation of agricultural and | Economic/ Environment / Tourism |
<table>
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<tr>
<th>High Weald Area of Outstanding Natural Beauty (AONB) Management Plan</th>
<th>The Objectives, together with Indicators of Success and Five-year Targets, are effectively the plan’s policies, and provide the strategic direction for AONB management. These policies comprise:</th>
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<tr>
<td><strong>Management Objectives</strong> provided for each component of natural beauty and for public understanding and enjoyment. Objectives are defined as qualitative statements that indicate a desired trend. These are the agreed long term aims for the High Weald as a whole that need to be achieved in order to secure the purpose of designation and the vision for the AONB. Each management objective has Indicators of Success describing the</td>
<td>Tourism / Learning/infrastructure Environment</td>
</tr>
</tbody>
</table>
The direction of travel management should take to achieve the objectives. Movement along this path can be used to judge the performance of the Plan.

The **Targets** are the current set of ambitions for the next five years (2014–2019) that local authorities and relevant public bodies can undertake, influence or utilise in their dealings with others, to achieve change on the ground. They are quantitative and qualitative actions or interventions and represent milestones on the intended direction of travel. The actions of others – land managers, residents, visitors and businesses – can make a positive contribution to these targets. Together these are the criteria against which actions and activities that have an effect on the AONB should be judged.

The *National Parks and Access to the Countryside Act 1949* legislated for the designation of AONBs and National Parks. Their purpose was to be similar, to conserve and enhance natural beauty although National Parks were also to be areas that provided opportunity for open-air recreation and were to be close to centres of population. There have been minor changes to the aims of both types of designation since 1949: the primary purpose of AONB designation and subsidiary purposes – in effect, qualifications of the primary purpose.

**The primary purpose of AONB designation is to conserve and enhance natural beauty.**

- In pursuing the primary purpose of designation, account should be taken of the needs of agriculture, forestry, other rural industries and of the economic and social needs of local communities. Particular regard should be paid to promoting sustainable forms of social and economic development that in themselves conserve and enhance the environment.
Reciption is not an objective of designation, but the demand for recreation should be met so far as this is consistent with the conservation of natural beauty and the needs of agriculture, forestry and other uses.

The legal framework for AONBs in England and Wales is provided by the *Countryside and Rights of Way Act (CRoW) 2000* which reaffirms the primary purpose of AONBs: to conserve and enhance natural beauty, and sets out responsibilities.

Local authorities have developed their responsibility in regard to the High Weald AONB to include:

- Local Plan formulation and development management that takes account of the purpose of AONB designation;
- Pursuing the purposes of AONB designation through other policy and work areas, such as rural economic strategies; biodiversity action plans; green infrastructure strategies; landscape and building design; grants; land purchase; countryside management services; Rights of Way maintenance and provision of affordable housing;
- Establishing, and part-funding, a partnership and staff unit to provide advice and focus action on caring for the AONB;
- Production of an AONB management plan.

**Top five issues**

- Understanding the capacity for small scale mineral extraction to support conservation of heritage buildings and assist rural businesses without damaging the AONB;
- Managing multiple interests on the sandstone outcrops – soft rock climbing and cryptogams – in the face of threats to the integrity of the sandrock and its humid microclimate from
  - invasive species such as rhododendron; mechanical
damage and the use of drying agents for climbing; and climate change (increase in rainfall intensity with longer dry periods);
• The need to find a long term plan for the drained landscapes of the Eastern High Weald river valleys which unites the interests of profitable agriculture and conservation of historic assets with sustainable water management and biodiversity;
• Pressure on groundwater supply and threat of damage from engineering solutions to meet the growing demand for water across the South East from increased households and changes in agriculture and horticultural practices;
• Understanding and responding to the affects of climate change on key landscape features and biodiversity.

Surrey Wildlife Trust – Living Landscapes Strategy 2015

- Promote eco-tourism where appropriate;
- Living landscapes agenda – enrich GI networks and ecological/biodiversity improvements/protection – to plan ‘cohesive ecological networks’;
- Encourage greener design;
- Identify biodiversity off setting opportunities and linkages; and
- Neighbourhood/parish plans to support living landscapes.
- Identify opportunities for forest schools/outdoor learning;
- Recognise landscape character;
- Respond/cater for the AONB review and potential new areas;
- New AONB management plan scheduled for 2019;
- Support the policies of the management plan –
- Sustainable woodland management;
- Woodlands contribution to landscape, ecology and recreational value;
- Opportunities to extend/link woodland and hedgerow habitats for landscape, nature conservation recreation and educational purposes;
- Conservation and enhancement of biodiversity assets;
- Recognise historical and cultural heritage;
- New development should enhance local character and the

Tourism / Learning/infrastructure Environment
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<tr>
<th>environmental quality and setting of the AONB – having regard to ridgelines, public views, light pollution, a keen focus on design;</th>
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<tr>
<td>• Impact on public view is a key consideration;</td>
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<tr>
<td>• Help achieve AONB targets:</td>
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<tr>
<td>• Enhance and protect habitat areas;</td>
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