



## **Executive Summary**

The Merstham estate, in the borough of Reigate and Banstead, is one of the most disadvantaged communities in Surrey. It has been identified by the Surrey Strategic Partnership (SSP) as one of its four priority places, which has prompted the development of this Regeneration Plan. This Plan identifies the action we need to take, as key public and voluntary sector service providers, to tackle the problems which exist on the Merstham estate. Its deliverability relies heavily on us working collaboratively in new ways to maximise the benefits for the estate – primarily by making the most of existing funding, but also identifying where additional resources could bring substantial benefits. It asks us all to revisit the priority we give to the Merstham estate and the approach to the services we provide.

### **The Vision**

***Residents of the Merstham estate will benefit from the provision of appropriate and effective services and facilities. The estate will be a cleaner and safer community. Vulnerable people will be helped to lead positive lifestyles, and families will be supported to break the cycle of deprivation. Local people will be empowered to develop their skills, confidence and self-esteem. Public and voluntary service providers will pursue opportunities to deliver shared services to maximise local benefits.***

### **Objectives and Outcomes**

The objectives and outcomes have been grouped under the 5 themes of the Surrey Partnership Plan: Children and Young People; Health and Well Being; Economic Development; Housing, Infrastructure and Environment; and Safer and Stronger Communities. This Regeneration Plan gives particular emphasis to supporting children, young people and young families, in order to break the cycle of deprivation, thereby helping to tackle the estate's problems over the long term. (Section 2 summarises the objectives and outcomes, which are detailed in Section 5. These two sections have been significantly updated during the autumn / winter 2010/11.)

### **Cross-Cutting Initiatives**

We need to recognise the pivotal role of the Merstham Community Development Worker in joining up services and understanding community needs. We also need to recognise the huge potential for the proposed Merstham Community Hub to increase both collaborative working and service usage. We therefore need to provide the financial commitment to build the Merstham Community Hub.

It is critical that all partners engage with their frontline staff, existing / potential service users and the local community as a whole, to make this Regeneration Plan as effective as possible. We need to talk to our frontline staff to gain an in depth grass roots understanding of what does and does not currently work well, and how agencies should work together differently to increase their effectiveness. We need to work together to develop a shared view of the most vulnerable residents, to maximise the effectiveness of interventions with those individuals. We need to talk to existing service users, and try to reach local residents who do not currently engage with public or voluntary sector agencies but do have support needs. We need to review our existing expenditure on the estate, and work together to make our money do more.

### **Action Plan and Next Steps**

Section 4 summarises what needs to happen and the key issues which must be addressed. The detailed action plan can be found at Section 5. Key strategic decision makers need to consider this Regeneration Plan in order to ensure we allocate sufficient resource and priority to working together to tackle the estate's problems. We will monitor our achievements through the Borough Council's performance management systems.

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## 1.0 Introduction

- 1.1 The Merstham estate (see map on front cover) has been identified by the Surrey Strategic Partnership as one of four priority places in Surrey. It has also been identified by the Reigate and Banstead Partnership as a key priority area within the borough. The estate was built in the 1950s by London County Council, and was transferred to Reigate and Banstead Borough Council in the 1980s. In 2002, Reigate and Banstead Borough Council transferred all of their housing stock to Reigate and Banstead Housing Trust, now known as Raven Housing Trust. The Merstham estate has a population of approximately 4,500 living in approximately 1,900 households.
- 1.2 Members of the Surrey Strategic Partnership Delivery Management Group visited the Merstham estate on 2<sup>nd</sup> September, and discussed the key issues and challenges. As a result, Reigate and Banstead Borough Council agreed to produce this Regeneration Plan in order to identify the action required across agencies to tackle the problems which exist on the Merstham estate.
- 1.3 This Regeneration Plan identifies the issues facing many residents of the Merstham estate. It highlights the need for new approaches to service provision, particularly for the estate's most vulnerable residents, if these residents are to be more effectively supported. It identifies a number of actions which will help to tackle the estate's problems. It also identifies service areas where further discussion is still required across stakeholders, including the local community, to identify service improvements to be pursued.
- 1.4 The Regeneration Plan's deliverability relies heavily on partners working collaboratively, in new ways to maximise the benefits for the estate – primarily by making the most of existing funding, but also in certain circumstances identifying where additional resources could bring more substantial benefit. It provides information to individual partners to improve their organisation's understanding of the issues facing Merstham estate residents, which will in turn enable them to revisit the priority they give to the area and the approach to the services they provide.
- 1.5 The Regeneration Plan has been endorsed by the Reigate and Banstead Partnership. Key partners have signed a statement of intent, committing them to support the delivery of the objectives for the Merstham estate set out in this Regeneration Plan. The Reigate and Banstead Partnership will be responsible for taking the lead in ensuring the action plan is delivered, and will seek support from the Surrey Strategic Partnership as necessary to ensure the outcomes can be delivered.

## 2.0 Vision, objectives and overarching outcomes

- 2.1 ***Vision: Residents of the Merstham estate will benefit from the provision of appropriate and effective services and facilities. The estate will be a cleaner and safer community. Vulnerable people will be helped to lead positive lifestyles, and families will be supported to break the cycle of deprivation. Local people will be empowered to develop their skills, confidence and self-esteem. Public and voluntary service providers will pursue opportunities to deliver shared services to maximise local benefits.***
- 2.2 The objectives and key outcomes for the Merstham estate are set out below. These should be cross-referenced to the detailed action plan (section 5) to gain a sense of the activities being pursued in support of these objectives. Efforts have been made to make the outcomes measurable. The targets in some areas might appear cautious. This reflects the fact that some residents will move away from the estate when their life chances improve, resulting in some new more vulnerable residents moving onto the estate. This

residential churn will limit the upper targets which can realistically be aimed for in this Regeneration Plan.

### 2.2.1 Children and Young People

Objectives	Baselines	Outcomes
To increase the life chances of young people and families, in particular vulnerable young people and families	19 16-18 year olds in Merstham ward are NEET, the highest rate in south east Surrey (Dec 09) (NI117)  2009: 23 out of 52 (44%) year 11 pupils living on the Merstham estate achieved 5+ A*-Cs in their GCSEs. (Borough average 64.6%, Surrey average 71.9%) (Source: SCC)	Reduce the number of NEETs in Merstham ward to no more than the average for south east Surrey by 2015  Increase the % of year 11 pupils living on the Merstham estate achieved 5+ A*-Cs in their GCSEs (Target to be set in consultation with the Warwick School by April 2011.)
To reduce childhood obesity and encourage healthy lifestyles		Surrey target: To have no more than a 13.8% prevalence of childhood obesity in year 6 children by academic year 2010/11. (NB: Potential to identify Merstham data without breaching confidentiality is being explored.)
To increase educational attainment and employability of young people	19 16-18 year olds in Merstham ward are NEET, the highest rate in south east Surrey (Dec 09) (NI117)  2009: 18 out of 52 (35%) yr 11 pupils living on the Merstham estate achieved 5+ A*-Cs, including English and Maths in their GCSEs. (Borough average 52.8%, Surrey average 58.8%)	Reduce the number of NEETs in Merstham ward to no more than the average for south east Surrey by 2015  Increase the % of year 11 pupils living on the Merstham estate achieved 5+ A*-Cs including English and Maths in their GCSEs. (Target to be set in consultation with the Warwick School by April 2011.)

### 2.2.2 Health and Well Being

Objectives	Baselines	Outcomes
To improve the health of Merstham estate residents	Standard Mortality Ratio of 146, suggesting 46% more people from Merstham die earlier than would be expected given the age and gender profile of this population (Merstham Health Needs Assessment 2010)  Males in Merstham have a lower healthy life expectancy of 67.2 years than females (at 72.6 years) and could live up to 6 years with ill health (Merstham	Improve the Standard Mortality Ratio by 1% per year  Improve the healthy life expectancy, particularly in males, by 2020

	Health Needs Assessment 2010)	
To improve the mental health and well being of residents of the Merstham estate	Mental health indicator for superoutput area LS08A (1.39) is the highest in Surrey and higher than the England average: IMD 2007)	Reduce the mental health indicator towards the Surrey average by [date]
To support vulnerable residents of the Merstham estate, including older adult residents	Suitable data currently being identified	To be determined once baseline data identified

### 2.2.3 Economic Development

Objectives	Baselines	Outcomes
To increase skills, aspirations, employability and entrepreneurialism of Merstham estate residents	<p>% of population which does not remain in education or training post-16: 42.9% Re008A, 33.3% Re008C, 14.3% Re008B. (Borough average unavailable.) (IMD2007)</p> <p>% of adults aged 25-54 with low or no qualifications: 50% Re008A, 47.3% Re008C. (IMD 2007) (Borough average 32% (2001 census))</p>	<p>Reduce the gap between the % of the population of Re008A which does not remain in education or training post-16 and the % for Re008B by 20% by 2015 (and the gap between Re008C and Re008B by 15% by 2015).</p> <p>Reduce the gap between the % of adults aged 25-54 with low or no qualifications in Re008A and Re008C and the Borough average by 20% and 15% respectively by 2015</p>
To reduce unemployment and benefits dependency	<p>22.4% of the working age population in superoutput area Re008A are claiming key benefits, compared to 6.3% for Surrey, and 12.7% for England. (October 2008 – September 2009)</p> <p>% of population aged 18-64 (males) and 18-59 (females) claiming job seekers allowance: 3.0% in Re008A, 1.7% in 008C and 0.8% borough average (IMD2007)</p>	<p>Reduce the gap between the % of the working age population of Re008A claiming key benefits and the England average by 25% by 2015</p> <p>Reduce the gap between the % of the population aged 18-64 (males) and 18-59 (females) claiming job seekers allowance in Re008A by 20% and in Re008C by 10% compared to the borough average.</p>

## 2.2.4 Housing, Infrastructure and Environment

Objectives	Baselines	Outcomes
To improve public and commercial facilities	73.3% of survey respondents use the Portland Drive shopping parade. (Merstham Estate Local Centre In Centre Shopping Survey, June – July 2010)	Increase local residents' usage of / satisfaction with commercial and public facilities in the Portland Drive area by 2015
To improve the public realm in the Portland Drive area	60% of Merstham ward residents are very or fairly satisfied with their local area as a place to live, compared to a borough average of 81%. This is the lowest satisfaction rate across the borough. (Place survey 2008)	Increase satisfaction of Merstham ward residents with their local area as a place to live to at least 70% by 2015
To improve the quality of housing	82% of Merstham ward residents are satisfied with their home as a place to live, compared to a borough average of 90%. (Place survey 2008)	Increase satisfaction of Merstham ward residents with their home as a place to live to at least 85% by 2015

## 2.2.5 Safer and Stronger Communities

Objectives	Baselines	Outcomes
To reduce anti-social behaviour, crime and fear of crime and increase residents' feelings of influence and satisfaction with their local area	<p>Between April 2008 and March 2009, the Merstham Safer Neighbourhood Team area recorded:</p> <ul style="list-style-type: none"> <li>• 73 ASB incidents per 1000 head of population, compared to a borough average of 56 per 1000 population.</li> <li>• 69.08 total crime incidents per 1000 head of population, compared to a borough average of 62.15 per 1000 population.</li> </ul> <p>60% of Merstham ward residents are very or fairly satisfied with their local area as a place to live, compared to a borough average of 81%. This is the lowest satisfaction rate across the borough. (Place survey 2008)</p>	<p>Reduce the anti-social behaviour rate per 1000 to within 20% of the borough average by 2015<sup>1</sup></p> <p>Reduce the number of recorded crime incidents per 1000 population to within 10% of the borough average by 2015.</p> <p>Increase the % of Merstham ward respondents who are very or fairly satisfied with their local area as a place to live to at least 67% by 2015.</p>

<sup>1</sup> Surrey Police has advised that the reporting of anti-social behaviour will go up when the community has more confidence. This therefore makes the anti-social behaviour target particularly challenging.

<b>Objectives</b>	<b>Baselines</b>	<b>Outcomes</b>
To reduce domestic abuse and increase awareness of domestic abuse and the need to report	2009: Number of domestic crimes and incidents per 1000 head of population: 11.7 Merstham Safer Neighbourhood Team, compared to a borough average of 5.3.	Reduce the rate per 1000 of recorded domestic abuse in the Merstham Safer Neighbourhood Team towards the Surrey average by 2015
To develop a stronger community	50% of Merstham ward residents feel they belong to their immediate neighbourhood, compared to a borough average of 58% (Place Survey 2008)  60% of Merstham ward respondents were very or fairly satisfied with their local area as a place to live, compared to a borough average of 81%. This was the lowest satisfaction of any ward in the borough (Place Survey, 2008)	Increase the % of Merstham ward residents who feel they belong to their immediate neighbourhood to at least 52% by 2015.  Increase the % of Merstham ward respondents who are very or fairly satisfied with their local area as a place to live to at least 67% by 2015.

### **3.0 Background and context**

#### **3.1 Statistical Information**

3.1.1 The following summarises key statistical information which demonstrates some of the issues facing the Merstham estate. It is drawn from the 'heat maps'<sup>2</sup> (using superoutput area Re 08A which relates to the core of the Merstham estate) and the Joint Strategic Needs Assessment which the Surrey Strategic Partnership used to inform their identification of the priority places in Surrey. This information is detailed at Appendix 1. This section has not been updated since April 2010, therefore in a few instances more recent data will be being used in the baseline information contained in section 2.2 above.

##### **Children and Young People**

- High secondary school absences – 22% (20 pupils) (*NI 87 - ONS, 2006/07*)
- High under 18 year old conception rate – Merstham ward: 38.9 per 1,000 15-17 year old females (22.5 per 1,000 in Surrey) (*NI112 – Teenage Pregnancy Unit, 2005-2007*)

##### **Health and Well Being**

- A high proportion of the population is elderly or vulnerable – 9% of the population is over 80 years old (*February 2008 snapshot, Surrey CC*)
- Merstham ward is within the highest 5% of wards in Surrey for premature deaths (*NHS Surrey*)
- Estimated smoking rate high - 24% (*Experian Mosaic / ONS, 2007*)
- The Merstham estate has a higher level of mental ill health than any other super output area in Surrey – Merstham scores 1.39. (A score above 0 indicates that more mental health problems are evident compared to the expected figure given the age / sex distribution in the area.) (*Index of Multiple Deprivation, 2007*)

##### **Economic Development**

- 20% on key benefits (5% in Surrey) (*ONS, Spring 2009*)

<sup>2</sup> The heat maps are due to be refreshed biannually by Surrey County Council.

- 3.4% of the working age population of Merstham ward claiming Job Seekers Allowance (Compared to a borough rate of 2.4%) (*NOMIS, February 2010*)
- 55% with low or no qualifications (*Index of Multiple Deprivation, 2007*)
- 40% do not stay at school post age 16 (*Index of Multiple Deprivation, 2007*)

### **Housing Infrastructure and Environment**

- Poor quality roads
- Poor quality shops
- 44% of households do not have a car (14% in Surrey) (*2001 census*)
- 67% of households are owner occupied, compared to a borough average 78.8% (*2001 census*)

### **Safer and Stronger Communities**

- Highest 2% of localities for recorded domestic abuse – 44 per 1000 (10 per 1000 in Surrey) (*Surrey Police, January – December 2008*)
- High levels of anti-social behaviour – 122 per 1,000 (57 per 1,000 in Surrey) (*Surrey Police, July – December 2008*)
- High crime levels – 119.5 recorded incidents per 1000 population (*2008*)

3.1.2 The Reigate and Banstead Partnership and the Surrey Strategic Partnership will monitor this statistical information, as one method of assessing the impact of the implementation of this Regeneration Plan on the Merstham estate.

## **3.2 The drivers of disadvantage**

3.2.1 A proportion of residents of the Merstham estate are socially excluded as a result of having complex support needs and / or living in poverty. However, there is a substantial proportion of Merstham estate residents who are not socially excluded (many of whom are owner occupiers in full time employment) but nonetheless live in a lower quality physical environment than residents who live in more affluent parts of the borough.

3.2.2 The drivers of the problems faced by the Merstham estate are no different to any other area described as disadvantaged. They span income, employment, mental and physical health, education, skills, barriers to housing, access to services, the condition of the living environment and crime. The consequence of the estate's problems is potentially exacerbated by its proximity to more affluent areas – making it very clear to those Merstham estate residents who live in poverty what they do not have.

## **3.3 Community engagement**

3.3.1 Effective community engagement is key to maximising the positive impact of this Regeneration Plan on the Merstham estate. Partners need to ensure that:

- Service providers have a clear and accurate understanding of local people's priorities to maximise the effectiveness of local service provision.
- More of the most vulnerable local residents are encouraged to engage with local public and voluntary sector service opportunities.
- Local people are aware of the opportunities resulting from the estate's Priority Place status.

3.3.2 Extensive engagement has taken place on the estate in the last ten years. Local service providers are acutely aware of the need to ensure that local people believe that their views are heard and result in service improvements. Partners need to be cautious to avoid consultation fatigue and/ or prematurely raising expectations, in particular around the physical regeneration plans for the core of the estate.

3.3.3 Therefore, the timing of large scale community engagement centred on the physical regeneration plans, but also raising awareness of this Regeneration Plan, cannot be

confirmed until all partners' commitment to the proposed community hub is secure and until the planning framework which will inform the proposed physical regeneration of the core of the estate has been prepared in draft. (More information on these projects can be found in paragraphs 4.7.3.1 and 4.7.3.2) Nevertheless, partners are working collaboratively, including with frontline staff on the Merstham estate, to ensure that the community is effectively engaged in the regeneration plans.

3.3.4 The following summarises key engagement over the past ten years:

- 3.3.4.1 A Neighbourhood Panel provides the main route for residents to have their say on public services. The Neighbourhood Panel was originally set up by Surrey Police as part of neighbourhood policing, but has been expanded enabling a wider range of issues and concerns to be discussed and addressed. There is still scope to broaden the range of service providers which engage with local people through the Neighbourhood Panel. The Merstham estate does have a residents association, although it has not met for some time.
- 3.3.4.2 Some local people play an active part in supporting their community, through involvement in projects such as Community Speedwatch and Merstham Neighbours.
- 3.3.4.3 In 1999, a Planning for Real exercise was undertaken. It was commissioned through a partnership including Surrey County Council, East Surrey Health Authority and Reigate and Banstead Borough Council. Approximately 275 Merstham estate residents were involved over half of whom were under 16 years old. The exercise enabled Merstham estate residents of all ages to put forward their ideas and suggestions on how the area could be improved for the benefit of the whole community.
- 3.3.4.4 A comprehensive options study focusing on the physical environment of the estate was undertaken by First Call consultants in 2002.
- 3.3.4.5 Community consultation was undertaken in 2003/04 by Raven Housing Trust (which owns the majority of the social housing on the estate) which explored options for improving the housing stock.
- 3.3.4.6 In 2005 Urban Practitioners undertook a study of community facilities which involved consultation with local service providers and local young people. This was followed by a stall run by Reigate and Banstead Borough Council at the 2006 Merstham Community Festival, which enabled residents to comment on their priorities for the area and encouraged local people to make comments on the draft Merstham Supplementary Planning Document. The Urban Practitioners work led to the development of the Community Hub proposal.

3.3.5 The following table sets out key findings of previous consultations and provides examples of related action which has been taken:

<b>Key consultation finding</b>	<b>Related action</b>
Young people requested a youth shelter.	A youth shelter was installed on Epiphany Green (top end of Portland Drive) in April 2009
There were concerns regarding anti-social behaviour, in particular around Portland Drive.	The new Merstham Joint Action Group (JAG) will improve effectiveness in tackling anti-social behaviour.
Residents like the openness of the estate, but feel that the green environment needs to be	New play area being installed at the north end of the Brook Road open space in 2010, replacing existing facility.

improved.	5 year Surrey Wildlife Trust project underway to improve open spaces on the estate.
Traffic problems have been identified including speeding, poor condition of roads and inadequate pedestrian crossings.	Traffic calming measures installed along Bletchingly Road Malmstone Avenue has been resurfaced.
Drug taking and solvent abuse is a problem.	
More activities are needed for children / young people, especially during school holidays	Summer 2009: Holiday clubs run through the Redhill and Reigate Schools Confederation, as well as various youth forum activities. Plans to increase youth provision on the estate during 2010 will help to address this issue.
Some local people wanted more job information and available childcare.	The opening of the Red Oak Children's Centre in May 2009 will help in this area. The new job club will also help.
Shopping and leisure facilities need to be improved.	
Some local agencies do not currently have enough space for the activities which they wish to run on the Merstham estate.	The opening of the Merstham Community Facility in April 2009 provides a new space from which activities can be run. The proposed Community Hub would fundamentally improve the space available for agencies' activities.

### 3.4 Existing Provision

- 3.4.1 Substantial publicly-funded activities on the Merstham estate pre-date its identification as one of Surrey's Priority Places. Much has already been achieved through these activities, and grass roots partnership working is long established. It is crucial that this good work continues (examples of which can be found in Appendix 2) if the objectives of this Regeneration Plan are to be achieved.

### 4.0 What Needs to Happen - Key Issues and Actions

- 4.1 In order to make a meaningful long term difference to the future of the Merstham estate, service providers need to make a long term commitment– at least 15 years. To demonstrate this commitment, key partners in the Reigate and Banstead Partnership and the Surrey Strategic Partnership have signed a Statement of Intent (Appendix 3), which clearly states the commitments required of partners to support improvements to the Merstham estate.
- 4.2 In order to maximise the effectiveness of the Priority Place Initiative, it is essential that all partners work collaboratively: (i) to ensure the appropriateness and effectiveness of existing and newly emerging provision, and (ii) to determine what new initiatives need to be developed to address unmet need. Given the extreme pressures on public and voluntary sector funding for services, service providers are working to identify new ways of working to increase the positive impact of service provision on residents of disadvantaged communities, at little or no net cost increase. The following paragraphs provide an overview of the key issues facing the Merstham estate on a theme by theme basis, and identify both key actions required and areas where further work is needed in order to determine the most effective way forward. The more detailed action plan (against which performance will be managed) is included in section 5 of this document. ***The more detailed action plan (section 5) has been updated during autumn / winter 2010, however the following narrative (sections 4.3 to 4.8) has not been updated.***

### 4.3 Cross-cutting actions

4.3.1 There are a number of cross-cutting actions set out below which service providers need to pursue collaboratively. These will inform and support the work of the five themes.

4.3.1.1 **Improve collaborative working between service providers**, including:

- Greater coordination of the delivery of front line services between organisations, for example - case conferencing, joint employment of frontline staff. The opening of the proposed community hub will fundamentally increase the scope for greater collaborative working.
- Exploring the possibility of targeting some borough-wide / county-wide initiatives at areas of disadvantage such as the Merstham estate
- Promoting networking between staff through fora such as the Merstham Community Action Group

4.3.1.2 **Develop a shared view of the most vulnerable residents of the Merstham estate, or those residents who have the most negative impact on the community.** This will be achieved by developing a matrix to enable these individuals to be identified. It will enable more efficient and effective delivery of interventions across themes.

4.3.1.3 **Provide a long term funding commitment to the Community Development Worker post.** The Community Development Worker is ideally placed to identify opportunities to make a difference, and (by being jointly funded) is in a very strong position to help to improve coordination of partner activities.

4.3.1.4 **Undertake a mini-‘Total Place’ exercise.** This will provide some monetary and staffing assessment of existing provision, although it will be impossible for this piece of work to be totally accurate, given that most services operate across the whole borough or beyond. The exercise will help to inform the Reigate and Banstead Partnership’s, the Surrey Strategic Partnership’s, and individual partners’ decisions regarding future resource allocation to the estate.

4.3.1.5 **Improve the sharing of consultation and intelligence data between partners**, including exploring the possibilities of:

- Creating a shared data hub (potentially using the Priority Places’ ‘Work Together’ extranet).
- Undertaking coordinated / joint consultations where possible to improve resource efficiency and reduce the risk of consultation fatigue. .

### 4.4 Children and Young People

4.4.1 Providing effective support to the Merstham estate’s children, young people and families is crucial to helping to break the cycle of deprivation which occurs in some families. The idea of a cycle of deprivation refers to the transmission of deprivation from one generation to the next through family behaviours, values, and practices. Many service providers believe that if this cycle is to be broken, intervention is required with the children and their families – supporting today’s children (and their parents) to ‘break out’ of deprivation as they grow and become adults. Linked to this is the need to increase the focus on preventative services, rather than services which only intervene after significant problems occur.

4.4.2 The Surrey South East Area Children’s Alliance aims to bring service providers together to break the cycle of deprivation and improve the opportunities for children. It will oversee the delivery of the children and young people’s section of this regeneration plan, by coordinating a long term programme of support and interventions targeted at the most vulnerable local children and focussed on the periods of greatest risk / reward. This will help to tackle issues in line with the five every child matters outcomes: Being Healthy,

Staying Safe, Enjoying and Achieving, Making a Positive Contribution, Achieving Economic Wellbeing.

- 4.4.3 The detailed action plan sets out a number of initiatives identified by individual partners to increase the services and support available to the Merstham estate's children and young people. These will be reviewed by the South East Area Alliance, and may well result in some of these actions being refined in order to maximise their appropriateness and effectiveness. The actions include:
- 4.4.3.1 **Form a local practitioners group to improve understanding of vulnerable young people.** This will facilitate pooling of resources to provide more effective solutions.
  - 4.4.3.2 **Deliver targeted key worker support to vulnerable families.** Family Intervention Fund money has been secured from the Department for Children Schools and Families to support this work during 2010/11.
  - 4.4.3.3 **Increase provision for children and young people, and restart the Merstham Youth Forum.** This will include preventative work with 8-12 year olds, and work with children aged 6+. It will also result in greater local usage of the Oakley Youth Centre.
  - 4.4.3.4 **Target healthy eating and weight management initiatives on the Merstham estate.** These initiatives have previously been pursued on a non-targeted county-wide basis.
  - 4.4.3.5 **Facilitate greater take up of learning opportunities by 16-18 year olds.** Further work is required to determine the most effective way of strengthening links with East Surrey College and of reducing the Merstham estate's high numbers of NEETs.
- 4.4.4 If the cycle of deprivation can be broken, the level of public and voluntary sector expenditure required by local people will reduce over time. Therefore, organisations need to consider the merit in increasing investment now, in order to reduce the dependency of some local people on the public purse in the long term.

## 4.5 Health and Well Being

- 4.5.1 Merstham estate residents are more likely to suffer health problems or die prematurely than the Surrey average. This is in part caused by the estate being home to higher than average numbers of elderly people, smokers, problematic drug users and people with mental health problems. Historically, health and well being services have focussed more on treatment than on prevention. The emphasis needs to shift towards prevention, to improve the quality of life of local people (and to help to reduce budgetary pressures).
- 4.5.2 A number of opportunities are already available to improve the health of Merstham estate residents. The detailed action plan identifies plans to empower local residents to help improve health and well being, and the need for partners to work collaboratively to improve the effectiveness of support to the estate's most vulnerable residents. The actions include:
- 4.5.2.1 **Enhance support to Merstham estate residents with diagnosed mental health issues.** Mental well being is fundamental to a person's quality of life. It is linked to good physical health and many other benefits for individuals and communities.
  - 4.5.2.2 **Work collaboratively to identify and take forward opportunities to improve support to the estate's vulnerable residents.** This will be particularly challenging given the substantial reduction to the Supporting People budget. Partners need to work together to increase grass roots community based support. This could include working with local people to set up peer support groups, and / or expanding existing initiatives such as Merstham Neighbours or the Epiphany Project. Partners also need to consider the

opportunities to improve support that will result from the opening of the Merstham community hub.

**4.5.2.3 Engage with the Drugs and Alcohol Action Team (DAAT).** Collaborative working is required to identify what services the DAAT can provide to problematic drug users and people with alcohol misuse problems on the Merstham estate.

4.5.3 It will be important for links to be made with the SSP's Health and Well Being Partnership Board to ensure the appropriateness of the actions and that their effectiveness can be maximised.

## **4.6 Economic Development**

4.6.1 To increase self-reliance, local people need to be supported in developing their skills, employability and entrepreneurialism. The Merstham estate has higher than average numbers of residents with low or no qualifications. The opening of the Merstham Community Facility on Portland Drive provides a venue for agencies such as the Workers Educational Alliance (WEA) and Family and Community Education (FACE) to deliver courses to reintroduce people to learning. To date these have mainly been non-accredited courses. A broader range of provision has yet to be developed.

4.6.2 There is a need for more targeted work on achievement of Key Stage 4, post 16 progression and reduction of NEETs. The development of the Merstham Community Hub will enable a step change to take place in the learning opportunities that can be delivered within the local community. However, agencies such as colleges, the two local authorities, Connexions and the voluntary sector need to increase their collaborative working to pin point those residents who would benefit from participating in learning, and to identify and seek to remove any barriers to their participation. The Reigate and Banstead Partnership needs to consider how best to encourage local learning providers to prioritise the Merstham estate.

4.6.3 Developing the skills and employability of young people is considered in the Children and Young People's theme. The following actions identify areas of work to support employability and entrepreneurialism which are not focussed on young people:

**4.6.3.1 Ensure the continuity and if possible expansion of learning opportunities.** In the short term, this will involve the Merstham Community Facility. In the medium term, the new community hub will provide a major opportunity to fundamentally expand the supply of local learning opportunities

**4.6.3.2 Facilitate greater take up of learning opportunities at East Surrey College amongst Merstham estate residents.** The Surrey Lifelong Learning Partnership is facilitating this work.

**4.6.3.3 Encourage the development of social enterprises on the Merstham estate.** This initiative needs to be developed with Surrey Community Action.

**4.6.3.4 Set up volunteering opportunities to help develop skills and employment prospects.** Volunteering is a key route to skills development and confidence building – both key to maximising employment opportunities. The scope to develop further local volunteering opportunities has yet to be identified in detail.

**4.6.3.5 Work across partners to develop initiatives which will enhance the economic health of the Merstham estate.** Collaborative working with key partners is required to identify opportunities to enhance the estate's economic health, including potentially social enterprise and mentoring.

**4.6.3.6 Create a job club to support local unemployed people back into work.** This is currently being launched on an 8 month pilot basis.

4.6.4 It will be important to engage with the Surrey Economic Partnership to ensure that opportunities to improve the economic health of the Merstham estate can be maximised.

## **4.7 Housing, Infrastructure and Environment**

4.7.1 There is scope to improve local infrastructure on the Merstham estate. While the estate does benefit from an abundance of green spaces, many of its roads are in poor condition. Local shopping facilities, located at Portland Drive, are poor, with a limited range of available products and a lack of affordable fresh food, although they do provide a thriving social centre. Many of the shops offer services beyond their core services, such as home deliveries, allowing people to take small value items and pay later, and offering a very personal approach that a larger store could not.

4.7.2 The estate does benefit from a GP surgery and a library. It is intended that both facilities will relocate into the new Community Hub, with the vacated sites being redeveloped for housing.

4.7.3 Organisations need to work together to address the area's infrastructure issues and to enable the estate's facilities to be used and benefited from by as many local people as possible. The actions set out in the detailed action plan include:

**4.7.3.1 Create a planning framework for the core of the Merstham estate.** This will provide spatial planning guidance regarding the proposed community hub site, the Iron Horse pub site, the sites vacated by services relocating in to the hub, and Portland Drive shopping parade and flats. The redevelopment of the Iron Horse pub site and the creation of the Community Hub on the adjacent site, provides the opportunity to create a new visual 'entrance' to the Merstham estate.

**4.7.3.2 Build the Merstham Community Hub.** The original proposal was that this would provide new premises for the Moat House Surgery, Merstham Library, Church of the Epiphany, Jellybeans (sessional childcare), the pharmacy, the Borough Council's HelpShop, and local Raven services, as well as a new café, space for training, space for complementary therapies and shared office space facilitating much greater collaborative working. The proposed community hub is a clear example of how public sector partners can use their land holdings to both generate income (capital receipts from sale of land for housing) and provide better public services (colocation of public services enabling joint working). In light of the current pressures on public finances, the components of the hub proposal which can be delivered may vary from the original proposal.

**4.7.3.3 Identify and pursue a new use for the Iron Horse pub site.** The former pub has now been demolished. The preferred future use will be informed by the planning framework.

**4.7.3.4 Improve the quality of housing.** This will be achieved through improvements to existing stock and new housing, for example in Purbeck Close.

4.7.4 It will be important to engage with the SSP's Housing, Infrastructure and Environment Board to ensure that the opportunities for the Merstham estate are maximised.

## **4.8 Safer and Stronger Communities**

4.8.1 Compared to Surrey averages, the Merstham estate experiences higher crime levels. It also suffers from higher levels of anti-social behaviour and the highest rates of recorded domestic abuse in the county. There is an established neighbourhood policing team for

Merstham, with a local base on Portland Drive (which will relocate into the new community hub).

- 4.8.2 Partners in the Reigate and Banstead Crime and Disorder Reduction Partnership already undertake a range of activities on the Merstham estate (see Appendix 2, paras 7.1 – 7.4). As a result of the Priority Place Initiative, partners are recognising that existing intervention thresholds do not provide the correct triggers to allow the most effective interventions to be made. They are therefore working collaboratively to identify ways of overcoming this issue, such as setting up a regular Merstham Joint Action Group and possibly a Merstham Community Incident Action Group.
- 4.8.3 The detailed action plan identifies a substantial number of initiatives now being pursued, which are summarised as follows:
- 4.8.3.1 **Increase the police presence** – Through the deployment of additional dedicated staff
- 4.8.3.2 **Increase coordinated interventions between agencies for the most vulnerable and those who have the most negative community impact.** This will be done by establishing a regular Joint Action Group and by exploring the possibility of establishing a Merstham Community Incident Action Group structure, addressing the problem that many of these individuals would otherwise fall below the threshold for intervention.
- 4.8.3.3 **Develop a coordinated initiative between key agencies to tackle dog faeces** – This is a key concern amongst local residents.
- 4.8.3.4 **Engage local residents and shopkeepers in making the estate safer** – Including through the existing Neighbourhood Panel (set up by Surrey Police), by relaunching Community Speedwatch, by increasing and improving the Neighbourhood Watch network, by introducing an Alert Box scheme in Portland Drive shops, and by establishing a junior wardens scheme.
- 4.8.3.5 **Pilot joint targeted work on the Merstham estate between the East Surrey Domestic Abuse Service and Surrey Police.** This will raise awareness of domestic abuse and encourage friends and family to support victims.
- 4.8.3.6 **Identify and pursue opportunities to engage local residents in shaping local services** – Community engagement and awareness raising during 2010 regarding this Regeneration Plan and the associated planned service changes will be key to ensure service responsiveness.
- 4.8.4 It will be important to link with both the Reigate and Banstead Crime and Disorder Reduction Partnership and the Safer and Stronger Partnership Board to ensure the impact of these and any further interventions are maximised.

## **5.0 Detailed Action Plan**

- 5.1 The following schedules highlight the key interventions required by public and voluntary sector service providers to address the objectives for the Merstham estate, over and above the existing good work being undertaken (summarised in Appendix 2), and over and above universal mainstream service provision. It highlights what needs to happen to improve the quality of life of Merstham estate residents – in terms of both new initiatives and existing initiatives needing greater resource / revised focus to increase impact and effectiveness. It does not identify initiatives being pursued on a borough / county wide basis without any area-based targeting, but which, nonetheless, some Merstham estate residents may benefit from. Initiatives have been grouped by the 5 themes of the Surrey Partnership Plan, as well as a cross-cutting section to capture those actions which straddle all of the themes.

- 5.2 This action plan can never be set in stone as circumstances and opportunities will continue to evolve. This action plan will therefore be periodically refreshed.

## Cross-cutting Actions

Objective	Action	Baseline	Milestones / Outputs	Lead partner / Other partners
To increase the accessibility of and maximise the benefit of existing service provision to Merstham estate residents	Improve collaborative working between service providers through greater operational dialogue across agencies and co-location of staff in the new community hub	2010: Opportunities for networking and collaboration already exist through the Merstham Community Action Group and periodic practitioners workshops. (First workshop held February 2010.). Physical co-location currently limited.	Priorities determined as at end 2010 as improving health / lifestyles and supporting vulnerable people (including by rolling out use of the matrix). Priorities will be kept under regular review	<b>Merstham Community Development Group</b>  All key public and voluntary sector service providers
	Develop a joint partnership matrix which enables agencies to develop a shared view of the most vulnerable residents of the Merstham estate, or those residents who have the most negative impact on the community, to facilitate much greater coordination of (and effectiveness of) interventions with these individuals.	Early 2010: Current coordination of support to such individuals is limited.	Resources secured to enable the matrix's development: End March 2010  Matrix trialled across key partners: Late 2010 / Early 2011	<b>PS Dave Charlesworth, Surrey Police</b>  Pratima Chauhan, Raven HT  Sarah Albert, Surrey County Council  Simon Bland, Reigate and Banstead Borough Council  Members of the Youth Crime Prevention Group (Richard Leary, Surrey County Council)
	Use cases identified through the matrix to undertake a costing exercise to ascertain how much public money is spent on services targeted at the most vulnerable and / or disruptive individuals living on the Merstham estate.	Detailed knowledge does not exist	Costing exercise complete: March 2011	<b>PS Dave Charlesworth, Surrey Police</b>  Simon Bland, RBBC  Sarah Albert, SCC  Director of Public Health, NHS Surrey  Sue Young, Raven Housing Trust

Objective	Action	Baseline	Milestones / Outputs	Lead partner / Other partners
	Provide ongoing support for the Community Development Worker post. The role provides a key multi-agency contact point for local people with public services.	December 2005 – March 2008: Post funded by 5 partners. Since April 2008, funding has only been secured from Reigate and Banstead Council, Raven Housing Trust and the Merstham Millennium Trust.  March 2010: Funding commitments confirmed by RBBC, Raven HT, SCC and the Merstham Millennium Trust for 2010/11.	Funding commitment to Community Development Worker post secured annually in December for following financial year.	<b>Chief Executive, RBBC</b> David McNulty, SCC Jonathan Higgs, Raven HT Graham Williams, Merstham Millennium Trust
	Improve the sharing of consultation and intelligence data between partners, including exploring the creation of a shared data hub and undertaking coordinated / joint consultations where possible	Before Priority Places limited sharing of data, in part due to lack of awareness amongst partners of what data others hold.  Dec 09 survey first 'Tracker' survey conducted and findings shared amongst key public agencies. (Led by Surrey Police)	Second 'Tracker' survey Autumn 2010.  From 2011: Data hub updates to be regular agenda item at Merstham Community Development Group meetings	<b>Justine Chatfield, Simon Bland, RBBC</b> Sarah Albert, SCC NHS Surrey (Name to be confirmed) Pratima Chauhan, Raven HT Inspector Haycock, Surrey Police

## Children and Young People

Objective	Action	Baseline	Milestones / Outputs	Lead partner / Other partners
To increase the life chances of young people and families, in particular vulnerable young people and families	Deliver targeted key worker support to vulnerable families and young people, including training local volunteer mentors	Family intervention Project funding secured for the financial year 2010/11: February 2010	At least six families supported during 2010/11, leading to better life chances for these families.  Availability of continued funding resolved: March 2011	<b>Ian Vinal, Richard Leary, SCC</b> Pratima Chauhan, Raven HT
	Increase the use of and effectiveness of the Common Assessment Framework (CAF) as an assessment tool to maximise the positive interventions and outcomes for children and young people living on the Merstham estate, including by increasing numbers of, awareness of and usage of CAF champions on the estate, and by ensuring that completed CAFs are shared with all relevant professionals to maximise the positive interventions which can be made.	January – September 2010: 10 CAFs completed for Merstham estate children and young people, out of a total of 99 CAFs completed across the borough.  Number of CAF champions supporting professionals working on the Merstham estate: 1 (November 2010)	Increase the cumulative number of CAFs completed for Merstham estate children and young people between October 2010 and July 2011 by 100%  Increase the number of CAF champions supporting professionals working on the Merstham estate to 3 by end 2011.	<b>Sarah Brown, CAF Implementation Manager, SCC</b> Other frontline service providers
	Encourage greater take up of Children's Centre services by the most vulnerable local families, through greater local and online promotion of its services, and by frontline professionals across agencies encouraging vulnerable families to give permission to be contacted by the Children's Centre's outreach worker	November 2010: 103 families with children aged 0-4 living on the estate were using the Children's Centre, out of a total of 187 families with children aged 0-4 who lived on the estate. This equates to 55%.	Increase the % of families using the Children's Centre who live on the Merstham estate to 75% of total users by November 2011	<b>Duane Kirkland, Children's Centre Manager</b> Other frontline staff
	Seek continued funding for the Merstham estate Youth Inclusion Officer (working with young people aged 6+, in particular those most vulnerable)	Youth Inclusion Officer in post: May 2010	Availability of continued funding resolved: March 2011	<b>Angela Ellis, Raven HT</b>  Richard Leary, SCC Youth Development Service

Objective	Action	Baseline	Milestones / Outputs	Lead partner / Other partners
	Increase youth provision on the Merstham estate for 13-19 year olds, increasing use of the Oakley Youth Centre	At the start of 2010, SCC provided one full time / part time youth worker dedicated to Merstham. SCC committed to increasing youth work provision on the estate and from the Oakley Centre.	Summer 2010: Regular and consistent open provision service from Oakley Youth Centre for 13+, resulting in increased volume and take up.	<b>Jeremy Crouch, SCC</b>  Tracey Burrows, Community Development Worker  Tash Scully, Raven HT
	Improve awareness of and take up of provision on the Merstham estate for 8-12 year olds from vulnerable families	Autumn 2010: There is extensive 8-12 year old provision on / adjacent to the estate, although it is not known what % of participants are estate residents.	Spring 2011: Improve promotion of existing provision	<b>Tracey Burrows, Community Development Worker</b>  Gary Best, Schools Confederation Tash Scully, Raven HT Christine Harper, Furzeffield School
	Identify and recruit sufficient young people to restart the Merstham Youth Forum	In February 2010, the Youth Forum was suspended as a result of low membership. Having an active youth forum is a key priority for Merstham.	Merstham Youth Forum relaunched by December 2010. The youth forum will help to increase the self-esteem and sense of identity of its members.	<b>Jeremy Crouch, Richard Leary SCC</b>  Tracey Burrows, Merstham Community Development Worker Tash Scully, Tony Freeman, Raven HT
	Increase the number of summer holiday programmes that specifically target the Merstham estate, and ensure the most vulnerable children are given priority to attend these programmes.	2010: 1 week of summer holiday activities took place at Furzeffield Primary School, attended by 45 children, 39 of whom are pupils at Furzeffield Primary School.	2011: 2 weeks of summer holiday activities to take place at Furzeffield School	<b>Gary Best, Schools Confederation Manager, Reigate, Redhill and Merstham</b>
	Compile an internal directory of activities for young people on the Merstham estate to increase take up of opportunities.	April 2010: No directory currently in place.	Current internal databases to be collated by end of financial year 2010 / 2011.	<b>Richard Leary, SCC</b>  All service providers working with young people
	Develop initiatives at Merstham library to engage families in learning	2010: Playlink run Toy Library from Merstham Library.	30 families participating by December 2011	<b>John Thurlow, Surrey Lifelong Learning Partnership</b>  Fay Parkinson, SCC Libraries

Objective	Action	Baseline	Milestones / Outputs	Lead partner / Other partners
To reduce childhood obesity and encourage healthy lifestyles	Work with key partners to encourage Merstham estate residents to maintain or obtain a healthy weight by eating a healthy diet and increasing physical activity, including promotion of Change4Life and encouraging attendance at schemes such as HENRY (Health, Exercise, Nutrition for the Really Young), Cook and Eat, and Health Walks	<p>2 Merstham estate residents trained as Cook and Eat leaders: End 2010</p> <p>2 HENRY trainers on the Merstham estate by December 2010</p> <p>Number of regular walkers on the Action for Life Merstham Walk (to be confirmed)</p> <p>0 walkers on the pram walks (2010)</p>	<p>Ongoing usage of Cook and Eat and HENRY skills to benefit local residents.</p> <p>10 regular walkers on the Action for Life Merstham Walk (December 2011)</p> <p>6 attendances on the pram walk by December 2011</p>	<p><b>Maggie Simkins, NHS Surrey</b></p> <p>Moat House Surgery</p> <p>Raven Housing Trust</p> <p>RBBC</p> <p>Surrey Police</p> <p>Red Oak Children's Centre</p> <p>SCC</p> <p>Surrey Community Health</p> <p>Surrey Wildlife Trust</p> <p>Other partners working directly with Merstham estate residents</p>
	Work with partners to improve promotion of Healthy Start and to identify eligible families	December 2010: 0 children's drops / vitamins	Improve take up of Healthy Start by 5% by end June 2011	<p><b>Kelly Morris, NHS Surrey</b></p> <p>Moat House Surgery</p> <p>Raven Housing Trust</p> <p>RBBC</p> <p>Surrey Police</p> <p>Red Oak Children's Centre</p> <p>SCC</p> <p>Surrey Community Health</p> <p>Other partners working directly with Merstham estate residents</p>

Objective	Action	Baseline	Milestones / Outputs	Lead partner / Other partners
To increase educational attainment and employability of young people	Encourage the enrolment of local people, in particular 16-18 year olds, in programmes at East Surrey College ("Kickstart" for 16-18 year olds, mainstream courses for older potential learners)	Before Priority Places: No specific targeting of the Merstham estate by East Surrey College	Practical working relationships established: September 2010  Academic year 2010/11: 7 16-18 year old learners from the Merstham estate attending ESC's KickStart Foundation Learning Programme, and 7 19+ learners from the estate attending mainstream courses at ESC.	<b>John Thurlow, Surrey Lifelong Learning Partnership</b>  Alex Gordon, Samantha Holt, Gwen Hurrion, East Surrey College  Tracey Burrows, Merstham Community Development Worker  PCSO Sally Elson, Surrey Police  Tony Freeman, Raven Housing Trust
	Create a sports academy serving the Merstham area for 16-18 year olds.	September 2010: No existing sports academy on the estate	Sports academy established: September 2011	<b>Alex Akrimi, Gwen Hurrion , East Surrey College</b>  Martin Burr, Merstham Football Club  John Thurlow, Surrey Lifelong Learning Partnership  Other Merstham sports clubs
	Work collaboratively across key partners to tackle the high numbers of NEETs	19 16-18 year olds in Merstham ward are NEET (not in education, employment or training) -the highest level in south east Surrey (Dec 2009)	From 2010: Overall downward trend in NEET numbers.  By 2015: NEET numbers in Merstham ward no higher than the south east Surrey average.	<b>Garath Symonds, SCC</b>  RBBC  Raven HT  Surrey Lifelong Learning Partnership

## Health and Well Being

Objective	Action	Baseline	Milestones / Outputs	Lead partner / Other partners
To improve the health and well being of Merstham estate residents	Set up a health trainer champions service in the Merstham estate	<p>2010: 0 health trainers on the estate</p> <p>Multi-agency event held to inform the development of the way forward: October 2010</p>	Train 5 health trainer champions by May 2011	<p><b>Lisa Andrews, NHS Surrey</b></p> <p>RBBC</p> <p>Raven Housing Trust</p> <p>Surrey Lifelong Learning Partnership</p> <p>Merstham Community Action Group</p>
	Train GPs, practice nurses, the Community Development Worker, Raven Housing Trust frontline staff and other willing partners in brief intervention to enable more effective signposting to smoking cessation services. Increase promotion of stop smoking services.	<p>Smoking prevalence: 27%, compared to a Surrey average of 18% (August 2010)</p> <p>July 2009 – June 2010: 108 people accessing services]</p> <p>July 2009 – June 2010: 61 recorded quits</p> <p>August 2010: 4 people working in Merstham trained as Stop Smoking Advisors</p>	<p>Smoking prevalence reduced by 2% annually until in line with the Surrey average of 18%</p> <p>108 people accessing services between July 2011 and June 2012</p> <p>61 recorded quits between July 2011 and June 2012</p> <p>3 extra people trained in brief intervention by June 2012</p>	<p><b>Lisa McNally, NHS Surrey</b></p> <p>Moat House Surgery</p> <p>Raven Housing Trust</p> <p>RBBC</p> <p>Day Lewis Pharmacy</p> <p>Surrey Police</p> <p>Red Oak Children's Centre</p> <p>Any partner that works with local residents</p>
	Improve the range of drug and alcohol services available on the Merstham estate and the number of people accessing them	<p>There is one Respond outreach clinic at the Moat House Surgery. 60% (24 clients) attended for drug abuse. (August 2010)</p> <p>There is currently a restricted service in Merstham for alcohol misuse. Universal access to services is currently in Leatherhead.</p> <p>56 people currently accessing Respond (as at 20 Jan 2011)</p> <p>Number of needle exchange services on the Merstham estate currently unknown</p>	<p>Summer 2011: Ensure alcohol as well as drug services are available in Merstham, by making alcohol a priority for the Reigate and Banstead Community Safety Partnership</p> <p>September 2011: Establish the number of needle exchange services on the estate</p>	<p><b>Jo-Anne Bradford, NHS Surrey</b></p> <p>Moat House Surgery</p> <p>Drug and Alcohol Action Team (DAAT)</p> <p>Reigate and Banstead Voluntary Service</p> <p>Tracey Burrows, Merstham Community Development Worker</p>

Objective	Action	Baseline	Milestones / Outputs	Lead partner / Other partners
	All partners to actively promote Change4Life and encourage stakeholders and residents to sign up to the campaign, by (i) signposting residents to existing initiatives by uploading information to the Change4Life website, and by (ii) encouraging residents to attend schemes such as HENRY, Cook and Eat and Health Walks	<p>Number of local supporters registered to Change4Life: 0 (1<sup>st</sup> Sept 2010)</p> <p>Number of local families registered to Change4Life: 680 (1<sup>st</sup> September 2010)</p>	<p>Number local supporters registered to Change4Life: 10 by April 2013</p> <p>Number of local families registered to Change4Life: 750 by April 2013</p>	<p><b>Victoria Heald, NHS Surrey</b></p> <p>All partners</p>
	Identify and implement improvements to the immunisation call and recall programme	<p>Children (2009/2010)</p> <ul style="list-style-type: none"> <li>• % of 1 yr olds vaccinated- DTaP/IPV/Hib: 89%</li> <li>• % of 2 yr olds vaccinated- 1st MMR: 78%</li> <li>• % of 2 yr olds vaccinated- Hib/MenC: 74%</li> <li>• % of 2 yr olds vaccinated- PCV: 69%</li> <li>• % of 5 yr olds vaccinated- DTaP/IPV: 65%</li> <li>• % of 5 yr olds vaccinated- 1st MMR: 79%</li> <li>• % of 5 yr olds vaccinated- 2nd MMR: 64%</li> </ul> <p>Adults (2009/2010)</p> <ul style="list-style-type: none"> <li>• Seasonal Flu: Over 65s: 59.6%</li> <li>• Pneumococcal: 49.9%. (Surrey average = 67%)</li> </ul>	<p>Meet with Moat House in Feb 2011 to develop an individual action plan based on immunisation strategy objectives</p> <p>Target to achieve 95% uptake in all children's immunisations by end April 2012</p>	<p><b>Tricia Spedding, NHS Surrey</b></p> <p>Moat House Surgery</p> <p>Red Oak Children's Centre</p> <p>Raven Housing Trust</p>
To improve the mental health and well being of residents of the Merstham estate	Improve awareness amongst partners of mental health services available to Merstham residents and how to access them	<p>Mental health indicator 1.39 is the highest in Surrey and higher than the England average (Index of Multiple Deprivation, 2007)</p> <p>2010: Existing services include the Epiphany project and support from the Community Mental Health</p>	<p>Provide a mental health service awareness day for all partners in early 2011.</p> <p>Map existing mental health provision to inform baselines and target setting: Summer 2011</p> <p>Number of mental health services</p>	<p><b>Jo-Anne Bradford, NHS Surrey</b></p> <p>Surrey and Borders NHS Trust</p> <p>Raven HT</p> <p>SCC Adult Social Care</p>

Objective	Action	Baseline	Milestones / Outputs	Lead partner / Other partners
		Team (Total number of mental health services in a one mile radius of Merstham estate to be confirmed. ) Number of partners aware of services (to be confirmed)	in a one mile radius of Merstham estate by April 2013. Number of partners aware and signposting to services.	Moat House Surgery Red Oak Children's Centre Church of the Epiphany Tracey Burrows, Merstham Community Development Worker
	Provide training to encourage partners to execute a mental well-being impact assessment	0 organisations executing a mental well-being impact assessment (Feb 2011)	Number of organisations executing a mental well-being impact assessment by April 2013	Inspector Haycock, Surrey Police East Surrey Resettlement Association
To support vulnerable residents of the Merstham estate, including older adult residents	Promote the services of schemes such as Merstham Neighbours and Raven HT's provision at Portland House which is open to older residents from across the estate.	2010: Merstham Neighbours has about 50 volunteers and 25 clients. Portland House runs a range of services / activities open to its residents and older people in the wider community, including a weekly coffee morning, regular bingo, arts and crafts, and exercise classes.	Raise the profile of and usage of Merstham Neighbours and the services / activities at Portland House	<b>Tracey Burrows, Merstham Community Development Worker</b> Merstham Neighbours Raven Housing Trust Other local partners
	Partners to work to ensure that vulnerable adults and families are protected from harassment and bullying in the community. Partners to formulate a plan to tackle this issue, including prevention in the form of educational sessions.	This issue was identified as part of the Merstham Health Needs Assessment: Autumn 2010	Detailed way forward and lead partner determined: Spring 2011	<b>Merstham Community Development Group</b> Surrey Police Surrey County Council Other local partners

## Economic Development

Objective	Action	Baseline	Milestones / Outputs	Lead partner / Other partners
To increase skills, aspirations employability and entrepreneurialism of Merstham estate residents	Ensure the continuity and if possible expansion of learning opportunities, in particular for new learners, currently through the Merstham Community Facility (MCF) Trust.	<p>Academic year 2008/09: 76 different people completed courses run by the WEA at the Merstham Community Facility (MCF). Academic year 2009/10: 131 different people completed courses run by the WEA at the MCF. Many of these people attended more than one course.</p> <p>% of adults aged 25-54 on the estate with low or no qualifications: 50% Re008A and 47.3% Re008C (Index of Multiple Deprivation, 2007)</p>	Academic year 2010/11: Maintain 2009/10 levels of learner numbers.	<p><b>Tracey Burrows, Merstham Community Development Worker</b></p> <p><b>Jane Waller, WEA</b></p> <p>Cllr Brunt, Merstham Community Facilities Trust</p> <p>RBBC</p> <p>FACE</p> <p>John Thurlow, Surrey Lifelong Learning Partnership</p> <p>Helen Hawkins, Reigate and Banstead CVS</p>
	Develop and deliver family learning provision (e.g. first aid, parenting skills, safety in the home, numeracy / literacy) on the estate, including at the Red Oak Children's Centre	2009/10 WEA ran 2 courses at the Red Oak Children's Centre to support parents in pursuing employment in schools. 13 parents completed the accredited qualification, a number of whom have now accessed jobs in schools.	Number of learners: 20 adults by end December 2011	<p><b>Pauline Guppy, SCC</b></p> <p>John Thurlow, Surrey Lifelong Learning Partnership</p> <p>Jane Waller, WEA</p> <p>Duane Kirkland, Red Oak Children's Centre</p>
	Develop and deliver East Surrey College taster sessions on the estate for NEETs, 19+ and benefits claimants . (Referrals will be made from Next Step, Connexions, Job Centre Plus, Surrey Police, Community Development Worker, and Raven Housing Trust.)	September 2010: No existing East Surrey College provision delivered from venues within the Merstham estate	Number of learners: 20 participants aged 19+, 10 participants who are NEETs by end December 2011	<p><b>John Thurlow, Surrey Lifelong Learning Partnership</b></p> <p>Gwen Hurrion, East Surrey College</p> <p>Martin Burr, Merstham Football Club</p> <p>Merstham Library</p> <p>Merstham Community Facilities Trust</p>
	Encourage the development of social	There are very few existing social	Way forward determined: March	<b>Justine Chatfield / Simon</b>

Objective	Action	Baseline	Milestones / Outputs	Lead partner / Other partners
	enterprises on the Merstham estate	enterprises on the estate. Existing charities rely heavily on public or charitable subsidy.	2011.	<b>Bland, RBBC</b> Tracey Burrows, Merstham Community Development Worker Jean Roberts-Jones, Surrey Community Action
	Deliver Level 1 football coaching at the Warwick School for volunteer dads from the estate	This is a new initiative	10 course commences: February 2011 10 adults complete course: April 2011	<b>John Thurlow, Surrey Lifelong Learning Partnership</b> Martin Burr, Merstham Football Club Warwick School
To reduce unemployment and benefits dependency	Work across partners to develop initiatives which will enhance the economic health of the Merstham estate, within the constraints of the current pressures on public sector resources.	22.4% of the working age population in superoutput area Re008A are claiming key benefits, compared to 6.3% for Surrey, and 12.7% for England. (October 2008 – September 2009)	New initiatives identified: March 2011	<b>Justine Chatfield, RBBC</b> Mark Pearson, Surrey Economic Partnership Other key service providers
	Continue to develop the role of the job club in supporting local unemployed people back into work	22.4% of the working age population in superoutput area Re008A are claiming key benefits, compared to 6.3% for Surrey, and 12.7% for England. (October 2008 – September 2009)	8 volunteers trained to provide support to the Job Club - September 2010 Funding secured for second year of operation: December 2010	<b>Tracey Burrows, Merstham Community Development Worker</b> Cllr Brunt, Merstham Community Facilities Trust Helen Hawkins, Reigate and Banstead CVS

## Housing Infrastructure and Environment

Objective	Action	Baseline	Milestones/ Outputs	Lead partner / Other partners
To improve public and commercial facilities	Create a planning framework for the core of the Merstham estate, to provide spatial planning guidance regarding the proposed community hub site, the Iron Horse pub site, the sites vacated by services relocating into the hub, and Portland Drive shopping parade and flats. An important outcome of the development of the planning framework will be improved long term sustainability of the Portland Drive shopping parade.	A draft Merstham SPD was produced in 2006 but could not be adopted in advance of the Local Development Framework (LDF). Planning policies for the Merstham area will be contained in the Development Management and Site Allocations Development Plan Document after the LDF is adopted.	Draft framework produced: Early 2011 Public exhibition of proposals: Spring 2011 Framework approved by planning committee: Summer 2011	<b>Kathy O'Leary, RBBC</b> Nigel Newman, Raven Housing Trust Sue O'Flynn, Moat House Surgery Rev John Smith, Church of the Epiphany Perry Stock, Surrey County Council
	Create the Merstham Community Hub, to provide modern accessible premises from which public and voluntary services can be delivered, and will enable improved service delivery through co-location and joint working.		Deliverable way forward for the community hub resolved: Spring 2011	<b>Graham Cook, RBBC</b> All hub partners (health partners, SCC, church, voluntary sector, Raven HT)
	Identify and pursue a new use for the Iron Horse pub site	October 2009: Site disused following pub closure	March 2010: Iron Horse pub demolished New development on the site helping to create a new visual 'entrance' to the Merstham estate: 2012/13	<b>Geoff Coe, RBBC</b>

Objective	Action	Baseline	Milestones/ Outputs	Lead partner / Other partners
To improve the public realm in the Portland Drive area	Work collaboratively to transform the physical appearance of the core of the Merstham estate – including the proposed community hub, redevelopment of the Iron Horse pub site and improvements to Portland Drive	Of the 270 respondents to the 2010 Portland Drive In Centre Visitor / Shopper Survey: 21.5% said they would visit the Parade more often if the appearance of the buildings and shops was more attractive, and 18.9% said they would visit more often if the environment was cleaner.	Iron Horse site sold: End 2011  Community hub built and open: 2012	<b>Justine Chatfield / Kathy O’Leary, RBBC</b>  Nigel Newman, Raven HT
To improve the quality of housing	Develop new housing in Purbeck Close  Undertake refurbishment work s to Raven Housing Trust properties on the Merstham estate.	Summer 2010: Planning permission secured.	Existing units in Purbeck Close demolished: Spring 2011  Way forward determined: Summer 2011	<b>Pete Trowbridge, Raven HT</b>

## Safer and Stronger

Objective	Action	Baseline	Milestones/ Outputs	Lead partner / Other partners
To reduce anti-social behaviour, crime and fear of crime, and increase residents' feelings of influence and satisfaction with their local area	Develop a coordinated initiative between key agencies to tackle dog faeces	Neighbourhood Tracker Survey (January 2010): 66% of respondents viewed dog fouling as a very or fairly big problem Baseline count of 5 alleyways around Portland Drive: 41 incidents of dog fouling (19 <sup>th</sup> May 2010)	Reduce the incidence of abandoned dog faeces by 10% by end 2011.  Reduce the perception of dog faeces as an issue amongst residents to no more than 55% by 2015	<b>Debbie Stitt, RBBC</b> PS David Charlesworth, Surrey Police Pratima Chauhan, Raven HT + other key partners through the Merstham JAG
	Recruit volunteers to enable the Community Speedwatch scheme to be relaunched on the Merstham estate	Neighbourhood Tracker Survey (January 2010): 47% of respondents viewed speeding motorists as a very or fairly big problem; 41% of respondents viewed anti-social driving as a very or fairly big problem. Joint Neighbourhood Policing Survey Apr – Jun 2010 Borough average: 44.4% of respondents felt that speeding motorists and anti-social driving were very or fairly big problems.	Drive Smart Community Speedwatch leaflet drop across the estate: By End April 2010  The perception of speeding and anti-social driving as very / fairly big problems should never be more than 5% above the Borough average.	<b>PC Hawkins, Surrey Police</b>
	Increase and improve Neighbourhood Watch network within Merstham Estate	2008: 1 Neighbourhood Watch scheme operational on the estate	June 2010: 2 Neighbourhood Watch schemes operational on the estate  Increase the number of Neighbourhood Watch schemes on the estate by 1 per annum	<b>Inspector Haycock, Surrey Police</b>  Neighbourhood Watch

Objective	Action	Baseline	Milestones/ Outputs	Lead partner / Other partners
To reduce domestic abuse, and increase awareness of domestic abuse and the need to report	Pilot joint targeted work on the Merstham estate by ESDAS and Police with known priority domestic abuse perpetrators and victims/survivors	March 2010: No targeted work or awareness raising campaign yet undertaken. (Pilot week of joint targeted interventions and awareness raising during week commencing 17th May 2010.)	To 2015: Year on year reduction in the Merstham rate towards the borough average.	<b>Michelle, East Surrey Domestic Abuse Services (ESDAS)</b> <b>Jackie Elkins, Surrey Police</b> Lance Freeborn, Surrey Probation Service
	Undertake awareness raising campaign include Police and ESDAS attendance at events, leaflets, and press releases	2009: Number of domestic crimes and incidents per 1000 head of population: 11.7 Merstham Safer Neighbourhood Team, compared to a borough average of 5.3.		
To develop a stronger community	Identify and pursue further opportunities to engage Merstham estate residents in shaping local services / the future of their local community	Place Survey 2008: 16% of Merstham ward residents felt they could influence decisions in their local area, compared to a borough average of 27%.  The Merstham Community Development Worker and the Neighbourhood Panel are key existing resident engagement opportunities.	Increase % of local residents who feel they can influence decisions in their local area to within 20% of the borough average by 2015 (To be measured by Neighbourhood Tracker surveys.)  Consultation undertaken on the draft planning framework: Spring 2011	<b>Simon Bland, RBBC</b> ; Tracey Burrows, Community Development Worker; Sarah Albert, SCC; Inspector Haycock, Surrey Police; Pratima Chauhan, Raven HT
	Work across service providers to produce newsletters for the estate to raise awareness of initiatives and to demonstrate service responsiveness ('You say, We did' format)	Merstham News periodically produced by RBBC with input from other key partners.  Merstham Police newsletter produced bi-annually.  Raven's newsletter (produced quarterly) is not Merstham estate specific.	Produce newsletter once options for the physical regeneration of the core of the estate are clearly determined.	<b>Justine Chatfield, RBBC</b> Simon Bland, RBBC Tracey Burrows, CDW Sarah Albert, SCC Inspector Haycock, Surrey Police Pratima Chauhan, Raven HT Victoria Heald, NHS Surrey

## **6.0 Links**

- 6.1 The Regeneration Plan will be complemented by the Planning Framework for the Merstham Estate (as set out in paragraph 4.7.3.1), which is currently being prepared. In the longer term, there will be a specific Merstham section to the Development Management and Site Allocations Development Plan Document (DMSA DPD), part of the Borough's Local Development Framework. The DMSA DPD will incorporate the Merstham planning framework as well as previous work on the draft Merstham Supplementary Planning Document. The Planning Framework and the DMSA DPD will be key tools to support the implementation of this Regeneration Plan.
- 6.2 The Regeneration Plan will help to achieve outcomes identified in both the Reigate and Banstead Community Plan, the Surrey Sustainable Community Strategy, and Reigate and Banstead Borough Council's Corporate Plan. It will also form part of Reigate and Banstead Borough Council's Regeneration Strategy which is in the process of being produced.
- 6.3 This Regeneration Plan needs to link to the Corporate / Strategic Plans of individual partners.

## **7.0 Governance and Performance Management**

- 7.1 Delivery of this Regeneration Plan is to be overseen by the Reigate and Banstead Partnership. The Surrey Strategic Partnership will support the Reigate and Banstead Partnership by facilitating new approaches to service delivery and ensuring that organisational priorities of individual partners reflect the Merstham estate's priority place status.
- 7.2 Operational responsibility for the successful implementation of the Regeneration Plan will sit with the Reigate and Banstead Partnership's Neighbourhoods for the Future Working Group. The Working Group will link closely with the Merstham Regeneration Board, which in turn will link to the Merstham Community Development Group and the Merstham Community Hub Steering Group.
- 7.3 Once the action plan has been refined and agreed, it will be performance managed and periodically updated by the Neighbourhoods for the Future Working Group of the Reigate and Banstead Partnership.
- 7.4 The governance hierarchy is set out diagrammatically in Appendix 4.