

LONDON BOROUGH OF RICHMOND UPON THAMES

CORPORATE PLAN 2011-12

1. INTRODUCTION

This plan presents the Council's commitments and targets for 2011/12 and also how the Council as an organisation will work with the community in designing and delivering services.

During the financial year 2010/11 the Council completed a review of all its spending, in preparation for the Government's comprehensive spending review, the results of which became known in the autumn 2010. The drivers behind this process were: delivering the administration's commitments, supporting the most vulnerable in the community, acting as trustees for the natural and built environment, focussing expenditure on frontline services and giving people a more direct say in Council services.

It has become clear that in order to freeze the level of Council Tax and to continue to deliver good quality, value for money services with the much reduced resources now available to us, the Council must do things in a different way. We have therefore agreed that the Council will take a new strategic direction, focussed on three roles:

Community Leadership – leading the development of a vision for the area and the villages and communities within it and galvanising the efforts of partners and stakeholders to deliver that vision together

Community Engagement – ensuring that residents and communities are able to have a say about their local area, can influence decisions and where appropriate, exercise control of services.

Securing delivery of services – either through direct provision or through commissioning the services for which it has a statutory responsibility.

The Council is responsible for overseeing delivery of a range of services. We believe that the best way to ensure that this high level of satisfaction is maintained is to create a sense of 'shared enterprise' with the local community, which will ensure that decisions are taken jointly and services reflect the needs and aspirations of local people.

The Council is now fully engaged in implementing this new approach through a comprehensive change programme which will extend for the next year and beyond.

Richmond upon Thames is a distinctive borough, with strong values and proud traditions. Between 8 November and 10 December 2010 we asked households, through the All in One survey, what they thought about the borough and 92% were satisfied with the borough as a place to live.

When asked "What are the three most important things in making your area a good place to live?" the five most often mentioned were:

- 73% - local parks and open spaces
- 38% - levels of crime and anti-social behaviour
- 35% - shopping in your local high street
- 34% - public transport

20% - library services

When asked 'Which three things most need improving in your local area?', the five most often mentioned were:

34% - traffic and/or levels of congestion
30% - conditions of the pavements
22% - Shopping in your local high street
21% - provision of parking
20% - condition of roads

The Council intends to use the results of the All in One survey to work with local people to develop village plans. These may include a focus on divergent priorities in different areas. The Council's Corporate Plan sets out how the Council itself plays its part in delivery of that ambition and will focus on those things that are important locally.

Our vision is to be **the best place in London in which to live, work and learn**. For this reason the following **key themes** are at the centre of everything we do as a council.

- Leading our Community
- Engaging and Involving our Community
- Delivering for our Community
- Being Accountable to our Community

and our service priorities for the next three years are:

- Supporting business, culture and the arts
- The best schools in London
- Caring for the most vulnerable in our community and reviving former "areas of disadvantage".
- A safe clean borough

2. FINANCIAL CONTEXT

The Council's grant from Government for the financial year 2011/12, equates to £157.70 per head of population, confirming the borough's position as the lowest funded London Borough.

The Council has been addressing the potential impact of the financial crisis on its financial position for some time beginning with a savings programme ordered in 2009/10 and is working towards making a reduction of £28- £33m in expenditure over the next four years in order to deliver a balanced budget.

Council spending increased by 50% in real terms between 1997 and 2010. Economies are possible and efficiency savings of £20m have already been identified as a result of a review of all Council expenditure and a further programme of review is to be carried out in 2011/12. This will be in line with the overall vision for the Council as a community leader, listening and engaging with local people and commissioning those services that the local community needs.

The Council has embarked on an ambitious change programme, focussed on securing the most effective, efficient quality services for the locality and delivering them in the most effective way. It will not be making across the board reductions, but instead will focus money on priorities, ceasing some services altogether in order to modernise, sustain or improve high priority or statutory services.

The form in which services will be delivered will vary from being commissioned from the private and or the voluntary sector, sharing services with other public bodies or direct provision by the Council. The key objective will be to achieve the best outcomes for local people in the most efficient way.

3. LEADING OUR COMMUNITY

As the elected representatives of local people, the Council's role is to work in partnership with all local stakeholders to develop a vision for the area so that it is a borough to be proud of. We will support business, culture and the arts, all of which contribute to the particular character of the borough and galvanise the efforts of all partners to deliver our vision together.

3.1. A borough to be proud of

The London Borough of Richmond upon Thames is London's greenest borough. It is recognised as having a high quality built and natural environment, made up of a rich mixture of green spaces, gardens and diverse town and village centres. As well as a great asset in attracting business and the creative industries, this is a major factor in the feeling of wellbeing and satisfaction that residents have with the area. We will strive to strengthen civic pride and retain our reputation for being the best place in London to live, work and learn. We will implement commonsense policies which strike a balance between making the borough open and accessible to all and protecting the environment. We will end "garden grabbing" and re-balance the previous policy of promoting smaller, rather than family dwelling units.

Some areas of the borough have suffered from relative neglect and an uplift strategy will be designed to restore heart and life to these areas and improve quality of life and the environment. We will bring forward a Master Plan for Twickenham and promote the revival of the town and open the riverside to the people.

We are committed to:

- Maintaining a robust approach to planning to secure the protection of the borough's unique character, giving priority to high quality design and street scene
- Helping the whole community's voice to be heard in decision-making about the local environment and helping residents to take more responsibility for strengthening civic pride
- Ensuring that transport planning in the borough reflects the needs of local residents and businesses and that schemes are only undertaken for safety reasons or if they have the support of the community.

To achieve this, we will:

- Implement the Development Management Plan Document for the borough
- Carry out feasibility studies for those parts of the borough which would benefit from intervention by the Council and partners to improve the physical infrastructure and services, such as the Uplift Strategy and the Twickenham master plan.
- Establish a Civic Pride Programme to support local initiatives and improvements where they are genuinely supported by local people
- Improve public spaces, including designating Richmond as a 'Flowered Borough' and promoting the Borough's history and heritage.
- Develop and implement a simpler approach to traffic and transport issues in the borough, easing unnecessary regulatory controls

- Implement changes to parking, including the Richmond Card, ensuring that parking controls help local businesses and residents.

We will measure progress through:

- Number of planning applications processed within eight weeks
- Percentage of decisions overturned at appeal
- Public satisfaction with parks, open spaces and play areas
- Condition of roads and the condition of foot paths
- The percentage of residents who find it easy to get around the Borough

3.2. Supporting business, culture and the arts

The economy of the borough is mature, with an emphasis on financial, business and retail services. Current economic indicators show a mixed picture with some measures indicating the local economy is improving, whilst others suggest a continuing deterioration. We are working with local businesses to provide advice and support to maintain a sustainable local economy and to prepare for recovery. We will do this by encouraging innovation and enterprise, supporting cultural entrepreneurs and the leisure, creative and tourism industries. Families and individuals have also been affected by the recession and the Council will ensure that advice and support are provided to assist people to develop the skills they need to maintain or find new employment opportunities.

The arts, history and a quality built and open environment are all hallmarks of the Borough and we will sustain and build on those

We are committed to:

- Ensuring that the borough continues to be a good place to start and do business by enhancing the competitiveness of local centres
- Promoting Richmond upon Thames as a visitor destination and centre for sport, culture and the arts and using opportunities such as the 2012 London Olympic and Paralympic Games and the 2015 Rugby World Cup to benefit the local cultural economy.
- Promoting growth opportunities for micro and small businesses
- Supporting local people to maximise their skills and employment opportunities, including people with learning disabilities, physical disabilities and mental health problems

To achieve this, we will:

- Identify action for business development and focus on smaller local centres
- Implement a long term approach to support the local economy
- Run a campaign to encourage the take up of small business rate relief
- Revise the parking strategy to support local businesses, including the introduction of free half hour parking
- Deliver a full programme of sports and cultural events in partnership with local cultural sector organisations
- Work with key business and higher education sector partners to develop and improve publicly accessible sports and cultural facilities in the borough
- Continue to provide information, advice and guidance to young people to access a wide range of post-16 learning and training opportunities.
- Work with local colleges, universities, training providers and JobCentrePlus to address barriers and to promote opportunity for all

We will measure progress through:

- The percentage of residents satisfied with their local high street
- The number of businesses in receipt of small business rate relief
- The percentage of users satisfied with individual arts, heritage, libraries & sports provision
- Public satisfaction with the local area
- The percentage of young people 16-19 not in education, employment or training

3.3. Working with Partners

This Plan is the Council's business plan for 2011/12, focusing on those issues for which the Council is directly responsible. In order to deliver excellent services, it is vital that we work with partner organisations. The Richmond Partnership brings together organisations from the public, business, community, voluntary and faith sectors to work together in improving the social, economic and wellbeing of the borough. This local understanding of what each partner is trying to achieve is informed by feedback from local residents on their needs and priorities and this is fed into the development of the Community Plan, which sets out our ambitions for the borough over the next ten years. This Corporate Plan describes how the Council will contribute to the Community Plan.

In April 2012 the Council will be taking on new roles and responsibilities for public health and working with local GPs who will become responsible for commissioning local health services. The Council will have a key leadership role to promote joint working and the integration of health and social care services and to improve the health of the local population, tackling the root causes of ill health. We have already made good progress in planning for these changes and throughout 2011/12 the Council will be working closely with health partners to ensure a smooth transition that delivers improved health and social care services for local people.

We are committed to:

- Broadening the range of partners we work with through the Richmond Partnership
- Developing new partnerships to help us deliver the vision for the locality and the villages and communities within it.
- Making it easier for the private sector, voluntary sector and social enterprises to engage with us in the delivery of services

To achieve this we will:

- Set out our commissioning intentions and invite current and future partners to share their ideas for delivering efficient and effective services
- Provide new support for local businesses, voluntary sector providers and social enterprises to enable them to bid for Council contracts
- Re-design our website to make it easier for providers to engage with us in the delivery of services
- Establish a Social Enterprise Partnership to encourage and support the development of social enterprises within the borough
- Establish joint staff teams to support the commissioning of health and social care and develop our joint approach with health colleagues to support integration.

We will measure progress through:

- Rates of public satisfaction with their local area
- Early deaths from the main killer diseases, such as heart disease, stroke and cancer
- Maintain current high levels of life expectancy in the borough

4. ENGAGING AND INVOLVING OUR COMMUNITY

4.1. Involving Our Community

Our partnership with local residents is key to our approach; we are committed to agreeing a shared vision for the borough, developed through effective consultation with local residents and businesses. The response of over 13,500 households (17% of the total) to the 'All in One' survey has demonstrated how much people care and want to have a say about their area. Over, 6,000 respondents indicated they wanted to be kept informed about how they could get more involved in their local area.

During 2011 we will be holding events in a number of localities to feedback the results of the survey and work with local people on the development of local community strategies which will inform decisions on how services are delivered in each local area. We must not lose sight of the fact that difficult choices will need to be made and it is for us to ensure that the reasons for those choices are understood.

The results of the All in One have largely confirmed that our current priorities are the rights ones for our community and opportunities for local people and residents to put forward their views as part of the decision-making process and take part in a range of community initiatives will be ongoing. We recognise the wealth of talent and knowledge which exists in the borough and are encouraging local people to contribute their expertise.

We are committed to:

- actively engaging local people in decision-making, drawing upon their diverse range of view, talents and specialisms to enable them to take more responsibility for their local area
- providing strong political and managerial leadership to deliver local priorities, which have community backing

To achieve this, we will:

- Use the results of the All in One survey to continue to engage with residents and businesses at a local level about changes to services to meet local priorities and enable the decision-making process to be more accessible and inclusive, with events held in community venues
- Ensure that users of health and social care services and their carers are involved in the development, delivery, monitoring and review of services
- Introduce Leader's Question Times in local wards to promote accountability
- Encourage more young people to vote for the Youth Parliament.

We will measure progress through:

- The level of community participation in the next stage of All in One

- The percentage of residents who feel they can influence decisions in their local area
- The number of people voting for the Youth Parliament.

4.2. Building Capacity in our Community

We recognise that giving people the opportunity to be heard will not in itself ensure that all decision making will reflect local aspirations. We will work alongside residents to enable them to be involved and to build capacity in our local communities so that local people can help to design services and where appropriate take action to make their area a better place to live. The voluntary and community sector has a key role to play in building community capacity and we will continue to work closely with the sector to enable it to meet the needs of local people.

We are committed to:

- Developing local village plans that reflect local concerns and work with the community and partners to deliver them
- Enabling local people to develop, agree and deliver their own responses to local issues
- Making it easier for people to engage with us in a range of different ways letting them know what we have done as a result
- Using the talents and skills of local people to benefit the local community
- Supporting the voluntary and community sector to help service users have a greater say in the design and delivery of services and to take advantage of opportunities to deliver more services.

To achieve this we will:

- Respond to each local area with the results of the All in One and invite local people to be involved in developing and delivering their own local plan
- Work with the Commission for Twickenham to develop a Twickenham Acton Plan
- Establish a “Volunteer for Richmond” scheme
- Review our arrangements for engaging people in the design of health and social care services to make it easier for them to be involved
- Commission infrastructure and capacity building support for the voluntary sector which reflects the needs of the sector and the needs of the local population.

We will measure progress through:

- Development and delivery of village plans
- The level of volunteering by residents in the borough
- Ensuring that all forums have agreed arrangements for involving people in improving health and social care services

5. DELIVERING FOR OUR COMMUNITY

The Council’s new strategic direction focuses on understanding the needs and views of local people and then securing their delivery in a way that best meets those needs within available resources. This means that the Council will deliver fewer services itself, but will look to a wide range of partners to deliver them on our behalf. The role

of the council will change to enable it to focus on doing fewer things well and allowing others to deliver what they can do well.

5.1 The best schools in London

We must ensure that the current and future generations of children and young people fully realise their potential. The borough's primary schools are amongst the best in the country, and although improving, the performance of some secondary schools is below average. In addition, a number of parents are currently not able to secure a place at their preferred school.

We are committed to:

- improving schools in the borough, to enable all pupils to make good progress throughout their time in education
- delivering greater choice, diversity for parents and promoting the independence and autonomy of schools
- promoting excellence in education to deliver the highest levels of achievement.

To achieve this, we will:

- Promote parent and community involvement in schools through Community Boards
- Support Governors, head teachers and teachers to improve attendance and standards of behaviour in schools through the Behaviour and Attendance Partnership
- Develop further partnerships with free schools and private schools
- Expect new Academy schools and sponsors to deliver education that reflects the wishes and aspirations of local people.
- Promote choice in education - promoting sixth form provision in schools and establishing a local Catholic secondary school
- Expand the number of primary and secondary school places in the borough
- Support discrete subject teaching, including in Maths, languages and history
- Implement the review of services for children with special educational needs

We will measure progress through:

- Overall our primary schools are judged as being in the top 5 in the country
- All Richmond residents applying for a primary school place for their child are offered a place
- All Richmond residents applying for a secondary school place for their child are offered a place
- The percentage of children achieving 5 A* - C grades including English and maths at GCSE

5.2 Caring for the most vulnerable in our community

We know that many people in the borough are vulnerable and may require support to maintain their independence, including older people and those with disabilities. We want to make sure that everyone feels they can make a valuable contribution, can get out and about, lives in a safe neighbourhood and is able to keep healthy and active. The Council will ensure residents have access to the benefits to which they are entitled and are clear about their housing options. We will work to make sure that people feel empowered in their local neighbourhoods and able to positively contribute

their skills and knowledge. The Council has been a leader in the development of Personalisation, which means that people receiving social care have an identified personal budget and can choose how to spend it. We will continue to develop these arrangements that give people more control over their lives.

5.2.1 High quality social care and support services

We are committed to:

- promoting independence and wellbeing by giving choice and control to those requiring support
- ensuring reliable and up-to-date information and advice is available
- providing access to high quality care and support when it is needed

To achieve this, we will:

- Continue to promote the Personalisation programme for all people eligible for adult health and social services.
- Work 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
- Retain the Freedom pass
- Develop housing options for older and disabled people to enable them to stay in their own homes for as long as possible
- Identify sites in the borough which are suitable for the development of family and affordable housing
- Review the provision of local advice and support services, including welfare advice, care support planning, debt, employment and housing and re-commission from April 2012.
- Introduce a policy of 'Pensioner Preference' to ensure that older people are aware of the support and concessions available to them.

We will monitor progress through:

- The percentage of people receiving care and support services who are happy with the services they receive
- The percentage of people responded to within two working days with a decision about their referral for social care services
- The percentage of adult social services users whose priority needs have been met
- The number of people delayed in hospital each week
- The percentage of adult social care users who receive an annual review of their service
- The percentage of people who have reduced / no service after adult social care have worked with them to help them regain independence
- The number of carers of adults offered an assessment

5..2.2. Safeguarding vulnerable adults and children

We are committed to:

- meeting our responsibility to ensure that all children and vulnerable adults are safe from harm and do not suffer maltreatment, neglect or self-harm
- ensuring that people know where to get help and feel able to use the services that can help them.

To achieve this, we will:

- 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.
- Ensure equitable access to respite and short break care for children and young people with additional health needs, disabilities and learning difficulties
- Ensure that children and young people with mental health issues get timely and effective support when needed
- Continue to develop and improve safeguarding information, detection practice and protection for those vulnerable adults requiring it
- 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
- Deliver professional awareness events to partners on adult safeguarding and implement e-learning

We will monitor progress through:

- The percentage of adults' safeguarding referrals dealt with within 24 hours of receiving the referral
- The percentage of adult safeguarding cases where the adult at risk and/or their representative provide service user feedback
- The number of disabled children who receive regular overnight short breaks away from home
- Children subject to a child protection plan (to keep them safe) who have had one previously
- The percentage of children who have been referred to children's social care on more than one occasion within the past 12 months
- The percentage of referrals to children's social care requiring further investigation

5.3. A clean, green and safe environment

The London Borough of Richmond upon Thames is London's greenest borough. It recognised as having a high quality built and natural environment with significant areas of open public space that are unique within London and offer opportunities for a range of physical activity. We have a responsibility to protect the environment in a sustainable fashion, so that it can be enjoyed by future generations and to maintain the environment for the enjoyment of residents now.

Having a clean borough that we are proud of contributes to reducing the incidence of crime and helps people to feel safer. We know that living in a law abiding community is one of the most important things for our residents' quality of life. People in Richmond upon Thames are less at risk of being victims of crime than those in any other London borough. This has been achieved by developing closer working relationships between the Police, council and other organisations in the borough.

5.3.1. Cleaner and greener

We are committed to:

- Protecting the environment so that it can be enjoyed by current and future generations
- Reducing the Council's energy consumption and making more efficient use of our resources
- Assist residents cut CO₂ emissions

To achieve this, we will:

- Continue to work with residents to increase rates of recycling
- Operate a zero tolerance policy on litter and graffiti and maintain high standards of street cleaning
- Implement the efficiency and transformation programme which will reduce the Council's use of resources such as accommodation and energy
- Continue to reduce what we send to landfill

We will measure progress through:

- The percentage of all household waste reused, recycled or composted
- The percentage of highways that meet or exceed the nationally defined standard of cleanliness

5.3.2. A safe environment for all our residents

We are committed to:

- remaining London's safest Borough
- supporting zero tolerance policies against petty crime, graffiti, antisocial behaviour and drunkenness and working to restore Civic Pride
- ensuring that everyone is able to go out and about in the borough without fear of crime

To achieve this, we will:

- Implement the Anti Social Behaviour delivery programme to secure quicker resolution of problems for victims of anti social behaviour
- Develop joint tasking initiatives to identify and tackle hotspots of anti-social behaviour and incidents.
- Support zero tolerance policing in town centres and non-drunkenness zones

We will measure progress through:

- The overall crime rate per head population
- The percentage residents who think anti-social behaviour is a problem in their neighbourhood

6. ACCOUNTABLE TO RESIDENTS

We are seeking to enhance accountability and create a culture of openness and honesty about our spending and performance, underpinned by a willingness to challenge and be challenged. In order to enable the public to hold us to account, we are committed to providing clear and accessible information and establishing channels for questions and feedback. Local people will be involved to a greater extent in the design and delivery of local services, with their views invited from the

start of a change in policy. It is intended that this new approach will promote 'active citizenship', based on shared understanding, whereby the public will be aware of the constraints in which the Council operates and be invited to work with us in agreeing priorities and setting minimum standards for services.

6.1. Providing value for money and sound finance

Providing value for money is integral to our ambitions for the borough. The current economic climate means that the Council's resources are more limited with central funding reduced, the impact of the recession on Council income and rising demand for services, particularly from the vulnerable. The Council has embarked on an ambitious efficiency and transformation programme which will see a review of the way we deliver all of our services over the next year and result in a more streamlined organisation.

At the same time, we will continue to invest in key areas. The 'All in One' consultation exercise has provided us with insight into priorities in every locality, confirming that our current priorities are largely the right ones and we will ensure that services are accessible to all the community, particularly those most in need.

We are committed to:

- Reviewing the way we deliver every service to make sure that we reduce waste and unnecessary bureaucracy and that it is delivered in the most efficient way possible
- exploring opportunities for joint working and shared service arrangements to ensure we maximise the outcomes from available resources
- freeze the level of Council Tax for the financial year 2012/13

To achieve this, we will:

- Deliver the transformation and efficiency programme in line with the new strategic direction of the Council to ensure that the principles of value for money and customer focus underpin all our processes, practices and structures
- Deliver access to more services through our website in ways that customers find more convenient
- Deliver energy efficiency savings from council buildings and reduce the overall office space occupied by the Council
- Deliver a joint legal service with London Borough of Merton
- Seek more joint working with other authorities and bodies to cut costs
- Work with NHS partners, including newly emerging GP consortia, to improve health and social care services
- Eliminate inefficiencies and unnecessary bureaucracy

We will measure progress through:

- Overall cost per head (per resident) of all council run and/or commissioned services
- Cost per visit to libraries
- Cost of parks per hectare
- Cost of waste collection per household
- Cost of street cleansing per length of road or hectare
- The level of Council Tax 2012/13.
- Number of financial transactions using our website

6.2 Being fully accountable to the public

We will closely monitor performance against the targets we have agreed with partners in the Community Plan and the targets we have set for ourselves within the Corporate Plan. We will implement systematic improvement planning where we are failing to achieve and identify and promote innovation and good practice. Through our new local performance management framework, we will focus upon creating a culture of openness. There will be increased accountability to local people, including transparency around Council spending and performance. By making more information available, there will be increased public understanding of the context in which we are operating and more willingness to become involved in designing services.

At a time when we are implementing efficiencies we need our people to perform to the highest standards and that will require excellent communications, leadership, management and effective workforce planning.

We are committed to:

- Reshaping our performance framework to ensure it reflects local needs
- Publishing performance data to enable residents to hold the Council to account.
- Promoting understanding of the standards of services local residents can expect
- Embedding a culture of openness and performance improvement throughout the Council

To achieve this, we will:

- Implement a new performance management framework incorporating greater opportunities for resident and service user involvement
- Provide clear and accessible information on progress towards our priorities by publishing information on our website on expenditure and performance on our website in a comprehensive and accessible format
- Use a variety of means, including our website, to ensure that all residents and service users can access the right information and the right people in a way that is convenient to them.
- Engage the public in decision making through public meetings and interactive consultation processes
- Support the work of the Tenants Champion in ensuring local accountability of Housing Associations operating within the borough
- Implement corporate HR standards which reflect the needs of the Council in its new role as a commissioning body

We will measure progress through:

- Regular publication of Council expenditure and performance on the website in an accessible format
- Number of days sickness absence per year per member of staff
- At least 80% of all calls into the Council answered within 20 seconds
- At least 80% of all contacts with the Council resolved first time
- New claims and changes to housing/council tax benefits are processed in 15 days or less

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| <ul style="list-style-type: none">• The percentage of new applications to the Housing Register assessed within 7 days |
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7. Managing Risk

The Council considers risk when taking decisions, planning and undertaking new initiatives, agreeing contracts and working in partnerships. Whilst we recognise that not all risk can be eliminated we seek to manage risk to an acceptable level, putting in control procedures where they are cost effective.

The Council has identified the key strategic risks areas relating to the Corporate Plan as:

- Major changes in the structure and focus of the Council which will reduce its size and capacity
- The Council is reliant on strong working relationships with our local partners to deliver good outcomes for local people, which may be put at risk as result of financial constraints
- Long-term solutions for protecting the environment require buy in and change of behaviour by local people and communities
- Safeguarding of children and vulnerable adults
- High demand for primary and secondary school places
- Implementation of the Personalisation Programme and the need to shift funding into preventative services, poses issues for financial control and the development of a local market.
- The delivery of major capital programmes and projects
- The need for strong community engagement in a time of national economic change
- Reduction in government funding and the need for stringent financial control.

These risks have been identified in our corporate risk register, together with the actions we are taking to mitigate them. These will be reviewed throughout the year and further action taken as required.

8. Performance management of the Corporate Plan

The Corporate Plan presents clearly priorities that we are committed to delivering and how we will measure our success. We have a rigorous performance management system in place to ensure that we will achieve these ambitions. Responsibility for achieving each of our commitments has been allocated to Council staff and Members. Throughout the plan we have identified how we will measure success. Progress will be monitored and relevant performance indicators reported, on an exception basis, in our Quarterly Performance Reports to Cabinet and to Overview and Scrutiny Committees and in our Annual Report. Where we are not on track we will take the actions necessary to ensure we meet our targets.