

# Annual Report on Performance and Finance 2007/08



# INTRODUCTION



## Message from Cllr Serge Lourie, Leader of the Council

The Council is committed to providing high quality services for residents and achieving outstanding value for money. Given our limited financial resources, this is doubly important and has been recognised by the independent Audit Commission who have given us the highest grade on value for money for two consecutive years.

This document, which reviews the 2007/08 financial year, provides clear information about the Council's finances and performance in relation to the services we offer.

Over the past year, we have tried to make Richmond upon Thames the greenest, safest and best educated borough where we continue to invest in services for the young and vulnerable, while putting the environment at the heart of everything we do. Results of a recent Ipsos MORI poll, show that satisfaction with the Council remains amongst the highest in London.

As always, your comments and ideas are important to us in deciding how best to provide you with information regarding council publications. There is a tear off feedback slip at the end of this report that you can complete. Or, if you prefer, email your comments to: [accountancy@richmond.gov.uk](mailto:accountancy@richmond.gov.uk).

Although we are very proud of our achievements over the past year, we remain focused on the future and the challenge of providing improved levels of service and satisfaction for all those who live, work and visit Richmond upon Thames.



## Message from Gillian Norton, Chief Executive

The Council continues to work in an environment where resources for public services are limited and expectations for service delivery are high. The finances of the Council therefore have to be carefully managed if we are to maintain or improve on our performance.

This year has seen the beginning of significant change in some services, including refuse collection, support services and adult social care. These changes, and a number of others, will continue to be introduced as the Council seeks ever more effective ways to deliver its services. We have also been working with our major partners, including the Police and Health Service, to develop a Local Area Agreement which will enable us all to target common aims for the community we serve.

Over the past year the Council's services have been subject to a number of external inspections and this report summarises our excellent achievement in many areas as well as providing summarised information on our accounts. Much more detailed information on all of the above can be found by visiting [www.richmond.gov.uk/final\\_june\\_statement\\_signed.pdf](http://www.richmond.gov.uk/final_june_statement_signed.pdf)

# SERVICES

The Council is divided into five directorates that work together to provide a broad range of public services.

## Education and Children's Services

The Education and Children's Services Directorate brings together a range of children's and family services as part of the Government's Every Child Matters Agenda. The Directorate works in partnership with other public and voluntary bodies to achieve its vision for excellence through putting children and their families first.

The Children and Young People's Plan encapsulates this ambition for excellence and translates this vision into priorities and action plans to improve the outcomes for children and young people. These priorities are based upon the 'Every Child Matters' outcomes framework of 'Be Healthy, Stay Safe, Enjoy and Achieve, Make a Positive Contribution and Achieve Economic Wellbeing' ([www.everychildmatters.gov.uk/aims](http://www.everychildmatters.gov.uk/aims)).

All parts of the service and outside partners play a key role in raising standards and improving the outcomes for children and young people.

The borough provides one Early Excellence Centre, 16 nursery units attached to primary schools, 41 primary schools, eight secondary schools, two special schools and a pupil referral unit, educating in total around 20,800 pupils.

In order to ensure that secondary education in the borough is strengthened to meet both educational needs and the aspirations of the local community, the Council is currently exploring Academy status for three of its secondary schools. Children's Centres are also being developed which will offer a range of services including early years provision, family support and child and family health services.

The borough has 12 lending libraries and a central reference and information service which has PCs available for public use. An Arts Service is based at the historic site of Orleans House Gallery which delivers an innovative, integrated, accessible arts programme. There are four sports centres based at secondary schools as well as Teddington Pool and Fitness Centre, which comprises two swimming pools, a fitness suite and studio and a hydrotherapy pool. The borough also has five full time youth centres.

The Specialist Children's Services Division provides a range of services for vulnerable young people and their families, including residential and foster care, adoption support and support for children and young people leaving care.

## Environment Services

The Environment Directorate provides a broad range of diverse services including refuse collection and recycling, highway maintenance, street cleansing, street lighting, tree maintenance and licensing.

The Council collects around 39,300 tonnes of waste from approximately 80,000 domestic properties, plus a further 5,500 tonnes of domestic waste that has been delivered directly to the Reuse and Recycling Centre in Kew. Some 8,400 tonnes of trade waste is collected from approximately 1,700 commercial premises.

It also provides kerbside and estates recycling collections, collecting around 18,300 tonnes of waste for recycling. The council collects a further 5,900 tonnes of household recycling at the Reuse and Recycling Centre in Kew, and 4,450 tonnes from our street recycling sites. The borough recycles in the region of 257 tonnes of leaves that fall from its street trees, which are collected separately and composted. In the final quarter of 2007/08 the Council achieved its 2009/10 target of recycling more than 40% of household waste following the implementation of a revised recycling service in November 2007.

The Council is also responsible for street cleaning, collecting a further 4,250 tonnes of waste from some 400 kilometres (250 miles) of roads.

It also deals with over 5,000 planning applications every year as well as 2,300 building regulation applications involving over 12,000 inspections and 400 health and safety inspections.

For details on how the Council is planning to reduce its environmental footprint, please go to page 10 of the statement of accounts: [www.richmond.gov.uk/statement\\_of\\_accounts](http://www.richmond.gov.uk/statement_of_accounts)

## Adult and Community Services

Adult and Community Services provides housing and adult social care services and leads on community safety and community engagement. A range of services are provided to help people to retain their independence, offering choice to service users and support to carers. Housing services are provided to prevent homelessness, to support homeless people and provide supported living arrangements. During the year the Council housed an average of 317 households in temporary accommodation, including 222 households in short-term leased accommodation, 48 households in bed and breakfast accommodation and 47 people in hostels.

### In the financial year 2007/2008:

- 1,277 adults and older people received an initial assessment of their care needs
- 3,785 of the 4,798 existing service users' care needs were reviewed
- Over 472,000 hours of home care were provided to over 1,542 people in their own homes and to an average of 950 people at any one time
- 34,210 residential and nursing care bed weeks were provided
- 734 people used day care services
- 772 people received a hot or frozen meal in their own homes
- Over 8,200 items of equipment were provided to individuals and minor adaptations provided at the homes of 2,162 people
- To enable carers to support people to live in their own homes, we provided around 14,177 breaks to over 1,126 carers for adults with a disability
- With our provider partnerships, we ensured that 890 people received quality housing-related support services

	Number of Service Users at 31 March 2008			
	Care Homes	Day Care	Care at Home	Direct Payments
Older People	209	230	721	114
Younger Adults	33	42	102	94
Adults with Learning Disabilities	215	220	69	21
Adults with Mental Health Needs	37	179	31	13
<b>TOTAL ADULT CARE SERVICES</b>	<b>494</b>	<b>671</b>	<b>923</b>	<b>242</b>

## Chief Executive's Office and Finance and Corporate Services

These two directorates provide essential support services that enable the Council to function as a business, including Finance, Legal Services, IT, Human Resources, Democratic Services, Payroll and Pensions, and Electoral Services. The Directorate employs some 300 staff who work to ensure that Council staff and residents have the support and information they require.

Both directorates have continued to achieve high levels of performance in 2007/08.

The Council now has a Customer Contact Centre which serves as a primary point of contact for all Richmond upon Thames residents. The contact centre deals with over 280,000 telephone calls and over 60,000 emails per annum.

The Revenue and Benefits team collects over £120 million in Council Tax from over 80,000 properties and £60 million in Business Rates from over 5,500 properties per year. In 2007/08 they once again achieved one of the highest Council Tax collection rates in the country and we are externally assessed as being amongst the best housing benefit services. The Council has achieved one of the lowest levels of expenditure per head whilst maintaining good quality services. It has achieved this despite receiving the lowest level of grant funding per head in London. This is reflected in the Council's overall 'Use of Resources' score of 3 out of 4 in the 2007/08 Comprehensive Performance Assessment.

## PARTNERSHIP WORKING

Partnership working is increasingly important to the council in delivering more cost efficient, improved services to local people. The Richmond upon Thames Local Strategic Partnership is responsible for delivering the Community Plan, a ten year vision for the local area. The Community Plan identifies seven key priorities or themes, each of which is led by a thematic partnership, reporting to the Local Strategic Partnership. The thematic partnerships are:

- Community Development Steering Group
- Greener Richmond Partnership
- Community Safety Partnership
- Children and Young People's Partnership
- Health and Well-being Partnership
- Business Employment & Skills Partnership

More information can be found on the Council's website at the following link:  
[www.richmond.gov.uk/local\\_strategic\\_partnership](http://www.richmond.gov.uk/local_strategic_partnership)

Some of the achievements of our partnerships over the last year include:

- The reduction of crime, making us the London borough with the lowest incidence of crime.
- The introduction of Community TV and the continuing success of our safer, greener, cleaner initiatives.
- Continued closer working with health and social care providers to increase choice for clients with the introduction of individual budgets.
- Improvement in our youth services and the extension of 'things to do' in the borough for young people.
- The delivery of services to improve skills and opportunities for those residents living in the most disadvantaged areas of the borough.

For full details of the Community Plan, please go to: [www.richmond.gov.uk/community\\_plan\\_2007\\_17.pdf](http://www.richmond.gov.uk/community_plan_2007_17.pdf)

## PERFORMANCE

Council performance is measured by various independent organisations set up by the Government. Scores from these assessments are taken into account by the Audit Commission in its 'Comprehensive Performance Assessment (CPA)', which rates the Council's overall performance. In 2007, the Council was rated as 3 star (out of 4) and improving well, with individual service scores as set out below:

Service	Score			
	1	2	3	4
Benefits (Council tax and Housing)				
Children and Young people*				
Culture				
Environment				
Housing*				
Social Care (Adults)**				
Use of resources				

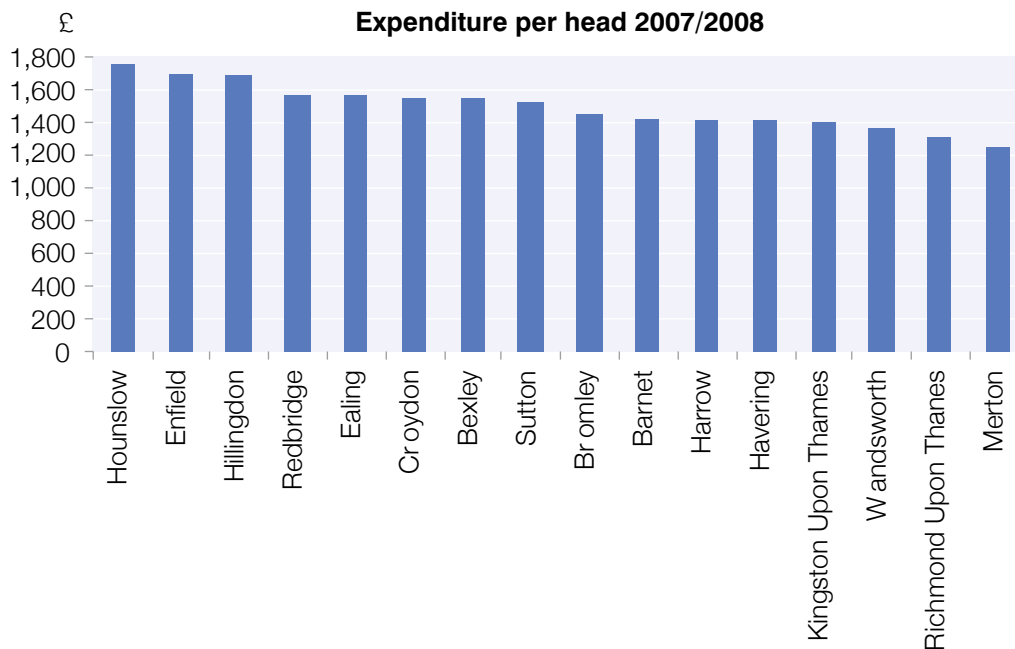
(\* These services improved from a 3 to a 4 in 2007)

(\*\* For Adult Social Care, 3 is the highest possible score)

**The Audit Commission gave the following assessment  
(Annual Audit and Inspection Letter, March 2008):**

“The Council is improving well. Performance in priority areas shows general improvement. Nearly three quarters of performance indicators have improved in 2006/07, with a third demonstrating performance amongst the best nationally. Services for children and young people are excellent, with improving educational attainment. Housing and cultural services have also improved and are now also excellent. Housing Benefit service improvements have been sustained. Adult social care has delivered improved outcomes. The Council champions alternatives to the car and the use of public transport has increased. Recycling rates have improved, although the levels of litter and visible graffiti, whilst improving, remain comparatively high. The Council works well with its partners and makes good contributions to wider community benefits. The borough remains a safe place to live and work in, with reduced domestic burglaries and robberies. Resident satisfaction remains amongst the best in London. The Council continues to provide good value for money and has a track record of delivering required change. Further enhancements, for example in developing joint approaches to service provision, can help to sustain improvement in priority areas.”

The Audit Commission also publishes comparative expenditure data for comparable authorities. The chart below shows that Richmond is the second lowest spending Council amongst its comparator group. Indeed, the Audit Commission figures show that Richmond is the second lowest spending authority in the whole of London and the ninth lowest spending unitary authority in the country.



Within the Use of Resources score under the CPA there is an assessment for Value for Money. This looks at the various ways that the borough tries to control its costs and ensure that best value is obtained on all items of expenditure. The Council scored 4 out of 4 for this assessment and is working hard to ensure that it maintains the cycle of low cost, good value for money and high performing services.

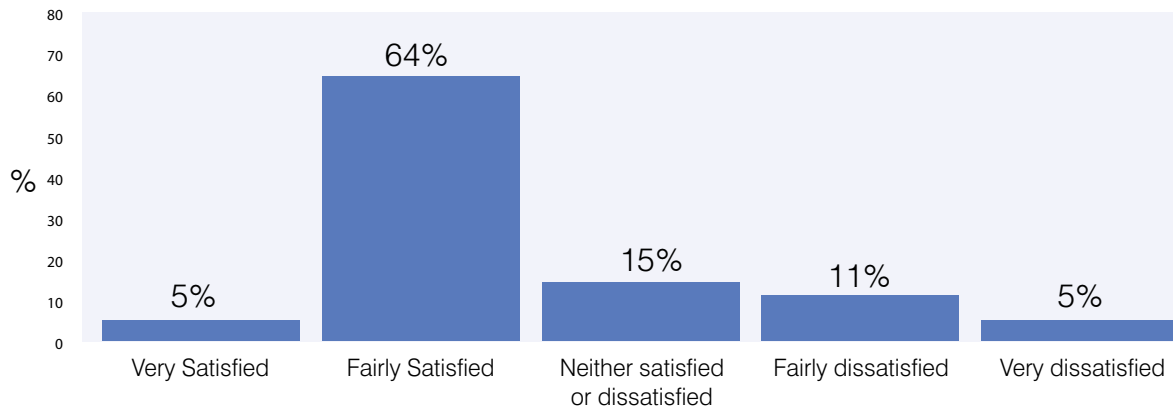
The table below shows a selection of key performance indicator results for the borough in 2007/08 (subject to audit) compared to the 2007/08 targets and the borough's performance in 2006/07.

<b>Performance indicator</b>	<b>Actual 2006/07</b>	<b>Target 2007/08</b>	<b>Actual 2007/08</b>	<b>Improvement?</b>
% Council Tax collected	98.5%	98.6%	98.7%	↑
% Pupils achieving 5 or more GCSEs grades A* - C	56.1%	64.0%	57.8%	↑
% Pupils achieving 5 or more GCSEs A* - G including Maths & English	86.7%	90.0%	81.5%	↓
% Pupils achieving level 4 in Key Stage 2 Maths	84.6%	90.0%	84.4%	↓
% Pupils achieving level 4 in Key Stage 2 English	88.5%	90.0%	88.5%	↔
% Young people aged 13 – 19 gaining a recorded outcome compared to the % of young people in the local authority area	28.0%	30.0%	21.0%	↓
% Child protection cases which should have been reviewed that were reviewed	100%	100%	100%	↔
% Older people who received care services within 4 weeks of assessment	91.4%	96.0%	93.0%	↑
Average length of stay in bed and breakfast accommodation by homeless families or a pregnant woman	2.12 weeks	1.10 weeks	1.66 weeks	↑
Average time for processing new Housing benefit / Council Tax Benefit claims	27.40 days	28.00 days	19.13 days	↑
% Household waste recycled or composted	31.8%	33.0%	36.1%	↑
Net cost of household waste collection per household	£65.68	£70.01	£80.58	↓
% Land and roads that are below an acceptable level of cleanliness	26.0%	17.0%	22.0%	↑
% Principal roads requiring structural maintenance	14.0%	11.0%	9.0%	↑
% Footways requiring repair	37.0%	44.0%	15.0%	↑
% Pedestrian crossings with facilities for disabled people	99.0%	99.0%	99.0%	↔
Average time to repair street lights	8.20 days	7.00 days	5.33 days	↑
% Major planning applications determined within 13 weeks	87.0%	77.0%	71.0%	↓

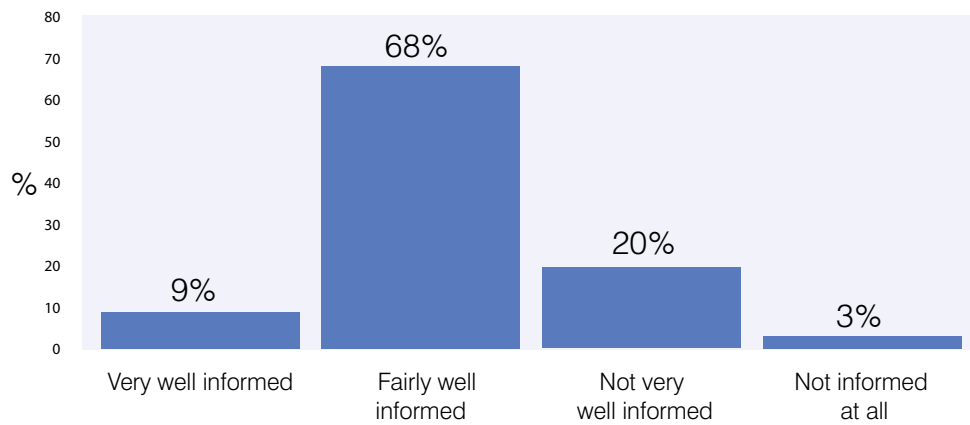
If you would like to view a full set of results on the Council's performance indicators this can be found on the website at: [www.richmond.gov.uk/annual\\_performance\\_report](http://www.richmond.gov.uk/annual_performance_report)

During 2007/08 the Council commissioned an organisation called Ipsos MORI to undertake a postal study of resident opinions. This aimed to capture the general level of resident satisfaction and awareness with regards to Council operations. Three of the key outcomes from this survey in relation to the Council's performance are:

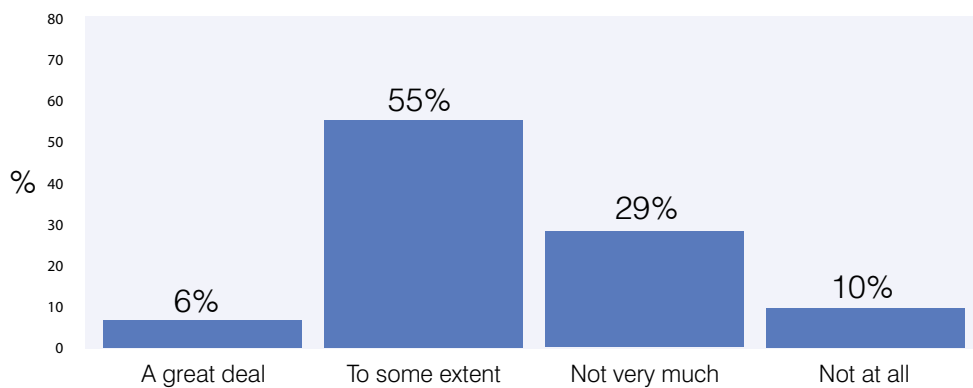
**In general, how satisfied or dissatisfied are you with the way Richmond Council runs things?**



**Overall, how well informed do you think Richmond Council keep residents about the Services and benefits it provides?**



**To what extent do you agree or disagree that Richmond Council provides good value for money?**



The Council also undertakes a triennial resident satisfaction survey. The last survey was held in 2006/07 and produced the following key results:

<b>Indicator</b>	<b>LBRUT 2006/07</b>	<b>2006/07 London Average</b>
Overall satisfaction by people claiming housing benefit	74% satisfied	83% satisfied
% people satisfied with street/land cleanliness	74%	65.3%
% people satisfied with waste collection	76%	75.5%
% people satisfied with recycling	67%	61.2%
% applicants for planning permission satisfied with the service	51%	61.9%
% Library users satisfied with the service	94%	87.1%
% residents satisfied with sports/leisure facilities	48%	48.7%
% residents satisfied with libraries	69%	67.5%
% residents satisfied with museums/galleries	37%	33.4%
% residents satisfied with theatres	52%	37.6%
% residents satisfied with parks	93%	73.2%

## **FINANCE**

### **Revenue Spending**

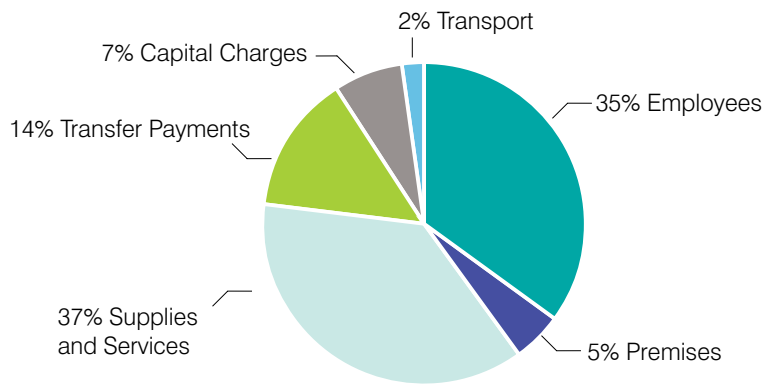
<b>Net cost of Services</b>	<b>2007/08 Budget £000</b>	<b>2007/08 Gross Exp. £000</b>	<b>2007/08 Gross Income £000</b>	<b>2007/08 Net Exp. £000</b>	<b>2006/07 Net Exp. £000</b>
Central Services - Local Taxation	2,428	14,334	-11,798	2,536	2,202
Other Central Services to the Public	1,587	3,104	-1,583	1,521	1,382
Adult Social Services	44,821	76,515	-31,249	45,266	43,568
Children's and Education Services	46,618	259,334	-212,036	47,298	25,481
Cultural, Environmental and Planning Services	31,169	44,395	-14,383	30,012	25,372
Highways, Roads and Transport Services	9,305	26,066	-16,475	9,591	9,291
Housing Services	4,614	58,277	-54,157	4,120	4,027
Corporate and Democratic Core	4,712	4,584	-26	4,558	4,352
Non-Distributed Costs	1,153	580	-1	579	893
<b>TOTAL Net Cost of Services</b>	<b>146,407</b>	<b>487,189</b>	<b>-341,708</b>	<b>145,481</b>	<b>116,568</b>

The above table shows the breakdown of net cost of services as defined by the Chartered Institute of Public Financial Accountants (CIPFA), the public sector accounting body. When taking other accounting adjustments into account, the Council underspent by £2.2 million in 2007/08. The main reasons for the underspend were the better than expected interest received on investments due to higher interest rates and a better than expected cash flow during the year.

In 2007/08 new accounting rules resulted in charges being made to services for the re-valuation of buildings. This has resulted in additional cost of £18.3m being shown in the net cost of services. These changes do not affect the charge to Council Tax payers.

To view the full Statement of Accounts 2007/08 please go to our website at:  
[www.richmond.gov.uk/final\\_june\\_statement\\_signed.pdf](http://www.richmond.gov.uk/final_june_statement_signed.pdf)

The following chart details how the Council spent its budget in 2007/08:



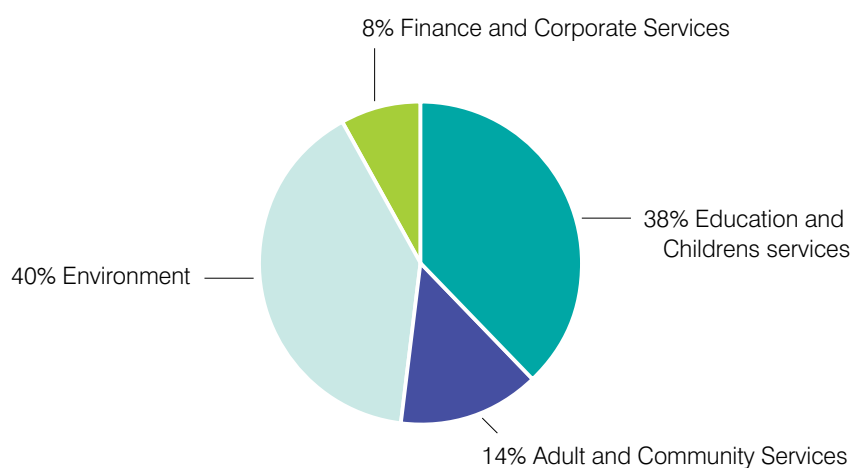
The table below shows a breakdown of the main types of income received. Whilst the Council raises significant amounts from fees and charges for services, the majority of its income comes in the form of specific grants from central Government and other public bodies.

Type of Income	Amount £000	Comment
Dedicated Schools Grant	85,924	Ringfenced to schools
Housing & Council Tax Benefit Grant	55,336	Reimbursement of benefits paid out
Education Specific Grants	41,135	Grants for specific purposes related to Education
Other Services Specific Grants	22,546	Grants for specific purposes other than Education
Fees and Charges for Services facilities etc.	59,563	Charges for services e.g. parking, trade refuse, leisure

## Capital Spending

Capital Expenditure is spending on assets that provide benefit over a period longer than one year. Most of this is spent on renewing and improving schools and other buildings as well as roads and consists of a large number of relatively small schemes. Spending in 2007/08 was as follows:

Service	£000
Education and Children's Services	15,443
Adult and Community Services	5,545
Environment	16,533
Finance and Corporate Services	3,438
<b>Total Capital Expenditure</b>	<b>40,959</b>



## 2007/2008 Balance Sheet

<b>Long Term Assets</b>	<b>£000</b>	<b>£000</b>
Fixed Assets (Land, buildings and roads)	615,852	
Other - long term investments and debtors	34,972	650,824
<b>Current Assets and Liabilities</b>		
Stocks	427	
Debtors (net provisions)	24,774	
Short Term Investments	58,593	
Short term Borrowing	-9,309	
Creditors	-38,885	35,600
<b>Long Term Liabilities</b>		
Future Pension Liability (offset by reserve)	-72,619	
Long term borrowing	-39,223	
Other grants and deposits	-60,341	
Provisions for future revenue expenditure	-4,042	-176,225
<b>Total Net Assets</b>		<b>510,199</b>

The Council's Total Net Assets of £510m is represented by capital and revenue reserves. Most of these are held for statutory purposes and are not available to be spent by the Council. The following table provides analysis of the reserves:

<b>Revenue and Capital Reserves</b>	<b>£000</b>
Unusable Capital and Revenue Reserves	448,917
Usable capital grants and receipts	11,272
Schools' and other revenue reserves outside Council control	7,725
Revenue reserves earmarked for future expenditure	30,191
General reserves and contingencies	12,094
<b>Total Net Worth</b>	<b>510,199</b>

## PLANNING FOR THE FUTURE

The Council receives the lowest Government grant per head in London. This means that, despite the fact that the Council is also amongst the lowest spenders per head, the level of Council Tax charged is relatively high. Local Taxpayers fund around 80% of the Council's non-school budget, a much higher proportion than any other London borough.

The Council prepares Medium and Longer Term financial plans that take this funding position into account. This means that much of the emphasis in our planning is on identifying areas where efficiency and value for money can be improved so that the Council can achieve its aim of keeping Council Tax increases as low as possible, without sacrificing performance in key services.

The Council is also subject to increased costs from many sources and is currently dealing with the significant issues relating to waste collection, disposal and recycling, increasing demands on specialist support to children and continuing pressure from general price inflation. In addition, there is a constant increase in the demand for Adult Social Care. Whilst all London boroughs face similar problems, Richmond upon Thames funding position means that we have very little flexibility within which to manage these pressures. The last Comprehensive Spending Review from Central Government confirmed that the Council will face a real terms reduction in government grant over the next 3 years. In order to stay within target for Council Tax increases, the Council will need to identify savings from its budget.

The Council will be working to ensure that all of these competing demands can be met alongside the delivery of some key investments including a number of major projects to improve school buildings. Progress on these plans and consultation with the public and our partners will be reported to Members in the coming months as we plan in detail for the 2009/10 financial year. The Council's final budget proposals will be considered by Cabinet and the full Council next February and March.

## 2006/07 FEEDBACK

We received 26 written or emailed responses last year to our request for readers' views on this publication. The majority related to specific service queries and these were passed on to the relevant service department.

There were a number of comments requesting that additional information be included in the report. Where appropriate we have tried to take these suggestions into account when putting together this publication. The information requests included the following:

- Councillor's and Director's pay - additional information is available in the full Statement of Accounts which can be viewed on the public website at: [http://www.richmond.gov.uk/final\\_june\\_statement\\_signed.pdf](http://www.richmond.gov.uk/final_june_statement_signed.pdf) and in the Member's Allowances Scheme which can be found by going to the following link: [http://www.richmond.gov.uk/members\\_allowances\\_scheme.pdf](http://www.richmond.gov.uk/members_allowances_scheme.pdf)
- Population figures and the borough profile – this information can be found on our public website at: [http://www.richmond.gov.uk/census\\_information](http://www.richmond.gov.uk/census_information)

Of the remainder, a number questioned the usefulness of producing the report and the Arcadia magazine. The Council produces them in an attempt to keep the residents of the borough informed about what is happening in the area and how well the Council is using Council Tax payers' money to provide services. In the past, public surveys have shown that residents feel remote from the Council and that communication has been a problem. The Council feels that these publications are an important way of engaging with residents and intends to continue to publish them.

Additional finance and performance information is available via the Council's website: [www.richmond.gov.uk](http://www.richmond.gov.uk)

## 2007/08 FEEDBACK

Once again we welcome all of your feedback on Council publications. The comments you provide will contribute to the improvement of public documents in the future.

If you would like the Council to reply to your comments please provide your contact details.

You can provide feedback using one of the following methods:

- Online Form: Complete the online form at [www.richmond.gov.uk/performance\\_finance\\_feedback](http://www.richmond.gov.uk/performance_finance_feedback)
- Email: Send your comments to the following address: [accountancy@richmond.gov.uk](mailto:accountancy@richmond.gov.uk)
- Post: Send the below feedback form via post to the Director of Finance and Corporate Services, York House, Richmond Road, TW1 3AA

Please contact us at the address below if you would like this information in Braille, audiotape, or another language. We can also arrange a telephone interpreting service.

**Albanian**

Nese keni veshtersi per te kuptuar kete botim, ju lutemi ejani 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 مشکل دارید، لطفاً به میر پذیرش در آدرس قید شده در زیر رجوع فرمایید تا سرویس 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 ઇન્ટરપ્રિટિંગ 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 ਇੰਟਰਪਿਟਰ 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 استقبالیے پر جا کر ملیئے، جہاں ہم آپ کیلئے ٹیلیفون انٹرپریٹنگ سروس (ٹیلیفون پر ترجمانی کی سروس) کا انتظام کر سکتے ہیں۔



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