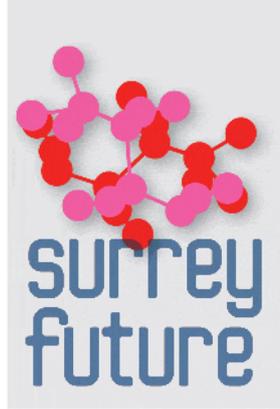


Planning for the Future

21 June 2018

**Summary of workshop discussion and
conclusions**





SUMMARY OF WORKSHOP DISCUSSIONS AND CONCLUSIONS

1. What are the main strategic opportunities from working more collaboratively across Surrey?

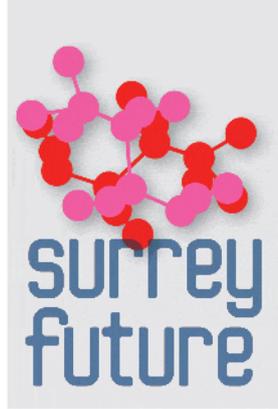
Working together will:

- Help us speak with a single, stronger voice and demonstrate strategic leadership, with all local government working together on an equal basis, securing 'wins' for all partners.
- Help us see the bigger picture and avoid parochialism, taking advantages of what the bigger spatial canvas offers in terms of a place-shaping (not planning by numbers within artificial administrative boundaries).
- Need to take back control and demonstrate more authority when collaborating with London and others (including Government) - be more proactive and less reactive to what others want.
- Allow Surrey Authorities to determine what is right for our communities in terms of growth and not have it imposed on us.
- Enhance our chances of securing the right infrastructure to support long term growth, with an agreed set of shared strategic priorities and increased opportunities to access government and other funding streams – we will be better organised and able to bid for funding and ensure Surrey does not lose out to other areas
- Provide an opportunity to pool resources, making more efficient use of ever-decreasing funding.
- Help us build on our collective information and evidence, influencing more effectively the funding priorities and decisions of regional and national bodies, such as LEPs, Transport for the South East and utilities.
- Help provide a much more coherent approach to infrastructure priorities and influence the decisions of infrastructure providers, including digital connectivity.
- Provide more flexibility in terms of the allocation of land and more control over development locations, including a shared approach to Green Belt which can be defended through local plans.
- Help us take a holistic view of Surrey's contribution to supporting growth and agreeing collectively whether we can meet the Government's target for housing and if not, how do we defend this.
- Enable Surrey Authorities to facilitate a sustainable and balanced economy, maximising the opportunity to grow the economy (raise our economic profile nationally and internationally) and reduce commuting to London.
- Allow Surrey to maximise the benefits from its proximity to London and mitigate the threats/ impact.
- Provide the right partnership environment to determine what local industrial strategy is right for Surrey and what the strategic opportunities from this are – what industrial sectors are the priority, how we can work more proactively with the universities, and address and skills gaps. Need to build on the existing collective knowledge.

Supporting strong strategic leadership

Securing the right infrastructure

An Integrated approach to growth



- Help develop a countywide strategy for meeting housing needs, including affordable housing and needs of the ageing population, and maximising opportunities for direct housing delivery.
- Offer potentially significant cost savings by encouraging more joint work, maximising economies of scale, sharing best practice, and making more efficient use of technical capacity and skills.

More efficient use of resources & skills

2. What are the main challenges/ barriers that need to be addressed to support strategic cooperation

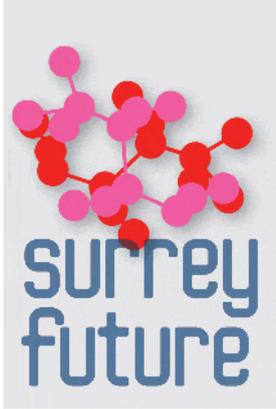
The challenges we face are:

- Moving away from a culture of parochialism to genuine partnerships where there is more to be gained from working as one than as 12 disparate/ individual authorities.
- Lack of effective strategic leadership - need to end the 'blame it on government' game and take political responsibility/ control our own destiny. How do we support each other in making difficult political decisions? How do we take the politics out so that planning doesn't continue to be the main election battle ground every year at the local elections?
- Concerns about local government restructuring – threat to individual council sovereignty is getting in the way of productive and positive partnership working.
- Competing priorities between different LAs and tiers of councils – this will impact on the appetite to share funding (is there really an appetite to pool CIL?) and on agreeing long term strategic priorities that will benefit some more than others. Need to identify what is in it for everyone so all partners can see what the prize is.
- Securing agreement to share funding recognising the benefits to be gained from a much greater pot of money when still a culture of 'it's our money'.
- Influencing decisions that need to be made now but the reality is that mature partnerships with a strong foundation of trust take time to build.
- Aligning priorities and business planning of strategic partners (e.g. health, LEPs, utilities) who work on different geographies and to different business planning timeframes processes/timescales therefore challenging to agree a long term strategy based on 'place'.
- Surrey LPAs are at different stages in their local plan process so difficult to align and manage a transition to a new more joined-up/ strategic approach to planning
- Engaging and influencing the LEPs' priorities when their focus is on areas outside Surrey – do we need to review LEP boundaries so that local industrial strategy priorities based on what Surrey needs rather than what Sussex coast needs?

Supporting strong strategic leadership

Agreeing shared strategic objectives & priorities and what the prize is for cooperation

Developing a place-based response to growth



- Getting the geography right – some things will need to be done on a ‘Surrey’ geography and others will continue to be better addressed at a district (or smaller) scale.
- Safeguarding the Green Belt with significant pressures being placed on LPAs to deliver more housing and when different communities/ sectors have different views on its value.
- Planning for the future and being able to respond positively to changes (out of our control) that will impact on Surrey - changes in the economy/ industrial profile (e.g. as a result of Brexit/ global economic changes, changes to retail preferences and ways of working); technological advances (e.g. impact of electric cars and advancing telecommunications); impact of London’s growth, expansion of Heathrow (Gatwick?) and Crossrail 2; building resilience to climate change.
- Lack of funding especially match funding and financial inequalities across local authorities e.g. Guildford has money available to match fund schemes but this is not the case for all Surrey districts and boroughs. Lack of funding for collaboration particularly to develop joint projects and bids is a more general challenge.
- Forward funding infrastructure to facilitate development in the right locations and ensure ‘shovel ready’ sites.
- Too many existing partnerships with duplication of remit – need to rationalise what we have and make more efficient and effective use of partnerships structures and our time (officer and Member).
- Dissemination of information to different partners and within each partner organisation to ensure consistent communication/ messages and ensure information gets to the right people (sometimes too partnerships are too complex and work against effective communication which is vital if delivering shared priorities).
- Silo working of government departments and agencies e.g. Highways England – need to encourage place-based approach with more coordinated and integrated support nationally.
- Communicating our shared strategic priorities to local communities, helping them to understand why decisions have to be taken in the ‘interests of the greater good’ and what is in it for them. We have an articulate electorate who have time and money to invest in challenging local authorities

Getting the balance right between competing priorities

Developing a resilient and responsive approach to growth

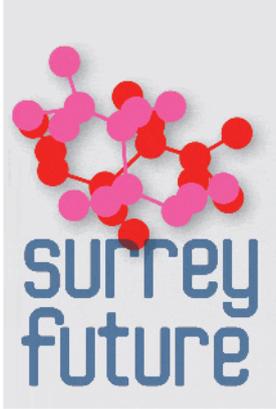
Securing buy-in from our partners, communities and stakeholders

3. What is needed to take forward the work on Surrey Future? What practical changes are needed?

As a group of local authorities, we need to:

- Agree a governance structure that brings the Surrey Authorities together, builds strong and effective leadership, supports collaboration and builds trust, and presents a unified view of what Surrey needs to grow sustainably over the long term (i.e. it’s not just about planning). A Surrey Growth Board?

Secure effective strategic governance and leadership



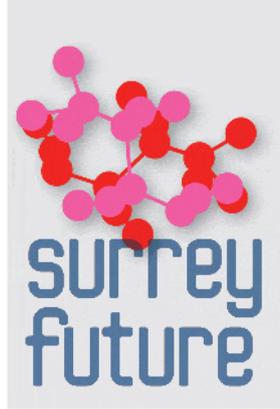
- Keep momentum going by building on existing structures but make sure they are fit for purpose e.g. Strengthen the Surrey Future Board and give it the authority it needs to raise Surrey's profile – need greater involvement from Leaders and chief executives and a clearer relationship with key stakeholders (e.g. LEPs, Transport for the SE, universities, health).
- Agree what delegated powers the strategic body should have and how this can be implemented without undermining individual LA roles and responsibilities.
- Build political commitment to strategic planning across all parties, acknowledging the challenges (e.g. concerns raised about RA groups campaigning on single issues/ anti-growth platform).
- Develop a new relationship with key strategic stakeholders, particularly LEPs and health partners
- Agree what the main areas for strategic cooperation are – these should be spatial/ 'place-based' (i.e. on a wider geography than individual districts) rather than topic based (e.g. housing, economy, infrastructure)
- Develop a framework for growth that allows us to be flexible and responsive to change (especially external pressures) and to take advantage of all funding opportunities available – but need to build on work already undertaken through Surrey Future/Local Strategic Statement as not starting from a blank sheet of paper.
- Need a vision/ ambition that all partners can sign up to but it can't be 'apple pie' with a clear 'Surrey brand' – what are we collectively offering at the strategic level, what's the prize for Surrey LAs and what is in it for partners and stakeholders (e.g. Government, businesses, residents). What does 'growth' mean in a Surrey context? What isn't included i.e. will continue to be done at a local level?
- Be prepared to move at a faster pace to prevent complacency and to ensure a more dynamic approach to supporting growth across Surrey.
- Develop a coherent strategic infrastructure investment plan (10 years initially) linked to a clear picture of how this will support growth across Surrey and a funding strategy (needs to include how funding can be pooled, what options there are for forward funding and how infrastructure will be funded from initial feasibility stage).
- Follow the money – have a clear understanding of where all opportunities for funding are and ensure that Surrey Authorities are collectively in a strong position to capitalise on this, including have a strong bidding structure in place in order to respond quickly.
- Consider opportunities for working more closely and efficiently together – is there scope for joint teams/ jointly funded teams?
- Ensure there is sufficient capacity and resources to develop a strong and deliverable position on strategic planning priorities (including economic and transport) which meets our shared aspirations and goals.
- Need to learn from practice and experience elsewhere, including learning from the challenges they faced and how these were overcome.
- Need to have a stronger collective position to support local planning- is there a role for joint strategic plans as in other areas? What should a statements of common ground cover?

Develop a more effective approach to partnerships

Develop a resilient, responsive and deliverable vision and strategy

Develop a more efficient approach to resources and funding

Build on current work and good practice from elsewhere



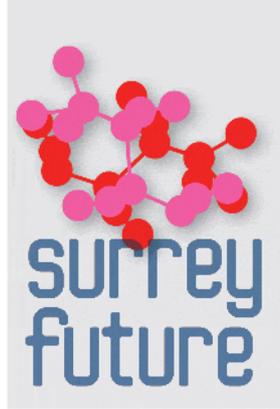
The one thing we need to do/change is

- Provide a culture and environment to support strong leadership.
- Agree a shared vision and set of strategic priorities with a clear shared prize - we need to agree and say the same thing.
- Develop one document setting out the shared strategic strategy, what key interventions are needed to deliver the strategy, the different strategic geographies that will be needed (i.e. some countywide, some on smaller scale such but larger than individual district) and a clear risk assessment/ management plan.
- Agree what the strategic cross-sector/ cross-boundary priorities are to deliver place-based approach in the right way and right places.
- Develop a more streamlined and effective approach to collaboration and partnership working – we need to rationalise current arrangements and ensure structures have clear remit and focus.
- Follow the money – be better at accessing funding opportunities which will help deliver our shared priorities

NEXT STEPS

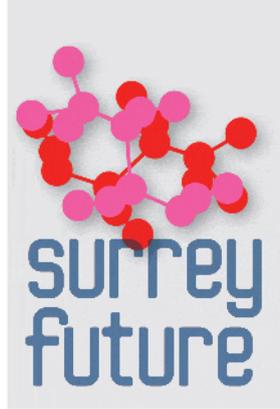
Surrey Leaders and Chief Executives to take forward the following key workstreams:

- (1) Develop a more robust approach to governance/ strategic leadership: Agree governance arrangements that provide effective oversight and steering of the approach to future growth in Surrey. This should allow for some rationalisation of existing arrangements but would retain the role of Surrey Leaders as the top level decision makers
- (2) Develop an agreed growth vision and strategy for Surrey as a whole, with clear short, medium and long term objectives, a delivery plan, and a communications strategy to help secure buy-in from local authorities, from strategic partners and from local businesses and residents. This would take forward the Local Strategic Statement into an agreed spatial strategy for Surrey (and sub-county areas), setting out key strategic opportunities, including infrastructure and economic priorities. It would also be used in addressing other external processes/ factors including the relationship with London.
- (3) Develop a 10 year Infrastructure Investment Plan: Building on models from elsewhere, develop a strategic infrastructure plan with clear agreed priorities and funding programme. This should include exploration of different funding models, including the possibility of pooling and forward funding infrastructure. It should be used to inform and influence external decision-makers including Government, government agencies e.g. Highways England, Transport for the South East, LEPs.
- (4) Select the mechanisms that will be the most effective means of securing cooperation on strategic planning including:



- whether the Government's new approach to Joint Strategic Plans is appropriate in Surrey and how this could be delivered (managing the transition);
 - a Surrey-wide Statement of Common Ground setting out the shared long term strategy and what this means for local planning and infrastructure delivery.
- (5) Determine the most appropriate geographies for a 'place-based' approach to delivery and to investment opportunities: these may be county-wide, multi-district or local scale and may in some cases go across the county boundary.



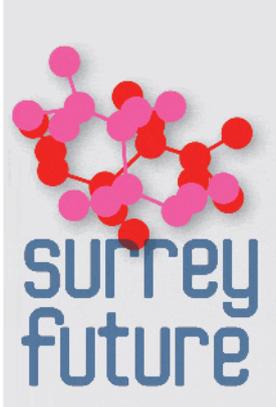


Surrey Future Workshop – planning for the future

Thursday 21 June 2018, 9.30 – 12.30
H G Wells Centre, Woking

Agenda

- Objective The aim of the workshop is to initiate a conversation across Surrey on what the common aspirations are for future development to 2050. It is to provide a forum to update attendees on the work which has been carried out over the last year and to debate how to take the work forward. The outcome of the workshop is to secure a remit for further work and seek agreement for further resources.
- 9.30 **Arrival and Refreshments**
- 10.00 **Opening of the Workshop and Welcome**
Ray Morgan, Chief Executive, Woking Borough Council
- 10.05 **Introduction and Outline of the Workshop**
Catriona Riddell, Independent Consultant will facilitate the workshop. She will provide an overview of the objectives and what will be covered during the course of the morning.
- 10.15 **Why we are planning for future development in Surrey and Q&A**
Rob Moran, Chief Executive, Elmbridge Borough Council and Chair of the Surrey Future Steering Board will speak on why we are planning for future development in Surrey, the Surrey Infrastructure Study and Local Strategic Statement.
- 10.35 **How the context is changing on development and planning issues and Q&A**
Catriona Riddell will speak on joint strategic planning, collaboration between London and the South and the work being carried out by Transport for the South East. She will draw on her experiences of work from elsewhere in Britain.
- 11.00 **Roundtable discussions on the work carried out so far and on the barriers stopping us from developing common aspirations for future development in Surrey**
- 11.45 **Summing up and next steps including Q&A**
Rob Moran and Catriona Riddell will bring the workshop to a close with this final agenda item which will pull together the presentations and discussions and seek to secure a remit for further work and seek agreement for further resources. This will include a discussion on what the final product(s) would look like, resources needed, timescales and governance.



Attendees Name	Organisation
Catriona Riddell	Catriona Riddell & Associates
Cali Gasson	Coast to Capital LEP
Kim Tagliarini	Elmbridge Borough Council
Rob Moran	Elmbridge Borough Council
Councillor Tim Oliver	Elmbridge Borough Council
Gary Thompson	Enterprise M3 LEP
Kevin Travers	Enterprise M3 LEP
Councillor Eber Kington	Epsom and Ewell Borough Council
Damian Roberts	Epsom and Ewell Borough Council
Chris Burchell	Guildford Borough Council
Chris Stanton	Guildford Borough Council
Zac Ellwood	Guildford Borough Council
Simon Matthews	Matthews Associates
Guy Davies	Mole Valley District Council
Karen Brimacombe	Mole Valley District Council
Cath Rose	Reigate and Banstead Borough Council
Simon Bland	Reigate and Banstead Borough Council
Councillor Eddie Humphreys	Reigate and Banstead Borough Council
Ian Maguire	Runnymede Borough Council
Rachel Raynaud	Runnymede Borough Council
Paul Turrell	Runnymede Borough Council
Ann Biggs	Spelthorne Borough Council
Terry Collier	Spelthorne Borough Council
Louise Punter	Surrey Chambers of Commerce
Councillor John Furey	Surrey County Council
Jane Last	Surrey County Council
Joanna Killian	Surrey County Council
Kevin Lloyd	Surrey County Council
Lee McQuade	Surrey County Council
Lyndon Mendes	Surrey County Council
Mike Green	Surrey County Council
Nikki Nicholson	Surrey County Council
Paul Sanderson	Surrey County Council
Rachel Ford	Surrey County Council
Sue Janota	Surrey County Council
Jenny Rickard	Surrey Heath Borough Council
Teresa Hogsbjerg	Surrey Heath Borough Council
Paul Wickham	Surrey Nature Partnership
Councillor Geoffrey Duck	Tandridge Borough Council
Piers Mason	Tandridge Borough Council
Rosemary French	The Gatwick Diamond Initiative
Adam Holt	Waverley Borough Council
Catherine Knight	Waverley Borough Council
Elizabeth Sims	Waverley Borough Council
Tom Horwood	Waverley Borough Council
Chris Norrington	Woking Borough Council
Douglas Spinks	Woking Borough Council
Councillor Ayesha Azad	Woking Borough Council