TANDRIDGE Community Strategy 2003 - 2006

Prepared by

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

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TANDRIDGE Community Strategy 2003 - 2006

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1.0 INTRODUCTION

Background and Purpose

1.1 This is the first ‘TANDRIDGE Community Strategy’. It has been prepared in response to the Local Government Act 2000 which requires all local authorities to ensure there is a Community Strategy for their area. It takes effect from June 2003 and covers the three-year period up to 2006.

1.2 Its purpose is to:

- promote the social, economic and environmental well-being of all Tandridge inhabitants
- enhance the quality of life in local communities; and
- contribute to the achievement of sustainable development in the UK.

1.3 The strategy has been prepared by the Tandridge Local Strategic Partnership (LSP) formed by Tandridge District Council and comprising the key partners operating in the area. The strategy includes contributions from public service providers, the voluntary and community sectors, businesses and from residents throughout Tandridge district. The final version of the strategy is subject to ratification by the LSP’s individual partner organisations.

1.4 At the core of the strategy is a series of Action Plans that are designed to address identified priorities in the district. Implementation of the Action Plans will be assessed quarterly against target outcomes designed to improve the quality of life of local inhabitants. The overall strategy will be reviewed and revised at the end of the three-year period.

Policy Context

1.5 The duty to prepare a Community Strategy is central to the ‘Modernisation’ of local government and is linked to wider programmes for the reform of public services. Central government has laid down guidelines on how Community Strategies should be prepared and what they should contain¹. This document draws on the content of this guidance.

1.6 Other complementary national initiatives include changing local political management arrangements; continuously improving the quality of public services; and exploiting the power of ICT to improve the cost-effectiveness of local services.

1.7 These initiatives aim to ensure that the various groups who provide services to the public:

- are better co-ordinated
- are responsive to the needs and concerns of local communities
- deliver services in ways that suit the people who depend on them; and
- take account of the needs of future generations.

1.8 At the Surrey county level a community strategy is being prepared by the Surrey Strategic Partnership. This will focus on those issues that are common to the whole or significant parts of the county and which are best dealt with at county level. This ensures that strategies at county and district levels are complementary, integrated and avoid duplication of effort.

Note ¹ The principle sources are ‘Preparing Community Strategies; Government guidance to local authorities’, DETR December 2000 and ‘Local Strategic Partnerships; Government guidance’, DETR March 2001.
# 2.0 GUIDING PRINCIPLES FOR THE STRATEGY

## Introduction

2.1 Preparing a Community Strategy is a new requirement and involves more comprehensive actions and processes than in previous community planning initiatives. There is likely to be a period of uncertainty and experimentation before the system becomes widely accepted.

2.2 There is also likely to be a need for a culture change amongst those involved in order to make lasting improvements to the co-ordination of service provision. As a result, the LSP has followed a series of guiding principles during development of the strategy including:

### Incremental Approach

2.3 Since developing and implementing the strategy is a complex and demanding task, it will take time for the authorities and organisations involved to develop their own approaches and to make it work satisfactorily. The Tandridge LSP agreed a step-by-step approach (and a short delivery period) for the development of this first strategy as an effective way of promoting early action, while allowing for change as the strategy process develops.

2.4 The decision to have an end point of 2006 for the strategy will align it more with the effective periods of other strategies such as the Community Safety Strategy (to 2005), the Local Development Plan (to 2006) and the Local Cultural Strategy (to 2007).

## Strategy as Lead Document

2.5 The strategy is intended to be the lead document in setting out the local authority's approach to its area. It should identify the key priorities for action in the Tandridge area, with the aspirations expressed in the strategy being delivered through a variety on means and by a variety of partners.

2.6 It follows that it should act as an overarching framework for other plans and strategies and should inform and influence the policies of other service providers throughout the area.

## Co-ordinated Working

2.7 Preparing the strategy provides an important opportunity to co-ordinate the individual activities of the local authority and of its partners (by rationalising the proliferation of existing partnerships and plans) and to develop the local authorities’ role in community leadership.

2.8 The Tandridge LSP should aim to bring coherence to plans addressing related issues, and should establish effective links between these plans and those of other organisations delivering services to the 79,000 people of Tandridge. This creates an opportunity to improve quality of life by concentrating on a limited number of cross-cutting issues.

2.9 A well-developed Community Strategy should be of considerable assistance in ensuring policy consistency across a range of activities, such as in community and environmental improvement projects, local transport plans and area development plans.
3.0 PREPARING THE STRATEGY

Introduction

3.1 Particularly for this first strategy, the process by which it is prepared is as important as the Community Strategy document itself. To ensure wide local ownership of the strategy, community involvement has been encouraged from its inception. Early steps in preparing the strategy have included developing a consensus on its broad objectives, components and 'Vision', as outlined below:

Objectives and Components

3.2 The strategy should meet three main objectives:

- allow local communities to express their needs and priorities
- co-ordinate the actions of the Council and all the public, private voluntary and community organisations operating in Tandridge; and
- shape the activities of these organisations to meet community aspirations

3.3 The strategy has three key components:

- a long-term vision for Tandridge based on an analysis of local issues
- a statement of shorter-term priorities for action (within the constraints of partners' resources); and
- integrated action plans to address these priorities, as the core of the strategy

The 'Vision'

3.4 A key step in developing the strategy is to establish a long-term vision for the area. This should be based on a broad consensus about what the area should look like in 10 or 15 years time, and the sorts of communities in which people want to live. It should recognise the potential for all sections of the community to contribute ideas and resources and provide a context for other corporate strategies and plans.

3.5 Since the strategy cannot cover every community issue, the LSP should establish priorities that reflect and balance local concerns while contributing to the achievement of the long-term vision. The vision should be more than an aspirational statement, and needs to be related to specific actions that result in measurable outcomes.

3.6 Following extensive community consultation, the LSP has proposed a vision for Tandridge as …

"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".
4.0 ISSUES AND PRIORITIES

Initial Development of Issues

4.1 To develop a broad set of issues for initial discussion, the LSP reviewed several sources of information. These included a range of recent community consultations, an examination of national, Local Government Association and local issues, and information from service providers, businesses and Parish Councils.

4.2 This initial exercise resulted in eight issues being chosen for an extensive public consultation exercise designed to establish a limited number of priorities that would be acted upon by the LSP. The eight issues chosen were:

- economic vitality
- safety and security
- the environment
- health promotion
- vulnerable people
- local transport
- cultural services; and
- educational achievements

Establishing Priorities - First Consultation

4.3 In one of the most extensive consultation exercises carried out in the district (summer 2002), consultees were asked to indicate the three most important issues they thought should be priorities for improved co-ordination amongst service providers over the next three years.

4.4 Consultees were assured that, in addition to addressing these shorter-term priorities, service providers would continue to work on the full range of issues in the district.

4.5 Community organisations, businesses, schools, elected members and residents were consulted. The good overall response rate (41%) provided statistically sound data from the samples and showed that the three priority issues for the first Community Strategy were:

i) Create safer and more secure communities
ii) Provide a high quality local environment
iii) Address local transport concerns

4.6 Based on the results of this first consultation, the LSP prepared a draft Community Strategy with Action Plans to address the three priority issues. A joint Parish, District and County Council seminar was held (November 2002) to review the results and further work was undertaken on the action plans by all the groups involved.

Components of 'Health'

4.7 The consultation also indicated the significance of health-related issues such as supporting vulnerable people and the need to promote healthier communities. East Surrey Primary Care Trust will continue to contribute to these components of 'health' and to the achievement of wider cross-cutting targets to reduce health inequalities and improve health and well-being in the district.

Second Consultation

4.8 A second consultation exercise (December 2002) canvassed the views of a sample of individuals and organisations that could help deliver and promote the objectives of the strategy. With a response rate of 50% (out of 270) the results of this confirmed clear support for the three priority issues and associated action plans.
5.0 IMPLEMENTATION AND MONITORING

Implementing the Action Plans

5.1 A key task for the LSP is to co-ordinate and rationalise the activities of local stakeholders. However, implementation of the action plans will depend on a combination of both joint and individual actions taken by the partners as part of their on-going activities.

5.2 Responsibility for delivering particular services and actions will remain with individual service providers, including the local authorities.

5.3 The actions in the strategy should also feed directly into the content of other related plans produced by local authorities and their partners.

5.4 There are three groups of action plans in the strategy which address the three priorities identified in the consultation and participation exercises. Their implementation is intended to produce discernable and measurable results.

5.5 Each action plan describes the activities, target outcomes and timetable for implementation and identifies those responsible for taking the lead in achieving the desired results. Several of the target outcomes are expressed in terms of improvements relative to a recent baseline year.

Monitoring and Review

5.6 For this first strategy, the LSP considers that action plan progress should initially be monitored quarterly. In addition to measuring the strategy's progress against the specific target outcomes, the LSP will also use a selection of cross-cutting 'quality of life' indicators to measure the impact of activities on different groups within the district.

5.7 A review of the strategy is proposed during 2006. The review process will deal with updating the content of the strategy and will also be used to:

- assess the effectiveness of the LSP in implementing the strategy
- consider opportunities for improving community participation
- establish the extent to which the strategy has improved co-ordination amongst partners; and
- consider the extent to which the strategy has informed other plans and strategies

5.8 Throughout the implementation, monitoring and further development of the strategy, the LSP will report back to the local community on the outcome of the community planning process.

Next Stage

5.9 The next stage in the evolution of the Community Strategy process will be to harness the resources of all the partners more effectively in furtherance of the strategy's main objectives (para 3.2).

5.10 In this way the production of this first strategy should be seen as an important milestone in improving co-ordination between the various groups who provide services to the public in Tandridge.
6.0 ACTION PLANS

6.1 CREATE SAFER AND MORE SECURE COMMUNITIES

6.1.1 The Crime and Disorder Act 1998 placed a duty on Tandridge District Council, Surrey County Council and Surrey Police to work together to reduce crime and disorder in Tandridge. The Tandridge Community Safety Partnership (TCSP) which consists of representatives from the above organisations together with representatives from East Surrey Health Authority and Surrey Probation Service, have produced a Community Safety Strategy for 2002 to 2005. The aims of this strategy have been adopted into this wider Community Plan.

6.1.2 Surrey County continues to be the safest in England, with a level of recorded crime lower than any other police area for 2001/2002. Using figures for recorded crime between April 2002 and October 2002, Tandridge is the second safest district or borough within Surrey. This is supported by data from the Tandridge Fear of Crime Survey 2000, showing that residents have low level of worry compared with the South East Region and the neighbouring borough of Reigate and Banstead.

6.1.3 By working to reduce drug and alcohol related problems, which so often precipitate criminal activity, and by focusing on anti-social behaviour, problem locations and persistent offenders, between April 2002 and March 2005, we aim to reduce three key categories of crime even further.

<table>
<thead>
<tr>
<th>Activity</th>
<th>Target Outcome/ Indicator</th>
<th>Timetable</th>
<th>Lead by</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Reduce theft of and from vehicles</td>
<td>10% reduction from 869 (2001/02 baseline) to 782</td>
<td>March 2005</td>
<td>TCSP</td>
</tr>
<tr>
<td>b) Reduce house break-ins</td>
<td>10% reduction from 10.971 (2001 census baseline) to 9.871</td>
<td>March 2005</td>
<td>TCSP</td>
</tr>
<tr>
<td>c) Reduce violent crime in public places</td>
<td>Reduce by 10%5 (2001/02 baseline)</td>
<td>March 2005</td>
<td>TCSP</td>
</tr>
</tbody>
</table>

Notes: 1. Per 1000 households 2. Includes anti-social behaviour 3. Per 1000 population

<table>
<thead>
<tr>
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<th>Target Outcome/ Indicator</th>
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<th>Lead by</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Conduct a fear of crime survey to assess current levels of concern</td>
<td>Fear of crime survey completed</td>
<td>September 2003</td>
<td>TCSP</td>
</tr>
</tbody>
</table>

Note: 1. To be informed by Best Value Performance Indicator due for introduction in April 2003

<table>
<thead>
<tr>
<th>Activity</th>
<th>Target Outcome/ Indicator</th>
<th>Timetable</th>
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</tr>
</thead>
<tbody>
<tr>
<td>a) Provide high quality drug and alcohol awareness education in East Surrey, as part of parenting education systems</td>
<td>Education for 80 parents a year</td>
<td>Annual</td>
<td>TCSP</td>
</tr>
<tr>
<td>b) Recruit four designated officers to increase the number of drug arrests and reduce related crime</td>
<td>Increase in arrests of ‘hard drug’ dealers and reduction in drug related crime1</td>
<td>Annual</td>
<td>TCSP</td>
</tr>
<tr>
<td>c) Employ drug outreach workers to increase the number of drug users entering treatment</td>
<td>Increase in number of drug users entering treatment1</td>
<td>Annual</td>
<td>TCSP</td>
</tr>
</tbody>
</table>

Note: 1. Targets to be available in April 2003 following first year review of the Community Safety Strategy
6.0 ACTION PLANS

6.2 PROVIDE A HIGH QUALITY LOCAL ENVIRONMENT

6.2.1 The 'local environment' action plans are wide in scope reflecting the concern of Tandridge people for both the physical and natural environments and their interest in sustainable development issues.

6.2.2 They have been developed with contributions from the Tandridge Local Agenda 21 (LA21) Forum and are aimed at protecting and improving the environmental quality of the district.

Improve waste management

<table>
<thead>
<tr>
<th>Activity</th>
<th>Target Outcome/ Indicator</th>
<th>Timetable</th>
<th>Lead by</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Increase public participation in recycling and waste minimisation</td>
<td>Recruitment of waste minimisation officer in 2003 to achieve 75% public participation in Council recycling schemes</td>
<td>2003/04</td>
<td>TDC¹</td>
</tr>
<tr>
<td>b) Implement a Waste Action Plan</td>
<td>Increase recycling rate to meet statutory targets of i) 33% and ii) 40%</td>
<td>i) 2003/04, ii) 2005/06</td>
<td>TDC²</td>
</tr>
</tbody>
</table>

Notes: 1. in partnership with LA21  2. in partnership with LA21 and Surrey County Council

Monitor and improve air quality

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<thead>
<tr>
<th>Activity</th>
<th>Target Outcome/ Indicator</th>
<th>Timetable</th>
<th>Lead by</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Ensure local air quality does not breach national standards</td>
<td>Monitoring and reporting on local air quality, in conjunction with other Surrey authorities</td>
<td>Annual to 2006</td>
<td>TDC</td>
</tr>
<tr>
<td>b) Work with the Environment Agency to improve air quality in the District</td>
<td>Successful implementation of action plans where hot-spots are identified</td>
<td>Annual to 2006</td>
<td>Environment Agency/TDC</td>
</tr>
<tr>
<td>c) Promote improvements in local air quality via cleaner, low emission vehicles</td>
<td>Continuing decline in annual mean nitrogen dioxide levels in the District</td>
<td>Annual to 2006</td>
<td>TDC</td>
</tr>
</tbody>
</table>

Encourage the efficient use of water, and reduce its negative effects

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<thead>
<tr>
<th>Activity</th>
<th>Target Outcome/ Indicator</th>
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<th>Lead by</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Encourage the more efficient use of water</td>
<td>Increase the number of water meters installed by 10% (baseline 2002¹)</td>
<td>By 2006</td>
<td>LA21</td>
</tr>
<tr>
<td>b) Reduce the number of homes affected by flooding</td>
<td>Action taken to improve culverts and gulleys; planning applications on flood plain resisted; improved co-ordination with service providers</td>
<td>Annual to 2006</td>
<td>TDC, Water Companies, Environment Agency</td>
</tr>
</tbody>
</table>

Note: ¹. Survey to be carried out to establish 2002 baseline
## 6.0 ACTION PLANS

### 6.2 PROVIDE A HIGH QUALITY LOCAL ENVIRONMENT - continued

#### Reduce energy consumption and promote energy efficiency

<table>
<thead>
<tr>
<th>Activity</th>
<th>Target Outcome/ Indicator</th>
<th>Timetable</th>
<th>Lead by</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Reduce traditional (carbon based) energy consumption in buildings by promoting renewable sources</td>
<td>Increase the number of domestic solar systems installed by 10% (baseline 2002)</td>
<td>By 2006</td>
<td>SEEAC², LA21¹</td>
</tr>
<tr>
<td>b) Promote energy efficiency awareness to young people, working with partners in Surrey County Council, Guildford, Elmbridge and Waverley</td>
<td>Following the successful 'Energy Matters' pilot, prepare a marketing plan to continue the educational programme with partners</td>
<td>2003/04</td>
<td>TDC</td>
</tr>
<tr>
<td>c) Promote energy efficiency in existing and new buildings in the District</td>
<td>Upward trend in energy efficiency in existing and new buildings including compliance with HECA 95 targets to improve energy efficiency</td>
<td>Annual to 2006</td>
<td>LA21</td>
</tr>
</tbody>
</table>

Notes: 1. Survey to be carried out to establish 2002 baseline 2. South Eastern Energy Advice Centre 3. Home Energy Conservation Act targets to improve energy efficiency over the next 10 years

#### Promote the quality of the built environment by addressing influencing factors

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<thead>
<tr>
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<th>Lead by</th>
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</thead>
<tbody>
<tr>
<td>a) Maintain the extent of the Green Belt in Tandridge</td>
<td>The extent of Green Belt land lost to appropriate and inappropriate development as measured by the Tandridge 'Local Plan' indicators</td>
<td>2003/06</td>
<td>TDC</td>
</tr>
<tr>
<td>b) Promote the preparation of Parish Plans and their contribution to the development and review of the Community Strategy</td>
<td>Support two communities to articulate local needs through processes such as Parish Plans or Appraisals</td>
<td>Annual to 2006</td>
<td>Parish Councils</td>
</tr>
<tr>
<td>c) Promote the role of Village Design Statements in improving the environment of villages</td>
<td>Support two communities to prepare design guidance for prospective developers based on distinctive local character</td>
<td>Annual to 2006</td>
<td>Parish Councils</td>
</tr>
<tr>
<td>d) Implement the District Council’s Key Worker Strategy to provide more affordable housing</td>
<td>Successful bid for funds for 2 Homebuy units; and Completion of 2 shared ownership schemes for 6 x 1 bed flats and 6 x 2 bed houses for key workers</td>
<td>Submit bid in 2002/03 Start on site 2003</td>
<td>TDC</td>
</tr>
<tr>
<td>e) In collaboration with key partners develop a formal structure in Tandridge for the delivery of leisure opportunities for young people, with particular reference to the 'Connexions' scheme</td>
<td>Undertake audit of existing provision of leisure opportunities for young people; Establish their needs/ priorities; and Develop a realistic and sustainable Strategic Plan addressing the above audit, needs and priorities</td>
<td>By 2003/04 By 2003/04</td>
<td>TDC, TLL³ 'Connexions Surrey³'</td>
</tr>
</tbody>
</table>

Notes: 1. Thames Valley Housing scheme providing 25% of purchase price for eligible applicants 2. Tandridge Leisure Limited 3. ‘Connexions Surrey’ promotes advice and support to teenagers
6.0 ACTION PLANS

6.3 ADDRESS LOCAL TRANSPORT CONCERNS

6.3.1 This Action Plan is aimed at tackling a series of transport related matters. Traffic flows in Surrey are double the national average, and people in Surrey have more cars, and use them more than anywhere else in the country. As a result, there is a need to improve road safety, manage traffic problems and keep traffic moving, and provide attractive and practical alternatives so that people do not have to use their cars so much.

6.3.2 A particular need is to provide better public transport. This means improving the co-ordination of existing voluntary, local authority and commercial services, with greater integration of rural bus, rail and taxi services. This includes transport for young people and for older people with mobility problems.

Make travel in Tandridge safer by addressing traffic, parking and public transport issues

<table>
<thead>
<tr>
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<th>Lead by</th>
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</thead>
<tbody>
<tr>
<td>a)</td>
<td>Reduce the number of people killed or seriously injured in road accidents</td>
<td>At least 40% reduction in numbers, from 80 to no more than 48</td>
<td>2007 with annual update</td>
</tr>
<tr>
<td>b)</td>
<td>Reduce the number of children killed or seriously injured in road accidents</td>
<td>At least 50% reduction in numbers, from 6 to no more than 3</td>
<td>2007 with annual update</td>
</tr>
<tr>
<td>c)</td>
<td>Improve the security of public car parks</td>
<td>Reduce vehicle crime by 10% in public car parks at Ellice Road, Station Road Whitleteaf, Gunpit Road, Johnsdale and Woldingham Road and obtain national standard for secure car parks</td>
<td>End March 2005</td>
</tr>
<tr>
<td>d)</td>
<td>Carry out results of Best Value review of public parking in Tandridge</td>
<td>Improved parking access. Stricter enforcement of on-street parking and loading restrictions in key areas</td>
<td>End March 2005</td>
</tr>
<tr>
<td>e)</td>
<td>Maintain local roads</td>
<td>17 km of planned road maintenance or improvement carried out, plus ongoing repairs to Tandridge roads</td>
<td>March 2004</td>
</tr>
<tr>
<td>f)</td>
<td>Offer training for minibus drivers</td>
<td>30 people trained</td>
<td>End March 2004</td>
</tr>
</tbody>
</table>

Note: 1. The year 2007 has been chosen to fit in with the County’s Local Transportation Plan for achieving these targets. An estimate of progress will be made at the end of the Community Strategy period in 2006. Activities and Indicators in a) and b) do not apply to motorways.

Improve awareness of public transport in Tandridge

<table>
<thead>
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<tbody>
<tr>
<td>a)</td>
<td>Publicise information about bus and train timetables, including community transport for vulnerable people</td>
<td>LSP members and local press to publish information about public transport</td>
<td>End March 2004</td>
</tr>
<tr>
<td>b)</td>
<td>Provide electronic information about buses at bus shelters or in the home, so people know the actual time when they will arrive</td>
<td>Develop a plan for routes 410 and 411</td>
<td>End March 2005</td>
</tr>
</tbody>
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### 6.0 ACTION PLANS

#### 6.3 ADDRESS LOCAL TRANSPORT CONCERNS - continued

Produce and implement a rural transport action plan to improve public transport, especially for vulnerable groups

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</thead>
<tbody>
<tr>
<td>a)</td>
<td>Put in place buses that work to a timetable but can deviate off the route to pick people up</td>
<td>1 bus in place</td>
<td>End March 2004</td>
</tr>
<tr>
<td>b)</td>
<td>Increase the availability of dial a ride and taxi voucher schemes for people with mobility problems</td>
<td>Review dial a ride to improve district wide coverage, and increase dial a ride journeys by 1.5% per year; Increase the value of taxi vouchers for the existing 550 users and increase the number of people using taxi vouchers by 120</td>
<td>End March 2004</td>
</tr>
<tr>
<td>c)</td>
<td>Improve transport for people going to and from hospital or to medical appointments</td>
<td>Improved hospital transport arrangements for vulnerable people (the Partnership is applying for funds for an appropriate vehicle)</td>
<td>End March 2004</td>
</tr>
<tr>
<td>d)</td>
<td>Increase public transport for young people to go out in the evenings</td>
<td>Provide taxi vouchers for 40 young people</td>
<td>End March 2005</td>
</tr>
</tbody>
</table>

Encourage practical alternatives so that people do not need to use their cars as much

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<th>Lead by</th>
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</thead>
<tbody>
<tr>
<td>a)</td>
<td>Encourage school children to go to school by means other than the car</td>
<td>50% of the 45 Tandridge schools participating in the 'Safe Routes to Schools' programme; Increase the number of school travel plans by 50% from 11 to 16</td>
<td>End March 2005</td>
</tr>
<tr>
<td>b)</td>
<td>Put in cycle racks at local stations</td>
<td>All stations to have cycle racks</td>
<td>End March 2004</td>
</tr>
<tr>
<td>c)</td>
<td>Investigate the possibility of having a tram link into north Tandridge</td>
<td>Research completed into the possibilities of such a link</td>
<td>End March 2004</td>
</tr>
</tbody>
</table>