

London Borough of Richmond Corporate Plan 2015-16

A Commissioning Council: Delivering local priorities



A Commissioning Council: Delivering Local Priorities

The Council's vision is for Richmond upon Thames to be the best borough in London; a borough identified by its green character, historic buildings, high quality appearance, vibrant high streets and outstanding schools and services; one where businesses and the voluntary sector can thrive; where citizens can help change neighbourhoods in which they live; and feel safe being part of one of London's safest boroughs. A borough where the most vulnerable of our residents are supported and where everyone can live as independently as possible with good health and a sense of wellbeing for the better.

We aim to be an accountable, open Council with empowered communities. Through our Village Planning process, we are committed to listening to our residents and ensuring they have an opportunity to have their say, using new methods of engagement to deepen conversations with residents, enabling communities to become involved in planning and delivering services.

The Council has three overarching aims:

- Through its community leadership role, to transform local public services through partnership and collaboration;
- To build community capacity to enable residents and communities to take greater control over their lives and to shape and where appropriate deliver local services; and
- To act primarily as a strategic commissioning body with a reduced role in service delivery.

Since announcing its intention to be a Commissioning Council in November 2011, the Council has put in place a wide range of commissioned services that have transformed the way in which Council services are delivered. This includes Achieving for Children (AfC), the Community Interest Company established with the Royal Borough of Kingston to deliver our Children's Services; a four borough Legal Service; and a number of support functions that are now delivered through shared service arrangements. As a result of this commissioning activity, around two thirds of net Council expenditure is now delivered through third party providers.

A Commissioning Council: Delivering Local Priorities

In January 2015, the Council announced its proposal to develop a shared staffing arrangement with the London Borough of Wandsworth. The proposals aim to deliver the creation of a single staffing structure across the two boroughs by March 2017, delivering estimated savings of up to £10 million per year for local tax payers in each borough. The initial focus is on merging management structures - reducing duplication, and the proportion of spending that goes on senior management. In the longer term there will be opportunities for further savings to reduce overheads, for example, getting better deals from suppliers when commissioning services. Wandsworth and Richmond Councils will continue to be separate sovereign bodies with their own elected Councillors, Cabinets and Leaders, maintaining their distinct identities and retaining the ability to develop policies and priorities that matter to their local residents.

Driving these changes is the Council's commitment to delivering the high quality and value for money services for residents against an increasingly challenging financial backdrop. The Council puts a premium on its relationship with local people, listening to them, understanding the needs and preferences of local communities and agreeing priorities.

This Corporate Plan highlights the Council's priorities for its residents and the borough for the next twelve months, during a period where it will be working towards its new structure that will secure some of the significant additional savings that are required during the following years.

People

- Protecting the most vulnerable
- A healthy borough
- The best schools in London

Resources

- A lower tax borough
- An accountable and open council

Place

- A green borough
- Supporting local business and arts
- A safe borough

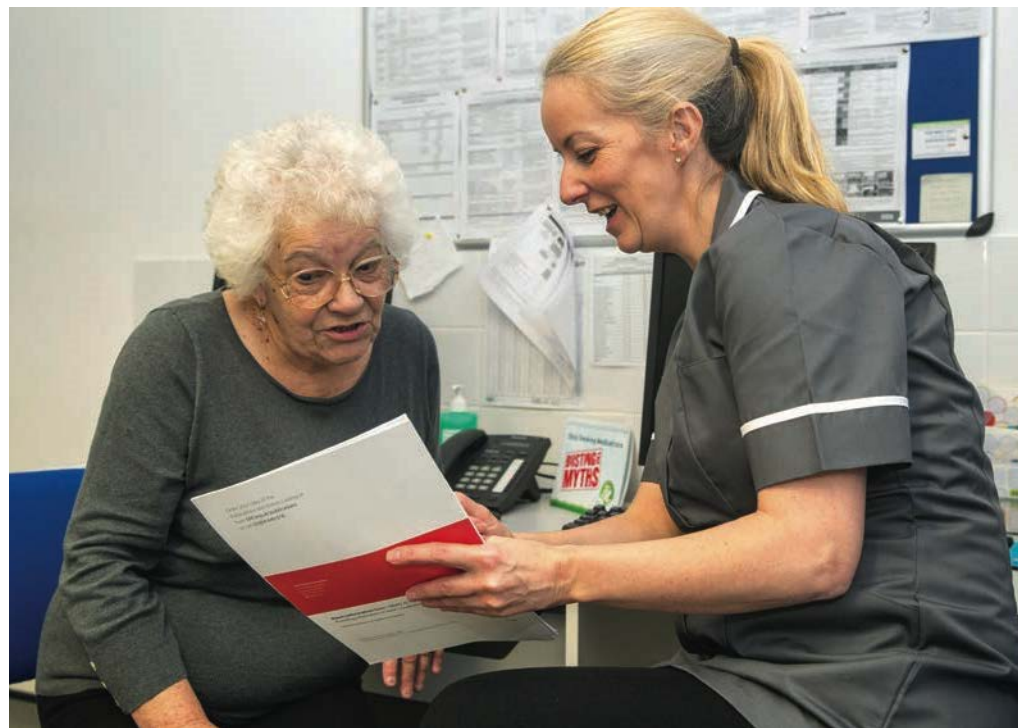
How we work

- Involving our community
- Community leadership
- Fairness for all

People: Protecting the most vulnerable

We are committed to ensuring that Richmond upon Thames is as safe as it can be for adults and children at risk. We will achieve this by working collaboratively in partnership with statutory and voluntary sector partners to support vulnerable people to stay safe.

The Council is committed to ensuring that all older people are able to live a full and active life, feeling valued and included within the community. For children and young people, we will deliver high quality services through our jointly commissioned Community Interest Company, Achieving for Children, which will help children to live safe, happy and successful lives.



In 2015/16 we will:

Support vulnerable adults and children to keep them safe and in ways that are personal to them

Key Activities and Programmes

Strengthen systems to identify children at risk of sexual exploitation and ensure there are effective preventative services and interventions in place to support these vulnerable children

Embed the Team Around the Child approach to supporting children and families so that they receive coordinated support from the right professional at the right time

Measures

Percentage of children at risk of sexual exploitation who are:

- (a) known to Early Help services;
- (b) a Child In Need;
- (c) subject to a child protection plan; and
- (d) looked-after.

Percentage of Common Assessment Framework cases that are closed with some or all outcomes achieved

People: Protecting the most vulnerable

In 2015/16 we will:	Key Activities and Programmes	Measures
	<p>Implement a Multi-Agency Safeguarding Hub and put in place clear protocols so that support is provided to children and young people in a timely manner by the most appropriate agency</p> <p>Implement the 'Making Safeguarding Personal' initiative to support people to achieve their desired individual outcomes</p> <p>Implement the Strengthening Families programme to support vulnerable and complex families to build their resilience and reduce their reliance on high cost public services.</p>	<p>Number and % of child assessments completed within timescale</p> <p>% of people who felt safer as a result of an adult safeguarding intervention</p> <p>Number of families 'turned around' through the Strengthening Families programme.</p>
Safeguard children and adults from harm through effective and early intervention	<p>Implement an annual conversation with schools to develop joined-up care planning and support for pupils who receive social care services</p> <p>Develop a new model to prevent young people's substance misuse</p> <p>Develop a local framework on prevention of self-harm and suicide</p>	<p>% children subject to a CP Plan for 2+ years</p> <p>Number and percentage of young people successfully completing a preventative substance misuse intervention</p>
Support more carers and self funders in line with new care act requirements	<p>Implement new statutory responsibilities arising from the Care Act</p>	<p>Number of carers supported</p> <p>Number of self- funders supported</p>
Support people to live independently at home	<p>Commissioning of outcome based services to support more people at home giving them more choice and control</p>	<p>% of people with a personal budget where outcomes were met</p> <p>Number of permanent admissions to care homes for older people</p>
Become a Dementia Friendly Community	<p>Further develop the Dementia Friends Project</p>	<p>Number of agencies/organisations signed up to the Dementia Action Alliance</p>
Tackling homelessness and over-crowding	<p>Deliver, in partnership with Richmond Housing Partnership, an extension programme to reduce overcrowding</p> <p>Joint programme with SPEAR, a charity working with homeless people in and around Richmond and Merton, to improve the health of Rough Sleepers</p>	<p>% of homeless applications accepted</p> <p>% of rough sleepers engaged with GP services</p> <p>Number of rough sleepers registered with dentist by service</p>

People: A healthy borough

Richmond upon Thames is a healthy borough and is currently the most active borough in England, with good provision of public sports and fitness facilities and a strong voluntary sector with over 200 clubs. Health outcomes in Richmond upon Thames are generally better than the national average, e.g. life expectancy, obesity and with access to green spaces and good schools. However, health inequalities are apparent in the Borough and despite favourable comparison with other areas, the number of people with unhealthy lifestyles is still a concern.

Working with the NHS we will continue to develop and commission integrated services across health and social care. Together we will implement the Better Care Closer to Home (Out of Hospital) Strategy and the Better Care Fund, a pooled budget across health and social care. We will develop our approach to Outcomes Based Commissioning, which will we use to deliver services that help people to live at home.

We will also work together on key aspects of the Care Act; in particular the development of a Council-wide and NHS Prevention Strategy. We will also work together on shaping the local care provider market and on developing alternative options to residential care. As an employer, we will achieve and continue to support the Healthy Workplace Charter.



People: A healthy borough

In 2015/16 we will:	Key Activities and Programmes	Measures
Further integrate health and social care, delivering more joined up services for residents	<p>Implementation of the Better Care Fund and the Better Care Closer to Home Strategy to deliver our programme of out of hospital support</p> <p>A Joint Adult Prevention Strategy, which will include providing better information and advice and a resource directory</p> <p>NHS Health Check Programme</p> <p>Smoking Cessation Service</p>	<p>Number of non-elective admissions</p> <p>Number of permanent admissions to care homes for older people</p> <p>Number of people invited to have an NHS Health check</p> <p>Number of self-reported 4 week smoking quitters</p>
Ensure that more residents who need it, receive care in their community and closer to home	<p>The Outcomes Based Commissioning Programme will focus on identifying outcomes for service users which we can use to commission to help people to live at home</p>	<p>% of people receiving rehabilitative support who have a reduced level of service or no service required upon completion</p> <p>Satisfaction levels for those who received rehabilitative support</p> <p>% of people dying in usual place of residence</p>
See more people leading healthier lifestyles, including through participation in sport and physical exercise	<p>Further develop the Exercise Referral Scheme, where medical practitioners can refer an individual to a 12 week programme, supported by a dedicated fitness instructor</p> <p>Further develop Richmond Inclusive Sport and Exercise (RISE) programme, which promotes sport and exercise for disabled people of all ages</p>	<p>Number of participants at RISE events</p>
Embed a 'recovery-based approach' to substance misuse services, which focuses on building a system of the support for the service user, instead of focussing on the symptoms		<p>Successful completions of drug treatment (opiate / non-opiate users)</p>

People: The best schools in London

Richmond upon Thames remains an excellent place for children to achieve their potential. The schools in the Borough have a long-established reputation for delivering high educational standards and attainment which is recognised by our residents and by OFSTED inspections. 2014/15 saw the completion of the Council's sixth form programme, with every secondary school now offering sixth form provision.

We have commissioned Achieving for Children to work with childcare providers and schools to increase the provision of high quality nursery and school places, including at sixth form level. We have also asked them to support independent free schools to develop new provision and increase the choice of school places on offer for parents and their children.

Achieving for Children will continue to support schools to sustain high educational attainment and provide additional support to help reduce the gap between pupils who live in low-income families and their peers.



In 2015/16 we will:

Key Activities and Programmes

Measures

Support high educational achievement in schools

Roll out universal free school meals and increase the take-up so schools can access a higher levels of funding to improve pupil attainment

Achievement of 5 or more A* - C grades at GCSE including English and Maths

Support the development of our youngest residents and narrow the gap in attainment made by different groups of young people

The gap in attainment between pupils eligible for pupil premium funding and their peers achieving 5 A*-C grades at GCSE (including English and Maths)

The number and percentage of pupils eligible for the Pupil Premium Grant achieving Level 4 or above at Key Stage 2

The percentage achievement gap between pupils eligible for the Pupil Premium Grant and their peers achieving expected levels of achievement at Key Stage 2

Ensure that there are sufficient school and childcare places to meet rising demand

Support free school proposals and the development of the new secondary free school on the Richmond upon Thames college site

The number and percentage of resident families who are able to send their child to one of their preferred schools

Respond to increased eligibility and secure sufficient childcare places for disadvantaged two year olds and continue to secure high levels of take up of the offer in 2014/15

The number and percentage of known eligible two years olds accessing nursery education funding

Number and percentage of known eligible two year olds accessing nursery education funding

Place: A green borough

The environmental quality of the Borough is its most valuable asset and the Council is committed to protecting it. The council will continue to do so through direct action and by lobbying Central and Regional Government on key issues, including for example our stance against a third runway at Heathrow and our aversion to the extension of Permitted Development Rights that allow the easy conversion of properties to residential use.

The Uplift Programme will continue. Its aims are to revitalise those areas of the borough which would benefit most from a range of improvements including enhancements to visual appearance, retail areas, open spaces and civic areas. Our next major Uplift project will be at Hampton Hill High Street and this year is also a key year for Uplift fund supported works at Whitton Station and for the consultation and next levels of detailed work required for the Ham Close regeneration proposals. The Twickenham Area Action Plan will continue to see town centre improvements, including preparations for the Rugby World Cup 2015 via continued streetscape improvements and via our partnership working with Network Rail at Twickenham Station.

We will also implement the next phase of a Parks Improvement Programme which will offer more facilities and experiences.



Place: A green borough

In 2015/16 we will:	Key Activities and Programmes	Measures
Improve footpaths and roads through targeted investment	Continue with the Uplift Programme and develop the Twickenham Area Action Plan	100% completion of scheduled repairs through the Community Roads and Pavements Fund Resident satisfaction with the local high street Resident satisfaction with the local area as a place to live
Make improvements to the planning service, including those that will give the community greater levels of connection with the service	Consultancy work to determine a plan for the service	
Develop an offer to local residents regarding domestic energy efficiency	Development of a Local Energy Smart Scheme, which is the Borough wide (Green Deal based) programme for the provision of energy efficiency measures into residential homes	Participation rates in the Local Energy Smart Scheme
Provide further investment in our parks	Parks Improvement Programme (Phase 3) and exploration of additional funding opportunities via the Local Enterprise Partnership	Resident satisfaction with parks and open spaces
Deliver borough wide cycling related improvements	A Borough Cycling Programme, supporting the GLA Cycling Delivery Plan at the local level and including TfL funded improvements for cycling in Twickenham.	Levels of funding secured from external sources including the Greater London Authority and the Local Enterprise Partnership

Place: Supporting local business and arts

The economy of the Borough is mature, with an emphasis on financial, business, hospitality and retail services. We are working with local businesses and their representative organisations to help identify and address issues and to capitalise on the opportunities that the coming year brings. We will do this by enhancing the borough's profile as a place to visit and do business, encouraging social enterprise and supporting initiatives to boost our town and village centres.

The arts, history and cultural environment are all hallmarks of the borough, enjoyed by residents and contributing to its attractiveness as a business and visitor destination upon which we will sustain and build upon, through a series of arts programmes, festivals and events villages and town centres will become cultural destinations.

Businesses and the cultural sector have an important role to play in maintaining the vibrancy and distinctiveness of local areas, making them attractive for residents and visitors and are a key factor in the quality of life for residents. We will continue to support the improvement of the trading environment through the Town Centre Opportunity Fund and Civic Pride Fund.



Place: Supporting local business and arts

In 2015/16 we will:	Key Activities and Programmes	Measures
Successfully deliver the Rugby World Cup in partnership with the Rugby Football Union and the Rugby World Cup 2015 Organising Committee	Rugby World Cup 2015 Programme	Visitor satisfaction with the fan zones and ticketed events
Take full economic advantage of RWC opportunities in Twickenham, supporting local businesses and increasing tourism levels.	Delivery of Twickenham and Richmond Riverside Programmes Business Offers Scheme	Businesses feel they are sufficiently informed about the impacts and opportunities around RWC2015 Businesses sign-up to and make offers as part of the Business Offers Scheme
Embed a new Cultural Partnership Strategy (2015-19) into the way we work with partner organisations across the arts, heritage and sports sector.	New annual Music and Drama Festival Continuation of the four year WW1 Commemoration Programme	Resident and audience satisfaction levels for the new Music and Drama Festival
Consider opportunities to more effectively use existing council assets, including the continued development of libraries and other spaces as cultural and community hubs.	Delivery of the Community Building in Twickenham to open in 2016 Delivery of the next stages of the Transforming Orleans House project	

Place: A safe borough

Richmond is one of the safest Boroughs in London. The Council works with the police and other organisations, both voluntary and statutory, to reduce crime. A range of different methods are used including drug testing on arrest, new anti-social behaviour legislation which controls public drinking and the dispersal of peoples to ensure that visitors to our town centres remain safe and are not disturbed by alcohol related anti-social behaviour.

We support residents who experience domestic abuse and will improve the existing service to help reduce the risk of physical violence and increase the safety of those experiencing domestic abuse.

Local people are able to hold us to account for our response to anti-social behaviour by contacting us using the Community Trigger process, which guarantees a review of how we have responded. We will continue to develop our risk based approach to tackling anti-social behaviour with our Partners.



In 2015/16 we will:

Key Activities and Programmes

Measures

Strive to be the safest London Borough.

Improve residents awareness of crime prevention advice on acquisitive crimes through targeted communication campaigns and partnership working

Overall crime rate per head of population

Fully develop our community support around anti-social behaviour for those suffering from mental health problems

Reduce the number of insecure acquisitive crime offences on the borough

% of residents who perceive there to be high levels of anti-social behaviour

Support people to live independently and safely at home

Improve our analysis of the incidence of anti-social behaviour, hate crime, domestic abuse and child sexual exploitation, including understanding the profiles of victims and perpetrators, to enable us to tackle the causes of these crimes

Ensure that victims of domestic abuse feel supported

Review how we work with partners to share and manage information and identify risk around domestic abuse, safeguarding and child sexual exploitation

Domestic abuse - % of service users who feel safer after an intervention from the service

Domestic abuse – reduction in the severity of physical abuse for those accessing the service

Resources: A lower tax borough

The Council continues to deliver significant savings, to eliminate waste and ensure resources are focussed on key priorities. The savings secured since 2011/12 will exceed £30m per annum by the end of 2014/15. Service transformation projects being implemented as part of the Council's Medium Term Financial Strategy will offer scope for both improved services and further efficiencies in the future.

The current economic climate means that the Council's resources are more limited with central funding continuing to be reduced. The latest Local Government Finance Settlement has made the Council's financial plans more challenging with a further reduction in general grant funding.

We will continue to drive out savings from council services, continue our drive against benefit fraud and deliver a zero percentage Council Tax increase in 2015/16.



In 2015/16 we will:	Key Activities and Programmes	Measures
Deliver a zero % Council Tax increase in 2015/16	Review all services to identify savings opportunities	Savings target for 2015/16
Deliver a Medium Term Financial Strategy which addresses the reduction in funding from Government	<p>Deliver the Procurement and Commissioning Programme</p> <p>Develop an affordable, capital investment programme for 2015/16, which focuses particularly on schools</p>	<p>Cost of services per resident</p> <p>Level of resident satisfaction on how the Council provides Value for Money</p>
Expand existing shared service arrangements and seek opportunities for new shared services	Initiate shared management arrangements with London Borough of Wandsworth	
Maximise income collection		Collection rates for Council Tax and Non-Domestic Rates

Resources: An accountable and open Council

As a Council we are accountable to our residents about the decisions we make and the way we work. We will continue to operate a culture of openness and transparency to support this, which for 2014/15 has included the webcasting of more Council meetings. We will continue to publish information about the way we work including our performance, local and national data about the borough and our residents, which will include the annual residents' survey.

We use a range of different communication methods to provide information on the decision making process. We publish increasing amounts of information to enable residents to hold us to account on key issues and to ensure that they, along with local businesses and voluntary sector organisation, have the information they need about the borough to support their work. This information will also be used to support on-going internal challenge to performance, including benchmarking against comparable authorities.



In 2015/16 we will:	Key Activities and Programmes	Measures
Support the Scrutiny function in adding value to the services delivered to residents	Ensure cross-council support to the revised scrutiny arrangements	% of scrutiny recommendations adopted
Further embed our culture of openness and performance improvement	Publish more information to meet our commitments to transparency	The number of residents who feel involved in decision-making % of people who trust council
Seek opportunities to increase the openness and transparency of decision making, including the publication of information across multiple channels		The % of FOI's that are dealt with, within statutory timescales The % of complaints that are dealt with target timescales
Make it easy for residents to conduct transactions and access services online	Develop an overarching strategy for a 'Digital' Richmond, bringing existing work together to avoid duplication and identifying the potential for a more comprehensive offer	Number of 'Richmond Account' registrations Number of service transactions that take place over the council website

Resources: Fairness for all

We aim to be a borough which values the diversity of all its communities and enables all its residents to become full and active citizens, to feel safe, included, respected, valued and share a sense of belonging.

In light of the Council's strategic direction to become a commissioning Council, we have reviewed the Council's commissioning and procurement processes to ensure that the needs of protected groups are adequately captured and reflected in service specifications and contracts.



In 2015/16 we will:

Key Activities and Programmes

Measures

Ensure our commissioning activity takes account of the needs of service users and communities

Produce profiles of service users in key service areas as part of annual Public Sector Equality Duty publication

Ensure that equality implications are considered when reviewing policy or services

Maintain our effective Equality Impact Needs Assessment programme

% of EINAs that are signed off by DMTs at appropriate stage

Monitor our engagement activity to understand the extent to which the Council is receiving views from all areas of the community

Analysis of the resident survey and service satisfaction measures by equality groups to inform development of a targeted approach

Implement key findings of the loneliness and isolation project

Resources: Community leadership

The Council has a key role in working with local partners to make sure that the services that they provide meet the needs and preferences of local people. The Council does this through the Richmond Partnership with key partners including GPs, Richmond Police, schools, colleges, businesses and the voluntary sector. The services provided by all these partners impact on the quality of life of local people.

The Council is developing its partnership relationship with local residents, supporting the community to be more involved and to do things for themselves. The provision of small grants to community projects through the Civic Pride Fund is helping local residents to lead and make a difference.



In 2015/16 we will:

Key Activities and Programmes

Measures

Act as the local voice of residents, representing their views to government, partners and other bodies

Proactively identify opportunities to represent local people's needs and preferences and, particularly noting the overwhelming verdict of local residents against Heathrow expansion in the recent referendum, to work with Wandsworth and other concerned boroughs to press the government to reject the flawed Airports Commission report; establish a joint task force with Wandsworth and other Boroughs to support our MPs and public representatives in fighting the damaging recommendation for a third runway, before, and if necessary after, any Ministerial decision; and, specifically, to approve the taking of legal action, as and when appropriate.

Work with statutory, voluntary and business partners to deliver more community objectives

Continue work with Richmond upon Thames College and Haymarket Media Group to develop the Education and Enterprise Campus

With partners, deliver the 2015 Rugby World Cup programme

Support the Voluntary and Community sector to have a strong voice in representing their users and local residents

Work with the voluntary and community sector to plan for new capacity building and strategic support services

Resources: Involving our community

Through the building of capacity within the community the Council is enabling residents and communities to take greater control over their lives, to shape and, where appropriate, deliver local services. 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 use the Village Plans as a means of developing a vision for each village area, involving and communicating with the local community and businesses and supporting them to take action. Through the Community Links initiative, we help residents who want to be involved to develop projects which have the backing of their local communities.



In 2015/16 we will:

Key Activities and Programmes

Measures

Work with partners and residents to deliver Village Plans for Barnes, East Sheen, Mortlake, St Margaret's, East Twickenham and Richmond. We will also start the process for Hampton, Hampton Hill, Hampton Wick and Teddington

Continuation of the Village Planning Programme, which will provide residents with the opportunity to determine their vision for the local area, how it will develop in the future and become involved in improvement activities arising from the process

Number of people engaged in Village Planning

Support our residents to contribute to local projects and ensure that there are opportunities for volunteering

Promotion of community involvement in local projects through the Community Links programme

Provide opportunities for the community to be involved in commissioning activity

Develop an Online Collaborative Community that will enable residents to interact with and input to Council activities and decision making

Number of people who feel they can influence decisions / change

Enable young people to have a greater say in the development and delivery of Council services

18 - 35 year olds as % of those responding to online consultations

Ensuring that the Council delivers against commitments

The Corporate Plan sets out the Council's priorities for the year ahead, what we are planning to do to achieve those priorities and how we will measure our success.

Our strategic projects and programmes are monitored monthly to ensure they are delivering to time and budget and that the intended outcomes and benefits are achieved. The progress of these programmes are reported to Cabinet on a quarterly basis.

We will also report against the measures set out in this plan on an exception basis, in our Quarterly Performance Reports to Cabinet and to the Scrutiny Committee.

Where we are not on track we outline the actions being taken to ensure we meet our targets. This information is published on the website at the following address: www.richmond.gov.uk/council_performance

We aim to be a leading authority nationally and we will continue to compare ourselves to other local authorities to make sure that we are. To ensure accountability and transparency we publish our end-of-year results on the Council's website and we will also provide information about how the council compares with others.

Links to the Council's key documents

[Community Plan](#)

[Village Plans](#)

[The Joint Health and Wellbeing Strategy](#)

[Richmond Compact](#)

[The Children and Young Peoples Plan](#)

[Adult social care strategies](#)

[Annual Public Health Report](#)

[Medium Term Financial Strategy](#)

[The Community Safety Partnership Plan](#)

[The Cultural Partnership Strategy \(tbc\)](#)

[The Local Plan](#)

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