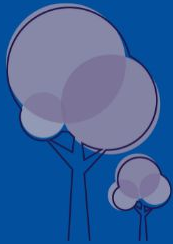
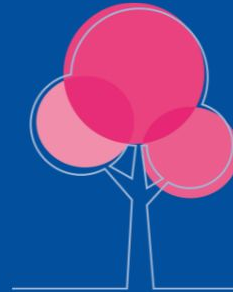


RBK Council Delivery Plan 2023-24

Working with partners and communities to ensure the borough is:



GREENER
FAIRER
SAFER
TOGETHER



We also have a **FUTURE COUNCIL** commitment to ensure that the council is ready for the future, is managed effectively and responsibly in the best interests of our communities and delivery is supported by high quality services.



**GREENER, Fairer,
Safer, Together**

Greener



Priorities

- Sustainable transport and air quality
- Waste reduction, recycling and reuse
- Energy and carbon reduction
- Our natural environment



Sustainable transport and air quality

Action or activity	Measure, milestone or metric to demonstrate progress and target
Deliver school streets programme	Extension of existing school street at Devon Way and new School Street at Ellingham St Philips. Develop proposals for further school streets across the borough <i>Target delivery: Mar 2024</i>
Implement cycle infrastructure: 2 key cycle routes (Ewell Road, Kingston/New Malden)	Complete improvements to Ewell Road scheme; Kingston/New Malden - significant progress, allowing full completion by Dec 2024 <i>Target delivery: Mar 2024</i>
Support the delivery of actions to improve air quality in the borough	Include air quality data in the Health Protection section of the Kingston Joint Strategic Needs Assessment (JSNA) 2023 and results shared with partners to inform action. <i>Target delivery: Oct 2023</i>
Mobilise a new electric fleet for waste and recycling	Electrification works complete by September 2023 New fully electric fleet for recycling and waste collections, including dedicated food waste vehicles to commence September 2023 Target delivery: 31/09/2023

Waste reduction, recycling and reuse

Action or activity	Measure, milestone or metric to demonstrate progress and target
Implement the plastic bag charge policy	Front facing policy on website Numbers of premises where enforcement is needed <i>Target delivery: Mar 2024</i>
Develop a Kingston Sustainability events guidance including a sustainable self assessment for organisers to complete.	Kingston Sustainability events guidance developed and published, including a sustainable self assessment for organisers to complete. <i>Target delivery: Jul 2023</i>
Provide high quality waste, recycling and composting services to all households in the borough, delivering a range of service improvements and initiatives to promote food waste reduction and increase reuse, repair and sharing activity across the borough	Commissioning plan for service approved by June 2023 Approval of Reduction and Recycling Plan 2023-2025 & Action Plan internally and by the GLA. Review of customers receiving the clinical waste collections. Trial on-street storage for flats above shops food waste Implement Eco Refill shops in 3 schools in 2023 <i>Target delivery: Mar 2024</i>

Energy and carbon reduction

Action or activity	Measure, milestone or metric to demonstrate progress and target
Retrofit 66 homes with funding secured from the Social Housing Decarbonisation Fund	Procured by September 23, 50% delivery March 24, Full 66 properties brought to average EPC C by August 24 <i>Target delivery: Mar 2024 (50%)</i>
Complete implementation of LED streetlight programme	100% complete <i>Target delivery: Mar 2024</i>
Review energy supplier arrangements to ensure alignment with carbon reduction targets , including exploration of a Power Purchase Agreement to increase the proportion of renewable energy	Committee Approval by June 23, Invitation to tender by September 23, Contract award by January 24 <i>Target delivery: Jan 2024</i>
Develop a carbon budget for the council to provide a roadmap to net zero for 2030	Annual report on carbon (equivalent) emissions from Council operations measuring progress towards the 2030 target (July 2023); Proposal on first phase of carbon reduction measures for the council's assets to be presented in MTFS 2024-2028 <i>Target delivery: Mar 2024</i>
Work towards the delivery of a District Heat Network for Kingston	Business case to allow implementation and approve build to Committee Spring 2024 <i>Target delivery: Mar 2024</i>
Promote opportunities for funding and advice on retrofitting homes to residents.	Kingston's first Efficient Homes event May 2023 Number of schemes promoted; funding secured for home retrofit measures <i>Target delivery: Mar 2024</i>
Increase & enhance business engagement in activity to reduce carbon emissions through mitigation, adaptation, strengthening supply chains and innovation	Total number of businesses actively engaged in the Green Business Community - Target 150 <i>Target delivery: Mar 2024</i>

Our natural environment

Action or activity	Measure, milestone or metric to demonstrate progress and target
Develop a new green spaces strategy and action plan	Draft strategy approved by Committee September 2023 followed by community engagement and published action plan by March 2024; number of volunteering hours supported by the council's grounds maintenance contract <i>Target delivery: Mar 2024</i>
Deliver biodiversity priorities , supporting introduction of statutory Biodiversity Net Gain requirement, and implement biodiversity improvements within council managed land.	Launch of the Biodiversity Action Plan, and establish a Biodiversity Action Partnership to oversee direction, and a working group to deliver the recommendations set out in the action plan. Complete and reporting on the Habitats & Species Action Plans. Appoint a Biodiversity Net Gain Officer. Develop proposals for rewilding of the River Thames Embankment within the KTC to Ham reach. Key Performance Indicator: Biodiversity net gain <i>Target delivery: Mar 2024</i>
Deliver the climate action plan commitment to plant and maintain trees .	Tree planting programme delivered to time and cost. <i>Target delivery: Mar 2024</i>

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Fairer

Priorities

- Skills, training and good employment
- Quality homes and housing services
- Equality, diversity and inclusion
- Start well, live well, age well
- Children and young people



Skills, training and good employment

Action or activity	Measure, milestone or metric to demonstrate progress and target
Enhance the provision of work experience and early careers opportunities through the council's services and major contracts, to support access to employment including for those with care experience or other barriers	Draft policy (end of September) Recruitment for additional resource (end of December) <i>Target delivery: Dec 2023</i>
Increase targeting of skills and employment-focused support to those with greater barriers to succeeding in this including (e.g.) disabled, minority communities, care leavers, women returners-to-work; over 50s, migrant communities.	Number of people directly engaged in employment and skills support initiatives. Enhanced local skills and employment partnership approach embedded - Q 1-2 2023/24 <i>Target delivery: Mar 2024</i>

Equality, diversity and inclusion

Action or activity	Measure, milestone or metric to demonstrate progress and target
Raise awareness of the needs of our communities by working alongside them, hearing their needs and experiences and amplifying their messages	Established more contacts and be engaging the communities through culture, spaces and in design of our services <i>Target delivery: Mar 2024</i>
Ensure that Registration, Nationality & Bereavement services meet the needs of our faith, belief and life philosophies communities. That provision is made for continuation of rapid burial, witnessing of cremation, streaming of funeral services and that there is a service offer that takes into account the issue of 'funeral poverty'.	Extension of current Muslim burial provision and creation of crematory viewing room with live stream capability funding approved, commissioning in flow 2023/24. Corporate membership of the Charter for the Bereaved; annual voluntary assessment of standards, assessment completed awaiting results. Clear and transparent pricing subject CMA Order with annual assurance CMA return by CEO. <i>Target delivery: Mar 2024</i>
Continue with our commitment as a Borough of Sanctuary and work towards accreditation	Raising the City of Sanctuary flag during Refugee Week in June 2023. Policy Statement in place by October 2023. Set up Kingston Resettlement Board by August 2023. Set up a network for local voluntary and community by October 2023. Staff training module in place by December 2023. <i>Target delivery: Dec 2023</i>
Distribution of the Household Support Fund to help support residents with the cost of living pressures	% of Household Support Fund distributed <i>Target delivery: Mar 2024</i>
Deliver a digital inclusion pilot to support digital inclusion in the borough	Complete digital inclusion trial, analyse and consider next steps, project completed by Dec 2023 <i>Target delivery: Dec 2023</i>

Start well, live well, age well

Action or activity	Measure, milestone or metric to demonstrate progress and target
Produce and deliver a leisure strategy that links local, regional and national objectives to promote access to physical activity, sport and recreation.	Strategy agreed by Committee in September 2023: action plan developed; Community Sport and Physical Activity Network established to lead on the delivery the recommendations <i>Target delivery: Sep 2023</i>
Complete Kingston's new Suicide Prevention Strategy to cover April 2024 - March 2027	Engagement with a wide group of stakeholders on the draft strategy and action plan (Nov 2023); Strategy and action plan for Year 1 approved by Kingston Partnership Board and the Kingston Place Based Partnership Committee <i>Target delivery: Mar 2024</i>
Become a Centre for Better Ageing ' Age Friendly Community ' .	Older People's Physical Activity Community engagement completed (July 2023), Older People Champions recruited; Sign up to the Centre for Better Ageing 'Age Friendly Community' and become an Age-Friendly employer (Mar 24) <i>Target delivery: Mar 2024</i>
Develop the Connected Kingston approach to enabling community groups to grow , promoting community activities so that more residents are aware of what is going on in their area and increasing group membership, working with our NHS partners to maximise the opportunities and delivery of social prescribing	Increased use of Connected Kingston and increased integration with wider areas of the council and non-council partners. Joined up partnership working through Connected Kingston / Personalised care steering group. Better understanding of the outcomes achieved through the NHS delivered (but council supported) social prescribing <i>Target delivery: Mar 2024</i>
Promote and support unpaid carers in their important role	Social Workers trained and briefed to enable them to effectively support carers; Event celebrating carers held. <i>Target delivery: Dec 2023</i>
Deliver the Arts Council funded Libraries Improvement Fund project at the Hook Centre, helping to create a space where diverse communities connect, services co-locate and our spaces are shaped and used by more of our community.	Project delivered and community use increasing. <i>Target delivery: Mar 2024</i>

Children and young people

Action or activity	Measure, milestone or metric to demonstrate progress and target
Implement the Sufficiency Strategy to increase capacity in local foster care, residential care and supported accommodation	Residential support framework; % of children and young people living locally in high quality care placements close to their friends and family; support the development of at least one new residential children's home <i>Target delivery: Mar 2024</i>
Deliver the SEND Futures Plan (including the Safety Valve Agreement) to transform the experiences of children and young people with special educational needs and disability (SEND) and their families	% of children and young people with a plan that are educated in local mainstream and special schools with reduced reliance on independent and non-maintained school provision outside of the borough: services for children and young people with SEND are consistently high quality: % of parents and carers rating SEND services as good or better. <i>Target delivery: Mar 2024</i>
Contribute to the Child and Adolescent Mental Health Service (CAMHS) transformation programme at place and SW London London Integrated Care System (ICS) levels	% of families who rate mental health services as good or better; % schools with mental health teams: waiting times for assessment and treatment at Tier 2 CAMHS services <i>Target delivery: Mar 2024</i>
Improve children and young people's play and multi use games areas with engagement as a core principle	Delivery of Community Parks Programme: Review of housing and corporate playground facilities complete; Playgrounds asset investment plan developed and funding secured. Outdoor leisure facilities strategy approved: Investment plan for multi use games areas and outdoor sports agreed <i>Target delivery: Mar 2024</i>
Development of a new Children and Young People's plan	Priorities identified through engagement Plan finalised and approved by People Committee <i>Target delivery: Mar 2024</i>

Quality homes and housing services

Action or activity	Measure, milestone or metric to demonstrate progress and target
Support the remaining tenants in Phase 1 of the Cambridge Road Estate regeneration to move to homes that meet their needs	% of phase 1 tenants who have been supported to move to homes that meet their need <i>Target delivery: Mar 2024</i>
Promote and deliver the Disabled Facilities Grant programme	Number of Disabled Facilities Grants completed. <i>Target delivery: Mar 2024</i>
Meet our landlord repairs / maintenance and compliance obligations (including Building Safety Act) through improved systems, resources and processes supporting effective delivery and accurate reporting	All compliance targets are met. Reducing damp and mould in the homes we manage, continue to drive improvement in the repairs and maintenance service and ensure that service improvement and effective performance management is built into the procurement of the repairs and maintenance contract. <i>Target delivery: Mar 2024</i>
Deliver new residential properties through the small sites programme	Two sites completed with homes available at London Affordable Rate <i>Target delivery: Jul 2023</i>

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Safer



Priorities

- Adults' and children's social care
- Taking care of our borough
- Keeping the borough safe
- Resilient borough



Adults' and children's social care

Action or activity	Measure, milestone or metric to demonstrate progress and target
Implement the Families First safeguarding model by embedding specialist practitioners in family social work teams	The Families First safeguarding model is established, embedding Signs of Safety and systemic approaches. <i>Target delivery: Ongoing</i>
Work with statutory partners and VCS organisations to strengthen the local early help offer by implementing Family Hubs	The development of Family Hubs is underway with a clear plan for implementation leading to a reduction in child protection planning and children coming into care <i>Target delivery: Mar 2024</i>
Work with care provider market to improve overall quality of service delivery	CQC provider rating for regulated services of good or above and accessible care provider market without any ongoing provider failure and proactive support delivered to providers <i>Target delivery: Ongoing</i>
Develop the design for the Acre Road site development , for the provision of independent living accommodation for individuals with learning disabilities and those young adults who are making the transition to independence	Complete Stage 2 and 3 design for Acre Road proposal and prepare a planning application. <i>Target delivery: Mar 2024</i>
Ensure the provision of homes to young people leaving care under our corporate parenting responsibilities	Monitoring of applications and outcomes in housing for young people leaving care and working with partners to provide housing solutions. <i>Target delivery: Mar 2024</i>
Continue partnership working with the acute hospital and mental health trusts by the hospital and community teams to facilitate safe and effective discharge from hospital .	Tracking and responding to social care related delay of discharges. <i>Target delivery: Mar 2024</i>

Keeping the borough safe

Action or activity	Measure, milestone or metric to demonstrate progress and target
Ensure residents and communities' views and wishes are placed at the centre of all community safety work and opportunities for codesign and codelivery are identified and supported	Develop a joint communication plan to improve on and ensure consistency in communications to residents, businesses and visitors about community safety <i>Target delivery: Mar 2024</i>
Develop a prevention of violence against women and girls strategy that will be co-produced with victim survivors through the support of the Kingston Survivors Forum.	Public engagement on the draft strategy <i>Target delivery: Mar 2024</i>
Improve partnership responses to Anti Social Behaviour (ASB) within the borough	Adopt 'The ASB Pledge' which commits to identifying and supporting victims of ASB <i>Target delivery: Mar 2024</i>
Further develop work to tackle racism, discrimination and injustice with partners, the VCS and the wider community	Relaunch the Kingston Hate Crime Action Group, ensuring a coordinated strategy approach to hate crime <i>Target delivery: Jun 2023</i>
Ensure high quality community resilience outcomes for residents, businesses and partners	Progress with improvements to the council's CCTV infrastructure; Partnership approach in place for river safety and suicide attempts, with police and fire services. <i>Target delivery: Mar 2024</i>
Work to engage all of our communities , with a particular focus this year on LGBTQIA+, Young Women and Girls and Armed Forces Veterans, in the design of community spaces to make these spaces accessible and safe	To have obtained the views of both communities in our social spaces redesign of Eagle Brewery Wharf and Memorial Gardens <i>Target delivery: Mar 2024</i>
Through Kingston Adult Education, deliver domestic abuse and mental health sessions to support residents and survivors with strategies to build resilience	Deliver 55 or more courses. <i>Target delivery: Jul 2024</i>

Resilient borough

Action or activity	Measure, milestone or metric to demonstrate progress and target
Preliminary design and engagement for flood alleviation schemes	Complete designs, engagement and any necessary planning applications by end of financial year. Construction 2024. <i>Target delivery: Mar 2024</i>
Drive forward the preparation of the council and the borough for the impacts of climate change.	Establish a working group for the coordination of activities and develop an agreed programme plan informed by LGA guidance. Commence delivery. <i>Target delivery: Mar 2024</i>

Taking care of our borough

Action or activity	Measure, milestone or metric to demonstrate progress and target
Effectively regulate businesses (food and licensed premises and consumer goods)	Deliver the Trading Standards Cost of Living Project to ensure clear consistent pricing throughout Kingston, % of Food Premises rated 3 or above - target 75%, % of licences issued within 28 days of determination - target 90% <i>Target delivery: Continuous</i>
Clean and maintain our streets to a good standard , including overseeing and coordinating the RBK Fly Tipping Task Force (FTTF) to address identified fly tipping problem areas	Review of litter bins and cleaning arrangements in Kingston Town Centre FTTF action plan delivered to time, cost and quality <i>Target delivery: Mar 2024</i>
Recommission parking enforcement services to ensure an effective new contract that will support the local economy, improve road safety and reduce congestion and emissions.	Standard Selection Questionnaire issued by June 2023 Dialogue completed by September 2023 Final tenders received by October 2023 Contract awarded by December 2023 <i>Target delivery: Dec 2023</i>

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Together



Priorities

- Developing and celebrating our culture, heritage and identity
- Strategic partnerships and delivering within the community
- Strengthening and empowering our communities
- Boosting economic development
- Shaping our places



Boosting economic development and growth

Action or activity	Measure, milestone or metric to demonstrate progress and target
Support business start-up and growth through provision of support programmes and affordable workspace , including for green and creative enterprise.	Establish a business support programme; Number of businesses or prospective business people supported through direct service activity: provision of affordable workspace <i>Target delivery: Mar 2024</i>
Implement the Employment & Skills Action Plan with partners to support new opportunities for training, skills and jobs targeting those with additional barriers and our more vulnerable and disadvantaged residents	Initiate and host Kingston large employers forum (2 meetings, June and Nov); develop policy and programme to boost work experience placements in RBK; Secure UKSPF funds to support key target groups. <i>Target delivery: Mar 2024</i>
Develop a new and inclusive Economic Development and Growth Strategy with partners to set the direction for the borough's economy and inward investment.	Strategy adopted (Mar 2024); Kingston presence at a minimum of 2 regional and national investment events promoting the borough; borough investment profile refreshed and enhanced online. <i>Target delivery: Mar 2024</i>

Developing and celebrating our culture, heritage and identity

Action or activity	Measure, milestone or metric to demonstrate progress and target
Develop a new Cultural Strategy with a stronger narrative for the role of culture and heritage in creating a thriving and inclusive borough.	Engagement undertaken by March 2024. Draft strategy complete by September 2024. <i>Target delivery: Mar 2024</i>
New arts and community events across the borough's 6 High Streets and town centres to improve the high street 'look and feel', providing a canvas for community expression, civic pride and bringing people together.	3 Public Realm Arts Commissions: 6 High Street cultural and community events: <i>Target delivery: Mar 2024</i>
Develop plans for the 2025 cultural celebration of past, present and future Kingston	Project structure and community team established by July 2023; Key themes and programme framework in place by September 2023; Progress programme development and delivery for Year 2 and 3 <i>Target delivery: Mar 2024</i>

Shaping our places

Action or activity	Measure, milestone or metric to demonstrate progress and target
Improve public spaces and streets in the borough's 6 main town centres	Adoption and publication for the Kingston Town Centre Area Vision; 5 enhanced High Street Public Realm schemes funded and in progress. <i>Target delivery: Mar 2024</i>
Deliver an enhanced and regenerated Kingston Riverside to provide an attractive recreational, business, natural and sustainable environment between Surbiton and Canbury	Phase 2 public realm investment plans mobilised between Canbury Gardens and Kingston Bridge; Pop up and event programme scoped. <i>Target delivery: Mar 2024</i>
Deliver to the neighbourhood community plans and continue to develop these via community engagement and insight throughout the year	Annual report of delivery and success in meeting community outcomes <i>Target delivery: Mar 2024</i>

Strategic partnerships and delivering within the community (1)

Action or activity	Measure, milestone or metric to demonstrate progress and target
Develop our approach to ' Community Hubs ', to create and build connections and signpost our residents to support where most needed	Creation of 2 Community Hubs <i>Target delivery: Mar 2024</i>
Work with our communities to identify and tackle challenges , including by delivering the "Empowering People, Supporting Communities" strategy in partnership with the voluntary, community, faith and social enterprise sectors	% of Community Resilience Fund distributed to local community groups and narrative report on use and impact; co-design and complete the VCSE compact in; report on delivering alongside the sector and our communities <i>Target delivery: Mar 2024</i>
Commission voluntary and community sector support services , including working with the sector to develop how we collectively support residents with information, advice and guidance (IAG)	IAG review complete by August 2023; Phase 2 contracts commissioned and mobilised for commencement September 2023; Phase 3 contracts by April 2024 <i>Target delivery: Mar 2024</i>
Establish the large employer forum for Kingston , achieving benefits from working together for Kingston	Two meetings of the forum in 2023; Confirmed core membership and core agenda by Q3 2023 <i>Target delivery: Mar 2024</i>
Provide effective leadership of work to integrate care services with the NHS to improve outcomes for residents	Proactive Anticipatory Care model with Integrated Neighbourhood Teams in operation <i>Target delivery: Mar 2024</i>

Strategic partnerships and delivering within the community (2)

Action or activity	Measure, milestone or metric to demonstrate progress and target
Provide further engagement opportunities to widen reach and hear from all voices to inform and steer council strategy, policy and decision making.	Creation of a formal Let's Talk Kingston Resident Panel - Creation of a smaller Resident Advisory Group (circ 40 members) - Recommissioned the council's Let's Talk digital engagement platform - Established a borough disability forum/network <i>Target delivery: Mar 2024</i>
Work with anchor institutions and through the Kingston Partnership Board to tackle inequality	Coordinate a programme of activity which brings the partnership together to tackle inequality through the Marmot Principles framework; deliver a meeting in public to ensure visibility of the essential work on the board <i>Target delivery: Mar 2024</i>

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Future Council



Priorities

- Finance and commissioning
- Transforming our services
- Service delivery, digital and communications
- Data and insight
- Great employer
- Buildings, planning and infrastructure



Buildings, planning and infrastructure

Action or activity	Measure, milestone or metric to demonstrate progress and target
Make the most of council property and assets and deliver a sustainable, compliant, fit for purpose estate to support the delivery of high quality services for residents	Raise £10m capital from Asset rationalisation as per the Medium Term Financial Strategy target. <i>Target delivery: Mar 2024</i>
Ensure effective allocation and spend of infrastructure funding collected on projects identified in our neighbourhoods	Success measured through Capital and Infrastructure Board monitoring and the annually published Infrastructure Funding Statement (IFS) <i>Target delivery: Ongoing</i>
Commission a service to provide energy efficiency advice on planning applications	Capital and Infrastructure Board monitoring and the annually published Infrastructure Funding Statement (IFS) <i>Target delivery: Dec 2023</i>
Further develop the Local Plan	Analysis of public consultation on the first draft (Regulation 18); approval of the publication version for consultation (Regulation 19) ahead of submission to Secretary of State <i>Target delivery: Spring 2024</i>
Develop our approach to the involvement of local communities as part of the pre-application process and work with developers regarding how they proactively engage with communities during the scheme development process	The pre-application process reviewed and developers encouraged to proactively engage with key local stakeholders (Conservation Advisory Committees, Residents' Groups, local residents etc) during the development of their proposal. Success is demonstrated by increased public participation at the early stages of the proposal <i>Target delivery: Spring 2024</i>

Data and insight

Action or activity	Measure, milestone or metric to demonstrate progress and target
Produce in-depth analysis from the 2021 Census results - the most current and detailed information we have about our society - sharing this across the organisation and partners to inform service delivery	Produce comprehensive analysis for all standalone phase one Census topics and share this across the organisation and with partners; Provide bespoke deeper, multivariate analysis for specific service planning and delivery needs; Census results used as to a foundation to create a user-friendly data depository or dashboard <i>Target delivery: Mar 2024</i>
Publish the Kingston Joint Strategic Needs Assessment (JSNA) (2023)	Draft JSNA to be reviewed by the Kingston Partnership Board in June 23, to be followed by a Public Consultation. JSNA published. <i>Target delivery: Oct 2023</i>
Develop a Data Strategy to ensure best use of data is made in service planning and decision making	Data Strategy completed <i>Target delivery: Mar 2024</i>
Ensure supply chain management is intelligence led , including a programmed approach to assessing supplier resilience and risk of failure	Development of contract management scorecard approach; Review of financial assessment process for procurement and during contract delivery; Develop existing spend dashboards and analytics to enhance supply chain insight, employing external market analysis tools as appropriate <i>Target delivery: Mar 2024</i>
Develop the equality and climate impact decision making processes for committee and commissioning	Processes reviewed, updated and embedded <i>Target delivery: Mar 2024</i>

Finance and commissioning

Action or activity	Measure, milestone or metric to demonstrate progress and target
Refresh the Medium Term Financial Strategy and set a balanced, robust budget for 2024/25	Full engagement across all stakeholders throughout the budget setting process; Timetables adhered to with minimal changes in-year; Timely and robust monthly monitoring with quarterly monitoring to Corporate & Resources Committee; Value added finance business partnering to all budget managers. <i>Target delivery: Mar 2024</i>
Review and strengthen capacity and arrangements for commissioning, procurement and contract management to achieve quality, value and improved outcomes for children, young people and their families.	Agree a new commissioning framework with a focus on joint commissioning <i>Target delivery: Mar 2024</i>
Develop a social value policy (SVP) with a focus on delivering environmental benefit, supporting communities, promoting local business, securing local skills and employment opportunities, and delivering social innovation through contracted spend	Social value working group established and social value audit complete by June 2023; Finalise SVP, action plan and toolkit; Introduce digital brokerage solution to develop and deliver social value offers and align with local projects, by October 2023; Progress plans for carbon emission measurement within supply chain; Ongoing monitoring of London Living Wage within contracts, including audits in high risk sectors <i>Target delivery: Mar 2024</i>

Great employer

Action or activity	Measure, milestone or metric to demonstrate progress and target
Work towards a more diverse workforce and inclusive culture	Workforce is more representative of borough population; Implementation of an approach to support a neurodiverse workforce; Refresh of diverse interview panels <i>Target delivery: Sep 2023</i>
Develop and implement a People & Organisational Development Strategy to ensure organisational culture is aligned to the Council Plan and supports the ongoing workforce development.	People and Organisational Development strategy with action plan developed and adopted; Strategy launched and communicated to council staff <i>Target delivery: Sep 2023</i>
Ensure effective recruitment and retention of our workforce by developing and implementing a Resourcing Strategy 2023-27 .	Resourcing Strategy with action plan developed and adopted; Strategy launched and communicated to council staff <i>Target delivery: Sep 2023</i>

Service delivery, digital and communications

Action or activity	Measure, milestone or metric to demonstrate progress and target
Improve the Council's website content to make sure it is up to date, accessible and easy to use	Top 100 pages used by residents and visitors have been reviewed for reading age appropriateness <i>Target delivery: Mar 2024</i>
Improve residents' experiences of interaction with the council through the customer fulfillment programme	Conduct process improvements across council services to improve the experience for residents/customers <i>Target delivery: Mar 2024</i>

Transforming our services

Action or activity	Measure, milestone or metric to demonstrate progress and target
Develop a One Big Library Concept , working more strategically across the service to tailor delivery to communities , aligned to the community hub model and underpinned by data	Initial priorities identified by July 2023. <i>Target delivery: Mar 2024</i>
Develop a future model for delivery of Kingston Adult Education , aligned with council priorities, delivering where our communities are, and working more closely across council teams and with partners	Recommendations for future business model <i>Target delivery: Sep 2023</i>
Develop a 5 year plan for Kingston Music Service to transform service and ensure equity of access. Confirm the future business model in response to framework for Arts Council England Funding	5 year plan completed by July 2023; Recommendations for future business model <i>Target delivery: Sep 2023</i>
Create a Community Resilience Forum to develop resources from the voluntary, community and social enterprise sectors to support emergency response arrangements	First meeting of the Community Resilience Forum <i>Target delivery: Jul 2023</i>