

Driving Forward our Vision for our Borough...

TOGETHER

The Richmond upon Thames Community Plan 2007-2017



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Foreword



Welcome to the Community Plan for our borough – our vision for Richmond upon Thames by 2017.

A key issue is to ensure that everyone in the borough regardless of where they live, their culture, language, age, disability, sexual orientation, gender or income, is able to access jobs, training and services, as well as contribute to the future prosperity and social growth of the borough.

A central challenge is the threat of climate change. This will have an impact on all of us, as individuals, communities, businesses, residents today and for our future generations.

We have had some success so far, but it is crucial that we work together even more closely, understanding that each priority laid out in this plan is linked to the priorities of all our partners.

How we move forward will determine not only the quality of our borough in the immediate future but lay the foundations for generations to come.

As the Chair of the Richmond upon Thames Local Strategic Partnership, I am pleased to set out a challenging, but achievable vision for our borough to be delivered through the united commitment and determination of the partnership and with our residents.

Councillor Serge Lourie,

Leader of Richmond upon Thames Council

Chair, Richmond upon Thames Local Strategic Partnership

Our vision for Richmond upon Thames

Our borough is one of the most prosperous in London, with a generous supply of parks, commons and village greens; it is home to one of the world's renowned sporting venues, national historical and world heritage sites and a vibrant locality for arts and culture. Taken together these features make our borough a very special place to live, work or visit.

But this picture masks some of our challenges... inequalities of provision between different areas in our borough and between poor and wealthy residents, the threat of climate change, and the challenge of delivering quality public services with deepening public financial restraints.

These challenges are substantial and need to be tackled if we are to lay the foundations for a future based on a strong sense of community, where everyone, regardless of where they live and who they are, can live in, work in and enjoy a clean, safe, vibrant, thriving environment with quality public services; and can contribute to the future prosperity of the borough.

Our vision is based not only on the present, but also on what we would like to see for future generations. A borough that is...

- > **Inclusive**
- > **Puts protection of the environment at the core of its services and community life**
- > **Delivers quality public services that truly reflect the needs of all its local people**
- > **Addresses its challenges by harnessing the capacity of all its partners in the public, private, voluntary and community sector.**
- > **A Richmond upon Thames that is green, safe and responsive to the needs of all local people.**

A snapshot of our vision for Richmond upon Thames in 2017

Some of the things described here are based on actions already being taken, some are creative license, but everything in this snapshot reflects the priorities in this community plan...

It is 2017 and though the world has continued to change since the turn of the new century, much of what made Richmond upon Thames special then, has been conserved and enhanced. Richmond's town centres' narrow alleys still seem like a step back in time. The Thames riverside is still a centre for wildlife, walkers, and cyclists, and the area has strengthened its reputation as a green and safe relief from the pressure and stresses of central London.

And many things have changed for the better.

Investment in pedestrianisation, cycling and better bus and train interchanges in Twickenham and Richmond means that many more visitors leave their cars at home or choose to cycle. The lowest levels of street crime in London encourage more and more residents to walk or cycle as their main mode of transport.

Richmond upon Thames residents are leading a national movement to buy cars with smaller engines and lower emissions, reducing pollution and asthma.

The housing market has reached even more dizzy heights yet we are maintaining a mixed community with housing for lower income groups and key workers on average incomes who are still able to live in the borough. Careful planning and effective joint working between the Council and Housing Associations means affordable housing stocks are at last increasing, although demand still far outstrips supply. We have kept the borough as a series of small towns and villages with genuinely diverse communities including teachers, nurses, plumbers and roofers, rather than becoming a rich dormitory

suburb of London. The recent replacement of the Council Tax with a local income tax has resolved many local inequities, and particularly helped our poorest households by ending the unfairness that put a local two bed social rented flat into a higher Council Tax band than a three bed council house in the north of England.

A decade ago, in 2007 Richmond upon Thames had a worrying health gap between our wealthiest and poorest residents, but this is now narrowing.

Many local residents had been concerned by binge drinking but the borough's responsible drinking code means that while spending in pubs and bars continues, local pubs now focus much more on offering a drinking-with-eating night out. Drugs remain less of an issue locally than in many other parts of London, though this is only achieved by educating each new generation and by rehabilitating those who become addicted.

And finally, local public services have worked even more closely together, sharing resources wherever possible and thus achieving even greater efficiencies.

The Richmond upon Thames Local Strategic Partnership

The Council leads the Richmond upon Thames Local Strategic Partnership (RLSP). It is chaired by the Leader of the Council, Serge Lourie.

The RLSP consists of a number of public, voluntary and private sector agencies that are responsible for delivering services in the borough and improving the quality of life for all those who live in, work in or visit the borough.

In addition to the Council, the RLSP is made up of the following organisations:

- > The Richmond and Twickenham Primary Care Trust (PCT)
- > The Police
- > The Fire Service
- > Richmond Upon Thames Council for Voluntary Service

- > Jobcentreplus
- > The Learning and Skills Council,
- > Richmond Adult Community College
- > Richmond upon Thames College
- > Ethnic Minorities Advocacy Group (EMAG)
- > St Mary's University College
- > Local Agenda 21
- > Richmond Chamber of Commerce
- > Richmond Housing Partnership.

How the Community Plan was produced

The people of Richmond upon Thames have influenced this plan. Through wide ranging consultations during the autumn of 2006 we gathered the views of local people about what they want our borough to be like in 2017. As a strategic partnership, we looked at all these views and developed a plan that sets out the important issues for the borough today, for the future and how we will tackle them.

The RLSP has worked jointly to develop this plan... The "we" that is used throughout this plan therefore refers to the Richmond upon Thames Local Strategic Partnership. It is also referred to as "the Partnership" for the purposes of this Plan.

Our Priorities

This Plan sets out how we will continue to build on the wealth and prosperity of our borough and sustain our success. It encapsulates our intention to enable every section of the community to share in and contribute to our prosperity and growth and to tackle the key challenges facing our borough today and tomorrow – in particular the threat of climate change.

To achieve our vision we have identified, through extensive consultations, seven key priorities that will be the focus of our strategy:

- Priority 1:** Tackling disadvantage and inequalities
- Priority 2:** Being the greenest borough in London
- Priority 3:** Being the safest London borough for all our communities
- Priority 4:** Growing up in Richmond upon Thames
- Priority 5:** Creating a healthy and caring Richmond upon Thames
- Priority 6:** Creating a vibrant and prosperous Richmond upon Thames
- Priority 7:** Improving access and participation

Link to other strategies and plans

This plan sets out what the RLSP wants to achieve together. We have tried not to duplicate information that is already available in other plans and strategies.

This plan is also connected to:

- > The Council's Corporate Plan that sets out the Council's priorities and how it will achieve them
- > The Local Development Framework (LDF), which is currently being produced by the Council and is required to help achieve some of the physical and spatial elements of the Community Plan
- > The plans and strategies of members of the RLSP.

Targets

Targets are best developed for 2007/08. Within some priorities we have also been able to identify targets for 2008/10 and in most there are overall targets for 2017. However, we recognise that this is an area for more work as we move forward into implementation both in terms of ensuring comprehensive and consistent coverage of all priorities and also in ensuring that targets are specific - not just good intentions.

Understanding the pockets of disadvantage

Pockets of disadvantage in a wealthy borough - five areas of disadvantage

One theme in this community plan is to put into action the RLSP objective to prioritise five areas of relative disadvantage within our borough. This section explains why the RLSP has chosen to do that.

Whilst, on average, local residents are well off, many very well off, there is a minority which is poor. Our less well-off residents are scattered across the borough but with some local concentrations particularly in parts of five areas:



- > Ham
- > Heathfield
- > Hampton Nursery Lands
- > Mortlake
- > Castelnau

A higher proportion of disabled people, black and minority ethnic groups, lone parents and older people live in these areas. A complex mix of factors can prevent some from these groups realising and exploiting their full potential. These can include:

- > The long-term effects of discrimination
- > Information often not easily accessible because of language, culture or disability
- > Local services and amenities not easily accessible to certain groups because of language, culture or disability
- > A lack of affordable childcare and child-friendly policies
- > Limited accessible and affordable transport.

What we already know about these areas:

Higher levels of unemployment and worklessness

They all experience rates of economic inactivity higher than the borough average:

Area	Permanently sick/disabled	Borough average
Ham	6.6%	2.5%
Heathfield	5.8%	
Hampton Nursey Lands	6.6%	
Mortlake	3.6%	
Castelnau	6.4%	



Higher crime levels and substance misuse problems

Data from consultation undertaken by the Community Safety Partnership found that in Ham and Barnes, anti-social behaviour has been a concern for local residents. In Ham, people feel less safe than other borough residents, and a higher proportion of residents in Ham are concerned about visible anti-social behaviour, such as vandalism and graffiti, than residents in other parts of the borough.

Lower skill levels

Again the areas have lower skill levels than the borough average:

Area	Working age with no qualifications	Borough average
Ham	33.5%	13.6%
Heathfield	31.8%	
Hampton Nursery Lands	29.7%	
Mortlake	16.7%	
Castelnau	26.4%	

Poorer physical and mental health

Life expectancy in the wards of Heathfield, Twickenham Riverside, Mortlake and Barnes Common, Ham, Petersham and Richmond Riverside is 78.6 years compared with 82.4 years for the highest fifth of the wards in our borough.

Housing shortages

The housing market often groups the most disadvantaged people together, as residents with the financial means can move out of a poorer neighbourhood. Housing policy can, unintentionally, exacerbate “postcode poverty” leading over time to concentrations of disabled, lone parents, the elderly and families with intergenerational poverty traits.

Throughout this plan we have identified, where possible, how we aim to tackle disadvantage in these five areas in particular, whilst also maintaining services and meeting needs for the most disadvantaged groups, wherever they may live in the borough.

Priority 1: Tackling disadvantage

Our vision:

To reduce the gap between the most disadvantaged residents and the borough average by focusing the Partnership’s attention on the five areas where disadvantage is concentrated.

1.1. Incorporating a strong and clear equalities strand throughout all of our work

As a Local Strategic Partnership, we are strongly committed to recognising the fair and equal treatment of all sections of our community regardless of where they live, who they are, or where they are from.

Our aim is to:

Build equalities into the core business planning of our different organisations and use the legislative framework to ensure all the borough’s communities are treated equally and fairly by local businesses and services, both as users and employees.

What we will do to achieve our aim:

- > Work with the voluntary and community sector to help local people from different backgrounds to have a voice in designing and improving local services
- > Share and use best practice in all our partner agencies to identify and address the impact of equalities on the way our services are delivered.

1.2. Improve economic and learning outcomes amongst our priority groups and in our five priority areas.

Reducing inequality in Richmond upon Thames is largely about improving the economic position of the least well-off. An important factor in achieving this for working-age people is to ensure everyone in the borough has the qualifications and opportunities to enter the labour market and make the best use of their skills and talents. It is also important to provide opportunities for employment locally as carers, low-paid, part-time workers or disabled people, may find it hard to commute to central London.

Our aims are to:

- > Reduce the gap in employment outcomes between groups in the borough
- > Tackle the barriers to employment
- > Raise the education and skills levels of those in our local resident workforce
- > Strengthen our links with local employers in the borough to understand the needs of the local labour market better.

What will we do during financial year 2007/08:

- > Reduce the percentage of young people at age 19 not engaged in education, employment or training
- > Increase employment opportunities for adults with a disability by:
 - Increasing the number of disabled people helped into paid work of at least 16 hours per week to 63 (from 9 in 2003/04)
 - Increasing the number of disabled people helped into permitted work of less than 16 hours per week to 47 (from 9 in 2003/04)
 - Increasing the number of disabled people helped into unpaid voluntary work to 65 (from 15 in 2003/04)

- Increasing the percentage of disabled people employed by the London Borough of Richmond upon Thames to 2.8% (from 2.13% in 2003/04)
- Increasing the number of adults achieving a first full level 2 qualification to 608 from 201 in 2005/06
- Increasing the number of 16-18 year olds achieving a first full level 2 qualification to 500 (from 465 in 2005/06)

1.3. Affordable and Intermediate Housing

Richmond upon Thames suffers a shortage of affordable homes both to rent and to buy. In 2006, the average flat in Richmond upon Thames cost eleven times the salary of a newly qualified teacher – for a terraced house it was eighteen times. Demand for housing is high, but the majority of housing available, including new-build, is beyond those on average and below average incomes.

Affordable housing should be available for those in most need who live or work in the borough.

Even with the Council's commitment to ensure that 40% of all new homes are affordable, the need for affordable housing cannot be met. We believe the proportion of affordable housing provided in new developments should increase from 40% to 50%.

Good quality affordable housing will contribute to meeting other important borough priorities in health, educational performance and family stability. The shortage of decent affordable housing reduces people's life chances and impacts on their well-being and health. Services to the wider public in Richmond upon Thames will also be affected by this shortage of local housing for key workers.

The borough also has a significant need for more supported housing – particularly for extra care for older people, people with mental ill-health and young people leaving

council care – as well as ‘move on’ accommodation. These needs will not be met by the private sector.

Our aims are to:

- > Achieve greater provision of affordable housing overall, taking into account the needs of those on low incomes, key workers and the Black and Minority Ethnic (BME) community
- > Ensure that new housing development meets known needs with affordable provision primarily of 2 and 3 bed social rented family housing, and intermediate housing affordable to Richmond upon Thames’ key workers
- > Maximise and make the best use of all resources available for affordable housing including capital receipts, transfer receipts, council sites and S106 planning gain
- > Extend and develop the provision of supported housing as set out and agreed by the Commissioning Body in the annual plans and priorities for the Supporting People Strategy.

What we will do during financial year 2007/08:

- > Increase to 50% the target in the draft Local Development Framework for affordable housing
- > Within the target, support a mixed community by requiring the major emphasis to be on social rented housing
- > Give appropriate priority to affordable housing when disposing of council land
- > Release receipts from Right to Buy sales to support new affordable housing
- > Use the Council’s legal powers to bring empty property back into use as affordable housing

- > Work closely with Richmond Housing Partnership and other Housing Associations to make the most effective use of their land for social and intermediate rented housing
- > Improve the range and use of supported housing including the opening of a 4 bed short stay unit for homeless 16-17 year olds, the opening of a 3 bed transitions unit for young people with learning disabilities, assist with the re-modelling of the emergency homeless hostel, the development of a mental health assessment hostel for young, single homeless and the development of an Extra Care Scheme for older people
- > Fund Sponsored Moves schemes, which release larger units of social rented accommodation.

1.4. Building capacity in the local voluntary and community sector.

Richmond upon Thames Council for Voluntary Service (RCVS) provides infrastructure support to the local voluntary and community sector and as such has a central role in tackling disadvantage. RCVS does this by supporting local organisations to identify needs, build organisational capacity, recruit volunteers, and obtain funding. RCVS will continue to develop its strategic role as a member of the RLSP, by strengthening its relationships with funding bodies, and by acting as the communication channel between voluntary and community organisations and other RLSP partners.

The voluntary and community sector is key to building local social networks, community spirit and a sense of common purpose between and across communities. Communities with higher levels of voluntary activity and participation (social capital) tend to have better health, higher educational achievement, better employment outcomes and lower crime rates.

The local voluntary and community sector, although outside the traditional public sector, also plays a key role in delivering local services and in tackling disadvantage. Richmond upon Thames voluntary and community sector organisations are most

active in elderly care, services for children and young people, health and social care, environmental volunteering and nature conservation.

Voluntary and community organisations also provide many locally specific services in the priority areas. For instance, Heathfield Combination Dance provides dance classes for children of all ages operating out of Whitton School. There are Neighbourhood Care Groups working in each of the five areas, for example the organisation Friendship Independence Support Help (FiSH) provided community transport for 1100 individual trips by Mortlake residents for shopping and other activities in 2006. The Home Start project last year helped around 150 families from the priority areas. The Ethnic Minorities Advocacy Group (Emag) provides help, information and support to Black Minority Ethnic (BME) communities at Hounslow Heath Estate through the Edgar Road Support Group (which has 94 registered members).

Our aims are to:

Work jointly with the voluntary and community sector to ensure that all our communities are able to access quality services.

What we will do during financial year 2007/08:

- > Identify gaps in voluntary and community sector services in the five priority areas and in relation to priority groups across the borough
- > The voluntary and community sector will develop a joint action plan to meet those gaps and increase the engagement of priority groups across the borough and in the five areas
- > Increase the number of people volunteering by 0.5% over the 2005/6 figures.

1.5. Working together to tackle the multiple causes and impact of disadvantage.

We know that there are a number of organisations involved with improving outcomes in education, health, poverty, crime and housing, but we need to strengthen joined-up working so that we do not duplicate targets, agendas and initiatives but instead develop integrated or complementary initiatives and better sharing of data and resources.

Our aims are to:

Work jointly to develop integrated approaches and solutions to improve outcomes in education, health, poverty, crime and housing.

What we will do during financial year 2007/08

- > Develop and support our Working Together groups and community development work in the five priority areas to improve local outcomes. This will be monitored through our Local Area Agreement.

Priority 2: The greenest borough in London

Our vision:

Richmond upon Thames has the second highest domestic carbon footprint in London per capita and despite a strong record on recycling, sends a huge amount of domestic and commercial waste to landfill.

The most significant short term risk from climate change faced by Richmond upon Thames is flooding. The Environment Agency estimates that over 5,700 properties in the borough are already at significant risk of flooding from the River Thames and its tributaries and this is set to increase as a result of climate change.

But our vision is to set a regional and national example by making Richmond upon Thames the greenest borough in London. In particular, we will set the standard for reducing domestic and business energy consumption, and also transport emissions.

2.1. Climate change – energy reduction and flooding

The effects of a changing climate are already evident. Temperatures and sea levels are rising. Projections of future climate change indicate that global average temperature could rise by between 1.1 degrees and 6.4 degrees Celsius by 2100¹. The consequences of climate change could be very serious for our society.

An indicative survey by the Department of Environment Food and Rural Affairs (DEFRA) (using 2004 data and weighted by population) ranked Richmond upon Thames as the second highest borough in London for domestic CO₂ emissions per capita and the eleventh highest for road transport emissions per capita. These rankings place Richmond upon Thames as the fifth highest borough when combining domestic and road transport per capita emissions.

Local action is vital to tackle climate change – at home, at work and when travelling. We need to adapt as well as act to reduce emissions.

Our aims are to:

- Reduce the borough's large carbon footprint through raising awareness
- Raise the energy performance of existing buildings and ensure new development is to high environmental standards
- Ensure Richmond upon Thames is, so far as possible, protected from the threats posed by climate change including reducing the impact of flooding on homes and businesses
- Tackle climate change through an integrated approach with our partners in the local business, housing, transport, public, voluntary and community sectors.

What we will do during financial year 2007/08:

- Set up a working group to address the causes and impacts of climate change in the borough
- Develop a community action plan to reduce emissions of greenhouse gases in the borough and adapt to changes already under way
- Develop an indicator to measure the carbon footprint of the borough, set ambitious targets and reduce the size of our footprint from the 2006/07 baselines
- Develop planning policies in the Local Development Framework (LDF) to encourage sustainable buildings and travel and encourage the use of renewable energy
- Develop planning policies in the LDF to restrict development in areas of flood risk and encourage flood mitigation measures in the LDF
- Establish a fund to enable the development of schemes to reduce the borough's carbon footprint.

¹ Intergovernmental Panel on Climate Change (IPCC), 2007, Fourth assessment report.

What we will do during financial years 2008/10:

Continue to reduce the borough's carbon footprint and ensure Richmond upon Thames is, so far as possible, protected from the threats posed by climate change.

2.2. Climate change – road transport

Access and mobility are important to residents and businesses but the high level of road traffic in the borough is damaging the local environment, and contributing to climate change globally. The level of air pollution along our busy main roads has led to the borough being declared an Air Quality Management Area and the Council has a plan to improve air quality.

Benefits from mobility and access must be balanced with minimising the impact on other people and the environment. Some forms of travel, particularly walking and cycling, have negligible environmental impact and positive advantages to health and well-being. Excessive use of the motor car and lack of exercise can contribute to a proportion of the population being unfit, even obese. It is important that, through the Council and its partners, and through spatial and operational policies, every effort is made to reduce the harmful forms of traffic in this borough. This can be done through supporting the development of local shops and services and increasing local employment opportunities. Where local provision is not possible, larger shopping facilities should be in locations that are accessible by walking, cycling or public transport. It is also important that these alternatives are safe and accessible to all.

The Council must also work with its partners to ensure that there are good alternatives to car use including improving the pedestrian environment, provision for cyclists, public transport services and interchanges. These alternatives are particularly important for lower income and older residents who do not own a car, especially in parts of the borough such

as Ham and Petersham, where there is limited access to train services.

The expansion of Heathrow Airport (Terminal 5, ending of runway alternation and a possible 3rd runway/6th terminal) will lead to increased traffic, air and noise pollution. The Council will work with other organisations to influence national aviation policy to resist these proposals and minimise the adverse impact of Heathrow on the borough.

Our aims are:

- > To ensure that land use and transport policies are co-ordinated to reduce the need to travel and to minimise the number and length of trips
- > To promote sustainable forms of transport and to reduce the levels of air pollution and other environmental impacts resulting from road transport
- > To ensure that the adverse impacts of Heathrow Airport on the borough are minimised and that the global impact of aviation is taken into account in the development of national policy
- > To ensure that there are safe and accessible public transport services to all parts of the borough and particularly in the areas of disadvantage
- > To work with Transport for London and public transport operators to improve services.

What we will do during financial year 2007/08:

- > Increase the number of schools with approved school travel plans to 59. (From 48 in 2006/07)
- > Develop planning policies to retain local employment and other facilities to reduce the need to travel
- > Produce a sustainable transport strategy for the borough.
- > Adopt a car club strategy

- > Continue to monitor key air pollutants and launch an initiative to automatically alert vulnerable people of high pollution episodes.

What we will do during financial years 2008/10:

- > Ensure that all schools have an approved travel plan by 2009
- > Contribute to the outer London wide traffic volume reduction of 4% by 2011
- > Aim for 63% of all travel in the borough to be non-car based by 2011
- > Complete our sector of the London Cycle Network (LCN+) by 2009/10
- > Support the introduction of the London Low Emission Zone.
- > Ensure that all bus stops are accessible to disabled people
- > Offer on / off road cycle training to all Year 5 and 6 pupils.

What we will do over 2010/17:

- > Increase the total number of walking trips by 10% (based on 2001 data)
- > Increase the total number of cycling trips by 80% (based on 2001 data) and by 200% by 2017
- > Complete the borough cycle network
- > Achieve a fully accessible public transport network.

2.3. Waste and recycling

Reduction, and recycling of waste² are essential for sustainable development in the long term and for a very practical reason in the short term. The Landfill Tax and national shortage of landfill sites means it is becoming increasingly expensive to dispose of household and commercial waste.

Changing how waste is managed means: reduce waste first, then reuse, recycle and

compost resources; then recover energy; and, as a last resort, dispose of waste by burying it.

Achieving sustainable waste management needs joint action by the local authority, local businesses, consumers and householders.

Our aims are:

For RLSP partners to help reduce the waste produced by local industry, businesses and households and to change the way in which we manage waste and resources in the borough.



² The type of waste we refer to in this strategy includes: 1. Controlled Waste: which must be disposed of in line with statutory guidelines. It can come from a house, school, hospital, shop, office, and factory. 2. Municipal Waste: this includes all waste under the control of the council or agents acting on its behalf. 3. Household waste 4. Business waste 5. Commercial waste 6. Construction and demolition Waste.

What we will do during financial year 2007/08:

- > Reduce the current level of household waste by 2%.
- > Increase the percentage of municipal waste recycled to 29% (from 25.7% in 2005/06)
- > Increase the amount of non-biodegradable waste recycled to 14826 tonnes
- > Undertake 30 environmental assessments for local businesses/schools over the year through the Zero Waste Initiative (ZWIN) charity
- > Commence production of a joint Waste Development Plan that includes the identification of sites for waste treatment, in co-operation with other West London boroughs.

What we will do during financial years 2008/10:

- > Reduce the current level of household and business (municipal) waste by 5%
- > Increase the percentage of municipal waste recycled to 31% (from 25.7% in 2005/06)

What we will do over 2010/17:

- > We will improve sustainable waste facilities within the borough becoming more self sufficient with increased use of new and emerging technologies
- > Divert at least half of our waste away from landfill
- > Reduce the current level of household and business (municipal) waste by 10%.

2.4. Parks, open spaces and biodiversity

Public open spaces covers a third of the borough. They range from the Royal Parks, that attract large numbers of visitors, to small parks and playgrounds in residential areas. Some of the River Thames' most attractive stretches are within the borough. These natural assets enhance Richmond upon Thames's reputation as one of the most attractive areas of London.

Many of these open spaces, islands and rivers are of great importance as wildlife habitats. Many of the more important habitats are owned by the Council or the Crown and are already carefully managed. The river and open spaces are also important for sport and recreation, making an important contribution to quality of life, health, life-long learning and community life.

Our aims are to:

- > Have greener, safer and cleaner public spaces
- > Conserve and enhance biodiversity and the natural environment
- > Make the best use of these open areas.

What we will do during financial year 2007/08:

- > Reduce the proportion of land and highways in which cleanliness is at unacceptable levels
- > Increase the number of people attending guided walks to 750 from 500 in 2005/06
- > Increase the overall reed bed habitat to 4.1 hectares (from 4ha in 2005/06)
- > Introduce mistletoe to two new sites
- > Take forward policies in the LDF to protect and enhance open land and make the best use of it.

What we will do during financial years 2008/10:

- > Complete the Arcadia Phase 3 projects
- > Complete the refurbishment of the Terrace Gardens, Richmond

Priority 3: The safest London borough for all our communities

Our vision:

Our vision is to ensure that everyone here can continue to work, live and enjoy their leisure in the safest borough in London. It is particularly important for us that **all** communities including those in our five priority areas enjoy the benefits of living in a strong, cohesive community with reduced fear of crime and anti-social behaviour.

3.1. Community Safety

By London standards, Richmond upon Thames is a safe borough with low crime – and that is very important to the people who live and work here. Our recorded crime is amongst the lowest in London and on crime per head of population we are consistently the safest.

However, our 2004 Crime Audit and recent Borough Conference showed that residents have concerns about property crime/theft and crime against the person.

Our aims are to:

- > Reduce property crime, particularly residential burglary
- > Reduce violent crime
- > Work with pan-London strategies such as the Regional Resettlement Strategy to re-settle offenders and prevent re-offending
- > Increase hate crime detection rates by improving services to victims of domestic violence, racial crime - homophobic crime and disability hate crime
- > Target those offenders who cause a disproportionate amount of crime



- > Identify and divert those at risk of offending into positive activities and address underlying issues
- > Work more closely with neighbouring boroughs and public transport operators to identify and tackle offenders who travel into the borough to commit crime.

What we will do during financial year 2007/08:

- > Reduce all recorded crime to 7253 incidents (from a baseline of 8795 in 2003/04)
- > Reduce re-offending by young people to 27.5%
- > Reassure the public, reducing the fear of crime (measured by opinion surveys)
- > Reduce public perception of local drug dealing and drug use as a problem (measured by opinion surveys)
- > Reduce the number of people killed or seriously injured in road traffic accidents to 65 from 72 in 2005/06.

What we will do during financial years 2008-2010:

- Reduce the number of people killed or seriously injured in road traffic accidents to 59 (from 72 in 2005/06).

3.2. Anti-social behaviour

In consultation over both the 2004 Crime Audit and the 2006 Borough Conference, residents' prioritised addressing anti-social behaviour – this is one of the main causes of fear of crime. In the Borough Conference, young people were concerned about bullying and the fear this generated. This fear leads them to meet in larger groups, in turn engendering fear of crime in older people.

The anti-social behaviour hotspots in the borough are the town centres of Richmond and Twickenham. Our consultation has, however, found that in the smaller centres of Ham, Barnes and Mortlake anti-social behaviour is also a concern for residents. We are also keenly aware of the ever-present risk of displacing anti-social behaviour to other areas.

In Ham, people feel less safe than other borough residents. A higher proportion of residents in Ham feel concerned about visible anti-social behaviour, such as vandalism and graffiti, than residents in other parts of the borough.

Alcohol and binge drinking. We know that one of residents' key concerns is alcohol related anti-social behaviour on weekend evenings. Drunk and rowdy behaviour is also the main concern of residents found by the Community Safety Partnership's 2004 crime Audit survey. The partnership's citizen's panel consultation also highlighted that 16 per cent of respondents felt that people being drunk and disorderly in public places was a "very big problem".

Two other concerns also feature in local people's concerns about anti-social behaviour. These are **nuisance behaviour** leading to noise complaints both domestic and commercial

and **criminal damage** including graffiti, fire damage and vandalism, which accounts for 20 per cent of crime in the borough.

Our aims are to:

- Reduce anti-social behaviour (using enforcement, diversion for young people, positive activities, shared intelligence and tasking)
- Continue to tackle graffiti
- Work in partnership to reduce bullying (both in schools and in communities)
- Work in partnership to simplify reporting incidents of anti-social behaviour and tackling complex issues
- Communicate our successes and details of what work is being put in place
- Continue to support victims of crime – including restorative justice.

What we will do during financial year 2007/08:

- Increase the number of people who feel informed about what is being done to tackle anti-social behaviour as measured by survey
- Reduce people's perceptions of anti-social behaviour as measured by survey
- Commission holiday activities targeted at young people most at risk of committing anti-social behaviour
- Maintain the Anti-Graffiti Alliance and deliver the Graffiti Pledge.
- Continue to develop CCTV capacity within the borough.

What we will do during financial years 2008/10:

- Identify levels of bullying out of school, draw up targets for reduction and implement actions to achieve targets (within the Children and Young People's Strategy and Plan)

- > Implement the Communications Plan to celebrate our successes.
- > Continue commissioning posts to support the victims of hate crime and domestic abuse
- > Implement Criminal Justice Act provisions for local people to make Community Calls for Action in relation to crime and policing issues, which would then be investigated by local Overview and Scrutiny Committees.

What we will do over 2010/17:

- > Develop the Safe Streets project to improve further joint working
- > Ensure the Respect Action Plan is fully implemented where applicable in this borough
- > Work to support community cohesion, particularly in the five priority areas with reducing fear of crime and anti-social behaviour as one of the objectives for this work.



Priority 4: Growing up in Richmond upon Thames

Our vision:

The London Borough of Richmond upon Thames is working in partnership to realise a vision for excellence through putting children and their families first.

Richmond upon Thames is a safe, green, vibrant borough for children and young people to live in. The effective Children's Services partnership delivers a range of services to young children to ensure the best possible start to life and education. The Children's Information Service provides families with information, advice and access to childcare and nursery education. This start provides children with a platform for improved life chances. These children then progress to primary school education in one of the highest achieving boroughs.

The quality of secondary education is improving significantly with many students accessing a broader range of opportunities as a pathway to further education, training and employment. Nevertheless, some young people do not make the academic progress they should at secondary school. The Children and Young People's Strategic Partnership has made this a key priority in the Local Area Agreement and the Children and Young People's Plan. All services will support this priority, both in school and beyond the school gate.

The life experience of our children and young people will be greatly enhanced by a range of improving services for young people and excellent cultural experiences. At 16, the majority of young people continue in education, training and employment. Young people make good progress through this phase of education in the public and private sector, employment and training.

There is a need to continue to focus on target areas and vulnerable groups of young people to improve their life chances and continue to reduce the incidence of anti-social behaviour and crime.

Our corporate parenting role is a key part of this vision for excellence to ensure Every Child Matters.

The Children and Young People's Strategic Partnership is providing a range of high quality universal and targeted services to children, young people and their families. The strength of our partnerships with the voluntary sector and business has a significant impact on the lives of children and young people. Above all, we are working in partnership to safeguard children and promote their well-being. A range of excellent universal services includes provision in the cultural services, early years and primary schools, pathways to education, employment and training.

High quality special services for children ensure that preventative strategies impact positively to improve the life chances of vulnerable young people. The quality of education for vulnerable children is excellent with ethnic minority groups, children looked after and those with learning difficulties and disabilities achieving well.

Multi-agency partnerships promote positive activities for children and young people reducing levels of anti-social behaviour and crime.

Borough-wide initiatives for sport and drama have placed enjoyment at the heart of the achievement agenda with some outstanding opportunities for the gifted and talented to succeed.

Our aims are to:

- > Focus on under performing schools to ensure all children make progress
- > Improve school attendance to maximise achievement for targeted children
- > Reduce the level of fixed-term exclusions in some schools
- > Enrich the curriculum through the 14-19 partnership
- > Promote healthy lifestyles through a range of partnership strategies
- > Develop children's centres and expand the range of positive activities in the key target wards
- > Work in partnership to safeguard children and promote their well-being.

What we will do during financial year 2007/08:

- > Increase the percentage of looked after children in the same placement for 2 years to 82.6%
- > Increase the percentage of schools achieving healthy schools status to 80%
- > Increase the percentage of pupils accessing a minimum of 2 hours sport in school to 93%
- > Reduce the percentage of half days missed by looked after children to 7.36%
- > Reduce the percentage of half days missed by all children
- > Reduce the number of fixed term exclusions to meet the Local Public Service Agreement target
- > Increase the percentage of pupils attaining level 5 or above at Key Stage 3 in core subjects to 82%
- > Increase the percentage of pupils attaining 5+A*-C grades at Key Stage 4 to 66%
- > Increase to 68% the percentage in uptake of sporting and cultural opportunities by looked after 5-16 year olds through the Culture for Keeps Strategy (from 63% in 2005/06)

- > Invest £1,250,000 in the youth service to deliver improved outcomes as set out in the Children's Plan
- > Increase to 76% the 0-3 year olds participating in extended Bookstart (from 73% in 2006)
- > Develop and implement the strategy for Sport and Physical Activity
- > Reduce the number of first time young offenders by 5% and young re-offenders by 7%.

What we will do during financial years 2008/10:

- > Implement effective information sharing and joint working between partners to deliver the best possible outcomes for children and young people
- > Fully implement the Children and Adolescent Mental Health Strategy and joint working protocols



- > Provide access to flexible services for families in the five target areas through extended schools and children's centres
- > Improve the quality of education for young people through access to a broader range of qualifications through the 14-19 partnership
- > Work with the community to ensure that Richmond upon Thames is a safe place for children and their families.

What we will do over 2010/17:

- > Implement the Council's capital investment strategy to improve the quality of secondary and special school accommodation and learning environments
- > Fully develop the partnership arrangements across children's services to provide excellent services that represent good value for money
- > Ensure all early years settings, schools and colleges are judged to be good or excellent
- > Provide cultural opportunities and facilities for the 2012 Olympic programme
- > Ensure that children looked after benefit from excellent corporate parenting

Priority 5: A healthy and caring Richmond upon Thames

Our vision:

...Is to strengthen Richmond upon Thames' Position as one of the healthiest boroughs by tackling health inequalities, supporting active ageing, offering care services that support independence and choice, and reducing binge drinking and smoking.

Richmond upon Thames is one of the healthiest boroughs in the capital. The borough has a significant number of older people, with 13.7% of the population aged over 65 years (compared to 12.4 % in London); and we have the highest proportion of people aged over 85, a reflection of the life-expectancy position.

In general, our residents eat healthily, have a healthy weight and are physically active. Within an increasingly ageing population, our three highest causes of deaths are diseases of the circulatory system, cancer and diseases of the respiratory system. These account for 35% 24%, and 20% of deaths respectively, and many of these are preventable. In



addition, as highlighted throughout this community plan, we have geographic pockets where people's health is worse than the rest of the borough – mostly in the five priority areas identified.

Richmond upon Thames suffers a high rate of **binge drinking**, presenting problems for community safety as well as personal health. Deaths from chronic liver disease are rising, and deaths from alcohol related illnesses are higher for females locally than in the country as a whole. Binge drinking has a significant social and economic impact in the borough; it costs employers lost working days and leads to high levels of attendance at hospital accident and emergency and also the cost of dealing with alcohol related crime. The negative impact on the families of people with drink problems, and also on people subjected to drink-related rowdy behaviour late at night, is significant.

The overall prevalence of **smoking** in this borough, estimated at 21% of residents, is well below the national average; smoking remains the biggest preventable cause of premature death in Britain with one in two smokers dying prematurely, half in middle age. It can also be a contributory factor in a large number of other diseases, as can exposure to second-hand smoke, which has been linked to lung cancer and childhood respiratory disease, heart disease and asthmatic attacks in children. Despite our lower than average smoking rates, the big challenge locally is addressing the higher prevalence rates in lower socio-economic groups and also the continuing rise in incidences of lung cancer in women. National smoke-free legislation will be introduced from 1 July 2007 making virtually all public enclosed spaces in England smoke free; we anticipate an upsurge in numbers wanting to access local Stop Smoking Services at this time.

Consultation with **older people** locally has identified their wish for support to stay living in their own homes, and for such services to be more responsive to their needs and those of their carers. Older people also want to continue to contribute to the vibrancy and

social and economic fabric of the borough. Many older people experience isolation, often related to the availability of public transport.

A significant number of people with a **learning disability** live in the borough. Consultation with these residents and their families has underlined the need to improve access to employment, better leisure, learning and supported living opportunities and better access to healthcare services.

Additionally a thorough review of current day services for people with **mental health** needs has recently been undertaken, resulting in plans to develop more community based care resources, including enhanced provision for people deemed to have a personality disorder.

Our aims are to:

Address the underlying causes of inequalities in health by:

- > Targeting the five priority areas, where there is a known health inequalities gap
- > Offering better support to older people, people with a long-term disability or illness, homeless people, and people (including lone parents) on a low income
- > Co-ordinating interventions between RLSP partners to provide decent homes for all, strong social networks and high levels of volunteering, reducing fuel poverty for vulnerable groups, greener, cleaner and safer environments and better access to public services. (See also Priority 1 – Tackling Disadvantage.)
- > Working closely with local people, voluntary and community organisations to ensure the participation of those with the poorest health outcomes in tackling issues affecting their health and their access to healthcare
- > Ensuring that minority communities are included and involved in the wide range of decisions and actions that affect their health.



Promote healthy lifestyle choices through:

- > Jointly developing a strategy and action plan to facilitate the successful implementation of smoke-free legislation in a timely and efficient manner, capitalising on the heightened media awareness to encourage smoking prevention in schools
- > Providing accessible information, support and advice on smoking cessation particularly through the locally developed “Stop Smoking” initiative, and in relation to the impact of drugs and alcohol through readily accessible support for ‘at risk’ groups
- > Within the Community Safety Partnership, developing an alcohol harm reduction strategy linking the night-time economy and licensing issues with health concerns posed by alcohol
- > Involving local businesses and schools, raising awareness of the effects of alcohol on health and promoting sensible drinking.

³ UK national Statistics quoted in the London Development Agency: London Tourism Vision 2006 – 17.

- > Reviewing the impact of the Licensing Act and its potential to reduce anti-social behaviour associated with drinking
- > Looking to designate no drinking zones where this will be beneficial.

Reduce ill health by:

- > Prioritising the early identification and treatment of cancers, coronary heart disease and long-term conditions such as asthma, diabetes and HIV
- > Placing patients and their families at the centre of care and treatment plans through a holistic approach that meets their medical, social and other needs and promotes personal independence and choice
- > Continuing to develop accessible and equitable community based provision and facilities to improve the early identification and treatment of illnesses, and ensuring that all sections of the community have equal, easy access to quality care and advice
- > Helping people to manage their illness by improving their access to community based health and preventative services.

We will improve care and support to older people and others with long-term needs, to enhance their independence and quality of life by:

- > Enabling them to have a say in the matters that affect them, particularly in the design and delivery of services.
- > Expanding the Community Matron Scheme to improve community based care for people with long-term conditions and disabilities
- > Coordinating services that enable better maintenance of health and independence and improving the way such services are delivered through improved quality assurance and user/patient feedback arrangements

- > Continuing to promote Direct Payments and the new Total Transformation Scheme for other types of self-directed care
- > Reducing the social isolation experienced by older people
- > Addressing the housing needs of older people and others with requirements for supported and adapted accommodation, and in relation to fuel poverty
- > Enabling older people in Richmond upon Thames to contribute to and benefit from the capital's cultural and leisure activities.

What we will do during financial year 2007/08:

- > Secure funding in order to allow us to 'mainstream' our Community Development Programme
- > Ensure that all public and work places are smoke-free.
- > Ensure that all schools will have a smoke-free policy
- > By December 2008, reduce the maximum waiting time from GP referral to hospital appointment to 18 weeks
- > Increase to 3,000 the number of older people taking up benefits and Pension Credit
- > Complete 215 Cold Buster and Warm Front grants to support older people and other people vulnerable to cold weather
- > Increase the number of 'telecare' users to 1,863
- > Reduce emergency usage of hospital beds to 70,456 bed days per year
- > Increase to 110 the number of disabled grants for homes to be adapted
- > Reduce to 63 per thousand the number of people aged 65 or over admitted to care homes on a permanent basis
- > Ensure that 50% of Homecare users are extremely or very satisfied with local authority commissioned Homecare



- > Increase by 1% the proportion of people over the age of 60 years participating in local authority sport and recreational activity
- > Increase the amount of Adult Social Services expenditure on self-directed support, as a proportion of the total spend on care at home and residentially based care, from 10.7% in 2005/06 to 15% in 2007/08
- > Increase by 90 overall the number of people whose stated preference in relation to their chosen lifestyle, living arrangements and access to community resources has been seen to be achieved
- > Enhance provision of day services to include drop-ins and buddying schemes for people with mental health needs
- > Increase provision of vocational services and integration with mainstream services for people with mental health problems and further develop mental health well-being provision such as use of leisure facilities.

What we will do over years 2010/17:

- > Reduce smoking by pregnant women, BME groups and other vulnerable groups
- > Reduce binge drinking locally
- > Increase the number of people participating in sport and physical activity, particularly those aged 55+ and those with mental health problems
- > Further reduce the rate of death from cardio vascular disease by 40%
- > Reduce cancer mortality rates to 108 per 1000 of the population by 2010
- > Reduce the mortality rate per 100,000 of the population from all causes at all ages as per the Primary Care Trust Local Delivery Plan
- > Improve services significantly for people living with long-term conditions through implementing the National Service Framework
- > Ensure that **all** people with long-term care and support needs are able to access, on a self-directed basis, a suitable range of integrated, quality, health and social care services
- > Ensure that **all** people with a learning disability have a support plan that enables them to pursue their chosen lifestyles similarly to other borough residents
- > Ensure that the mental health well-being of our local population remains a high priority and services are in place to promote this; to ensure that people with a mental health problem are able to access services, get information, maintain or seek employment/training promptly.

Priority 6: A vibrant and prosperous Richmond upon Thames

Our vision:

We want to build the prosperity of the borough based on our two key economic strengths:

- > Being home to some of the country's largest visitor attractions and sporting venues, Richmond upon Thames attracts a huge number of visitors for business, leisure and sporting day trips, and longer stays – and these visitors contribute to the vitality and wealth of the borough
- > We are a prime location for small and medium sized business in high value added fields requiring skilled workers, access to central London and major transport routes, and who want to be located in a high quality local environment.

Our aims are to:

6.1 Build on our reputation as a top quality and welcoming destination in London for domestic and overseas visitors.

Richmond upon Thames has a beautiful environment with historic properties, extensive areas of open space and a variety of sporting venues including Twickenham Rugby Stadium. There is a lively and vibrant cultural, arts and sporting scene. These features, as well as its proximity to central London, make Richmond upon Thames a popular destination for international and national visitors alike.

Economically, the tourism industry is one of the most important sectors in our local economy. The borough welcomes approximately 4.5 million tourists every year. The tourism sector in the borough also supports local employers, particularly small and medium-sized

enterprises in the accommodation sector and contributes an annual revenue of almost £200 million through expenditure generated by domestic and international visitors - a significant and important contribution to the local economy.

Furthermore, the Olympic and Paralympic Games in 2012 offer us a unique opportunity to build on the promotion of our borough as one of London's top international and domestic destinations for sports training in the run-up to the Games, for sport camps and visitors during the games and for the ensuing legacy.

To grasp these opportunities we also need to understand and meet our key challenges:

Nationally, internationally and locally we live in an increasingly affluent society. This has shifted the focus away from expenditure on material goods towards service and experience. It is, therefore, important that we recognise the value of offering high quality services and experiences that encourage repeat visits. There is generally a greater economic benefit from visitors who stay overnight in the borough.

In 2005, 25% of the UK population was over 55. This is set to rise to 31% by 2021³. Older people are predicted to be in better health and with higher disposable incomes than in previous generations. This is an obvious opportunity for our local tourism market and it also presents challenges in terms of accessibility.

In environmental terms the tasks that lie ahead of us are well set out in Priority Two of this plan and, while the success of local tourism will add substantially to the local economy, we must also ensure that we do not put strain on our local environment and transport network.

Our aims are to:

- > Improve visitor satisfaction levels
- > Increase our market share of tourism

- > Increase the value of the visitor economy in Richmond upon Thames
- > Improve the environmental impact of local businesses.

What we will do during financial year 2007/08:

- > Increase local, domestic and overseas visitor average spend
- > Increase the number of visitors to Richmond upon Thames
- > Increase Richmond upon Thames' share of international, national and London tourism
- > Support our businesses to improve their environmental performance
- > Increase the skills of people in the tourism industry
- > Assist and guide businesses in training and workforce development
- > Promote sustainable tourism including more overnight stays and use of sustainable transport by visitors.

6.2. Making sure our local communities and local businesses benefit from the Olympic and Paralympic Games in 2012.

Our key objectives are to work with our partners, including in this instance other south London boroughs, to raise awareness amongst relevant sections of our local community and businesses as to how they can contribute to the success of the 2012 Olympic and Paralympic Games through:

- > Supporting local sports facilities to compete to serve as training / acclimatisation camps in the run up to the Olympics, bringing obvious benefits in funding and the experience of working with top athletes
- > Investigating opportunities for international twinning, with borough schools providing "home supporters" for such countries
- > Ensuring that the borough is well placed to participate in the 2012 cultural events

- > Increasing the number of people engaged in the 2008 Cultural Olympics and pre-Olympic volunteering programmes. This will aim to ensure that local people have the skills and expertise to take on volunteering roles and offer an opportunity to support our priority groups into the employment market
- > Increasing the number of people taking part in the sector skills training programmes and in vocational training programmes particularly in:
 - Hospitality leisure and tourism
 - Creative industries
 - Business services (including catering, cleaning, security, maintenance, landscaping).
 - Sport
 - ICT and telecommunications
- > Ensuring that the borough benefits from the international and national tourist market created by the Games.

6.3. An environment for small and medium-sized enterprises to start up, grow and prosper

Providing all areas of Richmond upon Thames with the infrastructure and services to support and sustain small and medium-sized enterprise is fundamental to the development of an economically strong, vibrant borough. Key to this is the provision of a suitable stock of commercial property. Measures should exist to encourage different types of business and industry to locate, remain and expand in the borough. Also it is important that employees have the skills that employers want and need to maintain a thriving local economy.

Women's enterprise represents only 20% of London's businesses and businesses wholly owned by women account for only 6% of the total. Women therefore, remain

substantially under-represented amongst business owners. The availability of affordable and quality childcare has a role to play in this.

Disabled entrepreneurs make an important contribution to London's economy with self-employment being a route chosen more often by disabled people. Despite this many people face considerable barriers in starting up and running their own enterprises. These barriers include difficulty in securing accessible and relevant business advice and support services, finding up-to-date information on ways in which in-work benefits and Government schemes, such as access to work, can be applied to self-employment.

Young entrepreneurs with little or no track record or collateral can face difficulties in securing loans and find it difficult to access information and advice.

We also need to respond to the issues facing larger employers in the borough. Primarily this means continuing to use the planning process to prevent the buoyant local demand for housing from driving all employment out of the borough. We have a very entrepreneurial, inventive populace and are ideally situated for national and international businesses, which need to be at the hub of things, and this has led to our over-heated local economy with high employment levels. However, there are some groups who are commonly overlooked by employers. While tackling barriers to employment and improving employability is important, providing training and development for those already in work also helps local competitiveness. It is important that we work closely with employers to promote the business benefits gained from developing the skills of existing staff through training. Our local colleges, work-based learning providers and Higher Education Institutes can play a crucial role in meeting employers' workforce development needs and improving the chances for those in work and looking for work. Ensuring a better transport infrastructure and services is also crucial.

Social enterprises are important sectors of the local economy in their own right as



employers and as partners in helping us to realise our aims. They can provide a route into employment and training for the most hard to reach disadvantaged and vulnerable in our borough. To sustain a healthy local economy that promotes the inclusion of all we also need to address the specific support for social enterprises. This includes access to specialist, integrated support and advice and skills, employment training and mentoring.

To succeed in our goals, strong partnership with local employers, social enterprises, the education, public voluntary and community sector will be key in developing effective, joint and responsive solutions.

Our aims are to:

- > Support new and existing business enterprises to start up and grow.
- > Improve local business performance and minimise environmental impact
- > Promote the creation and growth of business enterprise in newly emerging and future growth sectors (such as the creative, leisure, culture and tourism sectors)

- > Enable the widest access to local enterprise development opportunities
- > Raise awareness and take up of in-work benefit schemes for those in self-employment
- > Improve the accessibility of training and enterprise support to meet the needs of all sections of the community
- > Support training provision for those returning to work and promote skills progression routes for those in employment
- > Ensure that there is sufficient physical provision of land and premises to accommodate businesses in the borough.

What we will do during financial year 2007/08:

- > Maintain or improve the rate of new business start-ups by increasing the number of VAT registered companies in Richmond upon Thames by 1%
- > Encourage the retention of existing or the provision of new development for business and commercial use in appropriate locations through policies in the Local Development Framework
- > Increase to 608 the number of adults achieving a first full level 2 qualification, with specific focus on:
 - Public Sector
 - Creative, Culture and Sport
 - Social Care
- > Reduce the number of local businesses reporting a lack of locally skilled employees
- > Develop, in consultation with local businesses, ideas for the Economic Development Fund.

Priority 7: Improving access and participation

Our vision:

...A community where everyone has equal access to quality public services that meet their local needs.

Our aims:

7.1. Work with local communities to improve access to information and services, especially for disadvantaged groups across the borough and local communities in our five priority areas.

Certain people experience particular barriers in accessing information, services and opportunities. These also include, for example, linguistic and cultural barriers. We need to understand the specific barriers that people face, using this information to ensure that services are provided in a flexible and accessible way.

What we will do during financial year 2007/08:

- > By the end of 2007, we will set up "The Richmond upon Thames Local Involvement Network". This network will aim to improve the involvement of local people in the commissioning, provision and scrutiny of local care services.

What we will do during financial years 2008/10:

- > Aim to increase the involvement of people of all ages in decisions that affect the life of their community, including the performance and responsiveness of public services
- > Improve access to recreational facilities, including access for disabled people and special needs.

What we will do over 2010 - 2017:

- > Make public buildings accessible to disabled people as far as possible
- > Work together and with local communities to develop specific programmes designed to promote access to advice and support in health and outreach facilities focused on disadvantaged groups with the poorest health outcomes
- > Ensure that all bus stops in the borough are fully compliant with the Disability Discrimination Act.

7.2. Work together to empower local people to have a greater choice and influence over decision-making and public service delivery.

By providing opportunities for individuals and local groups and organisations to have a greater say in things that affect them, we will ensure that we address local needs.

What we will do during financial year 2007/08:

- > As a partnership we will implement a cohesive and integrated consultation strategy, aiming to encourage active citizenship and enhance local democracy
- > Continue to enable local people to seek local action through Local Area Consultation meetings. We will continue to support the Council in enabling local people to seek local action through their local councillors in relation to the delivery and provision of local services
- > Increase the number of residents who feel they can influence decisions affecting their local area.

What we will do during financial years 2008/10:

- > Work as a partnership to support the Council in establishing “Working Together Groups” in our five priority areas to start to narrow the “engagement” gap.



How we will make sure that we are achieving our targets

Throughout the Community Plan we have tried to show how we will measure our success in meeting our objectives by identifying performance indicators and setting targets, though, as acknowledged earlier, these are best developed for 2007-08. We have identified a number of lead partnerships whose responsibility it will be to take forward the objectives in the Community Plan. We have also entered into a Local Area Agreement with the Government to achieve a number of these targets. We will monitor our progress quarterly and take action to ensure that we stay on track. We will produce an annual report showing how we have performed and identifying any areas that we need to review or where we need to take further action.

Financial management and the use of resources

Funding from regional, national and European sources – which tend to be targeted at communities with high levels of deprivation – is limited. Hence, many organisations working in or with the public sector in the borough have had to be very adept at financial

management to deliver high quality services on relatively low resources. Richmond upon Thames Council spends the lowest amount per head on services in London and yet achieves amongst the highest rankings for satisfaction and service delivery. The Richmond and Twickenham Primary Care Trust has defied the national trend in managing a growing demand consistently within budget.

The Government has already indicated that the coming years will be tough ones for the public sector and as such we will all need to continue to build upon this efficiency if services are to be maintained and improved.

Our aim is that, in delivering the targets set out in this plan, all the partners will work together to make the best use of the resources jointly available to them and ensure that we build a reputation for efficiency that is recognised by the community we serve.

In order to achieve this, we will aim to ensure there is a sharing of information and an open and honest dialogue on what can and cannot be achieved. The RLSP will monitor the key financial pressures facing the major partners and endeavour to build on existing joint initiatives.

Please contact us if you need this plan in Braille, large print, audiotope or another language.

Albanian

Nese keni veshtersi per te kuptuar kete botim, ju lutemi e jani ne recepcionin ne adresen e shenuar me poshte ku ne mund te organizojme perkthime nepermjet telefonit.

Arabic

إذا كانت لديك صعوبة في فهم هذا المنشور، فنرجو زيارة الإستقبال في العنوان المعطى أدناه حيث بإمكاننا أن نرتب لخدمة ترجمة شفوية هاتفية.

Bengali

এই প্রকাশনার অর্থ বুঝতে পারায় যদি আপনার কোন সমস্যা হয়, নিচে দেওয়া ঠিকানায় রিসেপশন-এ চলে আসুন যেখানে আমরা আপনাকে টেলিফোনে দোভাষীর সেবা প্রদানের ব্যবস্থা করতে পারবো।

Farsi

اگر در فهمیدن این نشریه مشکلی دارید لطفاً به میز پذیرش در آدرس قید شده در زیر مراجعه نمایید تا ترتیب ترجمه تلفنی برایتان فراهم آورده شود:

Gujarati

જો તમને આ પુસ્તિકાની વિગતો સમજવામાં મુશ્કેલી પડતી હોય તો, કૃપયા નીચે જણાવેલ સ્થળના રિસેપ્શન પર આવો, જ્યાં અમે ટેલિફોન પર ગુજરાતીમાં ઇન્ટરપ્રિટીંગ સેવાની ગોઠવણ કરી આપીશું.

Punjabi

ਜੇਕਰ ਤੁਹਾਨੂੰ ਇਸ ਪਰਚੇ ਨੂੰ ਸਮਝਣ ਵਿਚ ਮੁਸ਼ਕਲ ਪੇਸ਼ ਆਉਂਦੀ ਹੈ ਤਾਂ ਹੇਠਾਂ ਦਿੱਤੇ ਗਏ ਪਤੇ ਉੱਪਰ ਰਿਸੈਪਸ਼ਨ 'ਤੇ ਆਓ ਜਿੱਥੇ ਅਸੀਂ ਟੈਲੀਫੋਨ ਤੇ ਗੱਲਬਾਤ ਕਰਨ ਲਈ ਇੰਟਰਪ੍ਰਿਟਰ ਦਾ ਪ੍ਰਬੰਧ ਕਰ ਸਕਦੇ ਹਾਂ।

Urdu

اگر آپ کو اس اشاعت کو سمجھنے میں کوئی مشکل ہے تو، براہ کرم نیچے دیئے ہوئے ایڈریس کے استقبال پر جا کر ملیئے، جہاں ہم آپ کیلئے ٹیلیفون انٹر پریٹنگ سروس (ٹیلیفون پر ترجمانی کی سروس) کا انتظام کر سکتے ہیں۔

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For information about the Richmond Local Strategic Partnership (RLSP) go to www.richmond.gov.uk

