

Annual Report 2010/11

Interim Corporate Plan Item	Progress	Action Taken	Next Steps
SERVICE PRIORITIES			
1. A borough to be proud of			
<i>Meeting local needs</i>			
<i>1.1 Introduce tighter planning policies which protect the borough's unique character</i>	Ongoing	As part of the LDF, Development Management Development Plan Documents (DPD) will be agreed for 'Public Examination' in May 2011. If considered sound, these will be adopted by August 2011	Implementation of the Development Management DPD for the borough – 2011/12 Corporate Plan
<i>1.2 Work with residents and businesses to develop fair policies for parking which reflect the dynamics of every local area</i>	Achieved	New, simpler, parking charges were proposed in July 2010, and following a period of consultation, a new customer-focused approach was agreed by Cabinet in December 2010 and a new parking enforcement contract awarded in January 2011. Changes included removing the CO ₂ tax linkages on parking tariffs and introducing 30 minutes free parking or a discount on the general tariffs for residents using a Richmond Card. The changes will be introduced on the ground in June 2011 and will entitle Card holding residents to a 10% discount or 20% discount (if over 75 years old)	Implementation of changes to parking, including the Richmond Card, and ensure that parking controls help local businesses and residents. The Council will continue to seek new ways of delivering fair parking in consultation with businesses and residents – 2011/12 Corporate Plan
<i>1.3 Focus spending on frontline services, such as pavement and pothole repairs</i>	Achieved	An extra £500k funding for highways repairs was agreed by Council in July 2010. Since then, pothole and pavement repair work has been taking place in hundreds of roads across the borough. This has been supplemented by an award of funding by Government made in February 2011 at £274k	Pavement repairs will remain a priority for Council action
<i>1.4 Consult every resident on the borough's environmental priorities, through the development of community strategies for each area</i>	Ongoing	Residents were consulted on the borough's priorities, including environmental, as part of the All in One survey carried out in November/December 2010. The results are being fed back to residents in a series of 'village' planning events being held across the borough from May to July, which will in turn inform the development of individual plans for each area	Working with communities to develop and deliver village plans as the next stage of All in One – 2011/12 Corporate Plan

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<i>1.5 Establish a Civic Pride Programme to support local initiatives and improvements</i>	Ongoing	The establishment of a Civic Pride Programme for small voluntary projects was agreed in principle by Cabinet in July 2010 and will be launched as part of the All in One. programme	Implementation of the Civic Pride Programme to support local initiatives – 2011/12 Corporate Plan
<i>1.6 Operate a zero tolerance against developers who build without permission</i>	Ongoing	Planning officers have continued to operate within the limits of case law and legislation	The Cabinet will continue to review options for tightening enforcement as planning law evolves
<i>1.7 Improve public spaces, including designating Richmond as a 'Flowered Borough'</i>	Achieved	The borough retained its two Gold Awards, in the borough-wide category and for Terrace Gardens, at the London in Bloom 2010 competition. The Council has worked with partners on proposals for additional bulb planting at key points within the borough. This has been done in time for additional flowers this Spring	Improving public spaces and promoting the borough's history and heritage – 2011/12 Corporate Plan
<i>1.8 Limit new traffic schemes to those favoured by the public or where there is a clear safety need</i>	Achieved	This has been dealt with within the Local Implementation Plan (LIP) phase 2 proposals, as approved by Cabinet in April 2011 and by the general strategy approach to highways works and traffic related schemes that is described in the same report	Development and implementation of a simpler approach to traffic and transport issues in the borough – 2011/12 Corporate Plan
<i>1.9 Continue to develop the cycle network and provide more cycle racks</i>	Ongoing	The Council partnered with Transport for London to deliver the Smarter Travel Programme between 2008 and 2010. The programme, which aimed to increase access and information on a range of travel choices, has now ended but a number of schemes continue to be implemented funded from LIP and Council own funds	Officers are exploring options for continuing the cycle network without this funding. The Council has designated a Member as Cycling Champion to promote this work
Cleaner and greener			
<i>1.10 Review recycling arrangements and consider a rewards scheme for those who recycle most</i>	Achieved	Recycling arrangements were reviewed and the collection of more recyclables (plastic and card) introduced for households in November 2010. It was estimated that this would encourage a 1.5% increase in recycling and save £145k annually. A proposal to move all remaining collections to twin stream, with an extra £50k saving, was agreed by Cabinet in January 2011 and a £265k grant secured in April 2011 will ensure that this is extended out to the borough's 15,000 flats	Continuing to work with residents to increase rates of recycling. Options for a rewards scheme are still being examined – 2011/12 Corporate Plan
<i>1.11 Guarantee weekly collection of refuse and recycling</i>	Achieved	Weekly collection of refuse and recycling has continued	

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<i>1.12 Operate a zero tolerance policy on litter and graffiti and review street cleaning standards</i>	Ongoing	New contracts for street cleaning and graffiti removal were agreed by Cabinet in November 2010 and a new contract with improved standard requirements – including street litter picking behind refuse rounds - is now in place	Continuing to operate a zero tolerance policy on litter and graffiti and maintaining high standards of street cleaning – 2011/12 Corporate Plan
<i>1.13 Work with residents to develop solutions for reducing domestic emissions</i>	Ongoing	The Development Management DPD has reflected changes in approach to reducing CO ₂ emissions in line with Green Deal principles. Discussions are underway with the LDA with a view to our being one of a small number of pilot Councils for the Green deal	Government funding will not be available until 2012/13, so this will be further considered then
<i>1.14 Implement a range of projects to reduce the Council's own carbon footprint</i>	Ongoing	The Council is developing an accommodation strategy that will ensure accommodation needs are provided in the most efficient manner. This includes improvement in desk usage and continuing reduction on desk ratios for future office moves. Options for public and private sector collaboration continue to be explored. Preparations are underway to support implementation of the Carbon Reduction Commitment (CRC) Energy Efficiency Scheme. Automatic Meter Readers (AMR) are being installed in high energy consuming sites across the Councils property portfolio, including schools who make up 53% of building energy consumption. A Carbon Reduction Plan is also under development which will encompass a series of individual Energy Action Plans for individual buildings across the estate	Implementing the efficiency and transformation programme which will reduce the Council's use of resources such as accommodation and energy – 2011/12 Corporate Plan
<i>1.15 Implement our Waste Minimisation Strategy and reduce what we send to landfill</i>	Ongoing	Managing refuse and recycling is a substantial cost for the borough and needs to be reduced and waste diverted away from landfill either through recycling or treatment. The borough has one of the best dry recycling rates in the UK and is working in partnership with the other five boroughs in West Waste to minimise waste, increase recycling and treat any residual waste so as to keep costs at a reasonable and affordable level. West Waste has started a procurement process for the treatment of residual waste	Continuing to reduce what we send to landfill – 2011/12 Corporate Plan
<i>A safe environment for our residents</i>			
<i>1.16 Support zero tolerance policing in town centres and non-drunkenness zones</i>	Ongoing	Alcohol is the key driver for night time economy violence in both Richmond and Twickenham town centres. Through focused attention on alcohol consumption levels, particularly in the town centre, the Community Safety Partnership works to reduce incidents of violence. A review of the Licensing Act should also assist the Council in reducing alcohol associated problems	Co-ordinating delivery of the Community Safety Partnership Plan. Continued support for zero tolerance policing in town centres and non-drunkenness zones – 2011/12 Corporate Plan

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<i>1.17 Introduce and publicise clear reporting mechanisms for anti-social behaviour</i>	Achieved	Guidelines for reporting anti-social behaviour (ASB) are clearly publicised, including on the Council's website. ASB can be reported by phone, email, letter or in person to the Community Safety Partnership. When a report is received it is passed onto the most relevant partner to investigate. Residents will be kept informed of the investigation and consulted on any proposed action	
<i>1.18 Develop joint tasking initiatives as appropriate to identify and tackle hotspots of anti-social behaviour and incidents</i>	Ongoing	Anti-social behaviour (ASB) remains a priority theme of the Community Safety Partnership Plan (renewed in 2011). The Government is currently conducting a review of ASB powers available to the police, seeking to put simpler sanctions in place. These changes and other developments will be discussed by the newly formed ASB Development Group, a partnership group to develop strategic solutions for tackling ASB	Developing joint tasking initiatives to tackle hotspots of anti-social behaviour and secure quicker resolutions for victims – 2011/12 Corporate Plan
<i>1.19 Develop a co-ordinated partnership approach to reduce violence related to the night time economy</i>	Ongoing	See 1.16	See 1.16
2. Supporting business, culture and the arts			
<i>2.1 Encourage the development of a partnership for business in Richmond and Twickenham to promote local economic growth</i>	Achieved	Borough-wide and local retail and business alliances have been established, including the Twickenham Traders' Network supported by the Town Centre Manager. In addition, the Twickenham Area Action Plan (AAP), one of the key documents of the LDF, is being developed. Preparation for the AAP covers several stages – Evidence Gathering, Issues, Options, Submission, Examination and Adoption. It is currently at the Evidence Gathering, Issues and Options stages	Continuing to identify action for business development and focus on smaller local centres– 2011/12 Corporate Plan
<i>2.2 Appoint a Retail Champion to help retailers and small shops</i>	Ongoing	A business and retail champion is being recruited to support the borough's town and local centres	The successful applicant should be in post by May 2011
<i>2.3 Carry out a Local Economic Assessment and develop a long-term strategy to support the local economy</i>	Achieved	The Local Economic Assessment (LEA) was published in October 2010, and will be used to inform the Council's policies and plans. A further opportunity for local businesses to have their say on key issues affecting the local economy was made available in January 2011 when the Council undertook the Business All in One consultation	Implementation of a long term approach to support the local economy – 2011/12 Corporate Plan

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<i>2.4 Encourage the take up of small business rate relief</i>	Ongoing	The Council has continued to encourage the take up of small business rate relief. Further support for local businesses looking for financial support, was made available in July 2010 with the launch of a new online funding search tool. The new tool provides access to funding schemes from EU, national, regional and local sources	Continuing to support small business by running a campaign to encourage the take up of small business rate relief – 2011/12 Corporate Plan
<i>2.5 Provide new guidance and training for local businesses to enable them to bid for Council contracts</i>	Achieved	The Council has a central procurement function to co-ordinate procurement activity within the borough. Contracts for the supply of goods, services and works for the Council are advertised on an ongoing basis. The 'Selling to Richmond Guide', published in 2010, is available online and offers useful guidance to potential contractors/service providers	
<i>2.6 Revise the parking strategy to support local businesses, including the introduction of free half hour parking</i>	Achieved	See 1.2	See 1.2
<i>2.7 Launch a strategy to improve the design and appearance of local high streets</i>	Ongoing	Proposals to improve local high streets will be developed as part of the All in One Programme, the Twickenham Town Centre Action Plan and the Uplift Projects	Draft Village Plans will be discussed across the borough and implemented in 2011/12
<i>2.8 Maintain high standards of cultural activities e.g. museums, galleries</i>	Ongoing	More than 78,000 people have visited museums, galleries and arts events in the past year. The Council successfully bid to be involved in several high profile funded programmes, including Museummaker, Effective Collections, Curatorial Internships and Journeys. Plans for a new Study Room facility for the Borough Art Collection have been developed. A wide variety of artists have been supported through open exhibitions, open studios and performance opportunities, including the new Locate dance festival	The Council is proposing major exhibitions in 2012 and 2013 in connection with the Diamond Jubilee
<i>2.9 Work with key business and higher education sector partners to improve cultural facilities and activities</i>	Ongoing	The Council has continued to work with local businesses and partners, as part of the Cultural Partnership, to offer a broad range of cultural experiences	Continuing to work with key business and higher education sector partners to develop and improve publicly accessible sports and cultural facilities in the borough – 2011/12 Corporate Plan
<i>2.10 Promote the development of social enterprises in the borough</i>	Ongoing	The Council outlined its commitment to supporting social enterprise in December 2010. A Social Enterprise Partnership has been established and is considering projects to encourage and support the development of social enterprises within the borough.	Establishing a Social Enterprise Partnership to encourage and support the development of social enterprises within the borough – 2011/12 Corporate Plan

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<i>2.11 Enable people to use their skills for the benefit of the community including through voluntary activity</i>	Ongoing	All in One action planning days will encourage volunteering to help deliver the Village Plans	Establishing a 'Volunteer for Richmond' scheme Responding to each local area with the results of the All in One and inviting local people to be involved in developing and delivering their own local plan – 2011/12 Corporate Plan
<i>2.12 Work with Richmond Adult Community College to promote opportunity for all ages</i>	Ongoing	The provision of adult education in the borough was inspected by Ofsted in May 2010. Richmond Adult Community College was awarded 'outstanding' – the highest possible grade. Events held during Adult Learners Week in May 2010 attracted over 400 people. Over 62 different one-off taster sessions on everything from languages and dance, to writing workshops and classical drawing were on offer during the week	Working with local colleges, universities, training providers and JobCentrePlus to address barriers and promote opportunity for all – 2011/12 Corporate Plan
<i>2.13 Continue to provide information, advice and guidance to young people to access a wide range of post-16 learning and training opportunities</i>	Ongoing	Provision of information, advice and guidance is widely available, including on the Council's website. In June 2010, the Council held an employment, education and training fair for young people not in employment or education. Representatives from local businesses, the Army, Job Centre, colleges and universities were on hand to provide information and offer advice	Continuing to provide information, advice and guidance to young people to access a wide range of post-16 learning and training opportunities all – 2011/12 Corporate Plan
3. The best schools in London			
<i>3.1 Promote parent and community involvement in schools</i>	Ongoing	A proposal for piloting Community Boards in Kew, Mortlake, Barnes and East Sheen was agreed by Cabinet in December 2010. A Community Board now has been established in Kew. The model is being further developed for consultation with schools and other key stakeholders	Continuing to promote parent and community involvement in schools through Community Boards – 2011/12 Corporate Plan

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<i>3.2 Expand the number of primary school places in the borough</i>	Ongoing	<p>A ten year strategy for education provision, including encouraging all schools to become Academies and setting up Community Boards, was set out in the Education White Paper approved by Cabinet in December 2010. An Education Priorities Delivery Board has been established to take forward plans</p> <p>The Primary School Expansion Strategy, along with proposals to expand Buckingham, Lowther and St Mary's Church of England primary schools, was approved by Cabinet in December 2010. As part of the expansion programme, consultation on proposals has been undertaken for Lowther, St Mary Magdalen's RC, Sheen Mount and Strafford Road primary schools</p>	Continuing to expand the number of primary and secondary school places in the borough all – 2011/12 Corporate Plan
<i>3.3 Expect new Academy schools and sponsors to deliver education that reflects the wishes and aspirations of local people</i>	Ongoing	Two public meetings were held in July 2010 to give local people an opportunity to have a say on the progress of Hampton and Twickenham Academies (public meetings on Richmond Park Academy were undertaken earlier in the year). The former secondary schools became 'traditional', sponsored, academies on 1st September 2010. Hampton Community College is now Hampton Academy; Whitton School is now Twickenham Academy; and Shene School is now Richmond Park Academy. Community Boards established (see 3.1 above)	Working with the new Academy schools and sponsors to deliver education that reflects the aspirations of local people – 2011/12 Corporate Plan
<i>3.4 Promote choice in education - promoting sixth form provision in schools and establishing a local Catholic secondary school</i>	Ongoing	The Education White Paper, presented to Cabinet in December 2010, included plans for Sixth Form provision in the borough's secondary schools and Academies and identified demand for a Catholic secondary school. A Sixth Form Forum now has been set up and a feasibility study undertaken. Consultation commenced in March 2011 to consider the viability (i.e. sustained by sufficient student numbers) of Sixth Form provision in local schools. A site for a Catholic secondary school is being sought	Promoting choice in education - promoting sixth form provision in schools and establishing a local Catholic secondary school – 2011/12 Corporate Plan
<i>3.5 Support Governors, head teachers and teachers to improve attendance and standards of behaviour in schools through the Behaviour and Attendance Partnership</i>	Ongoing	The Behaviour and Attendance Partnership has continued to support secondary schools in improving pupils' attendance and standards of behaviour	Continuing to support Governors, head teachers and teachers to improve attendance and standards of behaviour in schools through the Behaviour and Attendance Partnership – 2011/12 Corporate Plan
<i>3.6 Support discrete subject teaching, including Maths, languages and history</i>	Ongoing	The Council has continued to support discrete subject teaching. A subject-by-subject analysis of the 2010 EBacc results in the borough revealed lower scores in humanities (history and geography) and languages than in other subject areas. As	Continuing to support discrete subject teaching, including maths, languages and history – 2011/12

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		a result, the five maintained secondary schools in the local authority were each allocated an additional £5,000 to support them to improve standards, particularly in these discrete subject areas	Corporate Plan
<i>3.7 Implement the review of services for children with special educational needs</i>	Ongoing	A review of SEN provision was carried out in 2010 and a number of specialist provisions are in the process of being established. The extensive nature of the review meant that the SEN policy needed updating, and a revised policy was published in November 2010	Implementing the review of services for children with special educational needs – 2011/12 Corporate Plan
<i>3.8 Develop partnerships with free schools and private schools</i>	Ongoing	A ten year strategy for education provision, including the possibility of 'free school' status, was set out in the Education White Paper approved by Cabinet in December 2010. An Education Priorities Delivery Board has been established to take forward plans	Developing further partnerships with free schools and private schools – 2011/12 Corporate Plan
4. Caring for the most vulnerable in our community			
High quality social care and support services			
<i>4.1 Continue to promote the Self Directed Support programme for all people eligible for adult health and social services</i>	Achieved	The Council has continued to promote the development of Self Directed Support as the primary process through which personal social care and support is delivered	Continuing to promote the Personalisation programme for all people eligible for adult health and social services – 2011/12 Corporate Plan
<i>4.2 Guarantee a hot meals service for elderly, vulnerable people</i>	Achieved	All eligible elderly vulnerable people who have wanted a hot meal have been able to have one	
<i>4.3 Introduce a policy of 'Pensioner Preference' to ensure that older people receive priority responses from the Council</i>	Ongoing	A cross-directorate officer working group has compiled details of existing initiatives and future options for Member consideration. New parking charge discounts for residents aged over 75 is an example of one such initiative	Continuing work to introduce a policy of 'Pensioner Preference' to ensure that older people receive priority responses from the Council – 2011/12 Corporate Plan
<i>4.4 Retain the Freedom Pass</i>	Achieved	The Freedom Pass has been retained	

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4.5 Strengthen Prevention and Intermediate Care services to enable all adult social care users to maximise their independence	Ongoing	The Adults' Strategic Plan, agreed by Cabinet in September 2010, focuses on prevention and early intervention to enable people to access the support they need and stay independent for as long as possible. Delivery of the plan will be co-ordinated through the Health and Well-being Partnership. Our Reablement Team is now in place and assisting people to regain independence and assist hospital discharge	Working with NHS partners to broaden the range of community support, including establishing the re-ablement service to enable all adult social care users to maximise their independence – 2011/12 Corporate Plan
4.6 Develop housing options for older and disabled people to enable them to stay in their own homes for as long as possible	Achieved	<p>A Housing Options Fair held in September 2010 provided an opportunity for first time buyers, key workers and social housing tenants to explore different housing options, including Low Cost Home Ownership and other affordable housing schemes</p> <p>Ham Centre of Excellence for Dementia is presently undergoing refurbishments, including a sensory garden, raised flower beds and walkways with shaded seating areas, and is due to open in September 2011</p>	Continuing to develop housing options for older and disabled people to enable them to stay in their own homes for as long as possible – 2011/12 Corporate Plan
4.7 Appoint a Member-level Tenants' Champion	Achieved	A Tenants' Champion has been appointed - Cllr Blackmore - along with a webpage and supporting procedures	Supporting the work of the Tenants' Champion in ensuring local accountability of Housing Associations operating in the borough – 2011/12 Corporate Plan
4.8 Identify sites in the borough which are suitable for the development of affordable housing and work with our partner register social landlords to bring them forward for development	Achieved	The Affordable Housing Strategy no longer includes a specific percentage but sets out a broader approach to maximising provision of affordable housing	Continuing to identify sites in the borough suitable for the development of family and affordable housing – 2011/12 Corporate Plan
4.9 Support local advice and support agencies to provide free confidential advice on a range of services including welfare advice, care support planning, debt, employment and housing	Ongoing	The Council has continued to work with Richmond Council for Voluntary Service to provide access to a range of advice and support services	Reviewing the provision of local advice and support services, including welfare advice, care support planning, debt, employment and housing and re-commission from April 2012 – 2011/12 Corporate Plan

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<i>Safeguarding vulnerable adults and children</i>			
<i>4.10 Continue to provide effective safeguarding arrangements for vulnerable children and young people</i>	Ongoing	The Local Safeguarding Children Board (LSCB) continues to ensure that everyone is working together for the safety and well-being of children and young people. The annual children conference will be held in June 2011	
<i>4.11 Work with our partners to provide advice and information to young people on healthy living</i>	Ongoing	Ensuring children and young people are safe and healthy is a key theme of the Children and Young People's Plan. The Council has continued to work with partners of the Children and Young People's Trust to promote healthy living	
<i>4.12 Ensure equitable access to respite and short break care for children and young people with additional health needs, disabilities and learning difficulties</i>	Ongoing	The Council continues to prioritise short breaks for children with disabilities and learning difficulties. The Council has also invested in improving the Croft Centre where additional short break over night support will be provided for children and young people with complex needs	Continuing to ensure equitable access to respite and short break care for children and young people with additional health needs, disabilities and learning difficulties – 2011/12 Corporate Plan
<i>4.13 Ensure that children and young people with mental health issues get timely and effective support when needed</i>	Ongoing	Primary Mental Health workers now work in the multi-agency quindrat teams providing support and consultation to schools and other professionals as well as providing a direct service to children and families. They also provide a clearer pathway into Tier 3 CAMHS services for children and young people who require more intensive support. The educational psychology service works closely with the primary mental health workers to provide a preventative service to schools identifying need at an early stage	Continuing to ensure that children and young people with mental health issues get timely and effective support when needed – 2011/12 Corporate Plan
<i>4.14 Continue to develop and improve safeguarding information, detection practice and protection for those vulnerable adults requiring it</i>	Ongoing	A new hotline to Richmond Council's Safeguarding Adults Team was launched in June 2010 for people to report instances of suspected adult abuse. The line is the borough's first to be dedicated solely to abuse of vulnerable adults	Continuing to develop and improve safeguarding information, detection practice and protection for those vulnerable adults requiring it – 2011/12 Corporate Plan

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4.15 Work with statutory, private, voluntary sector organisations and the public to increase awareness and understanding of how to recognise and raise concerns about possible abuse	Ongoing	New literature, developed to raise public and professional awareness, was launched in June 2010; complemented by articles in various newsletters/bulletins. Awareness raising events have taken place across the borough including the Inter Faith Forum, Community and Police Partnership, an information stall at the Older People's Day Fair and regular attendance at all service user provider forums. The Safeguarding Adults Partnership Board continues to welcome and involve new partners from the statutory, private and voluntary sectors through its sub groups	Continuing to work with statutory, private, voluntary sector organisations and the public to increase awareness and understanding of how to recognise and raise concerns about possible abuse – 2011/12 Corporate Plan
4.16 Ensure that safeguards are in place for people who lack the capacity to manage their own affairs and are in hospital, residential or nursing home care	Ongoing	Where a person who lacks capacity to manage their affairs (but has mental capacity) is made known to Adult Services, their relevant support needs are assessed. Where no-one suitable is able to support them, social work teams provide some limited support to manage affairs. The Council's Client Affairs Team arrange Appointeeships – and these have increased by approximately 20% in the last year, due to growing public awareness of the Mental Capacity Act and family/friend unwillingness to accept the increasing complexity of responsibility. Where a person does not have Mental Capacity and there is no-one suitable to support them, the Council has applied to the Court of Protection for Deputyship – and these have increased by approximately 30% in the past year. Existing safeguards are dependent on the person being made known to Adult Services and meeting criteria for services	Ensuring that safeguards are in place for people who lack the capacity to manage their own affairs and are in hospital, residential or nursing home care – 2011/12 Corporate Plan
MANAGEMENT PRIORITIES			
5. Providing value for money and sound finance			
5.1 Carry out a 'zero-based' review of all Council spending to reduce back office costs and focus upon frontline services	Achieved	To complement the Efficiency Challenge Programme, a zero-based budget review was held over the Summer 2010. Combined with work from the existing Efficiency and Transformation Programme, this identified £12m savings	Further progress towards reducing costs will continue through delivery of the Efficiency & Transformation Programme – 2011/12 Corporate Plan. The Council's new strategic direction will ensure the principles of value for money and customer focus underpin all processes, practices and structures

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<i>5.2 Complete and implement the strategic efficiency review of our processes to ensure that the principles of value for money and customer focus underpin all our processes, practices and structures</i>	Achieved	A Member Vacancy Panel was set up in June 2010 to oversee recruitment and ensure no growth in Council posts. As a result of the budget review and Efficiency & Transformation Programme the number of posts will reduce. Council Tax was frozen for 2011/12	The Council, through its Efficiency and Transformation programme (see above) is continually reviewing all areas of its activities with a view to becoming more streamlined and customer focused
<i>5.3 Eliminate inefficiencies and unnecessary bureaucracy</i>	Ongoing	In May 2010 the Government abolished the national performance management framework, including the Comprehensive Area Assessment, Local Area Agreement and National Indicators. The Council's budget review has focused spending on where it is needed; and All in One findings will inform decisions on priorities for funding in 2011/12	As 5.2 above, the Efficiency and Transformation programme is ensuring an ongoing focus on eliminating inefficiencies and bureaucracy
<i>5.4 Seek more joint working with other authorities and bodies to cut costs</i>	Ongoing	Proposal for a shared legal service with the London Borough of Merton and appointment, in principle, of a joint Head of Service and Monitoring Officer was approved by Cabinet in February 2011. It is expected to make £100k savings in 2011/12 and a further 20% saving on the 2010/11 budget by the end of the second year. A Memorandum of Understanding for closer collaboration between members of the South London Partnership was approved by Cabinet in February 2011	Continuing to seek more options for joint working and shared services with other authorities and partners to cut costs
<i>5.5 Streamline our work practices making the best use of new technology where appropriate, in particular delivering more services online</i>	Ongoing	The Council is continuing to make prudent and measured investments in ICT to ensure that all of our processes and dealings with service users are as efficient and customer focused as they can be, and are using and where appropriate sharing information smartly. The website continues to evolve and improve and has recently been judged externally to be in the top ten of all local authority sites	Investments and improvements will continue within the framework of the Efficiency and Transformation programme
<i>5.6 Work with NHS partners, including newly emerging GP consortia, to improve health and social care services</i>	Ongoing	The Council will take a lead public health role, in line with Government policy. A Section 75 Partnership Agreement with NHS Richmond was agreed at Cabinet in December 2010. A Joint Director of Public Health is in post	Continuing to work with NHS partners, including newly emerging GP consortia, to improve health and social care services – 2011/12 Corporate Plan
6. Understanding our customers			

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6.1 Improve web communication, providing residents with more flexibility in contacting the Council	Ongoing	The Customer Contact Programme commenced in January 2011 as part of the Efficiency and Transformation Programme	Delivering access to more services through our website in ways that customers find more convenient – 2011/12 Corporate Plan
6.2 Improve the amount and quality of information and transaction functionality available on our website	Ongoing	To meet Government transparency of data requirements, senior managers pay and Members expenses and allowances have been published on the Council website	Continuing to provide clear and accessible information on progress towards our priorities by publishing information on our website on expenditure and performance in a comprehensive and accessible format
6.3 Extend our knowledge about the local population and their lifestyle choices in order to offer a more personalised service to individuals	Achieved	The Council, working with NHS Richmond, is exploring the potential use of Mosaic to help develop further understanding of the Borough's population in order to be able to target services and engagement activity so that they best meet residents' needs. Mosaic is a customer classification system provided by Experian which draws on a wide range of information sources. It has been purchased by NHS Richmond but will be available to Council officers	
7. Consultation in strong communities			
7.1 Carry out an All in One survey of every household in 2010	Achieved	The All in One survey was undertaken in November/December 2010. 13,500 responses were received and are being analysed. Initial results of the survey were presented to Cabinet in February 2011	
7.2 Develop community strategies and action plans for local areas, mapping out how local priorities will be developed and encourage the development of local partnerships	Ongoing	See above. The next phase of All in One, which will be delivered through a series of Village Planning events, is now under way Specific consultation in relation to the development of Twickenham was held in July 2010 (at Twickenham Barefoot). More than 800 local people took part in the three day event, leaving more than 320 different suggestions about what changes they would like to see in the town. Ideas generated were taken forward to the Twickenham Conference, attended by almost 400 local people, in October 2010	The Council will respond to each local area with the results of the All in One survey and invite local people to be involved in developing and delivering their own local Village Plan. Nine Village Planning events, covering 14 villages across the borough, will take place between May and July 2011 - 2011/12 Corporate Plan

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<i>7.3 Introduce Leaders' Question Times in local wards to promote accountability</i>	Ongoing	Leaders' Question Times have yet to be introduced, as priority was given to the All in One events	Question Times will begin in 2011/12
<i>7.4 Ensure the decision-making process becomes more accessible and inclusive, with meetings held in community venues, public responses to petitions etc</i>	Achieved	To make it easier for residents to have a say on local issues that matter to them and become more involved in the decision-making process, the Council launched an online Consultation Finder in July 2010. Cabinet will continue to respond to petitions with more that 1,000 signatures. All in One will involve consultation events with the public held in community venues. The Council has also started to webcast planning meetings	Continuing to engage the public in decision making though public meetings and interactive consultation processes - 2011/12 Corporate Plan
<i>7.5 Hold referendums on strategic issues</i>	Ongoing	A statement of intent has been published but no referenda yet held. The Localism Bill contains sections on local referenda which will need to be taken into account should the Bill be passed	
<i>7.6 Establish a Volunteer for Richmond scheme</i>	Ongoing	See 2.11	See 2.11
<i>7.7 Encourage more young people to vote for the Youth Parliament</i>	Achieved	More than 6,500 young people voted in the Youth Parliament 2011 elections	Continuing to encourage more young people to vote for the Youth Parliament - 2011/12 Corporate Plan
<i>7.8 Work with our partners to share information and jointly plan services more effectively</i>	Ongoing	The Council will take a lead public health role, in line with Government policy. A Section 75 Partnership Agreement with NHS Richmond was agreed at Cabinet in December 2010. A Joint Director of Public Health is in post	Working with NHS partners, including newly emerging GP consortia to improve health and social care services
8. Being fully accountable to the public			
<i>8.1 Develop a new performance management framework incorporating greater opportunities for resident and service user involvement</i>	Achieved	A new performance management framework has been introduced for 2011. This focuses on key issues for the community as well as organisational efficiency and effectiveness. The framework incorporates opportunities for resident and service user involvement.	

Interim Corporate Plan Item	Progress	Action Taken	Next Steps
<i>8.2 Provide clear and accessible information on progress towards our priorities</i>	Ongoing	The Council's priorities for 2011/12 have been set out in the new Corporate Plan, approved by Cabinet in April 2011. Progress towards achieving the priorities will be monitored on a quarterly basis by senior managers and Members. Information will be made available to the public on the website	Continuing to provide clear and accessible information on progress towards our priorities by publishing information on our website - 2011/12 Corporate Plan
<i>8.3 Improve the quality of the data that we use for decision making</i>	Achieved	The Council is committed to the provision of quality data and has reviewed arrangements for reporting corporate performance in 2011/12	
<i>8.4 Publish all Council spending above £500 and details of pay, expenses and allowances of Members and senior officers</i>	Achieved	The Council has published online senior management salaries and payments to suppliers over £500	See 6.2
<i>8.5 Implement a project management approach that focuses on realising the benefits of service improvements</i>	Achieved	The Council has implemented a standard approach to project management, ensuring all projects are authorised and monitored consistently. The overall governance for all major programmes and projects has significantly improved	The Council will continue to scrutinise and improve the way major programmes and projects are delivered
<i>8.6 Work with our partners to improve the performance management of jointly delivered services</i>	Ongoing	Staff have met with health colleagues to identify all indicators that are in local performance monitoring frameworks across health and social care (both adults and children) for 2011/12. Health indicators are being entered onto the Council's performance management system (RPM) for future joint reporting	Producing reports that monitor joint health and social care objectives with indicators from both sectors to better understand joint performance and the impact of health on social care and vice versa
<i>8.7 Maintain our corporate Investors in People accreditation</i>	Achieved	The Council underwent re-accreditation for Investors in People in February 2009 and will look to maintain this accreditation	
<i>8.8 Implement our corporate and directorate workforce development plans</i>	Achieved	Workforce development plans have been an integral part of service planning	