

## **1. CARE UK – A PFI CONTRACT FOR CARE FOR OLDER PEOPLE**

### **The Issue**

Following the *Fit for the Future* and the *Modernising Social Services* White Papers, the Council needed significant investment to comply with the requirements for space, privacy and amenity under current standards for residential and nursing care facilities.

### **The Project**

In 2001, the Council signed a 25-year PFI contract with Care UK plc. This provides residential, nursing, rehabilitation, respite and intermediate care services to older people.

The contract value (cash 2001) was £110m with a capital investment by Care UK of over £10m. The Council's 5 existing care homes transferred to Care UK. A 4-year sequential construction programme resulted in new facilities on 3 sites - geographically balanced and each providing a range of services. The remaining 2 sites were to be disposed of for residential use by Care UK with a proportion of the assumed sale proceeds (£2.3m) discounted from the contract fee, improving value for money to the Council.

### **Partnership Development**

Throughout scheme development and procurement, the Council involved and consulted with service users, relatives, staff and trades unions. Once appointed preferred bidder, Care UK was actively involved in consultation with all stakeholders.

The partnership ethos has continued since with mutually agreed changes and continued development.

### **Value for Money**

The contract provides very good value for money. The unit cost compares very favourably with local market rates and the Council shares a percentage of revenue from some private paying beds. The initial fee discount (for part of the surplus site proceeds) has resulted in a cash saving to the Council so far of approximately £1.25m. In 2006, when the first surplus site was disposed of, the Council received an additional £2.25m from the proceeds.

### **Next Steps**

For the second surplus site, the Council and Care UK have entered into a further agreement to include adjacent (Council owned) land. The intention is to develop a new specialist Contact and Assessment Centre at no capital cost to the Council (plus the prospect of a further cash payment to the Council subject to sales proceeds from the residential element).

### **Outcomes**

- Significant investment in Council care homes which meet all required standards
- Improved respite care for elderly patients allowing them to live within their own community for longer
- Increased flexibility of care options for elderly people.
- Value for money care for elderly people
- Flexible contract arrangements to allow for future seasonal or longer term variations
- Positive customer and stakeholder feedback due to improved living conditions.

## **2. LONDON'S ARCADIA**

### **The Issue**

Being the only London borough to straddle the Thames, the River is one of the defining features of the Borough. The landscape around the Thames had never had a sustained investment and was looking run down and unloved.

### **The Project**

The Thames Landscape Strategy – a partnership between 5 London Boroughs, the Environment Agency, English Heritage and the National Trust - developed and published a 100 year vision to restore and enhance the landscape of the Thames between Hampton Court Palace and Kew Gardens. One of the earliest major projects to take place was London's Arcadia. The project is a £3.3m Heritage Lottery Funded partnership to deliver a series of improvement projects along the Thames from Kew to Teddington.

The project aims to enhance, conserve and celebrate one of the world's great urban landscapes, encouraging access, biodiversity and understanding. The project also plans to encourage the widest possible involvement of different groups in the project at the design stage, in implementation (through the volunteer programme) and ultimately for it to be enjoyed by all London's diverse communities.

Significant funds have been raised through local and national fundraising.

### **What has been achieved so far?**

Following in-depth consultation and design, the project is now in its third year. The major projects implemented to date include: landscape works on Richmond Hill and Terrace Field; the complete renewal of Bridge House Gardens and improvements to St

Margaret's Promenade and Richmond Riverfront.

The physical improvement projects are coupled with projects to engage local people and develop local educational initiatives. These include a Literacy in the Landscape Workshop, a Family Learning Project, a Safari Saturday, a rowing and conservation project for young people from Ham Youth Club, a photography project for young people 'What makes Richmond Special', a Local Habitats National Science Week project and (with Richmond, Virginia) an 'Our Richmond and Black History in Arcadia' project. Walking leaflets have been produced to help widen interest in the Riverside.

There have been significant improvements in accessibility for bicycles, wheelchair and buggy users while maintaining high quality standards of design.

To date London's Arcadia has involved over 1800 volunteer days in conservation and management projects along the Thames providing key heritage skills to the community and contributing to a healthier and more cohesive community. A major input has been from prisoners from Latchmere Prison.

### **Outcomes**

- Restored landscapes and gardens along the Thames
- Increased accessibility for disabled people, buggies etc
- Large numbers of local people practically involved as volunteers in their local area
- Enhanced understanding of the history, biodiversity and value of the Thames
- Use of the Thames as a local educational tool
- Reduced fear of crime along the towpaths
- Significant external funding and volunteer resource raised.

### **3. AREA CHAMPIONS AND COMMUNITY DEVELOPMENT IN A PRIORITY WARD - HAM**

#### **The Issue**

Local Ward Councillors wanted a mechanism to fast track local environmental improvements in their ward without needing to contact several officers. This particular example shows how the development of "Area Champions" improved the coordination and speed of service to Members, took greater account of community priorities and visibly improved local environments in Ham, a priority ward.

#### **The Area Champions Project**

One member of staff (most from the Environment Directorate) was identified as the Area Champion for each ward in the borough in 2005. An annual ward walk is undertaken to identify the community's priority improvements which are allocated funding (£550K across the Borough in 2005/6).

Each ward is allocated special attention for a Green, Safe and Clean week, working with the Community Safety Team. The team 'blitzes' issues affecting the local street scene – graffiti removal, overgrown vegetation, signage maintenance, recycling, parks and open space improvements.

The Area Champion work in Ham was greatly helped by the existence of a very active community development programme in the Ham area, an outcome of the scheme whereby the Council and its partners (both in the statutory and voluntary sectors) work together to employ and support community development workers in each of the 5 most deprived wards in the borough.

#### **Ham Working Together**

A 'Ham Working Together Group' was established and identified the main environmental issues for the area.

It mobilised and united the local community and a large community mosaic was designed.

The Community Development programme offers family learning courses and a range of activities for older people.

A community group has been set up and organised community activities such as bulb planting.

Young people have gone on to raise money for a memorial garden adjoining their youth club and money has also been raised for a large bench outside the local library for the older members of the community.

A football pitch has been constructed and the Urban Academy runs free basketball and football sessions weekly. The successful football programme has provided the opportunity to set up a 'dads and lads' parenting initiative.

A successful Young Mums Group has also been established which has helped teenage mothers to return to education and find employment.

#### **Outcomes**

- Improved communication with Councillors and community and fast track, joined-up environmental improvements
- Improved environment in Ham
- Sense of pride and local community developing in Ham
- Graffiti and damage reduced
- Antisocial behaviour and crime rates down
- Improved chances of positive parenting and employment.

#### **4. LOCAL LEADERSHIP ON GLOBAL ISSUES - REDUCING CO<sub>2</sub> EMISSIONS USING PARKING POLICIES**

The Council recognises its leadership role within the community. This example shows how use of parking policies raised considerable public debate about the global issue of climate change. The new policy is already affecting choices people make, with positive impacts predicted on the local and global environment.

##### **The Proposal**

In a bold and groundbreaking initiative the Council is introducing parking charges which are linked to the emission levels of vehicles. The new policy will require owners of cars with high CO<sub>2</sub> emissions to pay higher charges for parking permits. Conversely owners of lower CO<sub>2</sub> emitting vehicles will pay less, giving an incentive to switch to more efficient cars. Importantly the proposals are financially neutral for the Council.

Before bringing forward the proposal, extensive research was carried out and communications carefully planned to ensure local people understood the issues.

##### **The Impact**

When announced, the proposal reached a local, national and international audience. Richmond's name has become synonymous with tackling climate change through changing individual behaviour on car ownership.

The debate on Climate Change has been raised across the Borough and residents and non-residents have supported the policy.

A significant consultation was undertaken, combined with awareness raising. A small majority of consultees were in favour of the proposal and a high percentage said that they will consider CO<sub>2</sub> emissions in their future choice and use of cars.



Introducing the proposals, the Council has demonstrated how it can approach global problems through innovative local solutions. The policy has now been copied by other authorities and the Mayor of London has not only supported Richmond but has now announced his intention to seek a similar emission-based approach to the London Congestion Charging scheme.

The policy fully integrates with the Council's commitment to



'Environmental Issues', dovetailing with simple schemes such as improved signage at

rail crossings encouraging drivers to switch off their engines through to the procurement of renewable energy for its street lighting and onto the adoption of Planning policies aimed at 'sustainability'.

##### **Outcomes**

- Raised the issue of climate change and linked it to local behaviour
- Residents now more aware of the issues
- Residents now thinking of switching car choice to lower emission models and/or using their car less often
- Policy being copied elsewhere to provide wider impact
- Long term impact on local CO<sub>2</sub> production.



### **5. HATHEROP PARK: PARTNERSHIP AND INVESTMENT TRANSFORM FORLORN PARK INTO FLAGSHIP**

In 2003, Hatherop Park was identified in the Council's new Open Spaces Strategy as the Borough's priority park for reinvestment and regeneration. It was dilapidated and underused, having lost its pavilion due to an arson attack. The playground was out of date. Antisocial behaviour and fear of crime were a real issue. However, it was ideally located to serve the needs of people from a priority area (North Hampton).

#### **Community Involvement - A Partnership for Change**

The Parks and Open Spaces Service acted as an enabler, working in partnership with local people to develop and sustain a Friends of Hatherop Park group to transform the Park. Funding was allocated to a new playground, matched by funds raised by the Friends. A jointly written 5 year Hatherop Park Development Plan was agreed.

*"Our aim is to work with the Council as representatives of the community and develop an ongoing improvement plan for Hatherop Park. We want to encourage local people to become involved in long lasting improvements to Hatherop Park"*  
Gary Rhoades-Brown Chair Friends of Hatherop Park 2004

Improvements were rapid: the new playground opened in 2004 (£80K); a Community Art show and temporary pavilion was installed for footballers; a Multi Use Games Area (MUGA) installed (£65K) and a Community Art installation took place in 2005 (£7K).



In 2006 the first 'fit point' (open air gym) in London was installed alongside a new meeting point. A jointly written 5 year Management Plan has recently been submitted as an application for Green Flag status for the Park. The partnership is now working on plans for a permanent replacement pavilion with public toilets and refreshments and a Park Keeper.

#### **Impact and Outcomes**

People report feeling safer and the park is now well used by all ages. *"It used to be a no go area. Now I have no concerns about my children going there."* Local parent 2005

Lower reported crime - Police records show a significant decrease in reported crime and antisocial behaviour.

Audit Commission report customer satisfaction with Richmond's Parks Service is up - to over 93%.

## **6. RICHMOND SCHOOL SPORTS**

### **The Issue**

Richmond Council is committed to increasing the take up of sports amongst local school aged children. This case study shows the difference made by a range of initiatives based in the Whitton area: the Richmond School Sports Partnership, the Whitton Sports and Fitness Centre and the Extended Schools Coordinator.

### **Richmond School Sports Partnership**

The Richmond School Sports Partnership (RSSP) arranges schools in local cluster groups who work together to increase participation levels and raise standards in PE and school sport for all young people.

The partnership consists of a Partnership Development Manager to coordinate activities; 8 School Sport Co-coordinators based in secondary schools and 31 Primary and special school Link Teachers developing programmes in their own schools (PLTs).

The aim is to increase participation in:

- high quality physical education
- out of school hours learning
- high quality informal activity
- high quality competition and performance.

The self-esteem through sports partnership programme is a targeted programme aimed at Year 11 students at risk of exclusion, offending and anti-social behaviour and makes a significant contribution to all 5 Every Child Matters outcomes. Identified students are referred to the programme and receive ongoing intensive support. The attendance and attainment of young people is monitored on a weekly basis and the

success of the programme is evidenced through the improvements achieved.. The programme is sports based and targets fitness levels and weight management with notable improved outcomes.

*'Richmond is the most active borough in mainland England.'*  
Active People Survey 2006



### **Sport & Fitness Service**

Whitton Sport & Fitness Centre has an annual throughput of approximately 40,000 attendances from young people and adults. The Centre achieved Chartermark in 2006 and is currently working towards Quest accreditation.

The Sport & Fitness Service has led on a number of sport and fitness improvements over the years - upgrading of the sports hall; floodlit multi-use games area; upgrading of changing facilities; refurbishment of the fitness centre.

### **Extended Schools Coordinators**

Whitton is identified as a priority area and was one of the of the first priority areas to employ an extended schools coordinator. Her focus on the development of community partnerships, through the Whitton Action Group, has increased and enhanced the range of appropriate joint activities available for young people and their families.

### **Outcomes**

## **Self Assessment Case Studies**

- Increased school sport participation - 86% of pupils in Richmond now spend at least two hours in a typical week on high quality PE and school sport, exceeding the government's public service agreement (PSA) target by 11%.
- The RSSP is one of just 15 in London and the South East identified as a 'Pathfinder' partnership.
- Improved access to sporting activities both in and out of school for children and their families.
- Reported improvements in behaviour and educational attainment.