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Date: 19 March 2021

Notice of meeting

Cabinet

Date: Monday, 29 March 2021

Time: 6.00 pm

Place: Microsoft Teams Meeting

The members of the Cabinet	Cabinet member areas of responsibility
J.R. Boughtflower	Leader
J. McIlroy	Deputy Leader
M.M. Attewell	Deputy Leader and Portfolio Holder for Community Wellbeing and Housing
R.O. Barratt	Portfolio Holder for Compliance, Waste and Risk
S. Buttar	Portfolio Holder for Finance
R. Chandler	Portfolio Holder for Leisure Services and New Leisure Centre Development
A.J. Mitchell	Portfolio Holder for Planning and Economic Development
R.J. Noble	Portfolio Holder for Environment, Communications and Corporate Management

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Councillors are reminded to notify Committee Services of any Gifts and Hospitality offered to you since the last Council meeting so that these may be entered in the Gifts and Hospitality Declaration book.

AGENDA

Page nos.

1. Disclosures of Interest

To receive any disclosures of interest from councillors in accordance with the Council's Code of Conduct for members.

2. Staines Development Framework Issues and Options Consultation **5 - 88**
Councillor J. Boughtflower

To agree to commence consultation on the Staines Development Framework Issues and Options on 13 April 2021 for six weeks and to agree the material attached at Appendices A and B.

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Extraordinary Cabinet

29 March 2021



	Staines Development Framework Issues and Options consultation
Purpose of the report	To make a decision
Report Author	Ann Biggs, Strategic Planning Manager
Cabinet Member	Cllr John Boughtflower
Confidential	No
Corporate Priority	Housing Economic Development Clean and Safe Environment
Recommendations	<p>Cabinet is asked to:</p> <ul style="list-style-type: none"> • Agree the material attached at Appendices A, B and C • Agree to commence consultation on the Staines Development Framework Issues and Options on 13 April 2021 for six weeks
Reason for Recommendation	Cabinet is asked to make this decision as consultations on Local Plan matters require agreement before they can commence

1. Key issues

- 1.1 The Staines Development Framework ('the Framework'), formerly the 'Masterplan', will be a key part of the new Local Plan and is intended to be adopted alongside it as a Supplementary Planning Document. The Framework will set a clear vision and strategy for the transformation and regeneration of the centre of Staines-upon-Thames. David Lock Associates are the consultants working on this project with officers from the Strategic Planning Team and all the Ward Members from the three Staines wards.
- 1.2 The Issues and Options consultation proposes a set of key objectives that the Framework will aim to address. It will look at issues affecting the town, such as transportation improvements, parking provision, attractive public spaces, enhancing and connecting the riverside, responding to climate change, delivering homes, supporting our shops and providing vital infrastructure, together with options for how to address them.

- 1.3 The Staines Development Task Group (SDTG), comprising each ward councillor from Staines and chaired by the Leader, has agreed the Analysis and Review Report (Appendix A) that identified the key issues with input from stakeholders and has now been published. This work informed the production of the Objectives and Options Report (Appendix B) that will be used as a basis for a six-week public consultation commencing on 13 April 2021. This will be accompanied by a questionnaire (Appendix C), again considered and agreed by the SDTG.
- 1.4 Much discussion has taken place on the issue of heights and massing of buildings in Staines-upon-Thames following concerns raised by local residents groups and councillors. The consultation will provide a mechanism for feedback to be given and analysed as the Framework progresses to the next stage of preparation.
- 1.5 In terms of the consultation itself, we are looking at ways to engage with the public using virtual and online methods for this stage but as the Framework develops it is anticipated we will be able to consider physical events for future consultations if restrictions and social distancing requirements allow. All residents and businesses and local interest groups in Spelthorne will be encouraged to participate as the sustainable growth of the town is important to the whole Borough. All of those registered on the Local Plan database will receive emails and letters, and we will be engaging with our Residents' Associations by way of a pre-consultation briefing to which all Members of Spelthorne Council will be invited. The consultation will be promoted via a press release, posters, social media and the Council's website. We are also in discussion with the Communications team on the production of a leaflet or flyer that can be delivered to all our residents to ensure those without access to online platforms can participate in the questionnaire.
- 1.6 Following this consultation, the feedback will be used to inform the preparation of a draft Framework and input from the SDTG will be integral to its production before a further consultation is announced later this year, again to be agreed by Cabinet or a future Committee-based decision making system.

2. Options analysis and proposal

- 2.1 Timing of the consultation has been planned to accommodate Cabinet's previous decision on the temporary Moratorium on Spelthorne's own developments in Staines that requires as a condition of lifting it that a public consultation be carried out on the issue of high-rise schemes in Staines by 27 May 2021.

3. Financial implications

- 3.1 The financial implications relate to procurement of consultants to lead on the work, which was a decision previously made by Cabinet and has been budgeted for. The manner of consultation is a further financial implication and additional information on costs will be provided to and agreed upon by the SDTG, particularly in respect of delivering leaflets or flyers to all households in the Borough.

4. Other considerations

- 4.1 Equality and diversity are at the core of consultation plans to ensure all our residents, businesses and users of Staines are able to participate.

5. Sustainability/Climate Change Implications

- 5.1 The Framework will address issues of sustainability and climate change through consideration of specific measures on developments, transport implications and more general policy requirement that will be developed through the new Local Plan.

6. Timetable for implementation

- 6.1 The timetable has been set out above and after the consultation a more detailed timeline for future production of the draft Framework will be produced.

Stage	Timetable
Analysis and Review Report	August 2020
Objectives and Options Report	March 2021
Public Consultation on Objectives and Options	April – May 2021
Drafting the Development Framework	June – July 2021
Public Consultation on Framework	August – September 2021
Finalisation of Framework	October 2021
Adoption as SBC policy through Supplementary Planning Document (SPD)	2022

Background papers: None

Appendices:

Appendix A – Analysis & Review Report

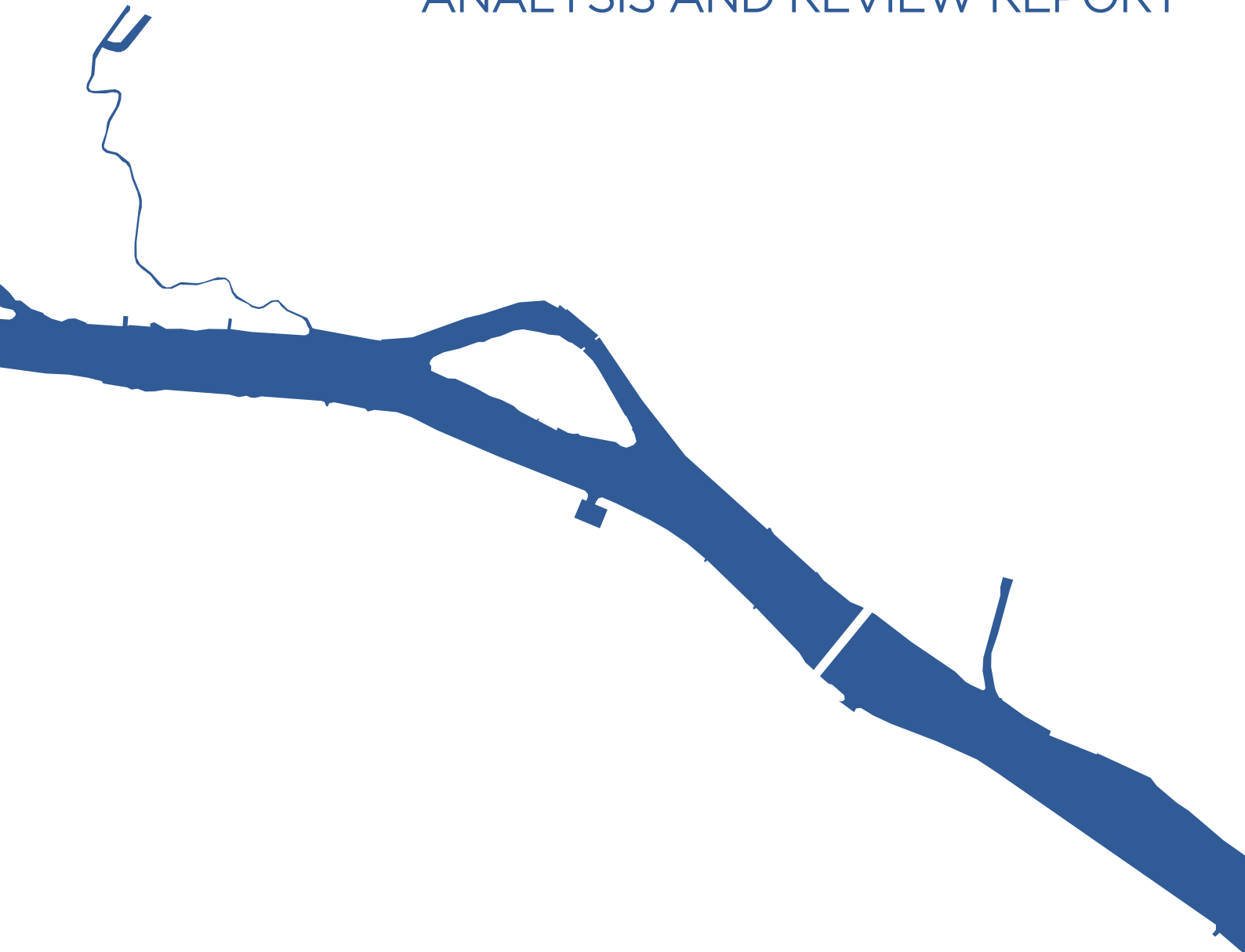
Appendix B – Objectives & Options Report

Appendix C – Objectives & Options consultation questionnaire

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STAINES UPON THAMES

TOWN CENTRE MASTERPLAN ANALYSIS AND REVIEW REPORT





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- Appendix 7: Residential properties for sale (as at April 2020)

1.0 INTRODUCTION

Project scope and purpose

- 1.1 Staines-upon-Thames is a vibrant, riverside, market town and is the principal town centre in Spelthorne. It is well positioned with excellent links to Heathrow Airport, Central London and the rest of Surrey.
- 1.2 Spelthorne Borough Council (SBC) is a proactive council with significant landholdings, both across and beyond the Borough. By maintaining an active role, the Council is keen to ensure that Staines Town Centre continues to grow and develop into a thriving town and exploit its strategic location.
- 1.3 Spelthorne Borough Council's aspirations for Staines-Upon-Thames is that it will:
 - *Be a key focus for housing, employment and retail development in the Borough.*
 - *Support proposals that facilitate new and improved infrastructure.*
 - *Respect its position at the top of the retail and leisure hierarchy.*
 - *Preserve its Conservation Area and encourage high quality design.*
 - *Enhance its public realm and capitalise on its riverside location.*
 - *Explore opportunities for mixed use development within the Town Centre and combined heat and power (CHP).*
- 1.4 In order to help achieve these aspirations, Spelthorne Borough Council has identified the need for a **masterplan to be prepared for the town centre**. The masterplan will provide an 'ambitious and viable vision for the transformation and regeneration of the whole town'. It will provide the context for future growth, development, operation and management of the Town Centre to ensure that the town is vibrant, diverse and valued by residents, visitors and workers alike. It will contain proposals and initiatives that will deliver investment over the period to 2035, helping to meet the objectives of the emerging Local Plan.

Planning policy framework

- 1.5 Spelthorne Borough Council is currently undertaking a Local Plan review. The Preferred Options (Reg 18) version of the Local Plan 2035 was consulted on between November 2019 and January 2020. Once adopted, the Local Plan 2035 will form part of the planning policy framework – consisting of the key planning documents – for shaping the future of Spelthorne.
- 1.6 The masterplan is being prepared in order to complement and help implement policies set out within the emerging Local Plan. The masterplan will be formally prepared as a Supplementary Planning Document (SPD) thereby forming part of the statutory planning policy framework for Spelthorne.

Masterplan preparation and timescales

- 1.7 Spelthorne Borough Council has appointed a team of town planning and urban design specialists at David Lock Associates (DLA) to produce the masterplan for the town centre. Supported by Spelthorne Borough Council, DLA will examine a range of potential opportunities in the town centre in order to produce a deliverable masterplan.
- 1.8 As well as providing town planning, urban design and community engagement expertise, DLA will also carefully consider the local property market and development viability, bringing a fresh set of eyes to the issues facing Staines-upon-Thames and drawing from experience delivering similar projects elsewhere in the UK.
- 1.9 The town centre masterplan is being prepared over an eleven-month period. There are 4 main project stages:
 - **Stage 0:** Analysis and review of existing information, documents and policies.
 - **Stage 1:** Identifying initial themes, issues and options.
 - **Stage 2:** Drafting the masterplan to include public engagement and consultation.
 - **Stage 3:** Finalising and handover with completion by January 2021.

About this Analysis and Review Report

- 1.10 This report sets out an analysis and review of the key issues for Staines Town Centre and represents a critical stage in the production of the masterplan. It represents the conclusion of stage 0 of the masterplan project and aims to ensure that the issues facing the town centre are fully understood and agreed.
- 1.11 It is important to note that this review commenced prior to the ongoing Covid-19 pandemic and associated 'lockdown' disruptions. The unpredictable nature of the outbreak makes it difficult to forecast the impact on the global, national or local economy. While several industries have already been affected, it is currently not possible to determine the real impact on Spelthorne's market, industries, or the local population. This situation will need to be closely monitored as the masterplan progresses.
- 1.12 The paper is structured around three main sections in addition to this initial introduction:
 - **Section 2** sets out the introduction to the project and baseline information that has been reviewed, provides an urban design analysis, a review of key transport and mobility issues, and an overview and analysis of the property market.
 - **Section 3** provides a summary of the key issues that have been identified as result of the baseline review.
 - **Section 4** sets out the next steps towards the finalisation of the masterplan.
- 1.13 This paper will be subject to consultation with key stakeholders and adjacent/related authorities. The aim is to gain a clear understanding of the issues the town centre faces and insight into the aspirations of primary stakeholders. This will help inform the development of options that can be explored as part of drafting the masterplan.
- 1.14 Once completed, the Draft Masterplan report will be subject to a period of engagement and consultation and engagement with residents of, businesses and services in, and visitors to the town, as well as other stakeholders. This will provide an opportunity to ensure that key issues have adequately been addressed by the proposed options in the draft masterplan.
- 1.15 It will be vital to ensure that the masterplan is aspirational, continuing to support and facilitate the vitality and characteristics of the town centre that make it attractive and popular, but is also achievable and deliverable. This will include identifying short-, medium- and longer-term opportunities.

2.0 BASELINE REVIEW, ANALYSIS AND ISSUES

Understanding Staines Town Centre

- 2.1 In order to fully understand the issues affecting Staines Town Centre, and thereby inform the development of the masterplan, a review of existing information, documents and policies has been undertaken together with an urban design analysis of the town centre.
- 2.2 The review and analysis has focused on four main areas:
- **Background documents comprising existing studies, appraisals, policies and plans (the 'evidence base' for the town centre);**
 - **The physical character and function of the town centre focusing on its strengths, weaknesses and historic growth;**
 - **Access and movement around the town centre; and**
 - **The property market in Staines.**
- 2.3 By gaining a thorough understanding of the town centre, a robust summary of key issues is then provided in **Section 3** of this paper. Once agreed, these key issues will inform the development of objectives and options that can be explored as part of drafting the masterplan.

Existing evidence base

- 2.4 It is important for the masterplan to build on the work already undertaken in establishing the Vision for the town centre, ensuring that it is an action orientated document focused on the delivery of realistic and viable projects that address identified issues. A list of the documents reviewed, together with a summary of the key points raised as part of this stage can be found in **Appendices 1 and 2**.

The form and function of the town centre

- 2.5 Staines-upon-Thames is the principal town in Spelthorne and performs an important retail role in the Borough and the wider sub-region. With two shopping centres and the greatest concentration of retail floorspace in the Borough, Staines-upon-Thames has proven to be a dominant secondary regional retail centre.
- 2.6 The town also benefits from excellent connectivity and good transport links by road, rail and air. It is the nearest town to Heathrow Airport, which serves as a strong economic driver and fuels demand for airport-related development such as hotels, offices and warehouses. Access to the M25, M3 and A3 is easily provided via the A308 and A3. Staines Railway Station also provides frequent services to London Waterloo, Reading, Windsor and Weybridge. This ideal strategic location and strong connectivity attracts national and international businesses and helps to support a strong local economy.
- 2.7 The River Thames frontage is a natural asset that presents the opportunity to develop a strong waterside leisure and tourism offer. This complements the town's high concentration of Green Belt and Conservation Areas, the nature and character of which must be preserved for future generations.
- 2.8 Given the growth of and aspirations for Staines-upon-Thames, the role and function of the town centre must be maintained and enhanced. As well as providing an attractive environment, preserving its natural assets and capitalising on the range of retail and employment uses, the town centre must also be a key economic driver for the whole of Staines-upon-Thames and continue to attract investment. This includes ensuring that growth is supported by necessary infrastructure including transport improvements. In this way the town centre will continue to support communities across Staines-upon-Thames.

Insert Masterplan Area

Urban design analysis

- 2.9 The urban design analysis of the town centre provides an important basis for recognising existing strengths, identifying weakness and in so doing understanding where opportunities exist for enhancement. It is particularly useful in obtaining an insight into the way the town centre functions and how this may be improved through the development of the masterplan. The findings of the analysis are set out on the following pages.

Historic Development

- 2.10 Staines-upon-Thames has Roman origins, being the crossing point for the main road from London (Londinium) to Silchester (Calleva Atrebatum), north of present-day Basingstoke. This was the principal route to the west of Britain. The crossing point led to the development of the settlement around the road leading towards the bridge and causeway across the Thames flood plain, which forms today's High Street. Medieval burgage plots, long and narrow connecting farmland to the town, run perpendicular to the High Street and are the basis of today's fine, varied grain. The surrounding land remained agricultural until the mid-19th Century, with additional roads connecting to Staines Bridge. A temporary pedestrian bridge was built paralleling Staines Bridge during World War II and removed by the end of the 1950s¹.
- 2.11 Staines-upon-Thames is the historic edge of the jurisdiction of the City of London over the River Thames, and along with the bridge, this has created a strong connection with the river. The river frontage has historically been a working environment, with a wharf and backs of buildings facing the water. By the 1920s the Town Hall had been located where this wharf formerly was, and during the 1950s the first riverfront gardens, Memorial Gardens, were laid out.
- 2.12 Land to the north-west of the town centre became increasingly industrialised with mills making use of the Colne and Wraysbury rivers and converging on the crossing point of Church Street and the rivers. Church Street led to a wharf on the Thames, with the houses between now forming the Staines-upon-Thames conservation area. This industry developed into a thriving linoleum industry in the 20th Century. After the decline of 'Staines Lino' in the late 20th Century, the land was converted to the Two Rivers retail and leisure development, opened in 2002. The former brewery site on Church Street is now used for light industry and offices, although the landmark main building has been retained and converted to accommodation.
- 2.13 To the south-west of the town centre, a railway triangle developed over the late 19th Century bounding the town. The land between the High Street and railway line remained agricultural or open until the development of the Elmsleigh Centre in the late 1970s. The Elmsleigh Centre development redirected through traffic away from the High Street along South Street, following the line of the dismantled Staines Curve railway chord.
- 2.14 Connectivity has defined the town over the centuries, from its bridge crossing location, river transport, the railway and most recently Heathrow Airport and the M25 nearby. The arrival of the railway in the mid-19th century was a catalyst for growth and rows of terraced houses were laid out, as well as industries benefiting from the improved access to national markets. Staines-upon-Thames once had three stations, of which only one, the former Staines Junction, remains, at a slight distance from the main town centre.
- 2.15 Today the historic High Street sits between the two main shopping centres, Two Rivers and Elmsleigh, and forms the key axis of the town. It retains its fine grain historic building structure and is now pedestrianised. The river frontage is entirely accessible and landscaped, and the Church Street conservation area forms an important part of the townscape and link to green space.

Rivers, Green Spaces and Urban Ecology

- 2.16 Staines-upon-Thames has a superb asset in the River Thames and its frontage, which stretches for around 800m in the town centre study area and is entirely accessible on foot. Downriver from Staines Bridge, the frontage forms path of the Thames Path long-distance route, and is within a comfortable leisure walk of Windsor, Chertsey and Runneymede.
- 2.17 The River Thames frontage has distinct areas. Near the Old Town Hall and towards the Memorial Gardens car park is a high-quality landscaped frontage, suitable for events use and informal

¹ <https://www.british-history.ac.uk/vch/middx/vol3/pp13-18#fnn44>

leisure. Further NW, the river front becomes more urban in character with apartment blocks and ground floor restaurants/cafes, before going under the bridge. Past the bridge the frontage becomes residential, with the exception of the Bridge Street Car Park, which creates a poor and unsafe-feeling frontage.

- 2.18 The highest quality frontage area is well-connected to the Market Square. However, the Market Square is poorly connected to the rest of the town, being cut off by the A308 dual carriageway.
- 2.19 The frontage to the east is isolated from the town by the A308 dual carriageway and numerous pedestrian barriers. The entrance to Memorial Gardens is dominated by a large surface car park and overlooked by the blank and unattractive façade of the Tothill Multi-Storey Car Park (MSCP).
- 2.20 Apart from the river frontage, the town centre does not have any significant urban green spaces, but the edges of the rivers Colne and Wraysbury provide softer green landscape weaved through the town. They are not strong features of the town and typically break street lines such as on Church St and Clarence St. A large recreational ground to the west of the centre, Lammas Land, provides the main park.
- 2.21 There are no designated areas of habitat or nature protection within the town centre, but the town is adjacent to Staines Moor SSSI and connected via the River Colne, although within the town centre the river does not appear to be managed as a biodiversity habitat corridor. The River Thames is another wildlife corridor and further away from the town centre provides a range of habitats for aquatic flora and fauna.
- 2.22 Elsewhere in the town centre there are few natural habitats. Some street trees exist on the High Street, but mostly the landscape is hard or formally managed, such as the Memorial Gardens.

Townscape, Public Spaces & Design Quality

- 2.23 Overall Staines-upon-Thames is an attractive town built around a main High Street and more modern shopping areas. However, this attractiveness is compromised by some very poor-quality environments around the approaches and gateways to the town.
- 2.24 Much of the traditional High Street's grain is intact and there remains a range of quality buildings along it. A variety of plot widths are evident, giving variety. Recent public realm improvements such as gateway artwork and street trees contribute positively to the environment. The street widens and narrows slightly along its length, creating different character areas and hosting a small market near the cross between Norris Road and the Elmsleigh Centre. The Debenhams building is a prominent landmark facing towards Market Square across the A308 dual carriageway. Market Square has a number of historic buildings facing onto it with high quality materials and treatments in the public realm, however it is severed from the High Street by the A308 and a number of landscaping features such as streetlights and bollards.
- 2.25 To the NW of the High Street, the Two Rivers shopping and leisure centre operates as an 'out of town' retail park, but in town. Although much land is given over to car parking, the connections towards the High Street are well-designed. The car park is well overlooked by the shops and restaurants fronting onto it, although there is a lack of greenery to soften the environment.
- 2.26 The 1970s complex encompassing Tothill Car Park, the Elmsleigh Centre, Staines-upon-Thames Library, Staines-upon-Thames Museum and the bus station introduces a much coarser grain and very different character to the town centre, with the scale of the building being very large compared to the rest of the town. Although the environment inside the shopping centre and its connection to the high street are generally good, the complex outside has a poor ground-level environment dominated by service entrances and blank facades. The vehicle entrance to the Tothill car park from the A308 is an ugly mess of exposed backs, service entrances and road infrastructure. This view of the back of the centre detracts from the view from Memorial Gardens and the River Thames.
- 2.27 The route of the A308 in the southern part of the town is traffic-dominated and makes excessive use of intrusive barriers between pedestrians and cars, creating severance.
- 2.28 Further round the complex, the ramp bringing cars into the Elmsleigh Car Park, and the road infrastructure to the north of the bus station is a poor, car-dominated environment hostile to pedestrians, who have to traverse via a series of pedestrian crossings from the Station Path underpass.

- 2.29 Neighbouring residential districts to the NW and SE of the town centre have strong gridded street patterns, high quality townscapes and could be much better integrated into the town centre environment. The High Street/London Road north of Iron Bridge is generally more run-down but a new flatted development (London Square) is being constructed. The conservation area along Church Street within the study area has an exceptionally high townscape quality, and connects to a popular local green space, the Lammas Recreation Ground. As Church Street enters the town centre proper, the quality of buildings degrades, and the public realm becomes poorer. The street hosts a number of independent businesses which contributes to its character.

Approaches, Gateways & Arrivals

- 2.30 The town centre has significant transport infrastructure circling it, in particular South Street and the Two Rivers car park infrastructure, but also the severing effects of the railway embankments to the north and west of the centre.
- 2.31 Arrival points into Staines-upon-Thames vary significantly by mode of travel. By public transport, arrival experiences of either the bus station or the railway station car park are poor and do not reflect the high quality of much of the town's historic townscape. The station path is difficult to find for visitors and has sections with poor passive surveillance near the Oast House, although it is tree-lined and otherwise offers a pleasant walking connection. For pedestrians and cyclists arriving in the town, they are likely to arrive from the south or west as this is the location of the majority of the town. For many this means arriving at the back or side of the Elmsleigh Centre and associated transport infrastructure. Cycling approaches to the town centre can be fragmented with difficulty navigating junctions or inadequate road space and separation provision.
- 2.32 Many of the arrival points are highly constrained by other buildings or transport infrastructure, such as Iron Bridge, the Railway Bridge, Staines Bridge and Hale Street. This poses a challenge to pedestrian and cycling movement as at present vehicle movement is prioritised through these constrictions. These traffic-dominated intersections are often fronted by poor quality buildings or poorly used land, such as that near the Wraysbury Road/Hale Street traffic lights.
- 2.33 The Two Rivers centre is based around a large surface car park and appears to be the most popular location for vehicle arrivals in the town centre. Its connection to the High Street is good, with two well-activated streets that are clearly legible from the car park.
- 2.34 To summarise the urban design analysis of the town centre design and function:

Summary strengths

- Superb asset in the River Thames and landscaped frontage.
- Characterful pedestrian High Street with good public realm.
- Variety of street characters and public spaces suitable for different uses.
- Good range of retailers – national and independent – as well as leisure and food.
- Attractive location for businesses and office space in or near the town centre brings additional activity.

Summary weaknesses

- Weak connections between town and river due to road severance, car parks and landscaping
- Grain and scale of Elmsleigh Centre does not sit well within historic town centre – backs onto river and surrounding residential areas
- Approaches and gateway spaces do not signal arrival into the town centre
- Particularly poor approaches for pedestrians and cyclists when arriving from the south-west
- A308 through town severs pedestrian movement through width and barriers

2.35 Key urban design issues for the masterplan to address are:

- Rivers, Green Spaces and Urban Ecology
 - Few natural habitats or opportunities for biodiversity in the town centre
 - High quality River Thames frontage space is marred by backdrop of Tothill MSCP and surface car parking
- Townscape, Public Spaces and Design Quality
 - Very coarse grain of Elmsleigh Centre and associated buildings in SE of town centre contrasts poorly with fine grain of historic High Street and Market Square
 - Severance due to pedestrian barriers along A308
 - Poor, car-dominated environment to the east of the bus station due to surface car parking, entrance to MSCP and large dual carriageway
- Approaches, Gateways and Arrivals
 - Most entrance points are constricted for pedestrians and cyclists
 - Station Path has sections with poor overlooking and lack passive surveillance
 - Walking connection to the station and the bulk of the rest of the town passes through poor quality environment outside the back of the Elmsleigh Centre
 - Conservation Area feels cut off from the rest of the town due to busy traffic junction and poor street environment.

Access and movement

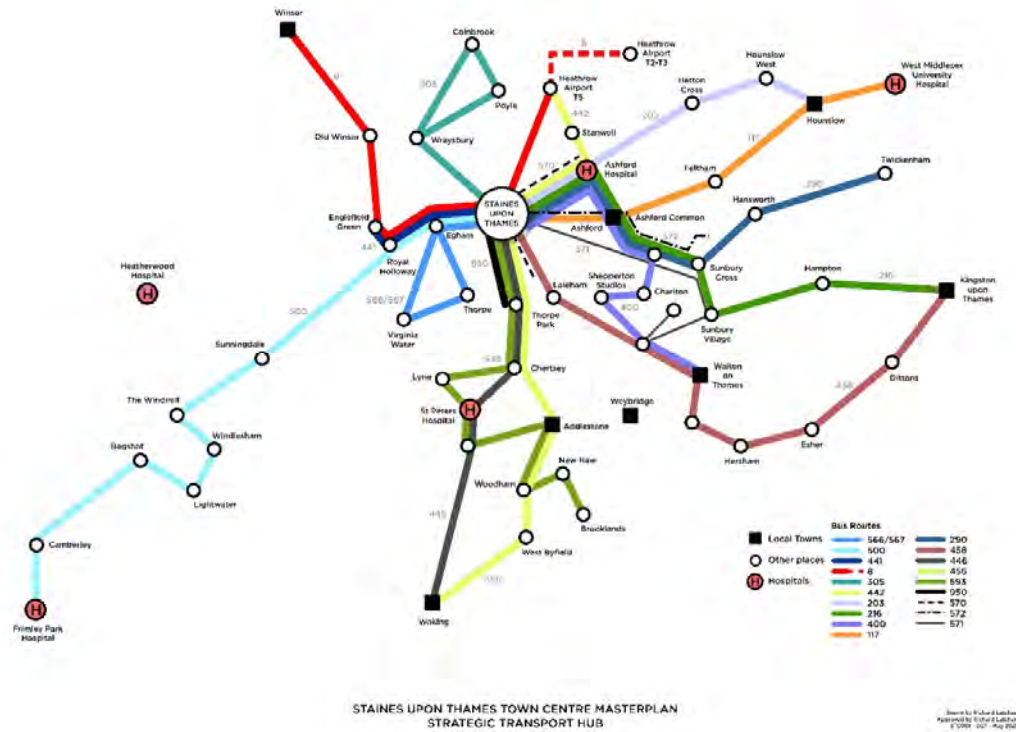
- 2.36 This section provides preliminary transport advice for the Staines-upon-Thames town centre masterplan. It consists of 3 elements:
- **Policy Direction** – sets out the core local policies/plans that need be considered to better understand issues in the town centre.
 - **Characteristics of movement** – provides a broad discussion on the challenges facing the town centre today and future issues to be tackled
 - **Key transport challenges/issues** – explores key transport and mobility issues that should be considered in the next stages of the masterplan.
- 2.37 This review will be used for initial stakeholder discussions and to build a framework/vision for the town centre masterplan. Further thought is required on a joint transport plan with Surrey County Council and wider partners.

Policy Direction

- 2.38 There is no doubt UK transport policy is shifting at great pace. A review of local studies is provided in Appendix 3. At a national level we have prepared a separate paper to summarise two essential national policy reports, which the masterplan will follow. These recent government documents are the Future of Mobility: Urban Strategy, March 19 and Decarbonising Transport, March 2020. At a local level, Spelthorne has these key transport documents:
- Spelthorne Borough Council Local Plan - Strategic Highway Assessment, Surrey County Council (SCC), October 2019
 - Surrey Transport Plan - Spelthorne Local Transport Strategy & Forward Programme, September 2014
 - Staines-upon-Thames Town Centre Parking Study, Jan 2013
- 2.39 Current and emerging transport planning policies indicate a clear policy shift towards matching growth and development plans with sustainable transport strategies such as promoting walking, cycling and increasing public transport use. This is not to lessen the vital importance of improving town centre access for private cars and improving parking provision.

Characteristics of movement

- 2.40 Planned growth over the next 15 years will add to the tens of thousands of people who arrive in or travel through the town centre each day. Government policy indicates that this growth should be largely accommodated by promoting more active travel and public transport improvements. We have applied this logic in making observations for the picture of town mobility issues:
- Public transport – bus and rail
 - Walking and cycling
 - Vehicle access and car parking
- 2.41 Key to promoting more sustainable transport in the town centre will be encouraging and directing behavioural change towards more active travel and promoting the use of public transport by improving overall quality, making it safer, more convenient and affordable.
- 2.42 The masterplanning challenge will be to combine physical change and improvements to the town centre transport infrastructure alongside and coordinated with improvements to the wider transport networks beyond the town centre. These issues both include and are wider than the town centre masterplan area.



Public Transport - Buses

- 2.43 Staines-upon-Thames is a major hub for public transport, with buses to London, Berkshire, the rest of Surrey and Heathrow connecting communities and neighborhoods.
- 2.44 Considering town wide and bus station issues we note:

Town Wide

- The town centre and immediate vicinity contains a total of 40 bus stops, that together are used by 24 separate bus services.
- Most of the bus stops across the town lack basic facilities, like seating, shelters, real time passenger information and some are located in areas with narrow footways and a lack of general waiting space.
- There is little bus priority in the town, with the exception of an inbound bus lane along Kingston Road.
- The narrow radial nature of the corridors prevent bus priority, but options do exist to help buses in other streets, for example South Street.
- Bus services can be delayed on the approaches to the town, especially in crossing the River at Staines Bridge. Further priority measures would help reliability and journey times in areas outside the masterplan area.
- Bus stops around the town form mini-interchanges where people become accustomed to getting on/off buses in the same place.
- Information on bus services, routes, stops and times is complex/hard to understand and in need of a wayfinding review/strategy.

Bus Station

- Most bus services stop at Staines Bus Station. The facility has 34 bus departures/peak hour (AM) and 365 departures throughout the day.
 - The bus station contains 9 bus stops and further areas for overlay services
 - The bus station is served by 21 services (March 2020), the vast majority terminate. There are at least 9 different bus operators providing services.
 - The bus station forms more of a back to the Elmsleigh centre and it lacks any form of quality public space or facilities for interchange.
 - The nature of the bus station as a terminus for bus services means that a high degree of dwell time is needed, whether for drivers to use nearby facilities, take a rest break, change drivers or for bus timetabling reasons.
- 2.45 The plan above provides and overview of routes, stops, flows in the town.

Public Transport – Rail

- 2.46 Staines railway station is on the Waterloo to Reading Line and is the junction station for the diverging Windsor line. The station is operated by South Western Railway, with links to London Waterloo, stations to Reading and Weybridge, Winsor and Eton.
- 2.47 The station has around 2.85 million passengers each year. This has been growing at varying degrees, around 20K to 25K increase passengers/year in the recent past. The town centre is to the east of the station with access to town and the bus station via a footway and cycleway link, north of the railway. Observations highlighted:
- The two station entrances both lack any form of station square or sense of place/quality welcome to Staines-upon-Thames.
 - Interchange with buses is limited. There is one bus stop on the eastern side of the railway that provides for 3 services, including to Thorpe Park.
 - There is limited car parking at the station both sides of the railway, although additional facilities are located at Kingston Road.
 - A number of local employer mini-buses collect and drop-off employees from the rail station at key times of the morning and evening peak.
 - Cycle parking is provided, near both entrances. It seems well used.
 - There are taxi facilities, with a rank for 5 cabs, west of the station
 - Further bus stops on Kingston Road; more services than at the station
 - There is a public bridge route across the railway. It does not meet DDA guidance.
- 2.48 The masterplan will link with the proposals by Heathrow Southern Railway. This is a related area of work that needs further engagement with wider partnerships.

Active Travel - Walking

- 2.49 The masterplan process included a town walking review with Council Officers and Elected Council Members. This exercise, alongside site observations highlighted key issues/themes:
- The Riverside is a great promenade for the town, but accessing the place is challenging especially crossing Thames Street.
 - The high street has strong pedestrian flows, but it is limited either end by unwelcoming road environments, indirect crossings, physical barriers, and traffic signs to dim the senses.
 - For pedestrian flow baseline we have a lack of knowledge of pedestrian movement. There is a need for a comprehensive study of pedestrian activity. A study to act as a basis for enhancing the public realm and quality of life.

- The main corridors suffer from congestion that impacts on walking along and crossing roads.
- Some streets have very narrow footways, too much traffic signage, crossings at traffic lights with multiple islands and long waits for crossing.
- A continuous safety barrier physically separates main roads; its form gives drivers permission to drive faster, further creating dislocated streets.
- The physical barriers of the railway line cause particular problems, as does the disconnection with the railway station and lack of southern routes to town, riverside and adjacent areas.
- Crossing the River is a particular problem, common to historic riverside towns, with bottlenecks at each end and a limited capacity for all modes
- There are multiple examples of problems with footway capacity, like at Staines Bridge or crossing from Clarence Street to the High Street.
- Crossing issues are worse in places which are bottlenecks on the network, like Iron Bridge, where walkers compete for space with other road users.

Active Travel - Cycling

- 2.50 The main issues relating to cyclists are the fragmented network and the small amount of dedicated cycle facilities. There are some exceptions, but few continuous routes for cyclists. It is particularly important to have cycle facilities available in order to encourage a mode shift towards cycling.
- 2.51 There is a lack of cycle crossing facilities, especially on the main roads, and a real need to introduce better cycle facilities across the whole town centre. These and other issues overlap with the urban design review and have been highlighted earlier in the review and analysis report.
- 2.52 Observations highlight many problems with the cycle network, but with an absence of any comprehensive survey, our initial observations have been made by walking the town to develop a picture of movement. There is a need for a comprehensive survey of cycle facilities and opportunities for a step change in provision across the town.

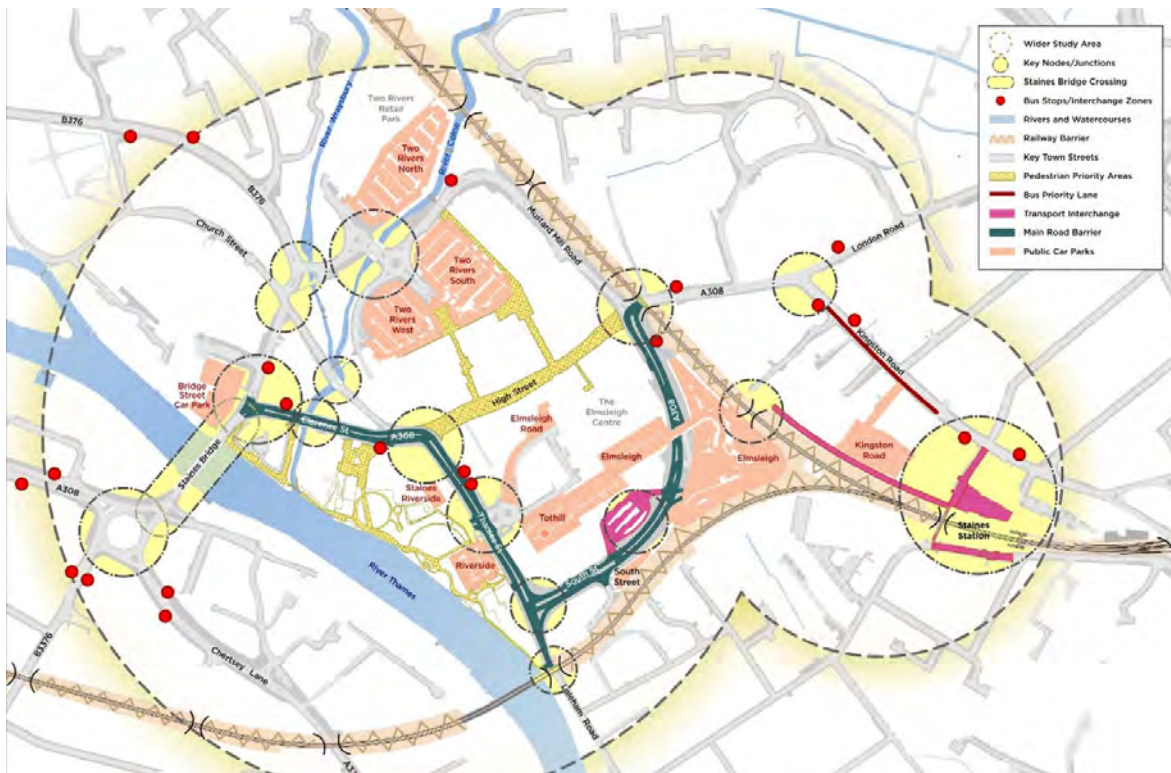
Vehicle access and car parking

- 2.53 Vehicle access for the town can be split into strategic issues and town issues. At the strategic scale transport issues are dominated by the M25, M4, M3, M40 motorways, the A30 bypass around Staines Town Centre, the links with the M25 at Junction 13. There are also strategic issues that exist with the A308 dual carriageway, the nature/location of the bridges over the River Thames and the radial streets that approach the town.
- 2.54 Highways England (HE) is responsible for the strategic road network which just outside the study area includes the A30 Crooked Billet roundabout. This strategic junction has been discussed with the client group and on further review we understand that HE is proposing improvements to this roundabout and its approach roads, in partnership with the County Council.
- 2.55 The Crooked Billet roundabout proposed improvements involves realign the eastbound and westbound carriageway markings; widening of the A30 eastbound exit lanes to improve road capacity and traffic flow; removing the existing substandard subway and replace them with the new pedestrian and cycle routes across the roundabout.
- 2.56 At the local level collaboration and engagement is needed with Surrey County Council. We are developing the concept of street typologies as the basis of further investigation and discussion. We have outlined Town Streets, Main Streets and Pedestrian Priority Streets where we will take an inclusive approach to analysis. Part of this is vehicle access and parking alongside active travel and public transport.
- 2.57 Vehicle access and parking issues include traffic management, like one-way streets and gyratory approaches. This is an area which will need further discussion relevant officers from Spelthorne Borough Council and Surrey County Council.

- 2.58 Finally, although outside the masterplan study area we consider that issues and themes for further examination should include the principle for an area wide approach, outside the town centre. There is clearly an overlap with strategic issues outside the study area, for example vehicle access off the road network and engagement, at the right stage, with HE.
- 2.59 The following section outlines core transport challenges/issues related to the masterplan study area.

Key Access and Movement Issues

- 2.60 Key transport challenges to guide the later stages of the masterplan process are set out below. The principle is to explore spatial transport issues, which are expressed in SK004. Issues are not in order of priority.



1) The Bus Station

- 2.61 Staines Town Centre is an important strategic transport and interchange hub for south west London. This is a major asset. The town is a hub for public transport movement with many spokes. The role and importance for the town interchange hub will increase in the future. We note:
 - the bus station is functional and well used, but the physical environment is poor.
 - A brief review of the most successful modern bus interchanges points to qualities and facilities that are lacking. For example exciting architecture rather than bus shelters; a high quality public realm - a nice place with a bus station within it; a place to linger - coffee kiosks, newsagent, comfortable seating; a safe place, with better lighting; a cycle hub; wayfinding systems; variable message signing, people on hand to help and advise.
- 2.62 A key issues for the masterplan to consider will be the future role and functionality of the bus station. Areas for improvement could include ways to accommodate more frequent bus services;

encouraging interchange between sustainable travel modes; acting as an interchange hub at the centre of a sustainable sub-regional public transport network.

- 2.63 New development needs to be accommodated by public transport and active travel. Bus facilities are critical, alongside a need for active travel and measures for enhancing the quality of life. At present there are approximately 35-40 bus departures/AM hour; over 9 stops with 24 services. Key issues are layover time, flex in timetabling, interchange, etc. The current bus station may be able to accommodate growth in number of buses, over a shorter term (initial judgment). Further work required on dwell times, patronage, brief, travel data, collaboration with TfL, Surrey County Council and Operators. Finally there is a lack of “through” bus services for the town centre, which is a wider issue, part related to the masterplan, but needs considered at a larger scale – urban area wide.

2) Physical Barriers to Movement

- 2.64 Major physical barriers exist to movement into and out of the town centre. At the scale of the town centre as a whole, the major barriers are the railway lines and River Thames. Whilst being difficult to resolve, better pedestrian and cycle facilities are needed to breakdown these barriers in the medium to longer term.
- 2.65 Within the town centre the main issues are severance of main streets, especially Thames Street, Clarence Street and South Street. Wide, busy roads and complex road junctions act as a barrier to movement for pedestrians and cyclists with two or three stage pedestrian crossings and busy roundabouts, narrow pavements with even narrower pinch points. Large areas of surface car parking also act as a barrier to movement. There is scope to introduce new routes that follow natural desire lines as opposed to routing pedestrians out of their way.
- 2.66 Some of the most important places in the town centre that set the overall image and tone are traffic dominated with include heavy road engineering, effectively dividing, not unifying areas of public realm. Circulation and queuing traffic distorts peoples’ image and perception of the town as traffic clogged and hard to get around.

3) Role/Image of Staines Station

- 2.67 Staines Station is a major gateway to the town and modal interchange for commuters. But the form, layout and image of the railway station is both inconvenient and a poor first impression of the town centre. The station box, entrances, interchanges, railway crossing and public squares would benefit from reconfiguring and upgrading to enhance the experience of arrival into the town centre.
- 2.68 The convenience and general experience for pedestrians, cyclists and bus users changing to and from the railway needs to be improved. Also taxi and pick up/drop off, passenger interchange, waiting/information, wayfinding needs review. Tangible and early enhancements are needed.

4) Pedestrian Priority Streets

- 2.69 There are high quality streets in the town and places where pedestrians are given priority, like the High Street, Old town Hall square and riverside promenade, but the experience of travelling to and between them is often much poorer.
- 2.70 There are examples of good public realm that set a benchmark for phased wider improvement across the town centre and a pressing need for more of these quality environments and physical proposals/ways to join up these key streets and spaces. The experience for people walking through the town centre, along the main street, between public squares, to the waterfront and from one leisure or retail centre to another should be pleasant, unobstructed, safe and direct.
- 2.71 Planning and designing for increased pedestrian footfall should be central to any transport strategy and this should start with expanding the evidence base. Pedestrian activity in the town centre is going to increase, especially if we take an approach of improving urban environmental quality. This will attract and encourage more people into the town. People will attract people.

5) Quality Town Streets

-
- 2.72 All journeys into the town centre start and end with walking. People should be the first priority in the movement and place hierarchy of streets in the town. This means quality and consistency for pedestrians, tackling the barriers that exist for movement. The town's streets have a serious lack of joined up and safe cycle facilities and a poor quality of public realm. The fragmented cycle network needs to be connected with dedicated cycle routes. These cycle issues need detailed investigation on a street by street basis.
- 2.73 For the masterplan the principle is that there is scope for introducing new dedicated cycle routes to connect the main transport hubs with each other, the town core and the riverside, but there will be a balance to be struck when faced with a completion for space on some key corridors. This is especially the case when considering other competing demands for road space and the desire to create more people friendly streets and spaces.
- 2.74 Tackling town centre congestion issues involve interventions at a greater scale than the town centre itself. The town has congestion issues caused by strategic challenges, like the lack of river crossings and barriers created by the railways and major road infrastructure. These issues need to be tackled within a wider policy of providing alternative, more sustainable travel choices. For the local plan, these key issues on town streets relate to measures to secure modal shift to cycling and walking and support improvements to, and usage of, public transport as well as to reduce carbon emissions.

6) Car Parking

- 2.75 car parking and overall access road network has limited capacity to accommodate new vehicles. We need to ensure parking facilities are available in the right places, to support walking retail circuits and town leisure trips. This is closely related to local traffic circulation and congestion issues, especially at key junctions, like Bridge Street/Hale Street, along the key corridors, like London Road, and on streets like South Street and Clarence Street. Car parking, the balance of demand/capacity needs to be big picture.
- 2.76 Looking forward a key issue for the masterplan will be to address existing and future provision with current and emerging transport policy on sustainable development. It will need to do more that match capacity to demand. The challenge is multi-faceted and covers technological change, matching car parking provision to new town centre developments, carefully considering the change of use of existing car parks, reconfiguring existing distribution and considering how parking assets fit the future needs of a growing and fast changing town centre.

Capitalising on a strong market position

- 2.77 The UK property market has experienced a fall in confidence due to uncertainty in the UK in part related to the UK's departure from the European Union. Wider global macroeconomic circumstance has also led to short term contingency planning.
- 2.78 This has had an unbalancing effect on the property market with short term growth in the industrial/warehousing sector as businesses seek to stockpile to avoid customs delays after Brexit. The residential market has experienced a slight downturn as demand falls from overseas investors, and buyers and sellers play a waiting game. To a certain extent, residential markets outside of London are more protected as they are exposed to less risk from the effects of a downturn in foreign investment. Market commentators recognise that despite the challenges ahead, there are opportunities to be exploited.
- 2.79 Translating this to gauge the potential impact both in the regional and local market is difficult. A general initial downturn is expected, but locations which are less dependent on international trade and removed from the capital are expected to fare better as their economies are more self-contained and will therefore exhibit greater resilience.
- 2.80 As stated in the introductory text, there is also some uncertainty surrounding the impact of the Covid-19 outbreak on the property market. In the short-term, it is likely that market confidence will be marginally affected as economic growth slows and global financial markets are hit. The tourism and travel industries have already been massively impacted – a concern for the nearby Heathrow Airport. The unpredictable nature of the outbreak makes it difficult to forecast how markets will be impacted, and this situation will need to be closely monitored.
- 2.81 It is important to highlight the role that Heathrow Airport plays in Spelthorne's local economy. Spelthorne is within the Heathrow Economic Area, allowing the Borough and its residents to benefit from direct and indirect jobs and training. The following considers the separate property market sectors in Staines.

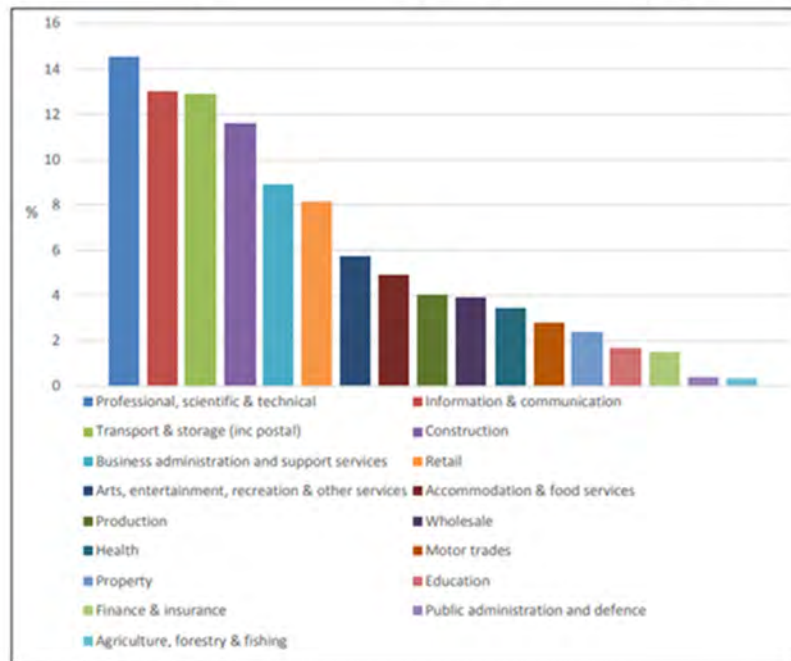
Business and Enterprise

- 2.82 The greatest number of Spelthorne's 5,365 businesses are in the 'professional, scientific & technical', 'information & communication', 'transport & storage' and 'construction' groups. These alone represent 52% of all businesses. This has increased from 46% of all businesses in 2013.
- 2.83 Whilst the highest proportion of businesses in Spelthorne are 'professional, scientific & technical' at 14.5%, this is a much lower percentage than in most comparison authorities. Only Slough has a lower proportion of people employed in this industry group. The lowest percentage in the rest of Surrey for this group is Runnymede at 18.3%².
- 2.84 When comparing Spelthorne with all adjoining/Surrey authorities, the proportion in 'transport and storage' is significantly greater; the next highest are Slough (10%) and Hillingdon (7.3%). The highest in the rest of Surrey is Runnymede at 3.6%. This high figure for Spelthorne reflects the proximity of Heathrow Airport and, in particular, the location of the airport's cargo centre on its south side. This is reflected in the concentration of air freight businesses in the Borough.
- 2.85 Relative to most other authorities, Spelthorne has a high proportion of 'construction' businesses and more in percentage terms than any adjoining authority apart from Hillingdon (12.3%) and Runnymede (also 11.6%). It also has a higher percentage of 'retail' businesses than many of the comparison authorities.
- 2.86 A 2015 a study from accountancy group UHY Hacker Young reported that some 43 more new businesses were created per 10,000 population in Staines-upon-Thames compared to the year before. This was over three times higher than the UK average of 14. It is thought that this is because the town is benefiting from its proximity to the prospering 'Silicon Corridor' tech hub along the M4 boosting business growth and attracting new talent.
- 2.87 The Borough offers a variety of floorspace, indicating a diversified economy. The largest category, mainly due to the proximity of Heathrow, is warehouse and industrial space with around 375,000 m² (4,036,466 sq ft). Much of the business floorspace is located either within the existing town centres of Staines-upon-Thames, Ashford, Sunbury and Shepperton, or within

² Spelthorne Local Economic Assessment 2016

major industrial estates/employment areas. Spelthorne is an important business location when compared with surrounding boroughs due to higher business density.

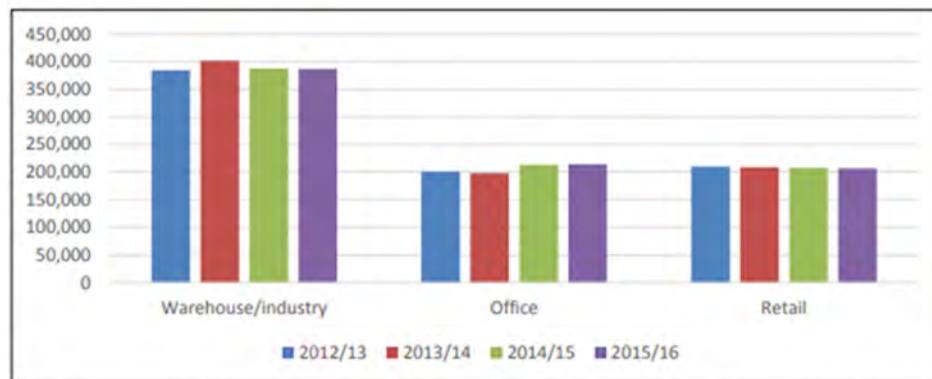
Figure 3: Change in business floorspace by main use type (2000-16)



Source: ONS, October 2016

- 2.88 Smaller office units are most numerous in the borough (i.e. in the 0-249m² or 0-2,680 sq ft range) with the majority under 49m² (527 sq ft). Smaller flexible space is recognised as vital for innovation and growth and helping to generate economic growth and jobs, by supporting entrepreneurs. Despite most businesses being small with just over 76% of those within the borough having 1-4 employees, the EM3 Commercial Property Study highlights the need for more specialised, flexible workspaces including business incubators, accelerator spaces and co-working spaces (IACs) in order for small businesses to grow.
- 2.89 According to VOA data in 2013, Staines-upon-Thames town centre had circa 40,000 m² (430,556 sq ft) of office space and circa 5,000m² (53,819 sq ft) of industrial/warehousing space.

Figure 2: Business floorspace (m²) by main use type (2012/13-2015/16)³



Source: Valuation Office 2012 base data (corrected by Spelthorne Borough Council) and in-house monitoring.

³ NB. Due to the potential flaws in combining datasets, these figures are to be used as an indication of the general trends in quantities of business floorspace in the Borough and should not be seen as a definitive indication of the exact floorspace present

- 2.90 The total amount of business floorspace in the Borough has changed by approximately 1% since 2013 and has decreased by 1.4% in the 10year period from 2006 (this differs by category).

Figure 4: Change in business floorspace by main use type (2000-16)



Source: Valuation Office 2012 base data/Spelthorne Borough Council development data

- 2.91 Commercial availability declined quite rapidly from 2011 to 2016 in terms of 'business premises' and this is illustrated in the percentage rates, whereby just 1.1% of floorspace is now available. 'Office' availability also decreased to an all-time low in 2018⁴– however, the rate at which this has occurred has not been as rapid.
- 2.92 The loss of available office space has been in part down to vacant offices being converted to residential under the Permitted Development 'prior approval' regime. In 2015/16, five conversion schemes were completed, providing 45 dwellings. This resulted in the loss of some 2,800 m² (30,138 sq ft) of office floorspace, whilst further schemes involving the creation of 144 dwellings and the loss of just over 8,000 m² (86,111 sq ft) of office floorspace were in the pipeline. It also reflects an absence of newly delivered space.
- 2.93 There is however new space in the pipeline with for example the development of a new headquarter office building at Causeway Park at Junction 13 of the M25 (this falls just outside the Borough). Building One is the first in a series of proposed buildings on a new campus-style business environment. The proposal is to build 11,148 m² (120,000 sq ft) of office space over five floors. It is being advertised for occupation in Q2 2021.
- 2.94 In terms of rent levels, research by Lambert Smith in 2019⁴ indicates that office prime rents in Staines-upon-Thames are £35 per sq ft, which represents an annual growth of 5%. Research⁴ indicates that in the last 12 months (Q1 2018 to Q1 2019), prime office rents in the wider Heathrow area, which have reached over £39 per sq ft, have seen in excess of 10% increase. Take up has also increased in key sectors such as Tech, Media and Telecommunications, and in serviced offices. In comparison, Lambert Smith Hampton's *Thames Valley Office Market Report 2015* had previously highlighted prime rents for offices in Staines-upon-Thames at around £31 per sq ft, with prime yields of 5-6%. The subsequent increase of circa 11.3% indicates strong growth in the meantime and continued shortage in supply.
- 2.95 For industrial space, Cushman Wakefield note that prime rents are £14.00 per sq. ft. around Heathrow. A study by Jones Lang Lasalle notes that rents are around £12 in Staines-upon-Thames, with prime yields around 5.25%. This is an increase on the 2013 rents for Staines-upon-Thames with industrial rents at £11 per sq ft and yields of 5.75%².

⁴ LS South East office market Report 2019

Retail

- 2.96 The high street is undeniably undergoing far-reaching structural change and town centres are having to evolve to stay relevant. Nationally, footfall in high streets is decreasing as technological, societal and other advances impact the way in which people use town centres.
- 2.97 The role of the high street varies dramatically by location; high streets that prosper are those that understand their role and respond most directly to the needs of their catchment. Occupier demand is far more selective than in the past, with retailers less willing to compromise there is a degree of high street demand coming from 'non-retail' operators – A2 and A3 uses and consumer goods brands.
- 2.98 The Spelthorne Retail and Town Centre Study Update 2018 reports that; Staines-upon-Thames is classified as a secondary regional retail centre; has the greatest concentration of retail floor space; and performs a strong comparison goods role in the wider sub-region with a catchment that extends into Runnymede, Elmbridge, Windsor & Maidenhead and the London Borough of Hounslow. However, Staines-upon-Thames does experience some expenditure leakage to Kingston-upon-Thames.
- 2.99 Staines-upon-Thames has two shopping centres; the Two Rivers Centre and the Elmsleigh Centre. In the 2017 Knight Frank Issue 7 of Retail News⁵, Staines-upon-Thames appeared as a top 50 centre in their retail ranking list, which quantifies investment potential. Staines-upon-Thames was highlighted as a 'top pick' investable town due to the following characteristics:
- Dominant centre in local catchment,
 - Reasons to live, work, shop there,
 - Strong diverse retail offer,
 - Attract environment and
 - Stability of local retail supply
- 2.100 The latest Authority Monitoring Report published in 2018 reveals, that in April there were 34 vacant units in Staines-upon-Thames, an increase of 4 since 2017. Vacant units were located in various parts of the High Street and were reported to be generally former independent businesses or estate agents. One vacant unit was recorded in the Elmsleigh Centre. The loss of Waitrose in the Two Rivers Centre has had a significant impact. Waitrose performed as a key anchor store and one which increased footfall on Norris Road – the key link route with the remainder of the main shopping area. However, it has recently been announced that M&S food is to take the unit, which will re-establish this important role. In spring 2019, the Debenhams Department store chain went into administration announcing the closure of 22 stores in 2020 including the Staines-upon-Thames branch. It was subsequently confirmed that the store would continue to trade until early 2021. Whether this will now be re-considered in the light of closure enforced as a result of the Covid 19 pandemic and the recent announcement of their receivership remains to be seen.
- 2.101 There are currently a limited number of retail properties advertised for rent in the town centre, with three units advertised within the Elmsleigh Centre and three traditional smaller units in the town centre. Rents range from £130,000 per annum to £9,000 per annum depending on size and location. It is recognised that the numbers advertised do not accurately reflect the current vacancy position but however give a flavour of the types of premises available.
- 2.102 A snapshot of commercial properties available for rent and sale as at April 2020 is provided in Appendices 6 and 7 respectively.

⁵ <https://content.knightfrank.com/research/1359/documents/en/retail-news-issue-7-the-high-street-redundant-relevant-or-resurgent-5017.pdf>

Leisure

- 2.103 Evening and visitor economies play a key role in attracting spend to an area and promoting business growth. The Spelthorne Visitor Economic Strategy (2018 -2020) is one of key economic priority for the Council.
- 2.104 The strategy classifies the purpose for visits to Spelthorne into three main categories of attraction as follows:

Table 1: Key attractions to Spelthorne

Attraction Type	Activity/destination
Health and Wellbeing	Walks, cycling, sporting activities (especially water sports)
Retail and Leisure	Shopping, neighbourhoods, food and drink, events and festivals, the arts
Natural and Heritage	River Thames, parks, public art, museums, links to Shepperton Studios, hidden gems

Source: Spelthorne Visitor Economy Strategy (2018-2022)

- 2.105 In Staines-upon -Thames the commercial leisure sector is mainly represented by food and drink outlets in or around the High Street, Vue Cinema and Gym at the Two Rivers shopping Centre and hotel/guest accommodation servicing the visitor economy.
- 2.106 A mix of independent restaurants and national chains are represented in the Town Centre with the greatest concentration in the Two Rivers Shopping Centre near to cinema. There is a wide variety of cuisine to choose from including Gourmet Burger Kitchen, Wagamama, Nandos, Harvester, Pizza Hut, Pizza Express, TGI Friday's, Muffin Break, Limeyard (American), Turtle Bay (Caribbean), Koguryo (Korean), Nostrano Lounge, Caffè Gondola, Porto Ricco (Brazilian), Shahee Mahal (Indian), Café Gusto, Kung Fu Oriental Buffet, Costa, Starbucks, Pret and McDonald's.
- 2.107 The Vue Cinema has 10 screens and can seat over 2,000 people. A 200-person venue at the Two Rivers Pub on the riverside also hosts a regular Comedy Club which is established on the comedy circuit.
- 2.108 There are three hotel chains represented in the town centre Mercure, Thames Street; Premier Inn High Street and Travelodge at Two Rivers Retail Park. The Surrey Hotel Futures Report 2015 indicated that hotel companies were interested in Staines-upon-Thames as location for Boutique, 3 Star/Upper Tier Budget, Budget and Aparthotel. The Premier Inn which opened in 2018 has met the immediate need for an upper tier budget/budget hotel in the town centre. However, the study indicates that further capacity is sought at either end of the market.
- 2.109 There is an identified need for over 3,000 further bed spaces required to meet existing growth in demand. The development of a third runway (if it were to take place in the form that Heathrow consulted on in summer 2019) has been assessed to require some 21,000 – 23,000 additional bed spaces by 2040, taking into account those expected to be displaced by the works. This represents over 90 new hotels to serve the region, some 40 of which are anticipated to be needed by 2027⁶. If a lesser, or more incremental scheme were to come forwards (in the light of the recent court of appeal decision regarding Heathrow expansion) this would reduce these figures but an increased demand would still exist.
- 2.110 In terms of non-commercial leisure, the Council is planning to build a new leisure centre at Knowle Green to replace the existing centre already on site there. The proposal is currently out for public consultation which ends in late April 2020.
- 2.111 The River Thames is recognised as a prime amenity asset with a river frontage of more than 11 miles within the borough. Improving the Town's connection to the river is undeniably important in meeting the objective to develop the visitor economy.

⁶ GVA Heathrow's third runway and the opportunity for the hotel sector (2018)

Residential

- 2.112 Across the UK, house prices have generally increased steadily over the past ten years with values exceeding pre-recession rates in 2014.
- 2.113 Average house prices for postcode areas within Staines-upon-Thames show that the town centre averages are in line with the Borough as a whole, but well below the Surrey average. The figures below represent the average property price for a given postcode sector between February 2019 and January 2020.

Table 2: Average Property Prices by Postcode (February 2019 – January 2020)

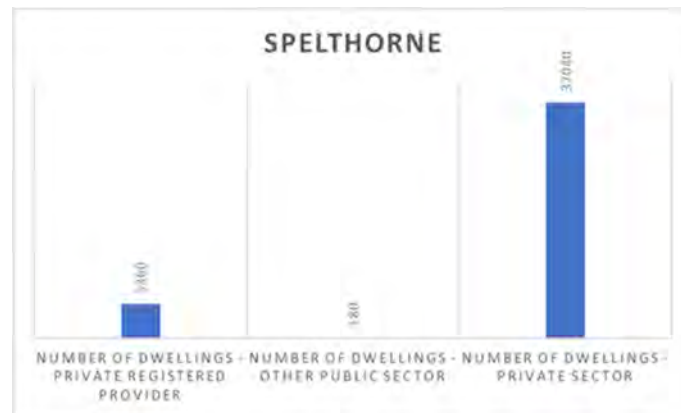
Postcode	Location	Average price	% of Borough average
-	Surrey	£534,000	136%
-	Spelthorne	£400,000	100%
TW18 4	Town Centre and environs	£394,000	99%
TW18 1	South of Town Centre	£419,000	105%
TW18 2	South of Town Centre	£431,000	108%

Source: plumplot.co.uk/Home.co.uk

- 2.114 In terms of properties on the market, the data shows that the highest number of properties are in the £200,000 to £300,000 range. Data reviewed indicates that properties below £100,000 are in short supply and spend less than half the time on the market than those in the higher price brackets. However, 54.5% of all properties on the market sell within 2 months, indicating historically at least, a robust market with healthy activity rates.
- 2.115 As for the rental market, the growth in rental values over the last 5 years demonstrate that single rooms, studios, 1 and 2 bed rental properties (those in most demand) have seen a 15% to 22% increase, during a period when average UK annual wage growth stood at only 3.2% (representing only a cumulative increase of 13.4% in total over a 5 year period)⁷.
- 2.116 Rental costs of 1 bed properties have increased faster in Spelthorne than in all surrounding areas other than Hillingdon. For 2 bed properties the increase is equalled only by Runnymede at 20%, with most other areas showing an increase of less than 10%. In relation to average earnings, 1 bed properties are less affordable in Spelthorne than in Runnymede and Elmbridge, and 2 beds are less affordable in both these locations and in Hounslow. Demand for 1- and 2-bedroom rental accommodation in Staines-upon-Thames is high, indicating a shortage of supply.
- 2.117 Overall, the local residential property market is something of an anomaly within the surrounding area, reflecting the mix of employment opportunities offered by the strong local economy, but also the somewhat historic area of lower value that existed in Spelthorne. The evidence demonstrates that this is now being quickly eroded, reflecting in part the relative lack of affordability of surrounding areas.
- 2.118 The diagram below shows the tenure breakdown for housing stock in Spelthorne. Private sector dwellings make up by far the higher proportion of dwellings in the Borough.

Figure 5: Number of dwellings in Spelthorne by sector

⁷ Zoopla



Source: www.surreyi.gov.uk

2.119 A snapshot of residential properties available for sale in the town centre as at April 2020 is provided in Appendix 8.

Key Economy/Property Market Issues

2.120 The key economy/property market issues for the masterplan to address comprise:

- Proximity to Heathrow provides economic stimulus in terms of job opportunities, sectoral strengths and population growth
- High business creation rate compared to UK average.
- Lower proportion of businesses in Spelthorne are 'professional, scientific & technical' than in surrounding authorities.
- Staines-upon-Thames town centre has the potential to meet some of the identified need for more specialised, flexible workspaces including business incubators, accelerator spaces and co-working spaces to enable small businesses growth.
- Broad spectrum of business space available in the borough but some limited availability of warehousing space and Grade A commercial properties, and a loss of office space due to Permitted Development Rights.
- Rental levels for commercial space are robust having exhibited growth in recent years reflecting unmet demand in the area.
- Council is proactive, willing to develop and has significant landholdings in the town centre.
- Ongoing development already being delivered by the Council and the private sector.
- 'In-town' retail park integrates well with town centre.
- Ranked as a Top 50 retail centre in 2017 by Knight Frank and highlighted as an 'investable' location.
- Limited availability of night-time economy and entertainment offering.
- Potential to develop longer stay visitor offer linking with identified need for more hotel beds in the Town Centre.
- Residential sales values are below Surrey average but a pressure for both market and affordable housing still exists.
- Rental levels are rising faster than surrounding areas with 1 and 2 bed properties in short supply.

3.0 SUMMARISING THE KEY ISSUES

3.1 A number of town centre 'headline issues' have been identified through the review and analysis of the evidence base. These can be grouped into six headline issues that the masterplan will need to consider. They comprise:

- 1) **Delivering market and genuinely affordable homes;**
- 2) **Supporting innovation and commercial activity;**
- 3) **Providing a mix of uses and community facilities in the town centre;**
- 4) **Enhancing the visitor economy;**
- 5) **Transport and mobility; and**
- 6) **Public realm and open space.**

Delivering market and genuinely affordable homes

- 3.2 Providing local housing keeps people within the Borough, which in turn helps to support local shops and businesses. Residential uses are often incorporated into town and city centres to improve the night-time economy and create a vibrant centre.
- 3.3 According to the ONS, house prices in Spelthorne are currently over 11 times median annual earnings. This suggests that there is significant pressure on local housing affordability. There is a shortage of affordable homes, key worker accommodation and private rented properties.
- 3.4 The provision of market and truly affordable homes is imperative in attracting and keeping residents, and subsequently sustaining a vibrant and thriving town centre.

Supporting innovation and commercial activity

- 3.5 Staines-upon-Thames has a high, and increasing, number of SMEs and start-up businesses. These businesses boost the local economy and create local jobs, which helps to minimise out-commuting and increase spending power. In addition, local businesses attract business rates and generate revenue for the Council.
- 3.6 There is an opportunity to better support these businesses, which could be achieved through establishing new flexible floorspace, incubator units and serviced offices. The Preferred Options for the emerging Local Plan seeks to direct B1a and B1b uses to Staines Town Centre.
- 3.7 The Staines-upon-Thames BID recognises the importance of supporting small businesses and aims to offer advice, support and grants to new local businesses, with the aim of stimulating entrepreneurship, reducing the vacancy of commercial units, creating new jobs and enhancing the sustainability of new businesses.

Providing a mix of uses and community facilities in the town centre

- 3.8 It is important to recognise the changing patterns in how people use and interact with their town centres. The provision of a variety of suitable uses will promote the vitality and viability of the centre, both for residents and visitors alike.
- 3.9 Staines Town Centre performs a strong comparison goods role in the Borough. However, with the closure of Waitrose, the convenience goods offer could be improved. The Council's local policies seek to ensure that Staines-upon-Thames remains the preferred location for main town centre uses, and the Council's extensive landholding provides an opportunity to improve and strengthen this offering.
- 3.10 At the same time, it is important to recognise and adapt to the structural shift in the way town centres are used. Leisure uses and restaurants are key in increasing dwell time and attracting visitors from a wider catchment area.

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- 3.11 Residential provision within town centres is a powerful tool in improving the night-time economy, vibrancy and vitality of the town centre. Mixed-use schemes also reduce the need to travel and encourage sustainable modes of travel through close proximity to transport hubs.
- 3.12 Critically, in order to support a diverse town centre community, a range of supporting services and facilities must also. This will need to include schools and childcare facilities, appropriate health services, leisure and recreation facilities, community and social care provision, as well as amenity space. These community infrastructure requirements will be an essential part of ensuring Staines-upon-Thames grows in a sustainable and inclusive way.

Enhancing the visitor economy

- 3.13 Staines Town Centre benefits from a natural asset in the River Thames frontage. There is an opportunity to improve the riverside offering through leisure and tourism activities. To support this, improved links and accesses need to be provided to encourage usage by residents and visitors alike.
- 3.14 The existing shopping centres, Vue cinema, restaurants and bars provide an important leisure offer, in addition to annual local events such as Staines-upon-Thames Day. The Staines-upon-Thames BID also has a calendar of events ranging from comedy nights to outdoor cinema screenings by the waterfront.
- 3.15 The Spelthorne Visitor Economy Strategy highlights the need to build on this offer and raise the profile of Staines-upon-Thames. An improvement in the local tourism offer could be linked with nearby attractions such as Thorpe Park to encourage longer dwell times. Subsequently, visitor accommodation would need to be provided to support these longer stays.

Transport and mobility

- 3.16 The existing Staines bus station is functional and well used, but the physical environment is poor. It is important to improve the bus station and wider bus infrastructure as a catalyst for encouraging sustainable travel modes for both residents and visitors alike.
- 3.17 Staines Station also has a poor physical environment, providing a damaging first impression of the town centre. This busy interchange requires intervention to meet the needs of its users and improve the perception of the town.
- 3.18 Mobility around the town centre is currently hindered by physical barriers to movement. This includes the town's more natural assets (such as River Thames) and its infrastructure assets (such as the railway lines and busy roads). Key severance points make it difficult for pedestrians and cyclists to get around town, affecting the experience of these users. New links and routes will need to be identified to alleviate these issues, and to better connect with existing pedestrian priority streets and cycle facilities.

Public realm and open space

- 3.19 The scale and grain of new proposals should integrate with the historic pattern and scale of the High Street and associated popular core areas.
- 3.20 The River Thames frontage needs to be better integrated into the rest of the town centre through physical connections and improvements to the built form facing the river.
- 3.21 The town centre is currently ringed by transport infrastructure; the highways element can be reduced in scale and made into a more of an urban street to reduce the severance.
- 3.22 Entrances and gateways need to reflect the quality and attractiveness of the core town centre, making walking and cycling journeys pleasant and enjoyable.
- 3.23 Staines-upon-Thames is rich with natural and historic assets, and it is important to respect, preserve and enhance the significance of these assets.
- 3.24 New development should be sympathetic to the Conservation Area, view to the river and the character of the town.

4.0 NEXT STEPS

Agreeing the issues

- 4.1 The Analysis and Review Paper is the culmination of the initial stages of preparing the masterplan for Staines Town Centre.
- 4.2 At this stage, it is essential to liaise with the Borough Council and relevant key stakeholders to agree the outlined issues and highlight any further areas of concern or opportunity. In light of the current pandemic climate, the format of these discussions will need to be agreed with the Borough Council.

Developing the options and Drafting the masterplan

- 4.3 Once consensus on the key issues has been achieved, the DLA team will develop a set of objectives and masterplan options. These options will be reviewed and examined with the Borough Council, and a refined set of options will inform the proposals set out in the draft masterplan.
- 4.4 The draft masterplan, once prepared, will then be subject to a wider later in 2020. This will include proposals that have been tested through a viability assessment and supported by a robust delivery strategy.

APPENDIX 1: Baseline document review

The following documents have been reviewed as part of this exercise:

Spelthorne Borough Council (February 2020). *Spelthorne Economic Strategy Refresh 2017-2022*
Spelthorne Borough Council (2019). *Visitor Economy Strategy 2018-2022*
Spelthorne Borough Council (November 2019). *Preferred Options Consultation Document: Policies*
Spelthorne Borough Council (June 2019). *The Capital Strategy*
Spelthorne Borough Council (2018). *Economic Land Needs Assessment*
Spelthorne Borough Council (May 2018). *Strategic Land Availability Assessment (SHLAA)*
Spelthorne Borough Council (March 2018). *Retail and Town Centre Study Update*
AECOM (February 2018). *Strategic Flood Risk Assessment – Draft Interim Report*
Spelthorne Borough Council (March 2017). *Spelthorne Functional Economic Area Analysis*
Spelthorne Borough Council (2016). *Local Economic Assessment*
Spelthorne Borough Council (July 2016). *Corporate Plan 2016-2019*
Spelthorne Borough Council (July 2015). *Statement of Community Involvement*
Enterprise M3 (March 2014). *The Enterprise M3 Strategic Economic Plan 2014-2020*
Spelthorne Borough Council (July 2012). *Flooding SPD*
Spelthorne Borough Council (December 2009). *Allocations Development Plan Document*
Spelthorne Borough Council (February 2009). *Core Strategy and Policies: Development Plan Document*
Urban Initiatives (November 2008). *Staines Town Centre – Draft Urban Design Framework*
Jacobs Engineering (December 2006). *Strategic Flood Risk Assessment (SFRA)*

APPENDIX 2: Key points from baseline evidence summary

Spelthorne Borough Council (February 2020). *Spelthorne Economic Strategy Refresh 2017 - 2022*

- SBC's vision is to secure sustained economic growth for the benefit of businesses and residents whilst protecting the Borough's environment and character.
- Four themes highlighted to achieve vision, which will be delivered through an Action Plan. Key 'Action Plan' points outlined below;
 - Growth and Competitiveness
 - Encourage entrepreneurship to build on 2015 independent report which states that Staines-upon-Thames has more new start-up businesses per 10,000 population compared to any other town in the country.
 - Open an incubator in Sunbury with by September 2020. Funding confirmed by Shepperton Studios.
 - Develop key sites, including Elmsleigh Centre extensions.
 - Proactively work with developers/landowners to implement approved development on private sites, e.g. Former Majestic House (London Square) and Former Centrica site.
 - Prepare masterplan for Staines-upon-Thames.
 - Acquire properties to provide an ongoing income stream and help meet affordable or private rented needs.
 - Acquire properties where there is scope for a wider redevelopment scheme, or where there is an opportunity to bring forward development which might not otherwise take place.
 - Develop functional economic area priorities through partnership projects with Elmbridge and Runnymede Borough Councils.
 - Commitment to a policy of borrowing at very low interest rates
 - Community
 - Support vocational training and apprenticeships and work closely with the Heathrow Academy to enhance job opportunities for residents.
 - Support Social Enterprises
 - Promote healthy living by encouraging cycling and walking, e.g. through the Walking for Health Scheme and Cycling for Health Scheme.
 - Supporting Business
 - Maintain good relationship with major employers (e.g. BP, the Elmsleigh Centre, Two Rivers and Shepperton Studios) and build new relationships with more organisations.
 - Promote the night-time economy and develop the visitor economy to take advantage of the Thames waterfront, local parks, open spaces and historic villages. SBC has purchased Oast House with a potential option to convert part of the building into a community space, including a small theatre.
 - Support the Spelthorne Business Forum which has a membership of over 800 businesses.
 - Work closely with councillors, through the Economic Development Engagement Group, to deliver the Council's Economic Strategy.
 - Encourage other BIDs, promote innovation and support start-ups.
 - Plot locations for key high-growth businesses and encourage clusters of similar business types.

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- Improving Transport and Infrastructure
 - Deliver the London Road and Park Road schemes as part of the Wider Staines Sustainable Transport Package (construction to commence in 2020).
 - Investigate options for a new bus station in Staines-upon-Thames.
 - Secure modal shift to cycling and walking and support improvements to, and usage of, public transport.
 - Support the implementation of the Surrey Rail Strategy, a southern rail access to Heathrow and develop a business case for Zone 6 Oyster Card for residents.
 - Access funding opportunities from Heathrow Airport Limited to improve local infrastructure
 - Reduce carbon emissions e.g. through the installation of electric charging points.
 - Four 'Grand Challenges' identified to transform the future of Spelthorne;
 - Growing the Artificial Intelligence and data driven economy, including access to higher internet speeds for businesses and residents
 - Introducing more publicly available electric charging points
 - Subsidising the installation of electric charging points at places of work to encourage businesses to replace existing fleet with electric cars
 - Support IT education for the elderly
 - Spelthorne's **strengths** include;
 - Businesses moving out of London may see Spelthorne as an attractive alternative
 - Additional job opportunities if new runway is implemented
 - Over 1000 dwellings to be built in Staines Town Centre, which will help support local retail economy.
 - Excellent connectivity by road, rail and air
 - Proximity to the River Thames and opportunity to better promote tourism
 - Scope for greater inward investment
 - Scope to improve residents' health, fitness and work readiness
 - Spelthorne's **weaknesses** include;
 - Scope for longer term infrastructure improvements (more sustainable modes) and no direct link from Staines-upon-Thames to Heathrow despite proximity
 - Limited number of available warehousing space and Grade A commercial properties
 - Growth in PD rights resulting in loss of office space, particularly in Staines Town Centre
 - Limited land for further development, which puts pressure on housing supply
 - Limited night-time economy and entertainment offering
 - Level of skills and qualifications below Surrey average
 - Congestion in Staines-upon-Thames at peak travelling times
 - Support for new start-ups could be better.
 - Current and future schemes;
 - Premier Inn Hotel (Staines-upon-Thames) – completed
 - London Square (Staines-upon-Thames) – Phase 1 completed with 70% of units sold
 - Centrica Site – planning proved, works underway
 - Ashford Car Park, Bus Station/Tothill Car Park and Bridge Street Car Park (Staines-upon-Thames)
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Spelthorne Borough Council (2019). Visitor Economy Strategy 2018-2022

- Spelthorne attracts visitors due to its connectivity, proximity to London and major attractions (e.g. Windsor Castle), and due to its extensive parkland.
- The river frontage also provides a considerable asset to the Borough.
- Staines-upon-Thames offers two large shopping centres, a multiscreen cinema, restaurants, bars, annual events (e.g. Staines-upon-Thames Day) and the BID's calendar of events (e.g. comedy nights).
- The opening of the Premier Inn in Staines in 2018 demonstrates market confidence.
- The environmental impact of increased visitor numbers must also be managed.
- Key visitor sectors economy include;
 - Residents day trips in the Borough
 - Mini breaks for visitors outside the Borough
 - Staycations
 - Visiting family or friends in the area
 - Heathrow visitors when flights are delayed
- The main types of attractions include;
 - Health and Wellbeing (e.g. walks/cycling/sporting and water activities)
 - Retail and Leisure (e.g. shopping, food and drink festivals)
 - Natural and Heritage (e.g. River Thames, parks, hidden gems).
- Objectives to achieve an increase in visitor numbers include;
 - Promoting overnight and weekend packages
 - Produce a 'Visit Spelthorne' map highlighting activities/events in and out of the Borough
 - Expand Spelthorne's presence on the Visit Surrey website
 - Work with the BID to provide additional signage to improve wayfinding to the river, museum, shops etc.

Spelthorne Borough Council (November 2019). Preferred Options Consultation Document: Policies

- Preferred approach is to;
 - increase densities in town centres and near transport facilities;
 - allow high-quality, high rise development where appropriate;
 - release some weakly performing Green Belt land; and
 - make use of a masterplan approach for Staines-upon-Thames.
- Housing requirement of 9,045 (603 per annum) over the plan period. The Plan makes provision for at least 9,057 new homes.
- Staines-upon-Thames opportunity area to deliver 1,600 dwellings (100 per annum) through the Staines Masterplan.
- Provision made for at least 15,000sqm (office and R&D), 14,000sqm (storage and distribution) and 22,000 sqm (comparison retail).
- Policy SP1 (Staines-upon-Thames);
 - Staines-upon-Thames *"will be a key focus for housing, employment and retail development"*, with guidance delivered through a new Masterplan.
 - Infrastructure proposals will be supported, and the Council will work with infrastructure providers to identify projects for funding.
 - New development should support Staines' position at the top of the retail and leisure hierarchy. Proposals which contribute to the arts, culture, access to the river and increase footfall will be supported.
 - The Staines Conservation Area will be preserved, and high-quality design should be achieved.
 - Renewable/low carbon energy solutions should be incorporated in all new development, including opportunities for combined heat and power (CHP) and district heat networks.

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- Opportunities to increase the use of the river for tourism and improving river-based/riverside recreation and leisure activities and better links across the river will be supported.
 - The Council supports the proposed Heathrow Airport expansion in principle.
 - At least 40% affordable housing will be sought on schemes of 10 or more units, with the housing mix in line with latest SHMAA findings. Housing proposals should not lead to a net loss of units.
 - The Council will seek to protect open space and the environment and encourage development which restores, maintains and enhances green and blue infrastructure.
 - The Council will encourage a range of employment floorspace, including incubator units and serviced offices. Proposals for B1a and B1b will be directed to Staines Town Centre.
 - The Council will ensure that Staines-upon-Thames will be the preferred location for main town centre uses, including retail. Residential uses on upper floors will be encouraged.

Spelthorne Borough Council (June 2019). *The Capital Strategy*

- SBC's Capital Strategy includes;
 - *Investing* in commercial property to deliver an ongoing income stream to support development activity and upgrade/maintain operational buildings and infrastructure.
 - *Creating* new housing and regenerating the Borough's town centres.
 - *Delivering* affordable homes
- 36% of the Council's income comes from investment income streams. Another 36% comes from council tax, and a further 20% from business rates. The remaining 8% is obtained from interest and government grants.
- 10% of the Council's income is spent on issues relating to housing, including benefits and homelessness.
- Capital expenditure for 2019/2020 expected to be £78m. Capital projects include;
 - Investment property acquisitions
 - Property development projects (e.g. for supporting housing needs)
 - Leisure centre refurbishment / development
 - Various corporate projects including IT
 - Waste, parks and parking including new waste vehicles and reducing carbon footprint
- The Council has undertaken a significant level of investment activity to offset the year-on-year decrease in central government funding. Total commercial investments are currently valued at £933m, providing a gross average return of 4.89%. SBC accepts a net surplus of 1% and sets aside a significant contribution into sinking funds.
- SBC's investment properties are scattered around the Heathrow economic area, are very well sited next to transport hubs, and have a strong (blue-chip) and diverse tenant mix from different sectors.
- The Capital Strategy aims to address the severe shortage of genuinely affordable homes created by a combination of factors, including high rates of homelessness and increasing affordability issues. There is also high demand for key worker accommodation and an anticipated increase in demand if the Heathrow expansion goes ahead.
- SBC's housing company, Knowle Green Estates (KGE), currently has a number of projects in the pipeline and aims to deliver more affordable housing.
- The Capital Strategy also aims to maintain a vibrant economy and attract more investment, jobs and visitors to the Borough. SBC has previously made changes to Staines-upon-Thames town centre, including the pedestrianisation of the High Street and upgrading the Riverside area around Memorial Gardens and Market Square.
- The SHLAA (2018) estimates the Council's 5YHLS is 3,448 units on 64 sites. Over 1,420 of these are expected to be delivered in Staines-upon-Thames, with around 420 to be delivered on

Council-owned sites. In the medium term (6-10years), Council-owned sites could deliver another 1000 units.

- Within the town centre, the SHLAA identifies that the Council is able to develop;
 - Thameside House – Flatted scheme of 120 units (1-5years)
 - Hanover House and Bridge Street Car Park – 75 units and 150-250 bed space hotel (1-5years)
 - Riverside Car Park – Flatted scheme of 100 units (6-10years)
 - Elmsleigh Centre and adjoining land – Flatted scheme of 650 units (6-15 years)
- In the next five years, the Council aims to make an investment in the region of £300m.

Spelthorne Borough Council (2018). *Economic Land Needs Assessment*

- Employment floorspace required include;
 - 15,270sqm (B1)
 - 13,720sqm (B8)
- It is anticipated that approximately 20,826 sqm (B2) floorspace may no longer be required. It is unlikely that this floorspace would be suitable for B1/B8 uses.
- Office rents in Staines Town Centre are being driven up due to falling supply.
- There is some mixed-use development being undertaken, e.g. London Square (Former Majestic House).
- Commercial vacancy rates and unemployment figures suggest that the Spelthorne economy has remained relatively buoyant.
- There is some loss of commercial floorspace due to PD rights.
- The Heathrow expansion, if it goes ahead, is expected to increase demand for airport related development, including hotels, offices and warehouses. Some of the sites identified by Heathrow to accommodate these uses are located within Spelthorne.
- London Road and Shepperton Studios are proposed as potential strategic employment sites.

Spelthorne Borough Council (May 2018). *Strategic Land Availability Assessment (SHLAA)*

- A total of 238 sites were considered through the SHLAA. 55 were discounted for being within the Green Belt, and a further 58 were discounted for other reasons (e.g. unsuitability).
- It is noted that the possible expansion of Heathrow could have implications for land in the north of the Borough, including 'special circumstances' for development in the Green Belt.

Spelthorne Borough Council (March 2018). *Retail and Town Centre Study Update*

- Staines-upon-Thames is classified as a secondary regional retail centre and is the largest town centre in the Borough.
- It has a catchment that extends into Runnymede, Elmbridge, Windsor & Maidenhead and the LB Hounslow. However, there is some expenditure leakage to Kingston-upon-Thames.
- The town centre retail offer is focused on mass/mid-market with a shortage of more luxury and aspirational retailers.
- The town centre performs a strong comparison goods role in the Borough, with the proportion of occupied units higher than the national average.
- The closure of Waitrose (Two Rivers) has significantly reduced the convenience goods offer and, as a key attractor, has contributed to lower footfall rates. Food shopping was found to be the highest reason for linked trips to the town centre, and Waitrose was the most visited food store.

- The former Waitrose store has obtained planning permission to split the premises into three separate stores. Alternative scenarios include the re-occupation of the unit by comparison goods operators, or by one foodstore operator and two comparison goods operators.
- The closure of BHS left a large vacancy in Elmsleigh Centre. This has now been occupied by Primark.
- There is a quantitative need for new convenience goods floorspace in Spelthorne, with an identified need for increased provision in Staines-upon-Thames. There is also a need to improve the food offer for both national multiples and independent retailers.
- The three distinct town centre retail areas (Two Rivers, the High Street and Elmsleigh Shopping Centre) complement each other well.
- The Borough's vacancy rate of 10% is well below the national average of 12.5%.
- The weakening of growth rates will have implications for the viability of existing retail businesses and the capacity for new retail floorspace over the short and medium term.
- Limited new retail development across the Borough – no progress on Phase 3 extension to Elmsleigh Centre.

AECOM (February 2018). Strategic Flood Risk Assessment – Draft Interim Report

- Staines-upon-Thames is almost entirely within Flood Zones 2 and 3, with small pockets within Flood Zone 1.
- The River Thames Scheme (between Datchet and Teddington) aims to reduce flood risk through large-scale engineering works. Staines-upon-Thames will benefit from the scheme.
- The highest risk of surface water flooding in Staines-upon-Thames is primarily located along road networks, particularly the A308, Knowle Green, Moor Lane and Waters Drive. There are also some localised drainage issues in the area which are typically maintenance related.
- Riverside development should maintain an 8m wider undeveloped buffer strip alongside main rivers.

Spelthorne Borough Council (March 2017). Spelthorne Functional Economic Area Analysis

- Housing Market Area
 - Determined by migration patterns, house prices and the density of transport networks present in the area.
 - There are strong functional links between Spelthorne and Runnymede, as well as overlapping links with the adjoining authorities of Elmbridge, Woking and LB Hounslow.
- Functional Commercial Property Market Areas (PMA)
 - CBRE's 2007 regional property market study places Spelthorne within the Heathrow-Slough-High Wycombe PMA, with Staines-upon-Thames recognised as one of the PMA's key centres.
 - The Enterprise M3 LEP's Commercial Property Market report places Spelthorne (along with Elmbridge and Runnymede) in the Upper M3 market area. Staines-upon-Thames is considered a major employment centre.
 - Clear sub-regional market for employment floorspace in the area surrounding Heathrow.
 - Strongest links with Runnymede, Elmbridge, Hounslow and Hillingdon.
- Functional Labour Market Areas
 - Strong commuting link to London and Runnymede, and to a lesser extent, Elmbridge, Slough, LB Richmond and Windsor & Maidenhead.
- Industry Clusters
 - Spelthorne is within KPMG's top 25 Quotient rankings with clusters in ICT and digital technology.

- Retail and Service Sector
 - Staines-upon-Thames performs a strong comparison goods role in the wider sub-region.
 - Spelthorne's retail catchment extends to Elmbridge, Runnymede, Windsor & Maidenhead and LB Hounslow.

Spelthorne Borough Council (2016). Local Economic Assessment

- The number of businesses in Spelthorne has been increasing, with growth in numbers of start-ups and high-tech companies.
- Strong retail and commercial sector with presence of local, national and international businesses.
- Biggest employers include BP at Sunbury, Shepperton Studios and Heathrow Airport.
- Low qualification levels compared to adjacent boroughs, resulting in low pay in the Borough.
- Congestion is an issue despite excellent connectivity.

Spelthorne Borough Council (July 2016). Corporate Plan 2016-2019

- Four priorities;
 - Housing
 - Challenges include increasing demand, high cost of local housing, limited availability of development land and pressure from neighbouring Councils.
 - Plans include investing in existing properties, developing and acquiring new Council sites, increasing the supply of private sector housing market and affordable housing.
 - Economic Development
 - Challenges include lower levels of educational attainment and wages compared to the rest of Surrey, limited availability of land and uncertainty over Heathrow expansion.
 - Plans include promoting the development of a BID in Staines-upon-Thames, securing investment for town centres, working with partners to secure infrastructure improvements and inward investment.
 - Clean and Safe Environment
 - Challenges include resisting pressure to develop on Green Belt and the threat of future flooding.
 - Plans include protecting the Green Belt, keeping streets and public spaces safe and providing high quality public spaces which encourage greater community use and an active lifestyle.
 - Financial Sustainability
 - Challenges include accelerated reduction in central Government funding and need to compete with private sector for property acquisitions.
 - Plans include investing in residential and commercial properties, better partnerships and more efficient use of office space.

Spelthorne Borough Council (July 2015). Statement of Community Involvement

- Early community/stakeholder involvement with the parties set out below may be undertaken by the SBC prior to the publication of a draft SPD.

Specific Consultation Bodies⁴¹

The Coal Authority	Authority areas within or adjoining the local authority area including parishes, County Councils, the Greater London Authority (GLA) and policing bodies
Environment Agency*	Telecommunications operators
English Heritage*	Clinical Care Commissioning Groups
The Marine Management Organisation	Statutory Undertakers for:
Natural England*	Electricity
Network Rail Infrastructure Ltd	Gas
Highways Agency	Sewerage
Homes & Communities Agency (HCA)	Water

*Statutory Consultees under the Environmental Assessment of Plans & Programmes Regulations 2004

General Consultation Bodies⁴²

Voluntary bodies	Bodies representing the interests of disabled persons
Bodies representing different racial, ethnic or national groups	Bodies representing persons carrying on a business in the area
Bodies representing different religious groups	

Other Stakeholders

Amenity Societies & Resident Associations	Sport/Leisure Bodies
Educational Organisations	Youth Groups & Bodies
Groups representing the Elderly	Developers & Planning Agents
Groups representing Women	House Builders
Health/Social Care Groups & Bodies	Registered Providers
Transport Groups & Bodies	Environmental Groups
Local Enterprise Partnerships (LEP)	Infrastructure Providers
Mayor of London	Charitable organisations
Emergency Services	Civil Aviation Authority
Spelthorne Together	Spelthorne Safer Stronger Partnership

- Public Consultation (Regulation 14) will run for at least 4 weeks but may be extended to 6 weeks.

Enterprise M3 (March 2014). *The Enterprise M3 Strategic Economic Plan 2014-2020*

- The Enterprise M3 area, which includes Staines-upon-Thames, aims to be the premier location for enterprise and economic growth, excellent environment and quality of life through targeted interventions.
- The Enterprise M3 area has excellent connectivity and is home to around 100,000 SMEs.
- Investment priorities include innovation and enterprise, skills, housing, transport and infrastructure and the visitor economy.
- Staines-upon-Thames is considered a 'Step-up Town', where there is economic potential but also barriers to growth.
- The proposed Step-up Town Growth Package identifies transport and infrastructure measures to minimise congestion, town centre renewal measures to attract investment and interventions to unlock housing sites.
- Proposed Growth Package for Staines-upon-Thames includes;
 - Transport schemes for the Staines-upon-Thames Bridge widening
 - The Wider Staines-upon-Thames sustainable transport package to improve access to Heathrow and employment sites
 - Improvements at the Runneymede roundabout to improve connectivity
 - New facilities at Brooklands College (Ashford Campus).
- Strategic Cross-LEP infrastructure schemes include the River Thames Scheme, which aims to reduce flood risk through interventions along the river between Datchet and Teddington.
- Proposal to support SMEs, including through the Enterprise M3 Growth Hub with particular focus on supporting the Sci:Tech corridor.

Spelthorne Borough Council (July 2012). *Flooding SPD*

- River Thames, and its tributaries, is the main flood risk in Spelthorne.
- A major flood event would impact some urban areas, including Staines.
- Spelthorne's approach is to support measures to reduce the risk of flooding to existing properties, and to apply strict controls over new development.

- As an exception to the sequential approach, redevelopment in any designated commercial area (including Staines Town Centre) subject to flood risk will be allowed in principle.
- Commercial development in Flood Zone 3, which includes large areas of Staines Town Centre, is required to result in a reduction in flood risk.
- Development must be supported by appropriate sustainable drainage schemes
- Development in Flood Zone 3 must not reduce flood storage capacity or impede the flow of flood water.
- Development in Zones 2, 3a and 3b must be designed to be flood resilient/resistant and supported by an FRA.

Spelthorne Borough Council (December 2009). Allocations Development Plan Document

- Steel Works and Builders Merchants, Gresham Road (Allocation A5)
 - 1.37ha.
 - Separated from the town centre by the railway.
 - Proximity of the railway and the narrowness of the site at the eastern and western ends may impose some layout constraints.
 - Proposed development of 100 flats (non-family housing)
 - Network Rail and Jewson Ltd (landowners) have no objection to the allocation, although the site is unlikely to be available until towards the end of the plan period.
- Builders Merchant, Moor Lane (Allocation A7)
 - 0.57ha.
 - Surrounded by residential development, including adjoining site.
 - Proposed development of approximately 30 flats and houses.
 - The shape of the site and the proximity of adjoining housing means the design and layout will require particular care to ensure the privacy of adjoining properties is maintained.
 - For reasons of pedestrian safety any proposal must make provision for a public footway for Moor Lane which forms the western boundary of the site.
- Bridge Street Car Park (Allocation A9)
 - 0.71ha
 - Key "gateway" site at the entrance to the town, prominent position adjoining River Thames and located within the Staines Conservation Area.
 - Proposed development of approximately 75 dwellings including retention of an element of public car parking beneath.
 - An initial draft Planning Brief for the site has been subject to consultation.
- The Elmsleigh Centre and adjoining land (Allocation A10)
 - 6.62ha (development to take place on western and southern parts of the site).
 - The 2004 Spelthorne Retail Study and the 2007 update shows there is scope for further retail development in Staines-upon-Thames to meet forecast growth in retail expenditure on non-food items.
 - Proposed redevelopment and extension to the south to provide approximately 2,500sqm of retail floorspace, at least 30 flats and improvements to the bus station (Phase 3).
 - Proposed extension to the west to provide at least 18,000sqm of retail floorspace, a mix of related non-retail uses, approximately 65 flats, additional parking and revised access and servicing arrangements (Phase 4).
 - Development should include re-provision of the community centre, library and museum.
 - An initial draft Planning Brief for the site has been published and consulted on.

Spelthorne Borough Council (February 2009). Core Strategy and Policies: Development Plan Document

- Staines-upon-Thames has problems of traffic congestion and some related air quality issues.
- Significant parts of Staines Town Centre are liable to flood.
- Main issues for the Borough include;
 - Meeting future development requirements within a limited urban area
 - Reducing the extent of flood risk
 - Improving air quality
 - Meeting the affordable housing need and providing smaller dwellings and housing for the growing elderly population
 - Noise from Heathrow
- Main objectives include;
 - Minimising the impact of climate change and improving air quality
 - Minimising the impact of noise on local communities and the environment
 - Safeguarding valuable open space and providing for open recreational uses
 - Providing a mix of housing, including affordable housing.
 - Provision of adequate infrastructure
 - New development to consist of high-quality design and encourage sustainable transport choices
 - Maintain Staines as a focus for a mix of town centre uses
- Staines-upon-Thames development requirements
 - 820 additional homes, with circa 300 in the town centre.
 - Employment designations totalling 37.3ha.
 - Additional 32,000sqm of retail floorspace.
 - Secure public transport improvements and address river frontage.
- Housing
 - 50% affordable housing on developments of 15 or more dwellings (or on sites of 0.5ha or more).
 - The inclusion of housing in mixed-use schemes will be encouraged.
 - The redevelopment of poorly located employment land for housing will be encouraged.
 - Development that involves a net loss of housing will generally be opposed.
 - Developments proposing four or more dwellings are required to provide 80% one- or two-bedroom units.
 - Staines Town Centre development should generally be at or above 75dph.
- Employment
 - Staines Town Centre will retain its designation as an Employment Area
 - Mixed use schemes in town centres will be permitted where there is no net loss of employment floorspace.
- Town Centre and Retail Development
 - Scope within Two Rivers for extensions or partial redevelopment
 - Measures to improve traffic management in Staines Town Centre will be encouraged.
 - Accessibility to public transport and other non-car-based modes to be improved.
 - Provision of adequate parking for shoppers to support the town centre economy. Longer stay parking will be more limited to encourage other means of travel.
 - Work with partners to secure improvements to the town centre environment.
 - The loss of A1 uses within the secondary shopping areas of Staines Town Centre will only be permitted where;
 - The proposed use is to A2, A3, A4, A5 or a launderette.
 - No more than five out of nine consecutive units are in non-retail uses.
 - The proposal would not harm the retail character of the town centre.
- The Environment
 - Developments of 30 or more family dwellings are required to provide a minimum of 0.1ha of open space for children's play.
 - Conservation Areas, the landscape and biodiversity etc will be protected and enhanced.
 - Developments which have an adverse impact on air quality will be refused unless adequate mitigation is provided.
 - Green spaces and pedestrian and cycle routes will be maintained, improved and expanded where appropriate.
 - Provision and access to open space will be maintained and improved, and additional spaces provided where required.

- Existing views to the River Thames will be protected and enhanced.
- Opportunities to improve public access to and alongside the river will be sought.
- Facilities which support recreational use of the river will be safeguarded.
- Climate Change
 - Sustainable development and renewable energy provision will be encouraged
 - Measures and developments that encourage sustainable travel will be encouraged
 - Off-street parking and the provision of sufficient, safe and secure cycle parking will be required for developments.

Urban Initiatives (November 2008). *Staines Town Centre – Draft Urban Design Framework*

- Two Rivers and Elmsleigh Shopping Centre create inactive backs that lack natural overlooking and surveillance.
- Town centre contains several large surface car parks that represent an inefficient land use.
- Need to identify any new parking provision in light of loss of parking spaces from redevelopment (e.g. Bridge Street Car Park).
- Important to reduce the visual impact of servicing yards on the town centre.
- The AirTrack proposal and the influence of the proposed High Street station needs to be sufficiently accommodated
- Improvements to existing walk routes to Staines Station needed.
- Improvements to bus station, pedestrian crossings (e.g. Mustard Mill Road and Clarence Street), pedestrian access to the rivers, and general pedestrian and cycle routes needed.
- Memorial Gardens provide the key public open space.
- The pedestrianised High Street provides the primary retail focus.
- Concentration of commercial development along London Road and Church Street East.
- Limited leisure uses with cinema, gym and library.
- The Tow Path along the river provides a high-quality environment.
- Physical constraints include the severance created by the railway lines, the rivers and associated floodplain and barriers to pedestrian movement.
- Development opportunity sites include;
 - Two Rivers surface car park
 - Thames surface car park
 - Mill Mead
 - BT site
 - London Road
- Relevant development briefs – Elmsleigh Centre Western and Southern Extension Planning Brief and Bridge Street Car Park Development Brief.

Jacobs Engineering (December 2006). *Strategic Flood Risk Assessment*

- Significant proportion of the Borough is at risk of flooding.
- There are existing formal raised flood defences in place to mitigate against flooding from the rivers, and it is considered that a breakdown of these defences would not pose a hazard to the community.
- The risk that flooding poses on the community as a result of a reservoir breach has not been considered. However, the possible risk of reservoir breach is minimal.
- Drainage and groundwater issues have been identified in the area within and around Staines Town Centre. However, these issues are not considered significant enough to preclude development in the area.

APPENDIX 3: Local Transport Policy**Surrey Transport Plan, Spelthorne Local Transport Strategy & Forward Programme, September 2014**

The masterplan will build on the Spelthorne transport plan and the latest forward infrastructure programme. The work will align with local transport plan objectives:

1. To promote travel by foot and bicycle within the borough
2. To promote the use of public transport as an alternative to the private car
3. To manage current and future congestion throughout the borough
4. To reduce NO2 levels where they exceed National Air Quality Objectives.

The Spelthorne transport strategy sets out a comprehensive strategy which can be used by the masterplan to take a themed, incremental approach to propose key interventions for managing the impact of new development as well as improving accessibility, connectivity and overall mobility.

The forward transport programme of works include plans and proposals that include the wider Staines sustainable transport package (STP) which are currently being delivered which includes works on London Road and Park Road. The STP is a package of measures to improve sustainable travel options. Improvements intend to make it easier and more appealing for people to travel on foot, bicycle and public transport.

Spelthorne Borough Council Local Plan, Strategic Highway Assessment, SCC, October 2019

This report, produced by the County Council, is a strategic highway assessment of a comparison of potential strategic sites prepared to assist Spelthorne Borough Council in identifying which sites to bring forward as part of their emerging Local Plan. The highway assessment was split into two parts:

- Part 1 details the technical aspects of the modelling work undertaken, which include model development, validation and forecasting; and
- Part 2 provides the results and analysis of the forecasts, together with an overview of the key findings from the modelling.

The potential highway impacts of Spelthorne Borough Council's draft Regulation 18 Local Plan have been assessed for the forecast year 2035 using a combination of Surrey County Council's strategic transport model, SINTRAM, and a local model derived from it.

The presented results represent modelled forecast traffic impacts on highways for the forecast year 2035 taken from the Local Model, for four separate scenarios.

Setting out an overview of the findings for the different scenarios the report states that this is an initial assessment, and more work will need to be done when the Borough have decided on their preferred spatial strategy.

Town Centre Parking Study, Jan 2013

This report evaluates current parking supply and demand within the town centre and provides an assessment of likely future parking levels, taking into account proposed developments, planning policy, etc. Key points in this report are:

- The main car parks in Staines have an existing parking supply of 3098 spaces.
- The analysis undertaken has shown that the level of parking provision in Staines is sufficient to meet current demand even over the seasonal Christmas peak period, and the recent granting of planning permission for a temporary car park on the Majestic House site only serves to increase this situation of over-supply.
- However, future changes in the level of parking supply related to the loss of car parking to development and the expansion of the town centre retail offer will mean that the parking stock in the town will not be sufficient to meet demand even in off peak periods within a period of up to 5 years.

The report also includes a discussion and recommendations section, and for the purposes of this masterplan, it is interesting to note points on additional permanent parking provision.

The report states that "it is clear from our analysis that parking demand in Staines town centre will outstrip supply in the short to medium term, and a level of additional parking provision will be

required in the future to support development and help maintain Staines' position as a primary retail centre for the surrounding area."

The level of future demand which can be expected suggests new parking be provided in the medium term at a minimum level of 680 spaces, based upon:

- Potential capacity reduction of up to 710 spaces at Bridge Street, Tothill and Kingston Road car parks;
- Identified future average month parking shortfall of 365 spaces in the medium term;
- Need for up to 65 new residential parking spaces as part of Elmsleigh Phase 4; and Provision of an additional 10% of capacity overall to act as a parking 'float' to accommodate fluctuations and growth in public parking demand.

The figure of 680 spaces is provided as a minimum to accommodate anticipated medium-term parking demand. Should the Council choose to accommodate the anticipated level of demand during the medium-term Christmas peak an additional 1,230 would be required.

We understand that a further more recent parking study has been undertaken, although this has not been reviewed at this stage.

Staines upon Thames Town centre car Parking Review, December 2019

This report by Jones Lang LaSalle was commissioned to provide an assessment of the council owned car parks within Staines-upon-Thames Town Centre based.

The study was based on information supplied by Spelthorne Borough Council and the previous 2013 car parking study including the occupancy figures included within that report. The December 2019 study looked at five scenarios:

1. Existing Capacity
2. Future Capacity if Tothill is redeveloped.
3. Future Capacity if Tothill and Bridge Street are redeveloped.
4. Future Capacity if Tothill & Bridge St redeveloped + 100 spaces to Elmsleigh MSCP
5. Future Capacity if all four car parks are redeveloped.

The findings of this work were as follows:

- Under scenario two, the redevelopment of Tothill MSCP would leave spare capacity in both winter and summer periods
- Under scenario three, were Tothill MSCP and Bridge Street to be redeveloped the town centre would have zero capacity on winter Saturdays and extremely limited capacity Monday to Friday. Under this scenario the council would need to consider adding capacity on top of Elmsleigh MSCP.
- Under scenario four, Tothill & Bridge Street are redeveloped and 100 spaces are added to Elmsleigh MSCP, this would leave spare capacity in both winter and summer periods.
- Under scenario five where all four car parks are redeveloped the town centre would be very low on capacity in both summer and winter with a peak on winter Saturdays where the town would have an under supply of circa 550 spaces.
- In most scenarios at peak times car park customers will have to visit the second or third nearest car park to the car park looking at being redeveloped. It is likely that this may affect the customer experience for shoppers and in turn affect the popularity of the high street and town centre.

The study also highlighted that tariffs within the town centre are on the lower end of the scale compared to competing centres such as Egham, Hounslow, Sunbury on Thames and Windsor.

The suggestion was made that the council may wish to look to increase the 1-2 hour tariff band to put it more in line with Egham, Hounslow and Windsor. The report also made other recommendations/suggestions in the conclusions section:

- once car parks are redeveloped and occupancy is nearing full capacity then Staines-upon-Thames town centre car parks may wish to introduce a 48-hour maximum stay policy to deter use of the car parks for Heathrow overflow parking, or alternatively to include an additional long stay "premium" tariff.
- With the growth of Electric vehicles (EV's) numbers within the borough the Council should seriously consider installing EV infrastructure into their parking facilities.
- As car sales are falling and forecasted to continue to fall, we foresee that generally car parks usage is also likely to decrease. However as a result of increasing the number of residential units there will be an increase in the number of vehicles within the town centre and therefore users of the remaining car parks.

It is also important to consider that by replacing the town centre car parks, it may have a negative impact on the number of retail customers visiting the high street over the long term as added frustration in not being able to find a parking space may mean customers may head elsewhere.

Note the report also highlighted a need to have sight of accurate and up to date occupancy and ANPR information to assess the car park occupancy in more detail.

APPENDIX 4: Wider Transport Town Challenges**Wayfinding for people using buses**

Parts of the bus route network are overcomplicated and need to be simplified in order to encourage higher frequency services. The current number of bus operators and routing is excessively complex, from the position of bus users and the network overall is of a low quality generally dominated by low frequency bus services, making bus an unattractive option for new users.

Wayfinding is about better interchange which is about infrastructure and coordination of travel information. It is needed across the region to encourage a major shift to public transport over the timeframe of the Spelthorne Local Plan.

There is a lack of information available to passengers at the roadside, at key interchanges and at Staines Station where little information guides passengers to their next onward destination – clearly an issue for first time visitors and tourists.

Branding/marketing of the bus network (more legible and attractive option)

There is little coordination between bus and stop appearance, services routes and marketing of the current public transport system. This makes bus travel in town and wider area complicated for new users and does not encourage growth in patronage.

The introduction of 'premier' style routes which are branded across the area would improve the legibility of the bus network. This is an issue outside the current remit of the masterplan, but the need for high quality bus services is critical to the promotion of viable alternatives to private cars, this does impact on town success.






Growth in bus travel demand will need to be accommodated through the provision of better services and choice, especially for routes over Staines Bridge, along Thames Street and along the key radial corridors, like London Road. It is not clear that the approach of simply adding more capacity, i.e. introducing significantly more buses to the existing network will enable the growth in demand to be met.





The recent global public health pandemic is highly likely to affect some of these private bus operators, even with government support in the short to medium term.

Creating a brand for smarter choices within Staines upon Thames; increasing awareness of travel options for travel to and within the town.

Walking, cycling and public transport can be made more attractive through the investment in smarter choices. There is a compelling need to promote these travel options to encourage modal shift from the private car. For occasional visitors, regular visitors and residents the creation of a brand for more sustainable travel within the town centre will increase awareness of the facilities available. Supporting materials can be used highlight the benefits of alternatives to the private car.





APPENDIX 5: Commercial properties to let (as at April 2020)

Address	Type	Rent/Annum	Area (sqft) £/M ²	Description
Church Street, Staines, Surrey 	Office	POA	3,285 -	Fully refurbished Grade A offices offering floors from 3,285 sq ft up to a total of 10,865 sq ft.
Mallard Court, Market Square, Staines-upon-Thames 	Office	From £11,954pcm	4,347 From £33/sqft	On the riverbank in Staines-upon-Thames, Mallard Court offers innovative refurbished office suites from 4,347 sq ft up to 9,500 sq ft
Twenty Kingston Road, Staines, Surrey 	Office	From £12,096pcm	4,333 From £33.5/sqft	Twenty Kingston Road has been comprehensively refurbished to meet the performance and efficiency needs of modern day businesses.
Staines One, Station Approach, Staines-upon-Thames 	Office	From £1,578pcm	631 From £30/sqft	Staines One is a detached 3 storey office building with secure parking. The available accommodation is located on the ground floor and comprises an open plan area for up to 4 work stations
Old Bridge House, Staines-upon-Thames 	Office	From £134,320pa	1,430 From £24/sqft	Designed to a high specification with a feature atrium meet and greet reception Old Bridge House provides a contemporary frontage onto both Bridge Street and Church Street together with ground and lower ground floor parking. The last two floors are available, presented to a high standard with air conditioning, daylight lighting, carpeting, under floor trunking and separate kitchen/s.

<p>12 Church Street, Staines TW18</p> 	Retail	£9,000	171	£52.63	12 Church Street is a small town centre retail lock-up shop opposite a barbers and other established retailers
<p>High Street, Staines TW18</p> 	Retail	£17,000 -	-	-	Double fronted, well established, busy and fully equipped off licence situated in a prominent area in the heart of Staines, directly on the high street and only a short walk to Staines Train Station. There is a courtyard and large shed at the rear of the property, along with a W/C
<p>133 High Street, Staines TW18</p> 	Retail	£25,690	1,231	£20.87	A terraced lock up shop / restaurant ground floor only, providing a rectangular efficient shape with bi-fold doors and full height fascia. The unit has a generous seating area, restaurant kitchen, secure store and washroom facilities.
<p>9 to 11 High Street, Staines-upon-Thames</p> 	Retail	POA	1,030 -	-	Attractive town centre shop/showroom overlooking Market Square and Clarence Street, extensive frontage, rear loading and parking.







Source: Rightmove and Zoopla






APPENDIX 6: Commercial properties for sale (as at April 2020)

Address	Type	Asking	Area (sqft)	£/M ²	Description
High Street, Staines TW18 	Commercial	£650,000 -	-	-	Commercial / Residential Investment and Development Opportunity. Currently the property comprises of two well presented one bedroom apartment which are currently achieving £1850 pcm. There is an approved planning application to demolish the current outbuilding and build a two bedroom apartment which subject to the purchase of land to the rear could offer a garden area / parking. Scope for commercial unit.
High Street, Staines-upon-Thames 	Commercial	£1,700,000	9,997	£170.05	The property comprises a 1980s built mixed use investment property arranged over basement, ground, first and second floor levels.
High Street, Staines 	Retail	£795,000	720	£1,104.17	A mid terrace property comprising ground floor shop of approximately 720 sq ft in total, plus a pair of one bedroom first floor flats, accessed from the rear of the building via an external staircase. A rear yard provides parking space for two vehicles
High Street, Staines TW18 	Retail	£799,950 -	-	-	Double fronted, well established, busy and fully equipped off licence situated in a prominent area in the heart of Staines, directly on the high street and only a short walk to Staines Train Station. There is a courtyard and large shed at the rear of the property, along with a W/C

Source: Rightmove and Zoopla

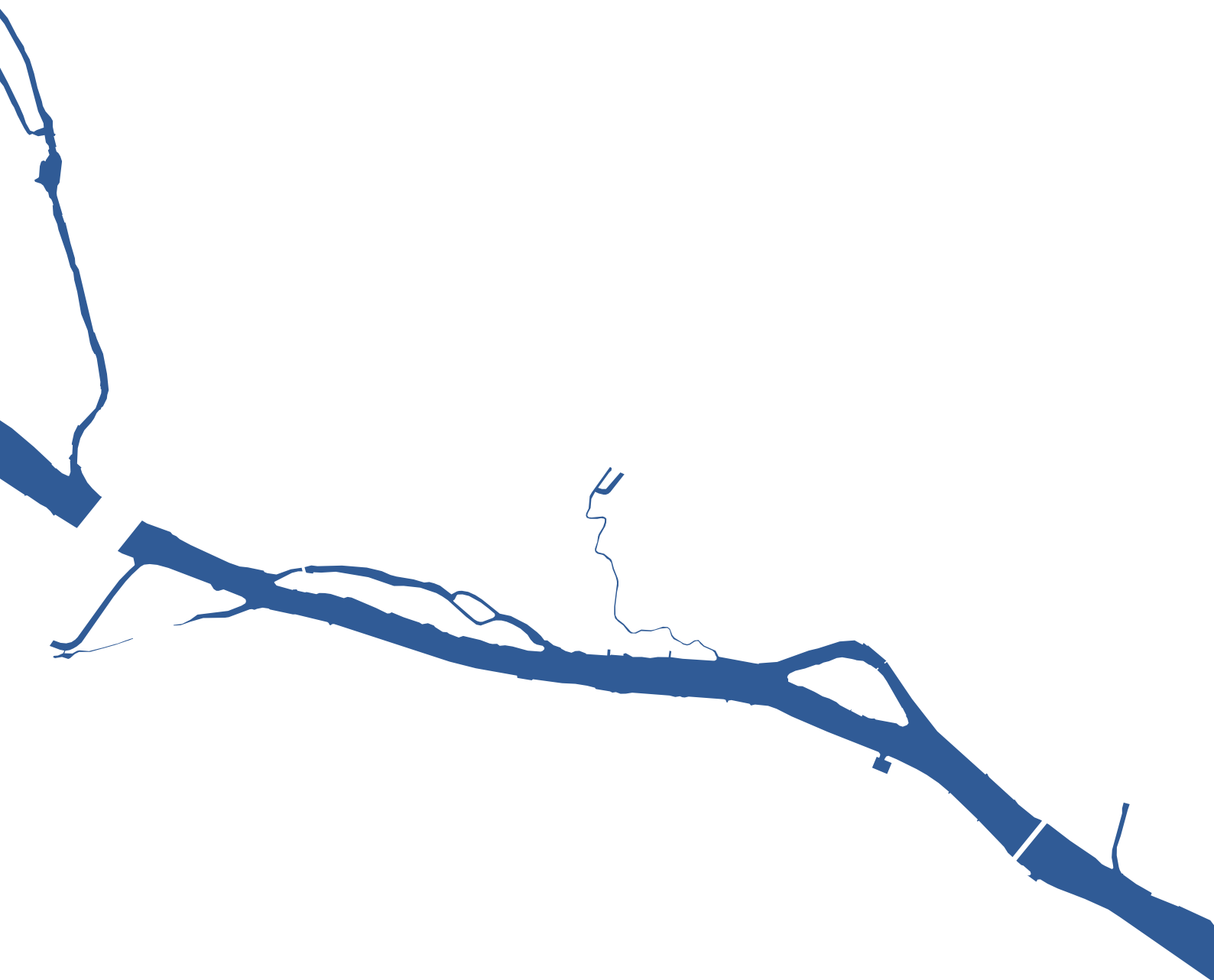
APPENDIX 7: Residential properties for sale (as at April 2020)

Address	Beds	Type	Asking	M ²	£/M ²	Description
Island Close, Staines-upon-Thames 	4	Terraced	£650,000	143.3	£4,535.94	Riverside townhouse offering impressive views across the River Thames and moments from Staines upon Thames town centre. Set over three floors.
Church Street, Staines-upon-Thames 	3	Semi-detached	£465,000	95.8	£4,853.86	1960's style home located within the Conservation Area on Church Street and situated in walking distance of the River Thames towpath and Staines town centre
Kingston Road, Staines-upon-Thames 	2	Semi-detached	£450,000	61.4	£7,328.99	Situated in the heart of Staines within a short walking distance to both the mainline train station and the town centre
London Square Development, High Street Staines-Up-on-Thames 	2	Flat	£399,950 - - £599,950	-	-	New build scheme with easy access to the High Street. Four buildings upto 11 storeys.
London Road, Staines-upon-Thames 	2	Flat	£325,000	68.5	£4,744.53	The Old Police Station is a landmark building in Staines, and has been sympathetically renovated to create these highly desirable apartments offering intelligently designed accommodation in an enviable location.
The Old Station Mews, Moor Lane, Staines-upon-Thames 	2	Flat	£395,000	76.7	£5,149.93	Brand new duplex apartment in this exciting new development located in the grounds of the Old Station House at the former Staines West railway station
London Road, Staines-upon-Thames 	2	Flat	£290,000	57.4	£5,052.26	A two bedroom apartment, constructed and finished in recent years to an exemplary standard, offering light and spacious accommodation

<p>The Old Station Mews, Moor Lane, Staines-upon-Thames</p> 	1 Flat	£310,000	50.8	£6,102.36	Brand new ground floor apartment in this exciting new development located in the grounds of the Old Station House at the former Staines West railway station
<p>London Road, Staines-upon-Thames</p> 	1 Flat	£250,000	35.1	£7,122.51	The Old Police Station is a landmark building in Staines, and has been sympathetically renovated to create these highly desirable apartments offering intelligently designed accommodation in an enviable location.
<p>Pullmans Place, Staines-upon-Thames</p> 	1 Flat	£215,000	42.5	£5,058.82	Second/top floor apartment set in a popular development right next door to Staines-upon-Thames railway station
<p>Kingston Road, Staines-upon-Thames</p> 	1 Flat	£269,950 -	-	-	Coming soon. A brand new development of just six luxury one bedroom apartments situated just a short distance from Staines mainline station
<p>Romana Court, Sidney Road, Staines-upon-Thames</p> 	Studio Flat	£179,950	27.3	£6,591.58	Studio apartment situated in this sought after development ideally located within moments of Staines Town Centre & Mainline Train Station.

Source: Rightmove





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STAINES UPON THAMES TOWN CENTRE DEVELOPMENT FRAMEWORK

OBJECTIVES AND OPTIONS

David Lock Associates

March 2021

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1.0 INTRODUCTION

Introduction

- 1.1 In June 2020, David Lock Associates (DLA) prepared an Analysis and Review paper, which was issued to Spelthorne Borough Council. The paper was the first stage of the Development Framework process and set out a number of key issues that the Development Framework will need to consider.
- 1.2 This Objectives and Options report considers the key issues identified through a review of the evidence base and key stakeholder discussions and outlines a set of objectives for the Development Framework to address. Each objective is supported by a series of discussion points around how best to meet those objectives in the local context, and then sets out broad options for meeting them in Staines-upon-Thames. These form the basis of the Objectives and Options questionnaire which will be published alongside this report as part of the formal consultation process.

Planning Policy Framework

- 1.3 Spelthorne Borough Council is currently undertaking a Local Plan review. The Preferred Options (Reg 18) version of the Local Plan 2020-2035 was consulted on between November 2019 and January 2020. Once adopted, the Local Plan 2020-2035 will form part of the planning policy framework – consisting of the key planning documents – to shape the future of Spelthorne.
- 1.4 This Development Framework is being prepared in order to complement and help implement policies set out within the emerging Local Plan. The Development Framework will be formally prepared as a Supplementary Planning Document (SPD) thereby forming part of the statutory planning policy framework for Spelthorne.

Purpose & Methodology

- 1.5 This Objectives and Options report summarises the results of the first key stage of the preparation of the Development Framework, and prepares the way for the first phase of public consultation.
- 1.6 It focuses on the high level issues drawn from local evidence, and the baseline Analysis and Review paper that was prepared in June 2020. This paper presented an in-depth analysis of the town centre's issues, constraints and opportunities.
- 1.7 As a continuation of that work, this report aims to:
- Explore whether there are other issues to be considered over and above the six headline issues from the Analysis and Review paper
 - Consider additional issues raised through targeted stakeholder consultation

- Set out questions to help consultees think about ambitions for the town centre
- Identify objectives to address issues and achieve ambitions
- Set out broad options for the Development Framework to consider in achieving those options

1.8 The Objectives and Options report will be subject to a six-week period of public consultation which is open to all, and seeks engagement with residents of, businesses and services in, and visitors to the town, as well as other stakeholders. The aim is to gain a clear understanding of the issues the town centre faces, and gain agreement around a set of options that can be explored and developed.

1.9 This report, and the supporting Analysis and Review paper, is a critical stage in the production of the Development Framework for the town centre. It aims to ensure that the:

- issues facing the town centre are fully understood and agreed;
- overarching objectives will help address those issues; and
- options identified are those which receive support and will form the basis for producing the Development Framework.

1.10 In all of this it will be vital to ensure that the Development Framework is aspirational, continuing to support and facilitate the vitality and characteristics of the town centre that make it attractive and popular, but is also achievable and deliverable. This will include identifying short, medium and longer term opportunities.

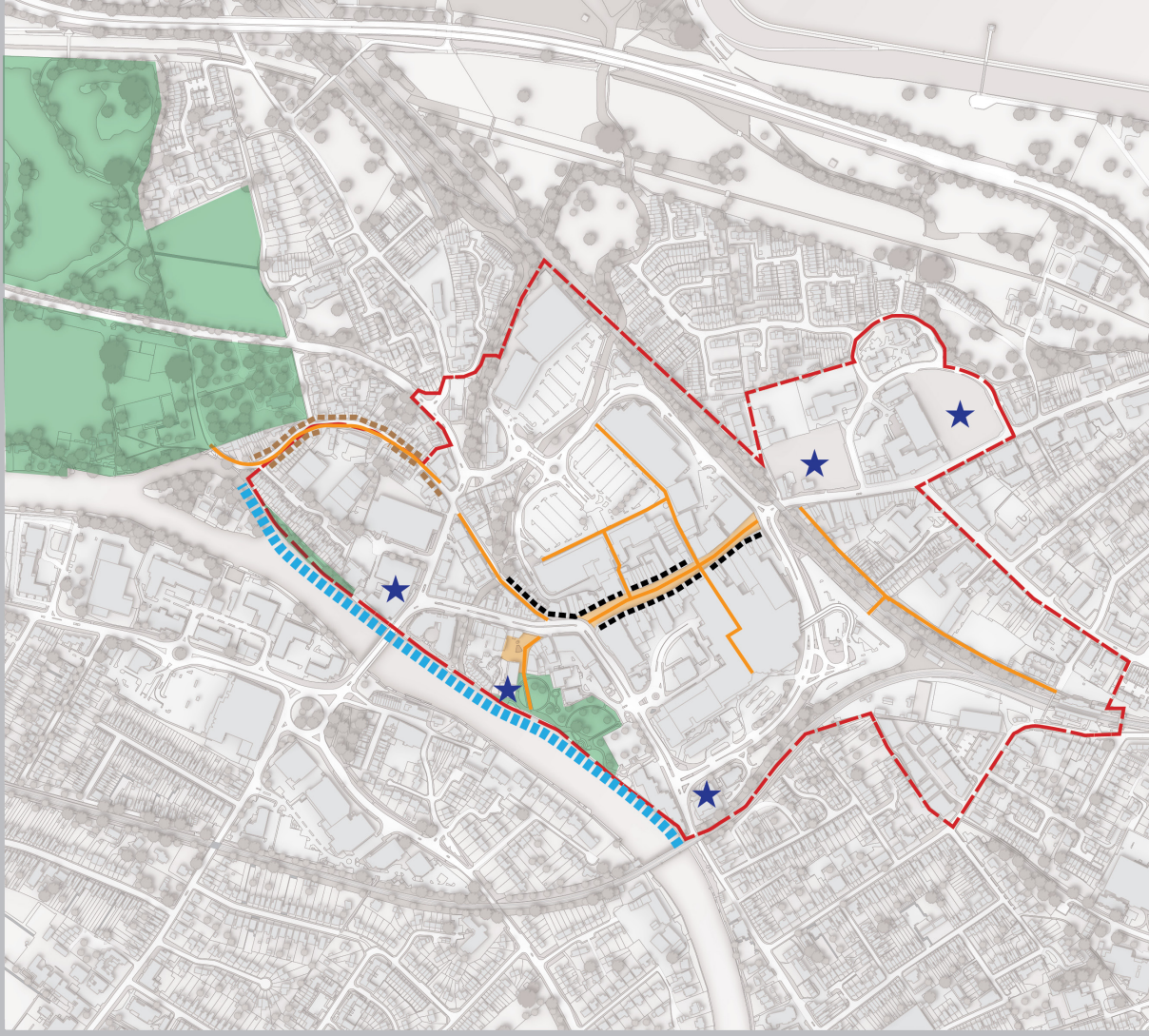
1.11 A table showing the stages involved in creating the Development Framework, and an indicative timetable, is shown below.

Stage	Timetable
Analysis and Review Report	August 2020
Objectives and Options Report	March 2021
Public Consultation on Objectives and Options	April – May 2021
Drafting the Development Framework	June – July 2021
Public Consultation on Framework	August – September 2021
Finalisation of Framework	October 2021
Adoption as SBC policy through Supplementary Planning Document (SPD)	2022

	Complete
	Currently underway
	Future

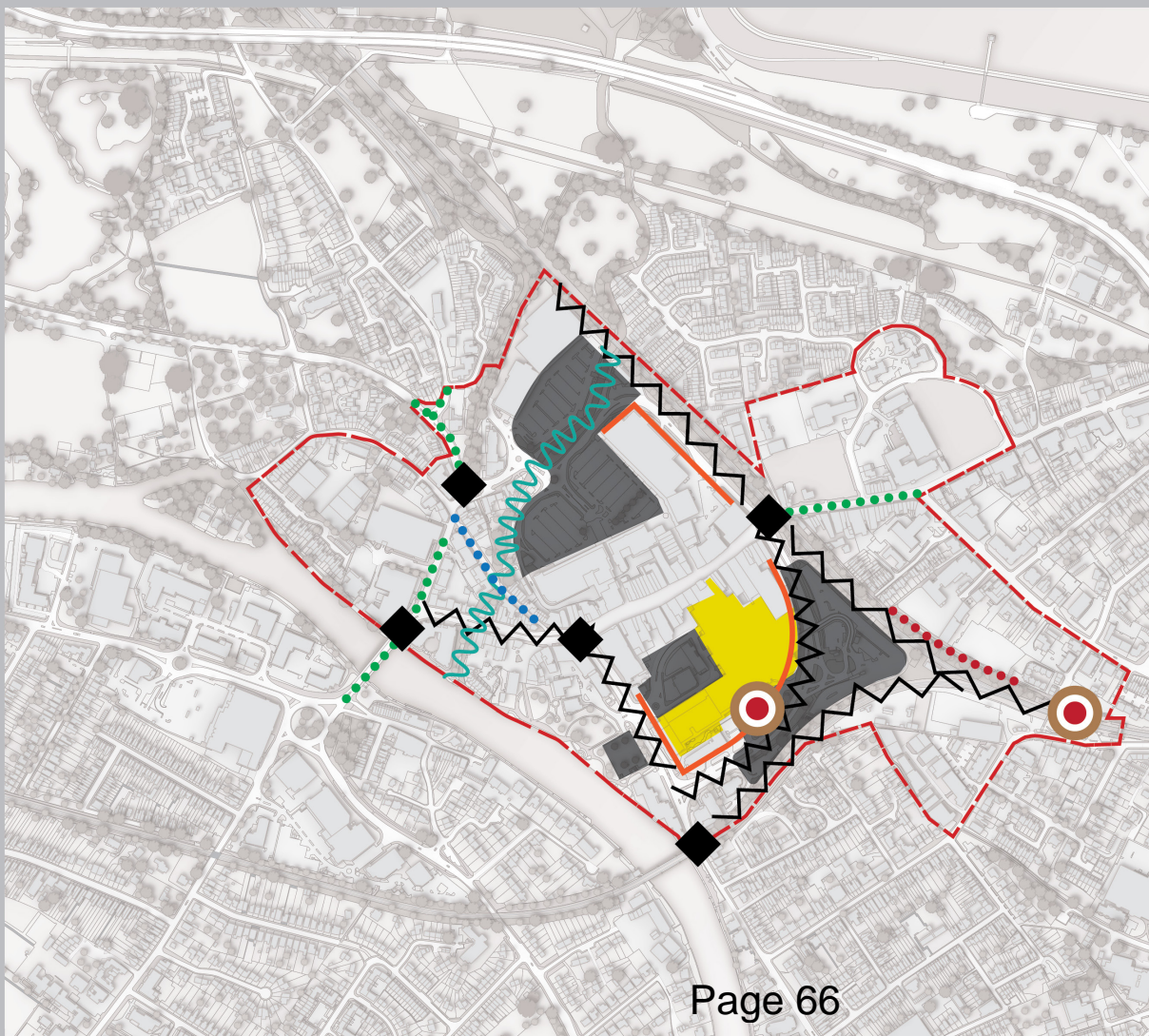
Key Issues

- 1.12 The Analysis and Review paper (June 2020) identified a number of town centre 'headline issues' based on a review and analysis of the existing evidence base. These can be grouped into six headline issues that the Development Framework will need to consider. They comprise:
1. Delivering market and genuinely affordable homes;
 2. Supporting innovation and commercial activity;
 3. Providing a mix of uses in the town centre;
 4. Enhancing the visitor economy;
 5. Transport and mobility; and
 6. Public realm and open space.
- 1.13 Plans showing key strengths and weaknesses of the town centre are provided on the following page.



Strengths

- Historic grain along High Street
- Attractive Conservation Area streets
- High quality green spaces
- High quality public realm
- ★ Development proposals
- Pedestrian-friendly movement network
- ||||| River Thames frontage



Weaknesses

- Transport hubs with poor environments
- Barrier or severance due to transport infrastructure
- Car-dominated environment
- Constricted gateway or crossing point
- Underused river corridor
- Inactive frontages
- No overlooking on Station Path
- Tired street environment
- Poor cycling facilities on approaches
- Elmsleigh Shopping Centre with detracting exterior and public realm

Stakeholder Consultations

- 1.14 As part of the Development Framework process, the six identified 'headline issues' were shared with key stakeholders. The stakeholders were invited to provide their views on aspirations, issues or concerns regarding the town centre that they consider should inform the preparation of the Development Framework.
- 1.15 The following stakeholders, identified by Spelthorne Borough Council, were invited to engage in the targeted consultation process, which ran during October and November 2020:
- Chief Executive (SBC) *
 - Community Health Officer (SBC)
 - Community Safety Officer (SBC)
 - Leisure and Recreation Officer (SBC)
 - Housing Officer (SBC)
 - Staines Town Society
 - Enterprise M3 Local Enterprise Partnership (LEP)
 - Staines Business Improvement District *
 - Surrey Chamber of Commerce *
 - Two Rivers Shopping Centre
- * Invited but did not take part*
- 1.16 A summary of stakeholder responses is included in **Appendix 1** of this report. The key additional issues raised for consideration in the next stage of the Development Framework include;
- The integration of Clean Growth and Digital Connectivity into the Development Framework
 - Ensuring the character and distinctiveness of the town is retained
 - Consideration of Environmental Health issues such as noise, waste and servicing
 - The need for affordable family homes with gardens in or near the town centre, as well as apartment developments

2.0 OBJECTIVES

Statement of Intent

- 2.1 Underpinning the Development Framework and its objectives is a suggested Statement of Intent, which is intended to guide thinking for all proposed interventions within the town centre.

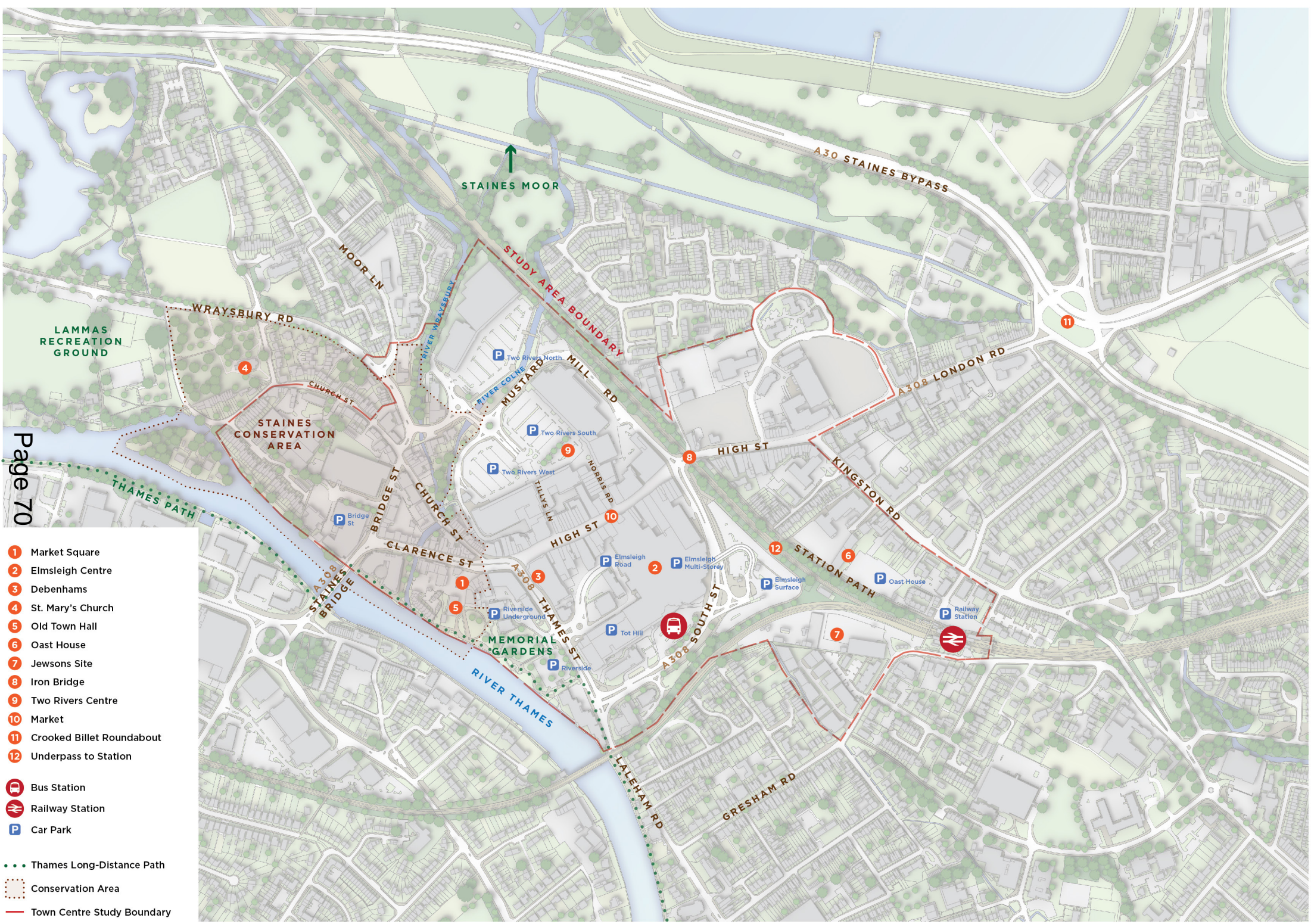
The Development Framework for Staines-upon-Thames Town Centre will support and enable sustainable and inclusive growth that benefits the whole community and enhances the attractiveness of the town centre as a place to live, work and spend time in, now and into the future.

- 2.2 On 14 October 2020, Spelthorne Borough Council declared a Climate Emergency. Surrey County Council has also declared a Climate Emergency. The Development Framework will align with Spelthorne Borough Council's ambitions and aspirations, supporting the Council in its goal to mitigate climate change. This includes achieving a target of carbon neutrality.




Six Identified Objectives




- 2.3 To make the Statement of Intent happen on the ground, six key framework objectives have been identified. These arise from the Analysis and Review paper, and the identified issues set out by targeted stakeholder consultation.
- 2.4 The objectives have been developed from an understanding of the issues affecting the town centre and, as such, provide a clear foundation from which to consider options. Many are complementary, with the most successful initiatives supporting several objectives at once.
- 2.5 The six objectives comprise:
- **Objective 1:** Accommodating **Sustainable and Inclusive Growth** while protecting the existing valued built environment and green spaces
 - **Objective 2:** Diversifying and strengthening a **Resilient and Inclusive Town Centre Offer** through promoting a mix of uses, including residential development
 - **Objective 3:** Providing **People-Friendly Streets and Spaces** to create a safe and connected public realm
 - **Objective 4:** Improving **Sustainable Access for all Modes**
 - **Objective 5:** **Protecting and Enhancing the Riverside** and integrating it with the wider open space network
 - **Objective 6:** Promoting health and wellbeing through access to **Usable and Attractive Recreation Facilities**

- 2.6 The six objectives are set out in detail on the following pages, together with a discussion of considerations within the Staines-upon-Thames context, and broad options for achieving those objectives.
- 2.7 The Development Framework drafting process is undertaken in stages and this represents the end of the first key stage. At this stage broad options are being outlined which reflect the issues that have been identified. Following on from consultation the options will be refined and form the basis of proposals in the draft Development Framework, and will also be subject to an assessment of viability to ensure they are deliverable.



- 1 Market Square
- 2 Elmsleigh Centre
- 3 Debenhams
- 4 St. Mary's Church
- 5 Old Town Hall
- 6 Oast House
- 7 Jewsons Site
- 8 Iron Bridge
- 9 Two Rivers Centre
- 10 Market
- 11 Crooked Billet Roundabout
- 12 Underpass to Station

-  Bus Station
-  Railway Station
-  Car Park

-  Thames Long-Distance Path
-  Conservation Area
-  Town Centre Study Boundary

Objective 1: Accommodating Sustainable and Inclusive Growth while protecting the existing built environment and green spaces

- 2.8 Staines-upon-Thames is an attractive, successful riverside town in Surrey, within easy commuting distance to London and other major employment locations in the vicinity. As such it is facing particular pressures on housing availability, as well as other pressures resulting from a successful economy and popular location. The main purpose of planning in such circumstances is to mitigate the negative impacts of such success while ensuring the town experiences continued good fortunes that result in a high quality of life for residents, protection of the local environment and continued good economic prospects.
- 2.9 The council's declaration of a climate emergency reinforces the need to think about delivering a step change in development style and quality to underpin the growth that is likely to be necessary. This should aim to protect what makes the town special and attractive, including its townscape and green spaces.
- 2.10 As well as environmentally sustainable growth, consideration of inclusive growth for all, maximising opportunities for affordable homes, quality local facilities and supporting infrastructure and accessible mobility for local residents, has been identified as a key issue in the town centre.

Examples of Town Centre Development

The design of any new development that occurs within Staines-upon-Thames will have to respond to local character, the need for a mix of new housing and facilities, and local ambitions for the quality of place that Staines-upon-Thames should be. It can be helpful to see relevant examples of development from elsewhere to help inform debate and what might be appropriate and could contribute towards the town centre in the future.

The images below show a selection of exemplar town centre developments from across the UK, illustrating the variety of styles and forms possible. They vary in scale from traditional medium-density terraced streets through to high-density mixed-use and apartment style developments. All are based around high quality street environments, and could be suitable for inclusion in Staines-upon-Thames town centre if deemed appropriate.



Goldsmiths St, Norwich – Terraced Housing



Brewery Square, Clerkenwell – Infill Mews and Mid-Rise Apartments



The Malings, Newcastle-upon-Type – Apartments and Townhouses around Courtyards



Coin Street, South Bank – Community-owned Apartments, Townhouses and Point Tower based around a park



The Point, Bristol – Apartments and public space along waterfront



Olympic East Village, London – Taller apartments, ground floor retail and generous public open space

Considerations for the Development Framework

2.11 Where are the locations which are important and need protecting?

For example:

- the riverside and river frontage

- the conservation area
- the High Street and Market Square

2.12 What places may provide opportunities for renewal or redevelopment?

For example:

- Parts of the Elmsleigh Centre away from the High Street
- Areas around South Street
- Debenhams

2.13 What sort of place should the town centre, and different areas within the town centre, be? Considering type, design and density of development.

For example:

- Could part of the centre become more of a mixed residential town neighbourhood instead of just for retail?
- If there were areas of higher density development, should buildings be taller with more green space between, or lower in height with a more urban feel? Should tall buildings be clustered in particular areas, for instance near the station

2.14 What is essential to the character of Staines upon Thames? Which features best characterise the town centre?

For example:

- Smaller scale buildings around High Street with wide variety of architectural styles
- Village-style character of conservation area
- Strong grid of historic streets
- Taller or larger buildings near major routes and in areas of highest accessibility
- Green space along river frontage

2.15 How might clean growth best be achieved to enhance Staines-upon-Thames town centre?

For example:

- Enhancements in active travel and public transport provision to help reduce vehicle carbon emissions and improve air quality
- High standards for building construction and energy usage, including centralised heat and power (CHP) or local district heating networks
- Maximising the use of a highly accessible and sustainable location for living, working and other daily uses

2.16 How can we make sure any growth is inclusive of all people in Staines-upon-Thames?

For example:

- Making sure that those without a car (through necessity or choice) can move around easily and access facilities within the town centre

- Ensuring any new housing has an appropriate affordable mix suitable for local needs
- Helping to improve health outcomes for all by making a more active, safe environment, with access to nature and improved air quality

Potential Broad Options

2.17 To deliver this objective, it will be important for the Development Framework to consider options for:

- Heights, density, massing principles and roofscape principles, and whether there are potential broad locations that could support taller buildings within an easy to navigate and varied townscape, if considered appropriate
- Key views in and around the town centre, especially to historic buildings such as St Mary's Church and the Town Hall
- Potential areas of different character within the town centre and the most appropriate level of development and mix of uses they could support

Objective 2: Diversifying and strengthening a Resilient and Inclusive Town Centre Offer through promoting a mix of uses, including residential development

- 2.18 Founded due to its connections to the river and as a bridging point, Staines-upon-Thames town centre is an extremely accessible location and a natural choice for the location of a wide mix of facilities
- 2.19 Living in such well-connected locations, with a mix of day-to-day uses in walking distance and sustainable public transport options for journeys further afield results in lower average carbon emissions per person, when compared to living further away or in the countryside.
- 2.20 In the current period of significant uncertainty for retailers and other businesses due to the repercussions of the COVID-19 pandemic, ensuring the town centre is diversified and resilient to ongoing change will underpin continued success. This could involve allocating a wider variety of land uses within the town centre and considering the extent to which residential development can contribute to successful placemaking.

Considerations for the Development Framework

- 2.21 How should we accommodate the need for flexibility in a changing post-COVID world?
- For example:
- Co-working spaces or flexible business/workshop space
 - Reducing the space given over to retail and replacing with alternative uses?
 - Reconfiguring large shopping centres such as the Elmsleigh into smaller-scale, mixed districts with streets and smaller-scale buildings
 - Opening up outdoor and indoor spaces to pop-up stores, temporary community uses or outdoor market/event spaces
- 2.22 What's missing in Staines-upon-Thames from the range of uses that are right for the town centre?
- For example:
- Arts centre or theatre
 - Outdoor events space
 - Health centre or GP practice
 - Community buildings
 - Boutique hotel
 - Elderly care or sheltered living
- 2.23 What and where should the town's leisure and culture facilities and spaces be?
- For example:
- Concentrating leisure uses near the riverside
 - Integrating new arts or events space into the town centre public realm

- Expansion of evening economy and 'café culture' offer
- Bowling alley
- Facilities for young people

2.24 What essential community uses, and social and physical infrastructure are required?

For example:

- New schools, nurseries or further education
- New health centres
- Digital connectivity e.g. high speed broadband

Potential Options

2.25 The Development Framework will consider the town centre as a whole and identify potential development opportunity areas, in addition to those already benefiting from planning permission. To deliver this objective, it will be important for the Development Framework to consider options for:

- The **Oast House car park**, where there is potential for a mixed-use development to improve over-looking of the rail station access path. It could preserve and enhance the Oast House building through reuse for commercial / leisure / cultural facilities.
- The **Elmsleigh surface car park**, where relocation and consolidation of existing parking provision could enable redevelopment of the land to provide a mix of uses and a more efficient use of the space.
- The **Elmsleigh Shopping Centre**, where redevelopment or reconfiguration to provide a mix of town centre uses could enhance the architectural design and appearance of this part of the town centre. Redevelopment offers the opportunity to maintain and enhance north-south linkages through the site and east-west linkages to and from the river.
- The **Debenhams Site**, a prominent location at the end of the High Street, which is or will soon be vacant. Redevelopment could offer a wider and more flexible mix of uses to encourage resilience of the town centre in the long run and respond to economic need.
- Considering how to support or work best with retail in a post-COVID environment. The framework should consider how to handle the recently-introduced flexibility for conversion between uses such as Class E (which contains retail, offices, restaurants and other uses) and permitted development office-to-residential conversion rights.

Objective 3: Providing People-Friendly Streets and Spaces to create a safe and connected public realm

- 2.26 Whatever mode of travel chosen to get to the town centre, everyone becomes a pedestrian for the final bit of their journey. This means that everyone can benefit from improved, people-friendly streets and spaces that connect together to allow free and pleasant movement through the town centre.
- 2.27 Staines-upon-Thames has some excellent spaces and places for people, including an attractive High Street and river frontage, but as set out in the Analysis and Review paper, they are poorly linked together, and don't connect well to surrounding neighbourhoods and common access points such as the footpaths, railway station, bus station or car parks.
- 2.28 Attractive and people-friendly spaces can be catalysts for renewal and regeneration, and create places and streets that people can enjoy, linger in and, studies suggest, spend more money in supporting local businesses.

Considerations for the Development Framework

- 2.29 Would you welcome further pedestrianisation of some streets in the town centre? If so, which key locations in the town centre could we consider for prioritising pedestrians?
- For example:
- South Street
 - Clarence Street
 - Church Street
 - Thames Street
 - High Street
- 2.30 Which streets and spaces should be enhanced for people and where is improvement to items such as pedestrian facilities, street lighting, planting, seating, cycle parking and reduced street clutter needed?
- For example:
- South Street
 - Thames Street
 - Clarence Street
 - Church Street
- 2.31 What types of uses would encourage people to extend the time they spend in the town centre?
- For example:
- Public toilets, events spaces, meeting spaces, attractive public spaces
 - Parklets/pocket parks with benches and seating

- River frontage cafés or community spaces
- Enhanced heritage and cultural offer such as a larger, separate museum, instead of sharing the library as at present

2.32 What opportunities might there be to enhance safety and wellbeing of people?

For example:

- Improved safety and overlooking on Station Path and the underpass
- Natural surveillance of spaces through residential development
- Improvements to road crossings and reduction in traffic speeds
- New areas for planting, tree cover and biodiversity
- Child-friendly or playful public realm areas
- Clearer signage and wayfinding to identify pedestrian routes to key destinations

2.33 Are there opportunities to introduce new walking and other active routes?

For example:

- Heritage trails
- Routes towards Staines Moor
- Running / cycling routes of set lengths

Potential Options

2.34 To fulfil this objective, it will be important for the Development Framework to consider options for:

- Streets and spaces, especially where there are opportunities for recreating historic street patterns as part of improved walkability within the town centre
- Locations where road space could be dedicated to public transport, cycling or pedestrians
- The nature of any new streets in a potential redevelopment of the Elmsleigh Centre to create a new neighbourhood with a wider variety of building types and people-friendly public spaces
- Linking up the open spaces in and around the town centre, as well as the provision of planting, landscaping and natural space ("Green and blue infrastructure"). This might identify clear roles and functions of green space in the town centre and along the river e.g. for recreation, play, biodiversity, quiet recreation or events spaces. There is an opportunity to increase areas of planting / soft landscape within the town centre to provide aesthetic and biodiversity benefits and to increase permeability of surface water and reduce runoff within the town centre

Objective 4: Improving Sustainable Access for all Modes

- 2.35 Staines-upon-Thames is a compact town, and due to its position as the main town in the borough, it is at the heart of a wider catchment area. Good access by all is key to its continued success. Enhancing access by all modes of travel, while limiting conflict points, will ensure a genuine choice for people in how they get to and around the town centre.
- 2.36 The COVID-19 pandemic has seen significant change in people's travelling habits, whether this be for work or leisure. Towns such as Staines-upon-Thames are likely to be beneficiaries, if peak-hour vehicle congestion falls and a greater number of people are accessing local town centre facilities during the week, rather than being in central London or elsewhere in business parks. Whereas in the past much transport planning was focused on peak-hour movements, there is now a challenge in ensuring that Staines-upon-Thames is accessible throughout the day and offers quality local connections for active travel.
- 2.37 As a sector, transport is the largest single contributor to carbon emissions in the UK. Modal shift from private vehicles to sustainable modes offers significant opportunity to reduce these emissions. It also offers better air quality, reductions in traffic noise, improvements to street safety and freeing of the extensive land used for traffic circulation for other, more productive alternatives. At present much of Staines-upon-Thames town centre is given over to significant highways such as the A308, or large surface car parks.

Considerations for the Development Framework

- 2.38 What enhancements to the cycling network and parking facilities should we consider? What would encourage people to cycle into the town centre?

For example:

- Safe, and if possible, segregated bike lanes on key approaches to the town centre, including at key bottlenecks like Iron Bridge.
- Better river connectivity with new and improved cycle and pedestrian crossings over the River Thames, River Colne and River Wraysbury
- Priority for cycle improvements to key street junctions to provide a continuous safe network
- Additional cycle parking in the public realm
- Locations for a 'bike hub' with maintenance and secure parking

- 2.39 What improvements to the bus station could be made?

For example:

- Is it in the right place? Should it be closer to the High Street or the Rail Station?
- Could it have improved waiting and information facilities?
- How could it better serve elderly or disabled passengers?

- Could it be more integrated with the shopping centre and wider fabric of the public realm – more place, less municipal bus parking area.

2.40 How could we enhance connections between the railway station and town centre?

For example:

- Long term options to overcome the barriers of the railway line with new routes
- Enhancing the perceived safety of Station Path
- Improved wayfinding

2.41 Could we consider limiting or capping public and/or non-residential car parking and creating low car or even car free housing and other developments within the town centre?

For example:

- Redeveloping the underused Tot Hill multi-storey car park and re-provisioning the spaces in a better location
- Consolidating surface car parking into better multi-storey parking to create opportunities for town centre development
- Car-free or low-car residential development in areas with high public transport accessibility
- Examining options to provide park and ride sites associated with the town centre and wider network.

Potential Options

2.42 To deliver this objective, it will be important for the Development Framework to consider options for:

- Improving pedestrian access from **train station to town centre** including improving safety / overlooking of the pedestrian paths, environmental enhancement of the rail station forecourt.
- Improvements to the underpass beneath the rail line, and wayfinding and legibility improvements for linkages between the rail station and the town centre. There is the potential for a new footpath link and bridge to the town centre as part of the **Jewson Site's** redevelopment
- Improvements to the **station forecourt area** could help it handle employer minibus shuttles better with better station square and interchange hub.
- Improve the sense of arrival to and departure from the town centre through enhancements to gateways such as Staines Bridge, Wraysbury Road, Iron Bridge, Clarence Street and Laleham Road. This could enhance walking and cycling friendliness within the town centre and improve linkages to the surrounding neighbourhoods and communities
- Widening and reconfiguration options for vehicle traffic and pedestrian/cycle movements through **Iron Bridge**

- Additional pedestrian and cycling capacity across the River Thames through provision of a new bridge, linking into the town centre
- Improve the pedestrian and cycling environments on **South Street and Thames Street**, which were configured prior to M25 construction for a higher amount of through traffic. This could facilitate better connections from town to riverside
- Improve the quality of the cycling and public transport interchange, and arrival / departure at the Bus station, a key town centre gateway. This could include refurbishing the existing bus station, replacing the existing bus station or relocating the existing bus station to be closer to rail station or the high street
- Traffic management measures and improved road safety along key vehicle routes
- A review of public car parking in the town to include demand/capacity of facilities and access arrangements.

Objective 5: Integrating the Riverside with the open space network

- 2.43 The River Thames and its frontage is undoubtedly the town centre's most significant asset, and forms a distinctive part of its character. It places Staines-upon-Thames in a small and exclusive club of attractive riverside towns stretching from Oxfordshire to London's outer boroughs. The Thames Path that runs through the town centre presents a wide range of different characters from green woodland through to the formal town gardens.
- 2.44 The river frontage faces southwest, ensuring that it is sunny in the evening for most of the year. This makes it ideal for leisure and events uses.
- 2.45 At present the river feels disconnected from the rest of the town centre, cut off by the A308 dual carriageway, and overlooked in parts by the servicing access for the Elmsleigh Centre and Tot Hill car park. Creating better links with the rest of the town centre for pedestrians could overcome this mental and physical barrier.
- 2.46 Due to its attractiveness, the river faces pressures for development, especially for residential uses. This could have an effect on its character over the long term and impact on public accessibility to the riverside, which may be detrimental if design and scale of development is not considered carefully.
- 2.47 Flood risk along the river frontage, as modelled through SBC's Strategic Flood Risk Assessment (SFRA), must also be considered as part of the Development Framework's river frontage design principles and taken into account in any decisions about whether or where development might be located.

Considerations for the Development Framework

- 2.48 Should the Development Framework limit development adjoining the riverside?
- For example:
- Limiting heights or massing of buildings near the riverside
 - Restricting uses near the riverside (e.g. residential only, or no residential uses)
 - Prioritising delivery of open space along the riverside
- 2.49 Can we identify places near the river where some development could go?
- For example:
- Tot Hill Multi-Storey Car Park
 - Thames St frontage
- 2.50 Are there any clear design principles for enhancing the riverside where development might be proposed, such as design of frontages, massing principles or materials?
- 2.51 Are there new places or routes which could better link the town centre with the river?

For example:

- High Street to Market Square
- Memorial Gardens

2.52 Can more types of recreation and exercise activities be accommodated along the riverside?
If so, what types and for who?

For example:

- Cafés or food stands
- Outdoor/open-air theatre or events space
- Art gallery
- Running trails
- Open-air gyms
- Sports pitches or multi-use games areas

Potential Options

2.53 To deliver this objective, it will be important for the Development Framework to consider options for:

- Maximising pedestrian and cycling connections to the river from all parts of the town centre
- Strengthen the link / relationship of the town centre with the rivers, particularly the River Thames
- Consider the opportunity for the creation of a civic event space within the riverside landscape
- The potential of riverside areas for development or new open spaces

Objective 6: Promoting health and wellbeing through access to Usable and Attractive Recreation Facilities

- 2.54 The COVID-19 pandemic has refocused attention on the importance of a healthy and active lifestyle, and the role of the local environment in enabling people to live such a lifestyle.
- 2.55 Staines-upon-Thames has a range of outdoor spaces in and around the town centre but limited areas of green space and natural environments.
- 2.56 As well as great sporting and recreation facilities, daily activities can contribute to being active and healthy, especially getting around by walking or cycling to destinations such as work, shops, schools or leisure.
- 2.57 To complete a healthy environment, research has shown that access to natural space, trees or planted areas can improve both physical and mental health, as well as improving local air quality and offering more pleasant microclimates so that people can get outdoors for more of the year. The town centre has limited green spaces and planting at the moment, but there are areas of potential, and surrounding spaces such as Lammas Land and Staines Moor are nearby and could have better links.
- 2.58 Increased tree cover, green space and landscaping within the public realm can contribute to urban cooling, reducing the 'heat island' effect and could make the town centre more pleasant and enjoyable during hot summers.

Considerations for the Development Framework

- 2.59 What types of new facilities should we set aside space for?
- For example:
- Outdoor gyms
 - Events spaces
 - Play areas
 - Sports facilities
 - Green squares / spaces
 - Community gardens
- 2.60 Are there new places or existing spaces that could provide quiet and active spaces for different uses?
- For example:
- Small 'pocket' parks and other quiet urban spaces
 - Linear parks or green walkways
- 2.61 Are there places we can increase tree planting and biodiversity in the town centre as a means of improving wellbeing, as well as improving waterside places?

For example:

- River Colne and River Wraysbury
- Setting standards for new development to provide biodiverse habitats within public realm landscaping

Potential Options

2.62 To deliver this objective, it will be important for the Development Framework to consider options for:

- Identifying clear roles and functions of existing and potential green space in the town centre and along the river e.g. for recreation, play, biodiversity, quiet recreation, events spaces, community orchard
- Potential enhancements along the riverside as a pedestrian or cycle route
- Identifying new cycle routes throughout the town centre and connecting to wider routes in from surrounding neighbourhoods
- Potential locations for outdoor gyms or other public recreation facilities

3.0 NEXT STEPS

Refining the Options

- 3.1 The Development Framework Objectives and Options report is the culmination of the initial stages of preparing the Development Framework for Staines-upon-Thames town centre.
- 3.2 The report will be subject to a period of consultation and engagement between (dates to be decided). A structured questionnaire will pick up the key questions from this report and use them as the basis of the consultation effort. This is important in order to:
- test the baseline analysis;
 - ensure that there is agreement around the issues facing the town centre; and
 - seek agreement on those options that the Development Framework must consider going forward.

Drafting the Development Framework

- 3.3 Following on from public consultation, the options will be refined and will form the basis of proposals in the draft Development Framework and will also be subject to an assessment of viability to ensure they are deliverable.
- 3.4 A table showing the stages involved in creating the Development Framework, and an indicative timetable, is shown below.

Stage	Timetable
Analysis and Review Report	August 2020
Objectives and Options Report	March 2021
Public Consultation on Issues and Options	April – May 2021
Drafting the Development Framework	June – July 2021
Public Consultation on Framework	August – September 2021
Finalisation of Framework	October 2021
Adoption as SBC policy through Supplementary Planning Document (SPD)	2022

	Complete
	Currently underway
	Future

