

Surrey Strategic Partnership Plan 2010 - 2020



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The Surrey Strategic Partnership produced this plan on behalf of Surrey's public sector agencies, business, voluntary, community, and faith sectors. This plan fulfils the requirements of the Local Government Act 2000, which requires Surrey County Council to prepare a Sustainable Community Strategy with partners that demonstrates how local organisations and agencies will work together to improve the economic, social and environmental well-being of the county.

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Foreword by Dr Andrew Povey

Welcome to the Surrey Strategic Partnership's plan. It shows how we will work together to make Surrey a better place to live, work and do business in. It is based upon what local people have told us is important and how we think Surrey needs to respond to the significant changes which are happening in the world.

Surrey is special. It is a combination of five things that makes people want to live and businesses to be based here. Surrey has attractive countryside, towns and villages. It has great schools. It has a dynamic economy. It is one of the safest counties in the UK and people in Surrey live longer, healthier lives than those in many other parts of the country. Our major responsibility is to preserve these things that make Surrey special and safeguard them in an uncertain future.

There are big challenges ahead such as climate change, the impact of an ageing population and issues arising from the recession. Surrey's very success also brings its own challenges: high house prices, congestion, pressure to develop green spaces, and high levels of consumption, waste and pollution. And not all Surrey citizens share the quality of life enjoyed by the large majority. We have pockets of deprivation in our towns and villages. The more rural parts of Surrey are idyllic for many, but difficulties of accessibility, limited provision of services and infrastructure, and higher living costs can isolate others and compound the challenges facing more vulnerable people. The viability of some rural communities is threatened as young people move away to find work and homes.

In Part 1 - we give a brief view about what Surrey will be like in 2020 if we achieve our plans and then we outline the five major challenges that we have to deal with. For each challenge we have a small number of key things that we believe are crucial to making sure we achieve our goals and keep Surrey special.

In Part 2 - we explain what targets we have already agreed with central government for the next few years and some of the medium term priorities that we are working on together as partners. In particular we outline the key actions we are taking to support vulnerable and disadvantaged residents within Surrey.

As Chairman of the Surrey Strategic Partnership, I am determined to find better ways to engage and listen to residents and develop services to meet the needs of local people. I am committed to enhancing and enriching Surrey for the future enjoyment of its residents and to enabling more people in Surrey to share the qualities and opportunities the county has to offer. We will seek ways of helping individuals and communities to help themselves and to support vulnerable people to live independently in the community.

Surrey receives the lowest level of national investment per head of any county in the UK, which puts pressure on public services' ability to meet the needs and expectations of local people. The economic recession will inevitably squeeze resources further. These challenges can only be tackled by working together creatively, and providing a strong voice to stand up for Surrey. We need to find innovative ways to reduce bureaucracy and achieve savings across the public sector so we can continue to improve services.

We are approaching a once in a lifetime opportunity when London plays host to the 2012 Olympic Games and Paralympic Games and the Partnership is keen to ensure we take full advantage of the unique possibilities this presents. The Games are centred on sport and of course we should strive to involve people of all ages to share the enthusiasm of the Games and to make healthy and positive lifestyle changes, encouraging them to participate and enjoy a wide range of sporting activities. However, there are other far reaching economic benefits which can be shared by the people of Surrey. For example, an estimated £1billion of revenue will be generated across the South East by the Games. We feel it is essential that Surrey businesses are provided with every possible chance to maximise their share of that revenue. By taking a positive and proactive stance, I am confident that the Partnership can ensure the Games provide a lasting legacy of benefits for the people of Surrey.

We hope you will join with us in helping to make Surrey an even better place. Please do contact me if you wish to tell us how we're doing or to share a good idea at strategic.partnership@surreycc.gov.uk.



Dr Andrew Povey
Chairman of Surrey Strategic Partnership
Leader, Surrey County Council

Part 1

Five Key Challenges

There are five major challenges facing us in 2009 that we have to deal with effectively if we want Surrey to remain as one of the most attractive places in the country. Each challenge will require concerted action from partners and residents to tackle it effectively and keep Surrey special.

1. Climate change

The challenge of climate change means that urgent action must be taken to reduce our impact on Surrey's special environment. In 2010 and beyond we aim to reduce carbon emissions per person to one of the lowest in the UK. Actions must be focused on achieving savings and efficiencies in the cost of doing business or the delivery of services.

2. The limits of sustainability in Surrey

It's clear that Surrey cannot simply continue to absorb more people indefinitely and the pressure on resources and infrastructure that go with such growth. However there are parts of our county where growth is important and necessary. The partnership will create the conditions for a genuine debate about the appropriate limits for growth in Surrey. We will agree with communities within Surrey what the county can sensibly sustain in terms of population, housing, use of resources (especially natural ones), transport and other infrastructure. Our Partnership will then stand up for Surrey and ensure its voice is heard fully in regional and national debates on this matter. We will seek to reduce the impact of growth through the following actions:

- achieving the highest level of recycling in the country
- reducing waste
- using our spending power to encourage sustainable supply chains throughout Surrey

3. Connectivity

The internet has transformed the way we live our lives. The speed of development in internet based technology and applications is stunning. For Surrey to remain as successful, globally competitive and economically vibrant as it is then we have to be at the forefront of making use of the opportunities that such technologies provide. The foundation of this is effective connectivity.

- Over the next few years we will work to ensure that everyone in Surrey can access the internet and that the fastest broadband speeds in Europe are available to our businesses and residents.
- We will develop a single customer account for each resident in Surrey so that they can navigate easily between different organisations and services.

- We will be at the forefront of Web 2.0 applications.

4. The crisis in public finances

Unprecedented amounts of public money have been spent to reduce the impact of the recession and the next decade will see a significant squeeze on the resources available for public services. At the same time the demands on these services are increasing either because of factors such as a growing family breakdown and an increasing number of older people or because of higher expectations that we all have for services.

As a partnership we have a responsibility to reduce the cost of what we do and get the best value for money for residents. That will require radical changes to the way we work as individual organisations and even more important changes to the ways in which we work together as partners.

- We will focus on more effective understanding of the real needs of individuals, families and places as the basis for agreeing who is best placed to meet those needs. We will only deliver services ourselves where there is no one else who could do it more effectively.
- We will pay particular attention to the more vulnerable members of our communities and especially those whose voices are often unheard
- We will reduce the administrative and overhead costs of separate organisations by sharing functions, buildings and the buying of goods and services.
- We will invest in supporting voluntary, community and faith groups to become more capable and effective in providing local services.

5. A new political context

We are entering a new period of austerity. There will be a new government in 2010 and whichever party is leading that government will be looking for radical changes in the current arrangements of public services and local and regional government. We will lead the way in shaping these changes. We feel that decisions that affect Surrey should be taken here rather than by regional or national agencies. We will lobby the government to cut red tape and reduce the number of unnecessary quangos and committees, and to return the decisions and resources to Surrey.

At the same time we will simplify the running and oversight of services and enable local people to have more influence over them. We will identify in ways that are clear and transparent for residents what total public resources there are available in each of our 11 districts and boroughs. We will then establish a single co-ordinated approach to ensuring that these resources are focussed on the most important outcomes for local people.

We will aim to support self-reliance and independence for individuals, families and neighbourhoods. We will focus on enabling residents to take more control and responsibility for improving quality of life where they live. This will include supporting people to change their behaviour in terms of public services by providing better information and promoting self help to meet their desire for more independence.

Surrey in 2020

Sustain success – Quality of life for local people continues to improve. The things that are special about Surrey have been protected and enhanced. Our economy is robust and internationally competitive. Businesses and individuals respect the environment. People will live healthy, happy, safe lives and prosper. Children and young people have an excellent education and good opportunities to fulfil their potential.

Share success – All Surrey residents are part of the counties continuing success. We are better at preventing problems developing. When things do go wrong or inequalities exist, we intervene early and support those who most need it.

Promote independence – We have a shared understanding of what individuals, families and communities do for themselves and what is provided as public services. Communities and individuals will be supported in what they want to do. People get support that is better tailored to their individual needs.

Part 2

Making it Real - Delivery

In this section we explain how we will work together on the most important things where effective partnership working can have a real impact. Each of the five key delivery partnerships has identified two key areas of focus that will make a significant difference and actions and targets to ensure these are delivered. These are common sense areas that the partners agreed after extensive consultation to understand the needs of Surrey communities and how best to make a difference to people's lives.

The ten priorities are listed below and described in more detail in the sections that follow: Children and Young People; Safer and Stronger Communities; Health and Well-being; Economic Development; Housing, Infrastructure and Environment.

- A. improve learning, health and employment outcomes for children and young people, particularly the vulnerable and disadvantaged
- B. improve the safeguarding of Surrey's most vulnerable children and young people
- C. promote healthy lifestyles, particularly targeting groups and communities at most risk
- D. support more vulnerable people to live independently and have greater choice and control over their health and support arrangements
- E. improve the global competitiveness of Surrey's economy through sustainable growth, underpinned by appropriate infrastructure
- F. make Surrey's economy more inclusive
- G. help people in Surrey to achieve more sustainable lifestyles
- H. achieve better standards of development to deliver more social, environmental, and economically sustainable benefits
- I. improve public confidence in the ability of public services to keep Surrey safe, prepare for emergencies, and reduce crime and anti-social behaviour
- J. strengthen local communities through targeted public and voluntary sector activity, active citizenship and work to tackle inequalities

Priority Places

To prevent duplication and to maximise our impact, some action plans will be focused around specific regions, areas and neighbourhoods, especially those where the work of several partnerships would need to be coordinated.

Our analysis shows that four areas¹ in Surrey fall into the most deprived 25% of areas in England. The most deprived areas are the Maybury and Sheerwater ward, parts of Stanwell North, and the Merstham and Westborough wards. More specific analysis, for example looking at income deprivation affecting children and older people and barriers to housing and services would show more areas of Surrey to have relatively high levels of deprivation. These areas have particular concerns for all five delivery partnerships around skills employment, health, crime, housing, and safeguarding children and young people.

The partnership has initially identified four "high need" areas of the county with respect to our priorities and Local Area Agreement (LAA) targets in which to pilot ways to enhance local coordination of work between countywide and local partners.

¹ England is divided into about 32,500 super output areas, and Surrey divides into 709.

Children and Young People

Surrey has 262,000 children and young people aged up to 19, representing 23% of the population. There are 125,000 households in Surrey with dependent children, which equates to 29% of all households and there are 17,000 lone-parent households. The proportion of lone-parent households in Surrey is lower than the national average (4% compared with 6.5%). Over 21,300 (8.1%) children in Surrey live in income-deprived households. Guildford, Reigate and Banstead, and Spelthorne have the most income deprivation relating to children; Mole Valley, Surrey Heath, and Epsom and Ewell have the least.

The aim of the Children and Young People's Partnership is that by 2020 every child and young person will be safe, healthy, happy and creative, with the confidence, skills and opportunities to contribute and achieve more than they thought possible. The Partnership sets out in more detail its strategies to provide well-targeted, co-ordinated services to achieve the vision in the *Children and Young People's Plan for Surrey*.

Two key priorities have been agreed which focus particularly on improving outcomes for vulnerable and disadvantaged children and young people. There is also an important emphasis on prevention. Families and community organisations – such as local voluntary groups – often provide the fundamental support that can prevent the need for more complex and costly interventions.

Priority A

Improve learning, health and employment outcomes for children and young people, particularly for the vulnerable and disadvantaged

Surrey's children and young people achieve some of the best educational outcomes in the country. However, some groups, such as looked-after children, achieve significantly less and the Partnership will target resources on improving outcomes for these groups (in 2007, 12.5% of Surrey's looked-after children achieved five or more GCSEs, compared with 65% of all young people). Progress is already being made in this direction through broadening the qualifications available: between 2007 and 2008 there has been a 9% increase in the take-up of vocational and alternative qualifications – more than one in three Key Stage 4 students is now taking up vocational provision. And 2008 was a record year for educational qualifications in Surrey, with 68% of young people achieving five or more A*–C GCSEs or equivalent.

This success continues to age 19, when 78% of young people achieved five A*–C GCSEs or the vocational equivalent in 2007, but this means nearly a quarter (22%) had not achieved this level by the age of 19.

- 3% of Surrey's young people are not in education or employment, yet Surrey has one of the strongest economies in the UK.
- 2,400 young people have not achieved a level 2 qualification or its equivalent by the age of 19.

13.2% of Surrey's children were obese in 2007/8 when weighed in their last year of Primary School (year 6), which represents a significant and growing challenge. The Partnership will provide information and advice to help children and young people make informed decisions that will promote safe and healthy lifestyles and improve their educational and employment prospects.

Developing better-skilled, healthier and more motivated young people for Surrey's workforce will help to sustain a successful economy. It will also encourage young people's independence and help to combat the social problems that exist in some urban and deprived areas.

Priority B

Improve the safeguarding of Surrey's most vulnerable children and young people

Most children and young people in Surrey consider it to be a safe place to live: according to the TellUs2 survey, 78% said they felt safe or very safe in their local area. Nearly a quarter of children and young people responding to the survey reported that they were worried about bullying. While this is comparable to national levels, it is not acceptable and there will need to be concerted action by key partners to address all forms of bullying – from incidents in school to cases in the wider community and all forms of bullying, including race-related and homophobic incidents. Keeping children and young people safe emerged as a high priority in Surrey's Community Survey and the consultation on the draft Community Strategy in 2007.

In March 2009 there were 539 children subject to a Child Protection Plan. Repeat registrations, where children had been on a Plan in the previous 12 months, had fallen to about 10% from the high levels of nearly 20% which had raised concerns and led to this being a target in the Local Area Agreement. There will be a continuing focus on the quality and timeliness of assessments.

Increased support for families will be combined with more integrated work between partners to support prevention and early intervention to pre-empt problems. Partners will be engaged in preventative approaches to address children's needs before they reach statutory thresholds. Preventative approaches will be targeted to areas with the highest levels of need in order to ensure they are reaching the most vulnerable and disadvantaged communities in Surrey.

What we will do next

Our targets up to 2010/11 include:

- improving education, training and employment outcomes for all children and young people, especially the lowest achievers. Specific targets include:
 - a) increasing the proportion of young people achieving level 2² qualifications at age 19 (NI 79)*

² Five GCSEs at grades A*–C or the vocational equivalent

- b) reducing the number of 16 to 18 year olds who are not in education, employment or training (NI 117)*
 - c) + 10 statutory indicators across education outcomes / narrowing the gap / children in care*
 - improving family safety, child-protection and preventative services. Specific targets include stabilising child protection repeat registrations (NI 65)*
 - reducing health inequality and making healthy choices easier. Specific targets include:
 - a) reversing the current trend of increasing obesity (NI 56)*
 - b) reducing teenage conceptions (NI 112*)
 - providing things to do and places to go for children and young people, particularly the vulnerable and disadvantaged. Specific targets include increasing provision that supports prevention
 - improving behaviour and reducing first-time entrants to the youth justice system (NI 111)*
 - promoting independence, particularly for the vulnerable and disadvantaged. Specific targets include providing suitable accommodation for people leaving care
- * Target agreed with the Government within our Local Area Agreement 2008-11

The 2012 Olympics provides a significant opportunity to promote participation in sport and exercise, and encourage young people to adopt active healthy lifestyles.

The Children and Young People's Partnership will target resources to communities in which the greatest difference can be achieved for these priorities and those in other themes within the Strategy.

We have strengthened our partnership working in 2009 as part of the development of an enhanced Children's Trust in Surrey, under the banner of The Surrey Alliance for Children, Young People and Families. In 2010 the Alliance will refresh longer-term priorities to 2014 and beyond.

Over the longer term we will...

Over the longer term we will focus on the areas highlighted through the development of the enhanced Children's Trust. These are expected to include:

- strengthening our work in partnership to improve outcomes for children and young people
- increasing the influence of children and young people in service-planning and delivery
- raising levels of achievement and improving employment outcomes, particularly for those with the lowest achievement

- reducing the extent and adverse effects of health inequalities and relative deprivation for children
- extending the impact of preventative services
- improving inter-agency co-operation for children with safeguarding needs

We will judge our progress against these priorities over the longer term monitoring:

- A increasing the proportion of young people achieving level 2 qualifications at age 19 (NI 79)
- B stabilising child protection repeat registrations (NI 65)

Please see the following chapters for related work:

- Health and Well-being for links to addressing health inequalities, improving health outcomes and the Supporting People programme.
- Economic Development: for links to work to increase access to employment opportunities and to skills-development programmes for young people, especially those from vulnerable groups.
- Housing, Infrastructure and Environment: for increasing provision of affordable housing and making developments more sustainable by improving infrastructure and accessibility.
- Safer and Stronger Communities for links to reducing domestic violence and improving safeguarding; for housing related support for vulnerable families and young people through Supporting People; and for promoting active citizenship

Health and Well-being

The aim of the Health and Well-being Partnership is to improve health, quality of life and well-being for the people of Surrey while reducing inequalities in health. We will focus on preventing illness and making it easier for people to choose healthy lifestyles to help them lead satisfying lives, enjoying good health for longer.

Through this partnership people will be enabled to make informed choices about their lifestyle, health aspirations and access of services delivered across the county.

Priority C

Promote healthy lifestyles, particularly targeting the most vulnerable

Most Surrey residents enjoy good health and have a relatively high average life expectancy (79.6 years for males, 83 years for females). Within this there are some significant health inequalities, including an average 5.4-year difference in life expectancy between the most affluent fifth of wards (83.2 years) and the least affluent fifth of wards (77.8 years). Across Surrey the gap between the ward with the highest life expectancy and that with the lowest is over 10 years.

The Partnership will focus on addressing the inequality gap rather than on improving the health of all the population. Thus we need to target the most deprived areas of Surrey to reduce the inequalities gap.

The county's biggest health inequality issues include:

- Smoking: 1,600 deaths a year result from smoking – the biggest single preventable cause of ill-health and death. Although the prevalence of smoking in Surrey is relatively low, in some parts of the county as much as 40% of the population smokes.
- Alcohol abuse: alcohol-related illness and deaths are increasing. The south east has higher rates of drinking compared to other regions and Surrey has seven of the worst ten districts in England for hazardous drinking.
- Obesity: it is estimated that nearly one in five adults in Surrey is obese and is therefore significantly more likely to experience chronic illness early in life and be unable to contribute towards the economy. Obesity reduces life expectancy by as much as nine years.

Priority D

Support more people to live independently and to exercise greater choice and control over their health and support arrangements

Although a relatively high proportion of Surrey's population seeks social care support, many make their own care and support arrangements, often because they do not

financially qualify for local authority services. Surrey County Council provides detailed assessment for a smaller proportion of people seeking social care than many local authorities. In 2007/08 Surrey County Council was helping around 9,500 older people to live at home. According to the most widely accepted model, this should be at least 13,000 for a county like Surrey.

Some vulnerable adults receive housing-related support through the Supporting People programme. Mapping of need in Surrey has demonstrated an under-supply of services for all client groups, particularly:

- elderly people with dementia
- frail elderly people
- people with learning disabilities
- young people and people facing complex problems, including substance abuse and mental health issues

Self-Directed Support, whereby people are allocated their own budget to spend on the services they need, can give service-users control over what support they arrange. This enables them to prioritise their needs and retain independence.

What we will do next

Up to 2010/11 we will:

- work in partnership towards safe and sensible drinking of alcohol and cutting the rate of increase in alcohol-related hospital admissions (NI 39)*
- further reduce smoking prevalence (NI 123)*
- increase the number of people who achieve or regain their independence through rehabilitation or intermediate care, and further improving the effectiveness of this service (NI 125)*
- work across the partnerships to support the re-design of social care service delivery, including the introduction of a new service model based on individualised budgets and self-directed support; increasing the number of Social Care clients who receive their support in this way, including those using direct payments (NI130)*
- enable partnership support for Surrey's 99,130 carers³ (NI 135)*
- increase the number and proportion of people with learning difficulties who are supported to live independently in the community. Increase the proportion of them who have settled accommodation with security of tenure (NI 145)*
- monitor the impact of the economic climate on people's health and well-being to enable appropriate focus by service providers on new and emerging issues

³ "Carers look after family, partners or friends in need of help because they are ill, frail or have a disability. The care they provide is unpaid" Carers (UK) definition.

- develop improved partnership services for people with dementia and their carers
 - exploit the inspiration of the 2012 Olympic and Paralympic Games – to encourage people to adopt active healthy lifestyles and participate in sport and cultural activities and encouraging employers to drive healthy workplace initiatives
 - work across the delivery partnerships to address realisable programmes to prevent and reduce obesity in Surrey
 - work across the delivery partnerships to implement Surrey's Alcohol strategy
- * Target agreed with the Government within our Local Area Agreement 2008-11

Over the longer term we will...

Our aims over the next six to nine years include:

- oversight of the annual report of the Director of Public Health to inform the focus of the Partnership
- working with partners to reduce the need for people to access services, enhance the quality and impact of local services and improve outcomes
- ensuring that the inequalities gap continues to be addressed
- ensuring that outcomes for service-users and carers are improved
- extending the number of people able to benefit from housing support services delivered through the Surrey Supporting People Partnership
- working to support and promote the role of the voluntary, community and faith sectors in delivering services to improve health and reduce inequalities
- supporting positive responses to people living with mental health issues and their carers; and undertaking active promotion of good mental well-being
- supporting vulnerable people to access skills-development and employment opportunities

We will judge our progress against these priorities over the longer term monitoring:

- C the gap in life expectancy between the bottom fifth most deprived wards and the top fifth least deprived wards
- D the proportion of all those receiving adult social care services who are supported to live independently

Please see the following sections for more information about related work:

- Children and Young People: for reducing the level of obesity amongst children and young people
- Safer and Stronger Communities: for related work to tackle alcohol and drug-related problems and for building communities that are able to be more self-supporting and sustainable

- Economic Development: for work designed to ensure greater access for vulnerable groups to employment opportunities and to skills-development programmes
- Housing, Infrastructure and Environment: for increasing provision of affordable housing and making developments more sustainable by improving infrastructure and accessibility.

Economic Development

By 2020, we want Surrey's economy to be more globally competitive, more resilient to external forces, more environmentally sustainable and more inclusive. We will enhance the county's reputation as a premier location for business investment, by supporting entrepreneurial activity across the county, facilitating the development of a skilled workforce to meet business needs and promoting environmentally sustainable business practices and innovation. The hubs of Guildford, Redhill and Reigate, and Woking, along with the Gatwick Diamond, will be a focus for investment and the creation of sustainable communities, which will have a balance of residential and commercial developments. The economic prosperity of these areas will have been shared with town centres, market towns and villages across the county.

Surrey residents named raising levels of skills and productivity, tackling inequality in the labour market and promoting sustainable business practice and economic growth as their top economic priorities. Local businesses cited skills, infrastructure, housing and congestion as major concerns.

Priority E

Improve the global competitiveness of Surrey's economy through sustainable growth, underpinned by appropriate infrastructure

The continued success of Surrey's economy is vital to residents' well-being and the quality of life in the county. It also supports the economic success of the UK. Compared with other areas of the country, Surrey has high and stable employment rates; high levels of skills, including at degree level; a high rate of business start-ups; and a high percentage of businesses that are knowledge-based in key sectors, such as creative industries and pharmaceuticals.

However, competition increasingly comes from other high-performing European and global regions, as well as from international businesses. In 2005, the south east (of which Surrey is a main constituent) was 24th in the global competitiveness league table; in 2006 it slipped to 55th and in 2007 to 87th place.

Surrey's economy is closely tied to that of London and the proximity of Heathrow and Gatwick Airports. These are both an economic stimulus and a pressure: our current economic success comes at the price of congested roads, lack of infrastructure and high house prices. These problems of success may limit our future economic growth if Surrey were to become a less attractive place to live and do business. Our challenge in the future is to drive economic growth through better productivity and the adoption of sustainable business practices. To this end, we will actively engage with the Surrey Infrastructure Capacity Project to support the development and delivery of the countywide and local infrastructure plans that will form the blueprint for infrastructure provision in the county. We will also promote the need for the provision of infrastructure to deliver super fast broadband throughout the county.

Around 250 global businesses, covering a broad range of sectors, are located in the county. Business location decisions are underpinned by access to an appropriately

skilled workforce, other specialised inputs, good transport links and the proximity of clients and suppliers. We can help to ensure Surrey remains an attractive place to live and work, which will help to attract the investment necessary to retain the global businesses that are vital to sustaining economic success. Without this investment, Surrey will fall behind other regions in the world against which it competes for business.

While Surrey has above-national-average levels of qualifications, the picture is less favourable when compared internationally. Current initiatives to develop more vocational courses and qualifications are an important recognition that skills-development needs to be relevant to a specific job rather than simply focus on attainment of formal qualifications.

Surrey has some 70,000 businesses, an estimated 60,000 (85%) of which are Small to Medium-size Enterprises (SMEs), which together make up a vital sector of the economy. Each year there are around 4,500 new VAT-registered enterprises in Surrey; in addition, an estimated 4,000 unregistered small businesses are created. Some 81% of businesses in Surrey are micro-businesses, employing fewer than five staff. Developing an appropriately skilled workforce and supporting innovation and entrepreneurship within this sector is a way to achieve economic growth through the emergence of more high-value businesses, to drive up productivity and improve Surrey's global competitiveness.

We need to provide enough high-quality employment land and a range of sites suitable for a broad range of commercial uses, while maintaining Surrey's high quality landscapes and countryside. Mixed-use developments (those combining commercial and residential uses) in appropriate locations can help alleviate competing pressures (from housing and business) on available land, and also help to support more sustainable lifestyles by reducing the need to travel.

If Surrey is to continue attracting business/inward investment, these challenges of skills-shortages; the retention of a skilled workforce; and affordable housing must be addressed. This will help to remedy the pockets of deprivation that exist in Surrey by closing the income gap and enabling disadvantaged people to contribute to the economy and their communities, with knock-on benefits of greater independence and stronger communities.

Other challenges will be to:

- help, encourage and create new and sustainable business sectors, such as energy markets (biomass, renewables) and local food production
- develop existing sectors, such as the visitor economy (with a focus on visitor attractions and business stays)
- help business do more for itself, with collaboration driving competition

Priority F

Make Surrey's economy more inclusive

Surrey's employment rates are high and stable but many people are excluded, notably:

the 44,000 or so people on key out of work benefits and many skilled retired people who want to return to work but are finding that their age is a barrier. Higher levels of unemployment are a particular concern for rural Surrey and the county's more deprived areas, and has an impact on the well-being of individuals and their communities. Supporting these people by providing pathways to work not only promotes their independence and quality of life but also helps to fill the skills gaps reported by businesses in Surrey. We need to overcome the barriers that stop people from working, such as: disabilities, lack of educational qualifications and numeracy, literacy and communication skills, and geographical and physical issues that make travel difficult.

Currently 23.5% of Surrey's adult working population (some 180,000 people) are without a level 2 qualification, the minimum for employability. This is a challenge for Surrey's knowledge-based businesses, which require more skilled workers than other sectors. The Economic Development Partnership, working with the Children and Young People Partnership, will target support to improve skills levels on residents from those areas and groups that experience higher levels of unemployment.

High house prices make Surrey unaffordable for key workers, lower earners, young people and migrant workers. Surrey's large corporations are voicing concerns about their detrimental effect and these groups are a key source of labour for lower skilled industries, such as retail, farming and health/social care. Lower-paid workers have less employment mobility, resulting in big differences in affordability for different population groups. High house prices make it difficult to attract much-needed lower-paid workers to Surrey, and many that do work in Surrey commute from cheaper areas outside the county. The greater provision of affordable homes (urban and rural) would enable them to live and work in Surrey and help to reduce congestion.

The economic development needs of Surrey's rural communities are different and will require a distinct approach, for example, from that for the regional hubs and the London Fringe. Here the challenge will be to encourage and support greater economic diversification, widen access to training and employment opportunities and to ICT, and improving the use of community facilities for training-delivery.

Our particular challenges therefore, are to:

- ensure that young people have access to high-quality education
- ensure that adults and young people can make the most of opportunities for further and higher education, training and employment
- expand the take-up of numeracy, literacy and employability skills training
- ensure locally based access to business advice and support is available to all
- provide affordable (urban and rural) housing to improve the mobility of key workers, lower earners, young people and migrant workers
- encourage the reduction of the carbon footprint of Surrey businesses
- improve transport infrastructure to remove travel obstacles to employment
- make the most of opportunities arising from the 2012 Olympic and Paralympic Games, in particular opportunities for skills and business development and for developing Surrey's visitor economy

What we will do next

Our focus up to 2010/11 includes:

- ensuring that 80% of Surrey's working-age population hold a level 2 qualification (NI 163)*
- ensuring that 61% of Surrey's working-age population hold a level 3 qualification (NI 164)*
- achieving 1,400 business start-ups a year *
- improving business survival rates to 225 after 12 months and 20 after 24 months *
- supporting 3,300 business a year *
- reducing the number of people claiming key out-of-work benefits by 364 (NI 152)*

*Target for National Indicator or local indicator agreed with the Government within our Local Area Agreement 2008-11 see Appendix A

Over the longer term we will...

Our aims over the next six to nine years include:

- making the economy more resilient to external forces by achieving a more balanced and mixed economy with a lower carbon footprint
- raising levels of literacy, numeracy and employability skills, supporting the principles of lifelong learning
- implementing the Gatwick Diamond Future Plan, a strategy for the continued and stronger economic success of the Gatwick Diamond
- increasing the number of SMEs and improving their viability and expansion prospects through locally available business support
- maximising opportunities from the 14-19 education restructuring agenda
- reducing commercial/business waste

We will judge our progress against these priorities over the longer term monitoring:

- E the gross value added (GVA) per capita
- F the number of people claiming key out-of-work benefits (NI 152)

Please see the following chapters for related work

- Children and Young People for increasing the levels of skills and qualifications achieved by young people, and reducing the number of young people under age 19 that are not in education, employment or training.

- Housing, Infrastructure and Environment for the provision of affordable housing and infrastructure
- Health and Well-being for improving health and the quality of life
- Safer and Stronger Communities for supporting vulnerable young people and adults into education, training and employment

Housing, Infrastructure and Environment

The Housing, Infrastructure and Environment Partnership envisages a Surrey in which housing is affordable, built in sustainable communities with supporting infrastructure. Facilities will be within easy access to reduce car-use and travel options will be better organised, helping Surrey to achieve a low-carbon society. Research and innovation will help deliver this vision.

Surrey's landscape, habitats and heritage are unique selling points for Surrey, which support biodiversity, attract tourism and other business, and provide outdoor recreation that encourages healthy lifestyles. Preservation and enhancement of these assets must be carefully balanced with the need for development.

Surrey's large and growing population presents its own challenges of congestion, pollution and demand for housing. We are looking at ways to develop and manage demands on housing and facilities without compromising residents' quality of life and while respecting the environment. We need to understand the nature of growth required, manage it better and ensure that it is sustainable.

The common themes that emerged from a review of local issues across Surrey's districts and boroughs are:

- the supply of affordable housing, including helping to meet the need for affordable rural housing and subsidised affordable housing
- the delivery of suitable sustainable infrastructure, such as public amenities, waste/green infrastructure and transport provision
- measures to mitigate the impact of climate change
- protection of the environment, including measures to mitigate flood-risk, preserve the green belt and reduce water consumption
- sustainable economic development, including the provision of adequate employment land

It is important that we work with partners outside Surrey to manage the pressures exerted on the county by neighbouring areas, such as:

- the use of Surrey's road network, particularly to and from airports
- the large impact of London's economy on Surrey's housing, infrastructure and environment

Priority G

Help people in Surrey to achieve more sustainable lifestyles

- The carbon footprint of the south east region is approximately 14% above the national average.
- Surrey's daily water consumption is 180 litres per person, compared to a national average of 129 litres, and water companies in the south east expect household demand to increase by about 20% by 2030.
- In 2004, the average Surrey household generated 565.2kg of waste, against a national average of 439.1kg. Surrey's businesses produce over one million tonnes of waste every year.
- Car availability in Surrey is 59% above the national average, and daily traffic flows on the county's A roads are nearly twice the national average. Most journeys to work are by car, with only 13% of Surrey's residents commuting on public transport. Between 2006 to 2007, traffic on all roads in Surrey increased by 0.3% compared to an increase of 1.3% nationally.

Reducing the amount of residential waste going to landfill is an ongoing focus of successful partnership work. This entails community leadership, promoting the principles of Reduce, Reuse, Recycle among residents and a campaign of initiatives to make it easy for people to do the right thing. The aim is to:

- reduce the amount of food waste that ends up in landfill – decomposing food releases toxic gases that contribute to climate change
- reduce the amount of dry goods, such as packaging and plastic bottles, that is used and thrown away, by working with retailers to reduce packaging and encouraging more recycling
- manage green waste and avoiding sending garden cuttings to landfill

We set a target in 2001, when only 17.9% of household waste was being recycled and composted, to achieve 60% by 2025. We are making good progress, having reached nearly 40% in 2008-2009.

The ability to travel around the county in a quick and efficient manner is essential to economic success and convenient transport depends on uncongested roads and good public transport services. We will invest in transport infrastructure, and encourage more sustainable modes of travel and the reduction of unnecessary travel, which will reduce congestion while bringing economic, environmental and health benefits. In this regard, we will continue to press for transport infrastructure improvements such as Heathrow Airtrack, and the Guildford, Reigate/Redhill and Woking hubs. We will work closely with the Highways Agency and the Department for Transport on their Integrated Demand Management demonstration project.

Priority H

Create better, more sustainable developments that deliver more social, environmental, and economic benefit

Residential and economic development is vital to Surrey's continued economic and social success. In particular, we need more affordable homes to retain and attract families and key workers. There is insufficient provision of accommodation for people with care and support needs and this pressure will be increased by an ageing population. We have been consistently exceeding government targets for provision of new homes across Surrey over the last ten years and the proportion of affordable homes is improving: 1,209 affordable homes were built in 2006-07 – 419 over target. However, demand keeps growing. The Government is already proposing to increase the target by 20% for the next 20 years (an additional 57,920 houses). Much of Surrey's land is protected, so the land available for development is limited. However, some areas would benefit from renewal where buildings are no longer suitable and do not provide a high quality environment for the user.

The current recession has had a negative impact on house building in Surrey, with housing development slowing considerably since late 2008. The impact of recession on the provision of housing and commercial development is expected to be felt for some time to come.

We must take a more proactive approach to maximising the value that developments deliver and prevent erosion of Surrey's character through incremental developments. We need to encourage high standards of appropriately mixed developments, underpinned by the infrastructure that will promote strong communities. We also need to encourage more developments that are aesthetically pleasing, exciting, and environmentally sustainable (incorporating design to withstand the predicted impacts of climate change), together with iconic buildings. To this end, we will produce a Surrey Design Guide to assist developers to meet our expectations.

We will work with partners and Surrey's communities to promote the positive role of targeted development in generating social and economic benefit. We will also work with the Surrey Local Government Association to ensure that our infrastructure meets existing needs and is improved where necessary to accommodate anticipated future requirements. Managing this growth is a principal objective of the Surrey Infrastructure Capacity Project (SICP). This work will have particular regard for the regional hubs of Guildford, Redhill and Reigate and Woking, the New Growth Point of Reigate and Banstead, the London Fringe, and Gatwick Diamond – all areas identified for substantial growth – as well as for open spaces and green infrastructure. The importance of providing timely infrastructure to deliver sustainable communities cannot be overstated. To this end, we will promote the link between the Sustainable Community Strategy, the Surrey Infrastructure Capacity Project and Local Development Frameworks. To assist this, we will produce a Surrey Spatial Overview to help create a shared understanding of the spatial distribution of opportunities and issues across the county which will support service delivery and place shaping.

What we will do next

Up to 2010/11 we will:

- complete an infrastructure capacity study to identify constraints to future population growth, and to enable any existing capacity issues to be highlighted
- ensure that new housing in Surrey is built sustainably, with a push towards a greater proportion of affordable homes (NI 154, NI 155)*
- establish a 'place-shaping' framework to identify development opportunities across Surrey which can help to focus future service delivery, and to ensure all new development will be built to high standards
- reduce the proportion of non principal roads that require maintenance to 13% by 2010/11 (NI 169)*
- work with districts and boroughs via the Climate Change Partnership on initiatives that will reduce carbon dioxide emissions by 10% per capita over the next three years: 7% from national initiatives, 3% by local actions (NI 186)*
- recycle or compost 40% of all household waste (NI 192)*

*Target agreed with the Government within our Local Area Agreement 2008-11

Over the longer term we will...

- increase levels of household waste recycled to 50% by 2015 and 60% at least by 2025 and earlier if possible, and achieve zero growth in household waste at least by 2025 and earlier if possible (currently at 1% per annum)
- implement the Surrey Climate Change Strategy and continue to reduce CO₂ emissions
- work towards improving Surrey's biodiversity (all Surrey authorities will have a Biodiversity Action Plan in place), air quality and green spaces
- continue to retain the character and enhance the appeal of town centres
- ensure that new developments and the levels of affordable housing required in Surrey are delivered through the 'place-shaping' framework and sustainable approach to development
- take forward the recommendations of the infrastructure capacity project and support the development and delivery of countywide and local infrastructure plans to support the needs of districts and boroughs across Surrey
- pursue sustainable growth to tackle congestion
- create sustainable communities with the right type and amount of infrastructure
- adopt a comprehensive Surrey-wide framework to collect receipts from new development for the provision of strategic infrastructure

We will judge our progress against these priorities over the longer term monitoring:

- G the reduction in CO₂ emissions per capita (NI186)
- H overall general satisfaction with the local area as measured by the biennial place survey (NI 5)

Safer and Stronger Communities

The Safer and Stronger Communities Partnership aims to:

- strengthen communities by encouraging and facilitating cultural diversity, community cohesion and active citizenship, and;
- improve public confidence in the ability of the public services to keep Surrey safe.

Our vision is of a clean, green Surrey made up of confident, distinctive, strong and self-reliant communities. A county of towns and villages with good and affordable infrastructure and facilities in relation to their size, and efficient and appropriate transport facilities providing access to key services in areas where they are not available locally.

Overall satisfaction with Surrey as a place to live is high and underpinned by an excellent record of low crime rates. The Safer and Stronger Communities Partnership will support the development of distinctive, confident, caring, creative, safe communities in Surrey by building on these strengths, so more people feel safe and able to get involved in supporting each other and improving their localities. The partnership will promote cultural, sporting, and community activities in strengthening communities.

Despite Surrey's affluence, there are pockets of deprivation in both urban and rural communities where people are more likely to experience poor health and education outcomes and there will be a relatively high level of dependency on state benefits. We will focus particular attention on Surrey's most vulnerable people and those parts of the county that experience higher levels of crime and anti-social behaviour and score less well on other measures associated with strong sustainable communities.

Our plans address some of the public's most significant concerns including: reducing crime and anti-social behaviour, increasing access to employment and training for vulnerable young people and adults, promoting a positive image of Surrey and improving road safety.

Priority I

Improve public confidence in the ability of public services to keep Surrey safe, prepare for emergencies, and reduce crime and anti-social behaviour

Although crime rates are low and Surrey Police scores highly in public satisfaction, people are concerned about anti-social behaviour (ASB) and low-level crime in Surrey. People expect public services to address social issues but are unsure how to influence the priorities of public agencies and are uncertain about the responsibilities of different agencies. Pressure on Surrey's public services to keep the county safe and cohesive means that public confidence in those services is fundamental to promoting strong communities and we will work to strengthen it.

The most pressing challenges that the public services working in partnership have to deal with include:

- the misuse of alcohol, which can lead to violence, public disorder, domestic abuse, accidents and long-term health problems, all of which place pressures on services and the economy. Half of Surrey's incidents of violence against the person are alcohol-related.
- violent crime. Domestic violence accounts for a fifth of violent crime in the county – about 1,000 incidents are reported to Surrey Police each month – and it is the cause of nearly all homicides of women in Surrey.
- challenging anti-social behaviour eg the work in the first half of 2009 by Surrey Police and other agencies in priority locations through Operation Quake 1 (general ASB) and Operation Quake 2 (anti-social driving and parking).

Confidence in the ability of public services to keep Surrey safe will be strengthened by:

- running crime-reduction initiatives cross-county and in localities to deliver increased confidence and reductions in crime
- reducing crime rates, focusing particularly on domestic abuse, anti-social behaviour and re-offending
- re-allocating resources in the face of diminishing budgets, but in a transparent, evidence-led and consultative way
- delivering on the county strategy to improve services for problematic drug-users
- reducing the inappropriate use of alcohol by implementing a county-wide alcohol strategy
- building on the success of Police Safer Neighbourhood Teams and local consultations
- improving communication with residents, including making information and crime-mapping available
- provision of appropriate support services to socially excluded groups – including those at risk of offending

Priority J

Strengthen local communities through targeted public and voluntary sector activity, active citizenship and work to tackle inequalities.

Some of Surrey's communities lack a sense of local belonging and self-reliance, since many people work, shop and socialise elsewhere. And while Surrey's rural nature is a huge asset, it can also limit access and participation, particularly by children, young people, the elderly, and those with special needs. Shrinking public resources and the loss of local amenities such as post offices, shops and other facilities exacerbate the situation.

It is recognised that many communities have a corps of active citizens and voluntary and faith groups who promote community activity and support facilities for local people. Community Led Plans (such as Parish Plans and market town health checks) are a good example of this, as are the 'Local Community Action Plans' developed in Reigate and Banstead. A key challenge is work in partnership with local people to build stronger communities through a more proactive approach to neighbourhood-management and supporting the vulnerable.

Our approach will be underpinned by evidence of where people have become detached from their community, through mapping of outcomes across Surrey. Our plans will take into account the results from surveys of local people; particularly relating to percentage of people who feel they can influence local decisions, overall satisfaction with the local area and levels of participation in local and/or voluntary activities. We will work to reassure local people that that the public sector is tackling issues they most care about (for example, activities for young people, clean and tidy communities).

We will help local people engage with their communities and develop their identity, facilities and image and support their more disadvantaged members. We will encourage participation and engagement in local cultural, environmental and sporting activities, for example through developing local voluntary and community sector activity, a regularly updated register of local facilities, and a cultural events diary.

We will explore the identification of 'Place Managers' or 'Community Champions' to coordinate development of community facilities and public participation. Such community development workers could be employed on a full-time, part-time or voluntary basis.

We will continue to deliver and develop the Supporting People Strategy, which provides housing related support to Surrey's most vulnerable people as well as pro-actively helping them into training, education or employment. This work not only improves quality of life and reduces social exclusion for these individuals, but also contributes more broadly to our Safer Stronger Communities priorities by reducing crime and anti-social behaviour, homelessness, hospitalisation and institutional care.

What we will do next

The focus until March 2011 is on achieving our specific LAA targets:

- mapping the strengths and weaknesses of local communities and identifying priority places for the Surrey Strategic Partnership to focus upon.
- increasing the proportion of people who feel they can influence decisions in their locality (NI 4)*
- increasing overall/general satisfaction with the area (NI 5)*
- improving the environment for a thriving third Sector (NI 7)*
- dealing with local concerns about anti-social behaviour and crime by the local council and the police (NI 21)*
- improving protection against terrorist attack (NI 36)*

- reducing the re-offending rate of prolific and priority offenders (NI 30)*
- reducing repeat incidents of domestic violence (NI 32)*
- increasing the number of vulnerable people achieving independent living (NI 141)*

*Target agreed with the Government within our Local Area Agreement 2008-11

And more generally:

- building more cohesive, empowered and active communities
- reducing serious violence
- reducing serious acquisitive crime (for example, theft and fraud)
- reducing the harm caused by alcohol and drugs
- increasing the number of drug users in effective treatment
- developing a strategy to tackle hate crime
- increasing the reporting of domestic abuse
- providing single points of information
- defining a clearer local role for elected representatives
- further developing the corps of citizens (including young people) who can actively promote constructive community activity
- developing a community engagement strategy including engaging with harder to reach groups
- promoting the community engagement toolkit and framework developed by the Surrey Improvement Partnership project
- developing emergency preparedness and business continuity via the Local Resilience Forum
- encouraging local communities to develop community days, street parties, sports days etc which help build strong and cohesive local communities
- understanding and developing the value of village and community halls, libraries & adult learning centres for developing community confidence and positive activities
- deploying the 2012 Olympic and Paralympic Games and the Cultural Olympiad to develop the facilities, confidence and participation by Surrey's citizens
- developing the availability of volunteers to work in voluntary youth activities eg the Scouts & Guides

Over the longer term we will...

- develop our understanding of the strengths and weaknesses of local communities
- seek to improve infrastructure and local transport
- continue to prioritise supporting vulnerable people and reducing social exclusion

- promote the independence, reassurance and participation in the community of older people and other vulnerable groups
- increase the number of young people engaging in positive activities, such as volunteering, sport and the arts
- increase the use of public libraries
- increase engagement in the arts and visits to museums and galleries
- reduce crime rates further, focusing particularly on domestic abuse, anti-social behaviour and re-offending
- develop a strategy for improving services for problematic drug-users
- improve facilities for the victims of serious sexual offences
- continue to reduce the numbers of people killed or seriously injured in road traffic accidents

We will judge our progress against these priorities over the longer term monitoring:

- I the level of public satisfaction with the local council and the police in dealing with local concerns about anti-social behaviour & crime (NI 21)
- J overall general satisfaction with the local area as measured by the biennial place survey (NI 5)

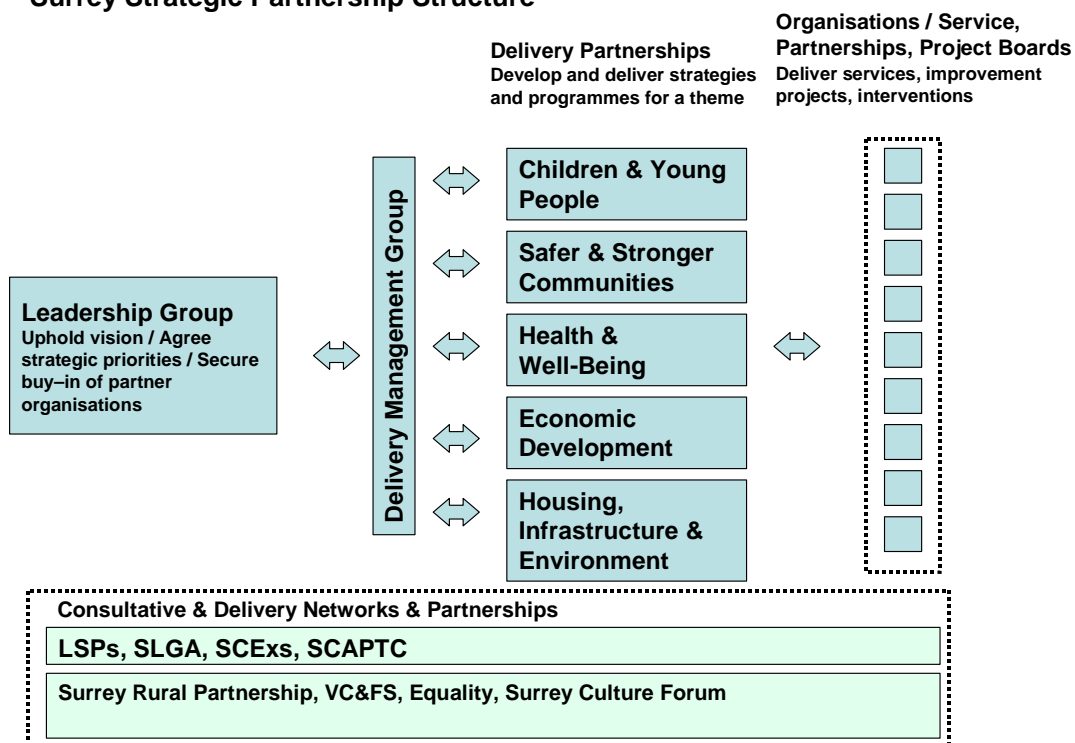
Please see the following chapters for related work

- Children and Young People; for reducing first-time entrants to the youth justice system, reducing the number of young people under age 19 that are not in education, training or employment and promoting positive activities for children and young people.
- Health and Well-being; for related work on enabling safe and sensible drinking and tackling other health inequalities.
- Economic Development; for making Surrey's economy more inclusive and reducing worklessness.
- Housing, Infrastructure and Environment; for increasing provision of affordable housing and making developments more sustainable by improving infrastructure and accessibility.

How We Will Work Together

Only by working together can we tackle the big issues that threaten our long-term prosperity and quality of life. The Surrey Strategic Partnership brings partners together to agree priorities, align resources and join up activity to have a greater impact on the things that are important to the people of Surrey. Partners will seek creative ways to improve services and efficiency so residents get better value for money.

Surrey Strategic Partnership Structure



The work of the Surrey Strategic Partnership is directed by a Leadership Group, which includes representatives of all partners. The Leadership Group is supported by five delivery partnerships, which bring together partners with specific responsibilities, knowledge and expertise around each theme of the community strategy to develop strategic plans and commission delivery. The Delivery Management Group coordinates and drives delivery across the themes.

While the delivery partnerships are each leading the work programme for two of the sustainable community strategy priorities, they are all responsible for ensuring that their work supports delivery of all ten priorities. Similarly all partner organisations have agreed to align their work in a way that is consistent with improving performance across the ten priorities.

Surrey is a large and diverse county. Issues vary from place to place and a range of local and countywide organisations work to improve quality of life in Surrey. We will analyse and map data to understand how issues and outcomes vary at a very local

level and we will work with local partners and partnerships to join up our efforts and deploy our resources in the most effective way.

The 12 Local Strategic Partnerships (LSPs) in Surrey (the countywide Surrey Strategic Partnership and the 11 district and borough LSPs) enable the diversity of Surrey to be reflected in strategic priorities and more local priorities. The countywide Sustainable Community Strategy has been shaped by the aspirations and priorities of district and borough LSPs for their local area and in turn they share in the local delivery of countywide priorities as well as their own local priorities. Local priorities and delivery by each district and borough are summarised in the following section.

Surrey has 72 parish and town councils, concentrated mainly in the rural areas. They deliver a range of local services and have an important role in providing leadership more generally for their local communities. We will work with the Surrey County Association of Parish and Town Councils (SCAPTC) to enhance the contribution of town and parish councils to aligning strategic and local priorities and coordinating delivery locally.

There are over 5,000 voluntary, community and faith organisations playing a vital role in Surrey, both in providing services to people and in making volunteering opportunities available for people to get involved in their community. While many community-spirited people work hard to make life better for local people, we need to engage more people in shaping the future of their communities. We are working with the sector to strengthen the way it engages with the Surrey Strategic Partnership. And we will continue to work with the network of Councils for Voluntary Service and other infrastructure organisations in Surrey to ensure our voluntary, community and faith organisations are supported to develop and operate effectively in meeting the needs of the people they serve.

Monitoring progress

Delivery plans are available at www.surreycc.gov.uk/communityplanning.

The Surrey Strategic Partnership will monitor progress against its 10 priorities and LAA targets and will report achievement each quarter. These reports will be made available to the public. Where appropriate, delivery partnerships will work with district and borough Local Strategic Partnerships to agree local targets to support delivery.

Summary of Local Priorities and Delivery

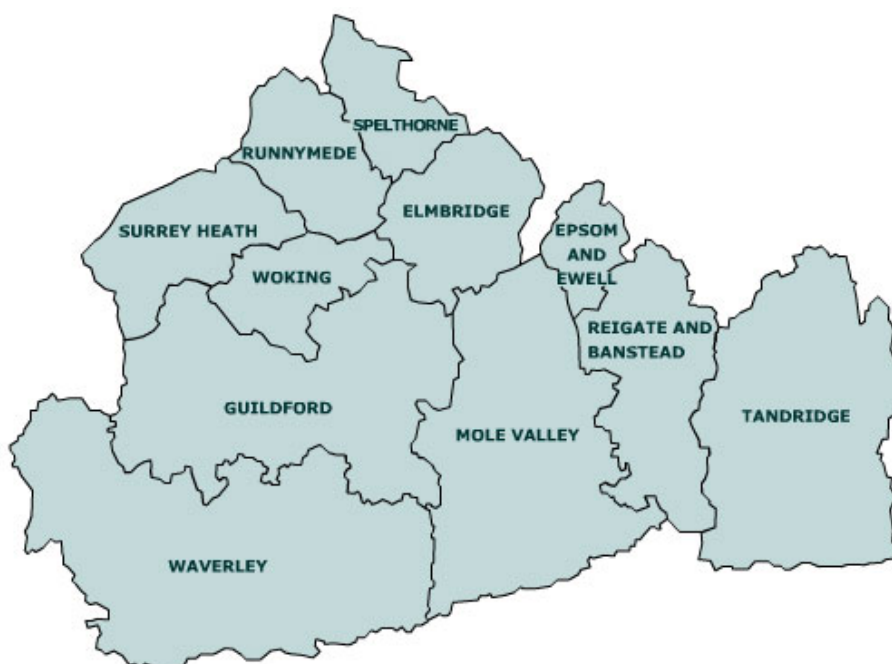
Surrey's Local Strategic Partnerships (LSPs)

The 11 district and borough councils in Surrey each have a Local Strategic Partnership (LSP) and they have their own community strategies which reflect the aspirations, aims and objectives of their local area. Their understanding of the specific needs of their local areas have helped to shape the countywide priorities set out in this document and they are key to delivering countywide priorities locally.

You can find out more about the priorities and work of each LSP in this section or by visiting their websites:

- Elmbridge Community Partnership: www.elmbridge.gov.uk
- Epsom & Ewell LSP: www.epsom-ewell.gov.uk
- Guildford LSP: www.guildford.gov.uk
- Mole Valley LSP: www.mvlsp.co.uk
- The Reigate & Banstead Partnership: www.reigate-banstead.gov.uk
- Runnymede LSP: www.runnymede.gov.uk
- Spelthorne Together: www.spelthorne.gov.uk/together
- Surrey Heath LSP: www.surreyheath.gov.uk
- Tandridge LSP: www.tandridge.gov.uk
- Waverley Strategic Partnership: www.waverley.gov.uk/partnership
- Woking LSP: www.windowonwoking.org.uk/sites/lsp

The districts and boroughs of Surrey



Summary of Local Priorities and Delivery



Summary of match between local and countywide priorities

County SCS Priority	Elmbridge	Epsom & Ewell	Guildford	Mole Valley	Reigate & Banstead	Runnymede	Spelthorne	Surrey Heath	Tandridge	Waverley	Woking
A. Improve learning, health and employment outcomes for children and young people, particularly the vulnerable and disadvantaged	P	P	H	H	P	P	P	P	P	H	P
B. Improve the safeguarding of Surrey's most vulnerable children and young people	-	P	P	P	P	P	P	P	P	H	P
C. Promote healthy lifestyles, particularly targeting the most vulnerable	H	H	H	H	H	H	H	H	H	H	H
D. Support more people to live independently and to exercise greater choice and control over their health and support arrangements	H	H	H	P	P	P	H	H	H	H	P
E. Improve the global competitiveness of Surrey's economy through sustainable growth, underpinned by appropriate infrastructure	H	P	H	H	H	H	P	H	P	H	H
F. Make Surrey's economy more inclusive	P	-	P	P	H	H	P	P	P	H	P
G. Help people in Surrey to achieve more sustainable lifestyles	H	H	H	H	H	H	H	H	H	H	H
H. Create better, more sustainable developments that deliver more social, environmental, and economic benefit	H	H	H	H	H	H	H	H	H	H	H
I. Improve public confidence in the ability of public services to keep Surrey safe, prepare for emergencies, and reduce crime and anti-social behaviour	H	H	P	H	H	H	H	H	H	H	H
J. Strengthen local communities through targeted public and voluntary sector activity, active citizenship and work to tackle inequalities	H	H	H	H	H	H	P	P	H	H	H

H = High overlap with local priorities
P = Partial overlap with local priorities

Overview of Elmbridge

Elmbridge consists of the towns of Cobham, Esher, Molesey, Walton on Thames and Weybridge in addition to smaller settlements. We are well connected with the M25 and A3 passing through the borough.

While we are generally an affluent borough, there are a number of quality of life issues which adversely affect us. There are pockets of need where people do not experience the same prosperity as the rest of the borough. High house prices make it difficult for businesses to recruit key staff and, given our high level of car dependency, we suffer from traffic congestion. Elmbridge will undoubtedly be affected by the downturn in the economy.

Elmbridge is a safe borough, and while we have low levels of serious and violent crime, anti social behaviour and fear of crime continue to be issues for our residents and businesses. Climate change and the protection of the environment, both local and global, remain high on the agenda. Another issue is to encourage all residents to lead healthier lifestyles, for example reducing smoking and hazardous drinking.

Working with county partners on our priorities

Protecting and Enhancing the Natural Environment

- residents, businesses and all other organisations of Elmbridge have modified their behaviour to reduce the negative impact they have on the environment (Priority G, NI 186, NI 192)
- the borough's green open spaces are maintained and enhanced for the enjoyment of everyone and important wildlife and habitats are protected (Priority H, NI 5)
- through the Local Development Framework there is a sustainable approach to development in the borough (Priority H, NI 154, NI 155, NI 5)
- a quality street scene is created, maintained and sustained throughout Elmbridge (NI 5)

Promoting Health and Well-being

- through the work of the One Elmbridge Partnership the residents of Elmbridge are able to better access the health services they require and health inequalities have been reduced (Priority C, NI 39, NI 123)
- the number of people who have been supported to quit smoking in Elmbridge has been increased and fewer individuals are subjected to secondary smoke (Priority C, NI 123)
- residents are taking care of their health by being more physically active and are eating healthier food and consequently fewer people are suffering from obesity and related illnesses (Priority C, NI 56)
- young people have benefited from educational programmes such as 'Healthy Schools' and are equipped to make positive health choices (Priority A, NI 56, NI 112)

- fewer adults are drinking alcohol to excess (Priority C, NI 39)
- more support is readily available through mainstream services for those suffering from mental health problems (Priority D)
- there are more services to help older people remain independent in their home (Priority D, NI 125)

Enhancing the Local Economy

- the local economy remains strong with low unemployment (Priority E, Priority F, NI 152, NI 171)
- there are more people visiting the shopping areas of the borough, its parks and open spaces and the other attractions in the borough, aided by better promotion of the local area (Priority E)
- our towns and villages have an increased vibrancy with more community and cultural events
- new and existing businesses have better access to low cost support services (Priority E, NI 171)
- local businesses have a greater input into local decision making (Priority J)
- local businesses are active within the local community and are engaged in helping to tackle local quality of life issues. For example, promoting healthy lifestyles, tackling traffic congestion and environmental sustainability (Priority C, Priority G, Priority I, NI 4)

Building Safer Communities

- levels of crime and disorder are reduced (Priority I, NI 30, NI 32)
- the fear of crime is reduced to proportionate levels of actual crime (Priority I, NI 21)
- support for parents and families is developed to help reduce anti-social behaviour (Priority I, NI 21)
- partner agencies will have 'accredited' staff who are able to act as official 'eyes and ears' for the police (NI 21)
- there is more public engagement by partner agencies on community safety issues (Priority I, NI 4)
- the community are informed and motivated and are taking an active role in managing their local environment and take part in bringing about the solutions to problems (Priority J, NI 4)

Fostering Inclusion

- to understand the needs of our communities, and be working together to ensure those needs are met, ensuring that all our residents have equality of opportunity (Priority A, Priority C, Priority F, NI 5, NI 21, NI 56, NI 112, NI 123, NI 152)
- we have empowered those communities of 'particular need' to use their own assets and strengths to work with statutory organisations in delivering quality of life improvements (Priority J, NI 4, NI 5, NI 7)

- the delivery of the One Elmbridge Partnership has been mainstreamed into the Elmbridge Community Partnership member organisations to ensure its long term sustainability
- individuals within our communities have access to the basic necessities of life; decent housing, education, social and health services (Priority A, Priority C, Priority F, Priority H, NI 5, NI 21, NI 56, NI 112, NI 123, NI 152, NI 155)

Partnership Development

- the Elmbridge Community Partnership Board is providing strategic direction within Elmbridge and is ensuring that member organisations are working towards the vision for 2015 as outlined within the Sustainable Community Strategy (NI 5)
- that the framework identified within this document has been implemented and as such the targets within the theme action plans are being delivered and have 'added value'
- that our communities are empowered to become active partners within the Elmbridge Community Partnership and have contributed to quality of life improvements within Elmbridge (Priority J, NI 4)
- the improvements that are delivered by the Elmbridge Community Partnership are visible to our communities
- the Elmbridge Community Partnership has found innovative ways to make improvements to quality of life despite financial and regulatory constraints

Working with county partners in local places

The borough of Elmbridge is one of the wealthiest in the south east and as such is perceived as without need. However, Indices of Multiple Deprivation data, both at ward level and super output area (small geographical area) level, show that deprived areas exist alongside wealthy areas providing a powerful example of 'relative deprivation'. The 'Fostering Inclusion' theme of the Elmbridge Sustainable Community Strategy sets out how these inequalities will be addressed in partnership. This work is co-ordinated by the One Elmbridge Partnership which currently works in North Walton, Molesey South, Walton Ambleside, Cobham Fairmile and Lower Green in Esher.

Overview of Epsom & Ewell

The 5th Earl of Rosebery (who was Prime Minister in 1894, did much to develop Epsom as a racing centre). There had always been some racing on the Downs, but the foundation of The Derby in 1780 gave a formal structure, and provided the shorter more exciting race demanded by the public. The Epsom Derby is famous throughout the world, and several leading stables are close by.

The Epsom & Ewell Borough Council describes its ambition as:

“To maintain and develop those distinctive characteristics that make living and working in Epsom and Ewell a matter of conscious choice and, in conjunction with others, provide quality and innovative services that are based on the identified priorities of our residents”

The borough is in many ways a successful place. It is popular with its residents, who like its open and tranquil nature. Most people of working age have jobs, and the borough enjoys the fruits of relative affluence; health is good, local education is sound for all ages, crime and disorder is low and falling. There is a wide range of housing, expensive even by London standards, but people enjoy the sense of individual towns and villages in the area. New housing developments in recent years have been reasonably well integrated into the existing housing stock. Transport links are good, by road and rail both into London and out of it. The retail centres of Epsom and Ewell are relatively healthy and the smaller shopping areas such as Stoneleigh and West Ewell have survived.

Working with county partners on our priorities

The visual appearance of our surroundings

G help people in Surrey to achieve more sustainable lifestyles

H create better, more sustainable developments that deliver more social, environmental and economic benefit. NI 186

This borough really has an unusually good balance between genuinely open country – or as open as it gets in south east England – and the settled urban communities in which people like to cluster, within easy striking distance of London. The very green nature of the borough – surely one of the most environmentally attractive boroughs within the M25 – needs to be nurtured, as the quality of the environment can be lost so easily. We need to encourage all to use, enjoy and protect the borough’s countryside, open spaces and parks. We will be working to develop homes to suit the changing needs of the residents.

Environmental Sustainability [climate change and energy use, biodiversity, recycling]

- G help people in Surrey to achieve more sustainable lifestyles
- H create better, more sustainable developments that deliver more social, environmental and economic benefit. NIs 186 & 192

Everyone is recycling and managing waste to reduce the need for landfill sites and improve our borough. We will encourage residents to lead more sustainable lifestyles to future proof our borough.

Getting around [major transport infrastructure, car usage and alternatives]

- G help people in Surrey to achieve more sustainable lifestyles
- H create better, more sustainable developments that deliver more social, environmental and economic benefit. NIs 169 & 186

One of the consequences of relative affluence is traffic congestion; no one expects major new transport infrastructure in the next decade, so efforts to find alternatives to the car will have to be a series of small and local initiatives. We will need to make it easier and safer for everyone to travel around the borough and Surrey.

Community Safety

- I improve public confidence in the ability of public services to keep Surrey safe and reduce crime and anti-social behaviour NIs 21, 30 & 32 (also NI 111)
- J encourage and facilitate active citizenship to strengthen communities NI 4, NI5, NI 7, NI 141

While the borough is safer and more at peace than many of its neighbours, reductions in crime and disorder have not come about by accident and we will have to continue working just to maintain and where possible improve the current situation. We need to continue to make the borough a safe place to live in, work in and visit. We will ensure that services and facilities respond to the needs of the local neighbourhood.

Supporting Particular Communities [eg Health inequalities, mental health, physical and learning disabilities etc]

- C promote healthy lifestyles, particularly targeting groups and communities at most risk. NIs 39 & 123
- D support more vulnerable people to live independently in their own homes and to exercise greater choice and control over their health and support arrangements. NIs 125, 130, 135 & 145 (also NI 141)

While we know that most of the residents of the borough have work, enjoy good health, and live in areas that are attractive and enjoyable, we also know that a small proportion in some particular areas do not enjoy these advantages, and it's in everyone's interest to change that where we can. We will ensure that services and facilities respond to the needs of the local neighbourhoods. We will be working to develop homes to suit the changing needs of the borough population. Everyone is given the opportunity to enjoy healthy and active lifestyles. We will help everyone to make informed decisions about services and improve access for service users.

Supporting Particular Communities [eg equality & diversity issues, geographical communities Court & Ruxley, Hospital Cluster]

- J encourage and facilitate active citizenship to strengthen communities NIs 4, 5, 7 & 141 (also links Health & Well-being, Community Safety and Economic NIs)

The economic prosperity on which the borough depends rests heavily on jobs that are out of the borough and that require commuting. That is probably inevitable for any borough on the edges of London, but a wider range of employment – for all ages – closer to home would be a welcome buttressing of the local economy. The population is changing; an ageing population tends to be an increasingly demanding and dependent one, and yet the borough is not retaining enough of its young people and families to support that. Everyone will need to work together to create strong and inclusive communities. We will promote learning opportunities to improve lives.

Supporting Particular Communities [eg Children and Young People]

- A improve learning, health and employment outcomes for children and young people, particularly the vulnerable and disadvantaged. NIs 56, 79, & 112
- B improve the safeguarding of Surrey's most vulnerable children and young people. NIs 65, 111 & 117

Epsom Town Centre Maintaining/enhancing retail opportunities [eg affordable retail opportunities, retail mix offered to shoppers]

- E improve the global competitiveness of Surrey's economy through sustainable growth, underpinned by appropriate infrastructure
- F make Surrey's economy more inclusive NIs 152, 163, 164 & 171

The town centres are viable for now, but will continue to be under pressure from the larger neighbouring retail centres like Kingston and Croydon, with which they cannot compete head to head, and potentially eroded by wider changes like internet shopping.

Epsom Town Centre – maintaining/enhancing retail opportunities [eg local training for employment, business opportunities for young people]

As E & F above

Epsom Town Centre maintaining/enhancing retail opportunities [eg access for shoppers and employees, parking etc]

As E & F above

Working with county partners in local places

Realising our potential – improving Epsom and Ewell to meet the current and future needs of local people:

- working in partnership and engaging local people, particularly in communities where there is a higher need eg Court and Ruxley and supporting these
- working in partnership on the Epsom Town Centre Area Action Plan between the various statutory authorities and the business community. This will bring real benefit to the community around a shared agenda
- the borough council's planning process via the Local Development Framework (LDF) and the borough council's own corporate plan supports both the Epsom & Ewell Sustainable Community Strategy and the Surrey Sustainable Community Strategy priorities
- in return, we will expect the Surrey Strategic Partnership to be responsive in providing active and tangible support for our local aims and activities

Note: Whilst we have identified the relevant Local Area Agreement National Indicators against our own themes, at the time of writing, we have not set specific actions or targets against these.

Overview of Guildford

Guildford borough is Surrey's most populous district and the second largest in area. Its natural beauty and rich architectural heritage are highly valued by residents and visitors. The borough is, in the main, an affluent area and crime levels are low. Residents are largely healthy, enjoying well above average life expectancy and the workforce is generally well educated, highly skilled and well paid. However, there are pockets of deprivation.

Guildford, the county town of Surrey, is known for its historical features and vibrant town centre. It is a regional centre for leisure and culture and its role as an administrative and commercial centre continues to grow.

The local economy is amongst the most competitive in the UK. However, this places pressure on existing infrastructure and services. House prices are high and there is a shortage of affordable housing, which contributes to skills shortages in some sectors. There is congestion on the roads at peak times. Reconciling housing and economic needs with the maintenance of the high quality natural and built environment is one of the principal challenges facing the borough.

Working with county partners on our priorities

Guildford borough 2026

An attractive, sustainable and prosperous borough in which people fulfil their potential and the disadvantaged and vulnerable receive the support they need.

Sustainable Communities

A borough where:

- people feel safe and proud of where they live;
- sustainable, integrated, communities are empowered and engaged;
- all people can access services and facilities and can participate in leisure and cultural activities;
- people live sustainable lifestyles; and
- our local heritage is respected, green and open spaces are enhanced and the natural, built and historic environment is protected from inappropriate development and the effects of climate change

Supporting People

A borough where:

- disadvantage and relative deprivation, including health inequalities, are reduced;
- older and vulnerable people and their carers are supported in living dignified, independent lives; and
- all children and young people are able to fulfil their potential.

Maintaining Prosperity

A borough where:

- the local economy is competitive and sustainable;
- the range of housing accommodates all ages, abilities and lifestyles and more affordable housing is available; and
- public transport is integrated, reliable and affordable and traffic congestion is reduced by promoting alternatives to the car.

Overview of Mole Valley

Mole Valley, with a population of just over 80,000, is a beautiful and unique part of the county. Characterised by the Surrey Hills, which roll from east to west, incorporating the famous Box Hill, and the River Mole meandering the length of the district, the area has been recognised as one of the best places in the Country to live and work. The two main market towns of Leatherhead to the north and Dorking in the south make up the urban parts of the district and there are a diverse number of rural communities stretching from Capel in the deep south to Headley in the far north.

The picture of Mole Valley is overwhelmingly positive; the area is essentially affluent and prosperous with comparatively few social problems and deprivation. However, the district has areas of significant multiple deprivation contained within small pockets (some of only a few households), ranking within the top 10% nationally. These areas require extremely targeted support from all the agencies working together.

Successive iterations of the Mole Valley Community Plan and the wide community consultations in support of them have identified two geographic communities with greatest need as measured by the indices of multiple deprivation (IMD): Leatherhead Common and the LINKS area (south of Dorking). This approach has been backed up by the anecdotal evidence of dedicated community development workers in each area, by other service providers including the PCT and the police and by local councillors. In addition it informs the work of the CDRP (Crime and Disorder Reduction Partnership) which co-exists at county level and feeds into the work of the LSP.

The Mole Valley approach

Mole Valley has a unique history and a strong track record of partnership working. Our existence as a partnership pre-dates the government recommendation for local authorities to have a Local Strategic Partnership (LSP). We are strongly focused on delivering tangible benefits to the Mole Valley community that cannot be delivered by individual agencies working alone. The work programme of the partnership has been based upon the local community plan (most recent version published in 2006). However, the partnership has recently reorganised itself to more closely support the countywide Sustainable Community Strategy and the priorities agreed by the Surrey Strategic Partnership (SSP), including the Local Area Agreement with central government.

As such the Mole Valley partnership exists to ensure that delivery against the SSP priorities and targets is focused upon the areas of greatest need or where greatest impact can be achieved and to do so in a way that maximises its (and the district council's) value for money.

In relation to each of the SSP five thematic priorities: Safer and Stronger communities; Children and Young people; Economic Development; Health and Well-being; Housing, Infrastructure and Environment, many of their specific priorities and targets are especially relevant to the two geographic areas identified above.

The Mole Valley community planning group's remit is therefore:

- target delivery of interventions that support the SSP themes in Leatherhead Common and LINKS
- identify other specific communities or sectors where targeted delivery against SSP themes is required and plan to meet these specific needs

The Leatherhead Common Partnership

In 2002 amidst rising crime and anti-social behaviour, the relationship between residents and local service providers was quite poor and very little infrastructure was in place for dealing with the problems. At the time, crime and disorder in Leatherhead Common was the highest in the district as was unemployment, benefit dependency, teenage pregnancy, health deprivation, poor education and skills and access to housing and services. It was therefore identified that a partnership approach was the only way to address these issues and improve the area. Through partners in the Community Planning Group it was quickly decided that Leatherhead Common would be the number one priority and a community regeneration plan was developed.

Since the partnership was formed the area has witnessed a dramatic improvement. Crime has fallen considerably and Leatherhead Common is not even in the top three crime and disorder areas for Mole Valley. Residents and service providers have worked hand in hand to build infrastructure and relationships, which has led to a much safer and stronger community.

Our primary aim looking forwards is to build on this success by promoting wider community involvement, active citizenship and self-reliance, and local 'pride of place'. New priorities are now emerging as a result of consultation and evidence generated from data and statistical sources and projects are being developed around these refreshed objectives.

The Links Partnership

Following our success in Leatherhead it became apparent that there was a need for the partnership to focus on a number of distinct communities to the south of Dorking. The Links Partnership (Chart Downs, Goodwyns, Rough Rew and North Holmwood) was established in 2004 and consists of representatives from the local community as well as statutory and voluntary agencies. There are 4 neighbouring communities within a relatively small area. Links was formed so that one partnership could work to support, initiate and deliver community development in the area whilst helping the different communities to work together for the benefit of the whole area.

Priorities for these partnerships

Overall/general satisfaction with local area – NI 5

Older People – NI 141

Health and Well-being – NI 56, NI 141, NI 123, NI 39, NI 112

Community Safety – NI 21

Employment, Education and Skills – NI 117, NI 79, NI 163, NI 164

Obesity Working Group

Health and well-being is a high priority in Mole Valley. Tackling childhood obesity is an objective for a number of services locally, hence we have established a multi-sector Obesity Working Group has been established and an action plan agreed. Actions contained within the plan such as supporting the MEND programme which identifies 'at risk' children and offers a 12 week healthy living programme, cook and eat sessions and increased physical activity through Leisure Services aim to make a positive contribution in reducing childhood obesity. (NI 56)

Tackling Fuel Poverty

Our focus on addressing fuel poverty is primarily centred on raising awareness of the support people affected can receive from a number of agencies including the Government's Warm Front scheme and Social Tariffs. This work is inextricably linked to the overarching sustainability agenda and energy conservation.

Building Relationships with Business

Increasing business involvement in community planning is a general aim of the partnership. Overlapping issues and priorities have been identified through new channels of communication and engagement. Economic development, safeguarding jobs and increasing skills is a key objective in Mole Valley and we hope to enhance this relationship in the future, again particularly in the areas targeted above.

Transport

We are supporting the development of EASIT (formally the East Area of Surrey Initiative for Transport). This is including improving links with a diverse range of businesses and promoting a number of initiatives including a car sharing scheme, bus and rail discounts, cycling to work and green travel plans. We are currently supporting the expansion of EASIT into Leatherhead. Through the East Surrey Rural Transport Partnership Buses 4U has been introduced and continually developed as a demand responsive service which runs across the east and north west of the district.

For further information

We are a thriving and very inclusive partnership working at many different levels, the meetings we hold are often the tip of the iceberg. For more information on the work we are doing please visit www.mvlsp.co.uk.

Overview of Reigate & Banstead

Reigate & Banstead is a busy and thriving borough. Our location, with the Surrey Hills Area of Outstanding Natural Beauty crossing our borough, an abundance of heritage and excellent transport links to London and the south coast make the borough a popular place to live, work and visit. Our location has brought challenges and opportunities for the borough. Our close transport links to the M25, M23 and Gatwick Airport along with travel to work patterns have led to increased traffic congestion. Our proximity to Gatwick Airport has also raised air quality issues. Our location has contributed to the creation of a strong and thriving economy coupled with strong pressure for development. Our communities have high expectations of services and of their quality of life now and in the future. The borough is a relatively affluent area with low crime rates and very low levels of unemployment. However, the borough does contain some of the most deprived areas in Surrey and we know that it is more difficult for people living in these areas to realise their potential and this impacts on the community as a whole.

Working with county partners on our priorities

Your Environment

- Green Spaces Are Your Places – encouraging us all to use, enjoy and protect the borough’s countryside, open spaces and parks (Priority H)
- Waste not Want Not – Everyone is recycling and managing waste to reduce the need for landfill sites and improve our borough (Priority G, NI 192)
- Getting Around, Options Abound – making it easier and safer for everyone to travel around the borough (Priority H)
- An Environment for the Future – leading more sustainable lifestyles to future proof our borough (Priority G, NI 186)

Vibrant Communities

- Safe and Sound – continuing to make the borough a safe place to live in, work in and visit (Priority I, NI 21, NI 30, NI 32, NI 36)
- Learning for Life – promoting learning opportunities to improve our lives (Priority E, NI 163, NI 164, NI 171)
- Zest for Life – everyone has the opportunity to enjoy healthy and active lifestyles (Priority A, Priority C, Priority D, NI 56, NI 79, NI 112, NI 117, NI 39, NI 123)
- It’s Your Community – everyone working together to create strong and inclusive communities (Priority A, Priority J, NI 111)

Neighbourhoods for the Future

- Realising our Potential – Improving Redhill, Horley, Preston and Merstham to meet the current and future needs of local people (Priority H)

- Home Time – working to develop homes to suit the changing needs of the borough population (Priority H, NI 154, NI 155)
- At the Heart of the Community – ensuring that services and facilities respond to the needs of the local neighbourhood (Priority J, NI 7)

The Right Service in the Right Places

- Future Proofing our Services – ensuring our services are well planned and responsive enough to stand the test of time (Priority B, Priority D, Priority H, Priority J NI 4, NI 5, NI 141, NI 125, NI 130, NI 145, NI 169, NI 65)
- Accessible Services – improving access for service users (Priority D, NI 135)
- Stay Informed – helping everyone to make informed decisions about services

Working with county partners in local places

Realising our Potential – improving Redhill, Horley, Preston and Merstham to meet the current and future needs of local people:

- revitalise Redhill Town Centre through the development of key sites and improved transport links, which encompass new public spaces, and integrated housing, leisure and shopping facilities
- regenerate Horley Town Centre through high quality residential, commercial and community developments to secure its future viability and vitality
- work in partnership and engage local people to change the social and physical environment of Preston to improve their quality of life
- join up public and voluntary sector services in Merstham through the creation of new community facilities that improve local opportunities
- maximise opportunities arising from the New Growth Points projects to make improvements to transport networks, energy supplies, and water efficiency to support regeneration priority areas

Overview of Runnymede

Runnymede is an attractive location in which to live, visit and work.

Over three quarters of Runnymede lies within the Metropolitan Green Belt. Consequently, development restrictions and demand for housing mean the availability of affordable housing to meet local needs remains a key issue in the borough. House prices are, on average, above those for the south east, and similar to London.

Watercourses and lakes are a key component of the character of the borough. The River Thames forms the northern and eastern boundary, and the rivers Wey and Bourne run through the Addlestone and Chertsey areas of the borough. As a result, much of the eastern side of the borough is subject to flood risk.

Tourism is an important part of the local economy; attractions include Thorpe Park, Wentworth Golf Club, and Savill Garden. Runnymede has a rich architectural, historical and environmental heritage, with a number of historically significant sites, Grade 1 listed buildings, and internationally important nature conservation sites; highlights include the Magna Carta memorial, Royal Holloway, University of London, and Windsor Great Park.

The borough has excellent road and rail connections to the capital, Heathrow Airport and with the wider south east region – Runnymede is only 20 miles from central London and is located at the junction of the M25 and M3 motorways. The borough has a strong local economic base with many commercial enterprises in the town centres, industrial estates and business parks. Runnymede has the highest net inflow into the borough of all the Surrey districts - 4,770 workers on a daily basis. Identifying solutions to traffic congestion is therefore a key aim in Runnymede.

Working with county partners on our priorities

Healthier and Safer Communities:

- maintaining clean and safe streets (Priority I, NI 21)
- increasing access to health and social support facilities (NI 56, Priority C, NI 123, NI 39, Priority D)
- supporting vulnerable people (Priority A, Priority D)
- promoting sports and leisure facilities (Priority C)
- supporting communities (Priority J, NI 6, NI 7)

Prosperous Communities:

- increasing access to decent housing (Priority F, Priority H, NI 155)
- identifying and implementing solutions to traffic congestion (Priority G, NI 186)
- supporting and promoting local businesses (Priority E)
- regenerating town centres (Priority H)
- safeguarding and increasing job prospects (Priority E, Priority F, NI 152, NI 72, NI 79)

- protecting the natural environment (Priority G, Priority H)
- promoting the sustainable use of resources (Priority G, NI 192)

Working with county partners in local places

- Two Wards Project – working in partnership to address social needs in Chertsey St Ann’s and Englefield Green West
- conditional support for Airtrack initiative – improving transport infrastructure in Egham
- co-location in the Runnymede Civic Centre - improving access to services in Addlestone
- developing the Hythe Medical Centre and Adult Services facility in Egham Hythe
- Ottershaw Society Project – improving the appearance of Ottershaw
- Englefield Green Village Plan – enhancing Englefield Green village

Overview of Spelthorne

The borough of Spelthorne lies to the south west of London and is a relatively small borough, just six miles long and two and a half miles wide. It is densely populated and has five main urban areas - Ashford, Shepperton, Staines, Stanwell and Sunbury. Adjacent to the northern boundary is Heathrow Airport whilst the River Thames marks the southern boundary.

Outside the urban areas, the majority of the area is designated as Green Belt. This area includes five major water supply reservoirs and Staines Common, which is a Site of Special Scientific Interest. Risk of flooding is significant.

The population of approximately 92,000 (2006) live in about 39,500 dwellings of which only 12% are social housing. The mix of dwellings and density makes Spelthorne more similar to the adjoining London boroughs than the rest of Surrey. The population is relatively older than average with a projection that it will get older over the next 20 years. The ethnic minority population is 5.7%.

The borough is economically active and is home to the headquarters of several national and international companies. It is adjacent to some major employment centres including Heathrow Airport, which alone employs nearly 5,000 Spelthorne residents. Having said that Spelthorne has the highest unemployment rate in Surrey and there are small pockets of deprivation in the borough in parts of Stanwell, Ashford, Staines and Sunbury Common. The main issues in these areas are low income, unemployment, poor health, poor educational and skills levels and higher levels of crime and disorder.

Recreational facilities include two leisure centres, three golf courses, over 80 parks and open spaces, water sports and Kempton Park racecourse. Staines is the major shopping centre, which has been pedestrianised and significantly modernised. Further developments in the town centre are planned over the next few years.

Working with county partners on our priorities

Spelthorne Together (LSP) has a shared vision - To make Spelthorne a safe, healthy, inclusive, prosperous and sustainable community. The Spelthorne Together Executive has agreed to concentrate on NI4 and Stanwell New Start as its two key priorities over the next 1/2 years. In addition, Spelthorne Together has aligned itself to the five themes within the wider county strategy as follows:

Safer Stronger

Our aim and vision is to build a safer community. Agreed priorities:

- Reduce crime – particularly burglary, misuse of drugs and alcohol, criminal damage, vehicle crime
- Reduce level of antisocial behaviour and re-offending
- Improve confidence and provide greater reassurance

(NI 4, NI 5, NI 7, NI 21, NI 30, NI 32, NI 36, NI 39, NI 111, NI 141)

Children and Young People

Our aim is to involve all young people so that they are engaged and given every opportunity to succeed. Priorities:

- places to go and transport
- safety
- information

(NI 56, NI 65, NI 112)

Health and Well-being

Our aim is to improve health and social care with access to appropriate services for everyone. Priorities:

- Alcohol: Reduce harm to health and anti-social behaviour
- Mental health: Improve knowledge, understanding and access to services with focus on stress, depression, loneliness and isolation

(NI 39, NI 112, NI123, NI 125, NI130, NI135, NI 145, NI 156)

Economic Development

The purpose of the Economic Development Group is to provide a forum in which partners can work together to plan services and programmes and to oversee their delivery.

Partners should address a range of issues that aim to transform the local economy. Priorities:

- Tourism; promoting the Thames and Spelthorne as a whole
- To support young unemployed via provision of opportunities to improve interview skills
- Skills – develop an economic profile of the borough to establish the key needs

(NI 79, NI 117, NI 163, NI 164, NI 171)

Housing, Infrastructure and Environment

Our aim is to make Spelthorne a thriving place where all people feel proud to live, work and play. Priorities:

- Improve overall satisfaction with the area
- Improve streetscene by reducing litter, rubbish, graffiti and flytipping
- Three town centre regeneration schemes over three years

(NI 125, NI 154, NI 155, NI 169 NI 186, NI 192)

Working with county partners in local places

Partners are working closely together on a number of 'place' initiatives including Stanwell New Start (major regeneration scheme), Stanwell Moor and four key shopping areas (Staines, Ashford, Shepperton and Sunbury Cross).

Overview of Surrey Heath

The borough of Surrey Heath covers an area of 36.5 square miles and lies in the north west of Surrey bordering Hampshire and Berkshire.

In 2008 Surrey Heath had a population of 83,700 living in 34,499 homes surrounded by 4,200 hectares of Green Belt Land. Approximately two thirds of the population of the borough live in its urban part, which comprises one third of the land.

The borough is crossed by two major arterial routes, the M3 and the A30 and is close to both the M25 and Heathrow Airport.

In comparison with other Surrey districts, Surrey Heath has a younger age profile, with the total of those aged 65 or over below the national average.

Around 7% of the population of Surrey Heath are from minority ethnic groups. The main minority group nationalities are broken down broadly into Bangladeshi, Nepalese, Polish, South African, Filipino and Czech.

Currently, the percentage of the economically active disabled people in the borough is 8.19%; and nearly 19% of the population are of retirement age.

The Indices of Multiple Deprivation (IMD) produced by the government's Communities and Local Government department show that Surrey Heath is one of the least deprived areas in the country. However, the same report also shows that three of the borough's wards; Old Dean, Watchetts and St. Michael's are relatively deprived areas with a higher number of residents in receipt of state benefits when compared to the rest of Surrey Heath.

In terms of education, the percentage of pupils gaining five or more A*-C grades at GCSE level by Surrey Heath ward in 2007 was 69%, which compares favourably with the England average of 58%. Again though, there is concern as the Old Dean figure is only 21%, the lowest in the county.

Life expectancy in Surrey Heath is above the England average and is increasing for both males and females. Areas for concern in terms of health are that approximately one in five adults in the borough are obese; Surrey Heath was rated third in the country for hazardous drinking; one in seven binge drink and there has been a relatively large increase in teenage pregnancy rates in recent years.

The borough is home to large multinational companies as well as a range of medium size and small businesses. Major employment areas are financial services, distribution, catering and public administration.

As well as being a good place to live and work Surrey Heath is a great place to play. The borough has several areas of open space and parkland as well as thriving leisure centres. And as of November 2008 a newly opened nine screen cinema and bowling complex completes a positive leisure picture for the area.

Challenges for the future

Surrey Heath may be a relatively small place in a big world but the priorities for us in the future are the same as anywhere else: how to deal with changes to the earth's climate; the challenges of coping with an ageing population; skills shortages and making sure we have the right people with the right knowledge to do the jobs we need done; the increasing congestion on our roads making it ever more difficult to get around; helping people to feel safe in their homes and on our streets, and putting in place measures to ensure that what we need to sustain ourselves today does not adversely affect our children's chances of sustaining their tomorrow.

Closer to home the issues loom large too. The global 'credit crunch' is having, and will continue to have, an effect on the people who live and work in Surrey Heath; the stranglehold imposed by the Special Protection Areas has meant that we are currently unable to deliver the homes our people need with the knock on effect on our economy which would feed and supply them. These are very real issues which affect our here and now and left unresolved they will linger on to stain our future.

The Surrey Heath Partnership has a key role in helping the borough rise to the challenges of the future. Our Partnership will deliver change where we can influence directly or by working with others to achieve our aims, and where we need to we will form a collective voice to lobby the policy makers on behalf of the people of Surrey Heath.

Our Sustainable Community Strategy will be ever changing and constantly reviewed to keep it relevant. This is a long-term strategy and there will undoubtedly be significant changes and challenges along the way as we look to deliver it. It is not possible to set out a project or projects that will be delivered by the end of the strategy, rather the long term delivery actions will be the Partnership's abiding principles. These will be the same at the end of the period as they are on day one: that is to sustain Surrey Heath as a good place to live, learn, work and play.

A Sustainable Community Strategy for the County

In addition to working to support our own Sustainable Community Strategy the Partnership, largely through the borough council with input where needed from other partners, is supporting the Surrey Sustainable Community Strategy. This strategy containing actions for the county as a whole has been produced by the Surrey Strategic Partnership who are made up of representatives of each of the eleven boroughs and districts, other partners such as voluntary and faith sector, business, health and police, plus the county council.

The wider county strategy is built around five themes which government uses to represent the breadth of responsibilities and contributions. The five themes are:

- Children and Young People
- Health and Well-being
- Housing, Infrastructure and Environment
- Safer and Stronger Communities
- Economic Development

Summary of Local Priorities and Delivery

To ensure greater symmetry with the wider Sustainable Community Strategy the Surrey Heath Sustainable Community Strategy has adopted the themes above to form the framework of our strategy.

Where relevant will look to support and deliver the targets of the countywide plan.

Overview of Tandridge

Tandridge is the most easterly of the eleven districts in Surrey. With an area of 250 km² and just under 80,000 people, it has the lowest population density in the county. Although Tandridge is predominantly rural (over 90% is in the Green Belt) the most built up areas are Caterham; Warlingham/Whyteleafe and Oxted/Hurst Green.

LSP Partners

The Tandridge Local Strategic Partnership (LSP) aims to represent key statutory agencies and community sectors, namely:

Surrey County Council	Tandridge District Council
Parish Councils in Tandridge	Surrey Police
Surrey Fire & Rescue	Surrey Primary Care Trust
Tandridge Leisure Limited	Tandridge Voluntary Service Council
Businesses in Tandridge	

Tandridge Community Strategy

Its vision is for “A community of individuals and organisations committed to working in partnership to provide effective services and enhance the quality of life of all people in the area”. It has prepared a Community Strategy (2006-2011) for the district with an action plan to support the following core themes/activities:

- 1. Safer & Stronger Communities – coordinated by the Tandridge Crime & Disorder Reduction Partnership:**
 - reducing crime
 - tackling anti-social behaviour
 - promoting public reassurance
 - addressing substance misuse
- 2. Accommodating changing lifestyles – coordinated by the Healthy Living sub-group of the LSP**
 - reducing smoking
 - increasing physical activity
 - tackling obesity
 - achieving good mental health
 - enabling older and disabled people to live independently for as long as possible
- 3. Sustainable travel, access and mobility – coordinated by the Transport & Access sub-group of the LSP**
 - tackling traffic congestion by encouraging more sustainable travel options
 - developing safe routes and improved access to community facilities and services
 - addressing parking concerns
 - improving road safety

4. **Caterham Town Centre – coordinated by the ABC (A Better Caterham) Steering Group**

- facilitating the Caterham Healthcheck exercise with a view to securing funding from the South East England Development Agency's Rural Towns Programme

Linking with the Surrey Local Area Agreement (LAA)

While the LSP will continue to focus on these four themes for the duration of the Tandridge Community Strategy, it has recently agreed to facilitate the delivery of the Surrey Local Area Agreement throughout Tandridge. Initially, its action plan will be amended to embrace those LAA performance indicators aimed at dealing with concerns about anti-social behaviour (NI 21); reducing re-offending rates (NI 30); tackling domestic violence (NI 32); enabling independent living (NI 141); reducing alcohol related harm (NI 39); helping people to stop smoking (NI 123); and reducing both childhood obesity (NI 56) and under 18 conception rates (NI 112). This will be addressed by the CDRP and the Healthy Living Group as appropriate.

The LSP Executive will also be willing to support initiatives that contribute to the LAA indicators regarding the percentage of people who feel they can influence decisions in their locality (NI 4); general satisfaction with the local area (NI 5); and enabling a thriving third sector (NI 7).

Examples of current/ongoing partnership working in Tandridge

An **Oxted Voluntary Sector Hub** is being established with the support of the county and district councils and NHS Surrey. Initially, it will house the Oxted CAB and Tandridge Voluntary Service Council. It will be located on the upper floor of the Oxted library which has been empty for some years and will offer much improved working conditions for both organisations. Part of the refurbishment will include the installation of a lift to meet the requirements of the Disability Discrimination Act. Other voluntary organisations will also have the opportunity to use the space in the future. This will result in voluntary sector; library and health services being located in close proximity (the Oxted Health Centre is already next to the library).

The '**A Better Caterham**' (ABC) project, initiated and sponsored by the district and county councils, has engaged the local community in identifying priorities and seeking funding to improve Caterham as part of the South East England Development Agency's (SEEDA) Rural Towns Programme. The process has involved over 70 local volunteers. The ABC group is now in the process of registering as a Community Partnership Company. An ABC website has been created, including details about the various community 'spin offs' associated with the project, such as the Caterham Festival:

Caterham's **Shop Smart Shop Local** campaign launched by Peter Ainsworth MP and co-ordinated by the ABC group/Caterham Business Partnership with the support of the district and county councils. Businesses will be encouraged to join a loyalty scheme with the objective of capturing additional custom. The initial target is for 20 or more shops, services and businesses to register.

The **IMPACT Programme** to deter young people from anti-social behaviour and encourage them back into education or alternative vocational training. Referrals are made by partners involved in the monthly Community Incident Action Groups, which is the main forum for addressing and resolving incidents of anti-social behaviour. The Programme is managed by the Youth Development Service and funded by the Crime and Disorder Reduction Partnership.

Overview of Waverley

Waverley is a large borough in south-west Surrey, with four main centres of population - Cranleigh, Farnham, Godalming and Haslemere and a number of smaller villages. Waverley is a beautiful borough. It is largely rural and over 30% of area is wooded. 80% of the areas of countryside is designated as an Area of Outstanding Natural Beauty and/or Great Landscape Value.

Waverley has the highest percentage of the over 65 population in Surrey, and nearly one in ten of the population are estimated to be over 75. Access to services can be a major issue in Waverley. Transport links are good to London, but not necessarily across the borough and some more rural villages are dependent on infrequent bus services or travel by car.

Many people commute out of the borough to places of work such as London. Within Waverley, the majority of businesses employ less than 10 people.

Waverley is a sought-after place to live and records low levels of crime compared with the Surrey average. High house prices and levels of car ownership demonstrate the affluence of the area. But this affluence can mask the areas of deprivation that do exist within the borough.

Working with the county partners on priorities

The Waverley Strategic Partnership (WaSP) is a merged body comprising the Waverley Local Strategic Partnership and the Safer Waverley Partnership. WaSP has agreed to adopt the themes of the Surrey Sustainable Community Strategy, rather than re-writing Waverley's own.

We have developed locally focused action plans, through our sub-groups, to support these priorities at a local level.

Children and Young People

Examples of current and proposed actions include:

- supporting the redevelopment of the 'Bungalow' in Sandy Hill, Farnham and its integration with the Hale Children's Centre

Health and Well-being

Examples of current and proposed actions include:

- developing a sexual health service for young people in Godalming
- joint promotion of key health living messages including targeting smoking levels in the borough and widening awareness of alcohol-related risks.

Economic Development

Examples of current and proposed actions include:

- joint working to address the impacts of the recession and actions on residents and businesses and sharing information to identify areas where partners can work together, for example through the 'Don't lose your home or business' project.
- developing greater transparency around opportunities for local businesses to supply public sector bodies eg publication on-line of opportunities to bid for contracts, ensuring that small businesses are paid on time and giving preference to local firms where appropriate.

Housing, Infrastructure and Environment

Examples of current and proposed actions include:

- engaging all partners in the preparation of the Local Development Framework for Waverley to ensure that it represents a shared vision for the borough in the future, and using this as a vehicle for partners to contribute to the identification and co-ordination of strategic and local infrastructure requirements.

Safer and Stronger Communities

Examples of current and proposed actions include:

- the Safer Waverley Partnership has 5 priorities, each with specific targets and actions:
 - Priority 1 – reducing crime
 - Priority 2 – feeling safe and being safe
 - Priority 3 – tackling anti-social behaviour
 - Priority 4 – addressing substance misuse
 - Priority 5 – improving partnership performance
- Focusing partnership activities in certain neighbourhoods in the borough – particularly Sandy Hill in Farnham, The Chantrys in Farnham and Ockford Ridge/Aaron's Hill and Binscombe in Godalming to support and empower communities

The full Waverley Strategic Partnership action plans to support the themes of the Sustainable Community Strategy locally in Waverley will be available online at: www.waverley.gov.uk/partnership

Overview of Woking

Situated in the heart of Surrey, Woking is a relatively compact borough (6,359 hectares), with the town centre providing the retail and commercial focus.

The borough has seen a steady growth in population over the years and continues to be an attractive place in which to live and work, with excellent rail links to London and close to Heathrow and Gatwick airports and the motorway network. Woking owes much of its growth to the railway, and transport will continue to be a key driver of development, with Woking being identified as one of three future 'transport hubs' in Surrey (South East Development Plan) and is identified as an area of growth.

60% of the borough is green belt land and 473 hectares is designated common land. 91,400 people live in the borough, of which nearly 9% are from a black or Asian minority ethnic or mixed ethnic background, relatively high compared to the rest of Surrey. Some 21% of the population is under 16 years of age, one of the highest proportions in Surrey and some 15% of the population is over the age of 65, one of the lowest proportions in Surrey. The unemployment rate, in January 2009, was 1.7% (1.1% in January 2008), compared to the national rate of 3.4%, south east average of 2.4% and the Surrey average of 1.5%. The economic downturn is impacting, and will continue to, on unemployment, business start-ups, etc and the council is actively pursuing plans and investment opportunities to mitigate the effects. At present there are no indications that the impact in Woking is much different to the rest of the county.

There are 39,900 homes in the borough. Woking has an average of 1.4 cars per household, higher than the national average but in line with the Surrey average. The borough has 292 kilometres (181 miles) of roads.

The borough is relatively prosperous but, in common with other parts of Surrey, has pockets of deprivation and disadvantage.

The work and priorities of the borough council, together with its partners, are guided by the Community Strategy for Woking, which was originally developed in 2002. The strategy sets out the longer-term vision for the borough under six broad themes, describing the kind of place people said they wanted their community to be, and identifying priorities for action. The main aims for Woking are to:

- create a strong community spirit with a clear sense of belonging and responsibility to promote a clean, healthy and safe environment
- have a transport system that is accessible and has good links, recognising Woking's potential as a transport 'hub'
- give local people and key workers access to good quality and affordable housing
- have a community which values personal health and well-being
- provide opportunities and encourage people to participate in learning throughout their lives, so they progress and reach their full potential

To achieve the aims of the Community Strategy (and develop a new one to align with the Surrey Sustainable Community Strategy), address future challenges and opportunities and improve outcomes for residents, local service providers and organisations are working together. In 2008, collaboration was further strengthened through the creation of The Woking Partnership, which brought together the Local Strategic Partnership and the Safer Woking Partnership (the Crime and Disorder Reduction Partnership) into a single overarching strategic partnership to address local issues.

Working with county partners on our priorities

The borough council and partner organisations, through the Woking Partnership, are committed to working with the Surrey Strategic Partnership (SSP) to contribute to all the identified priorities in the Surrey Sustainable Community Strategy.

- A. improve learning, health and employment outcomes for children and young people, particularly the vulnerable and disadvantaged
- B. improve the safeguarding of Surrey's most vulnerable children and young people
- C. promote healthy lifestyles, particularly targeting groups and communities at most risk
- D. support more vulnerable people to live independently and have greater choice and control over their health and support arrangements
- E. improve the global competitiveness of Surrey's economy through sustainable growth, underpinned by appropriate infrastructure
- F. make Surrey's economy more inclusive
- G. help people in Surrey to achieve more sustainable lifestyles
- H. achieve better standards of development to deliver more social, environmental, and economically sustainable benefits
- I. improve public confidence in the ability of public services to keep Surrey safe, prepare for emergencies, and reduce crime and anti-social behaviour
- J. strengthen local communities through targeted public and voluntary sector activity, active citizenship and work to tackle inequalities. Work will focus on delivering the above in identified 'priority community' areas of the borough.