



# London Borough of Richmond upon Thames

## Corporate Plan 2022–2026

Making a borough we can all be proud of



# Introduction



We remain focused on delivering the priorities that residents voted on – making Richmond upon Thames fairer, greener and safer for all.

If I had to set my vision for the next four years, it would be that every resident and business is happy with the place in which they live, and happy with the services their Council provides. We need to be constantly

improving our core services by being bold, dynamic, and ambitious, but also, we need to ensure we're protecting those vulnerable residents who rely on our care and support the most, particularly as the cost of living crisis takes hold.

Our Corporate Plan for 2022-26 sets out the Council's vision and priorities, what we will deliver to achieve these and how we will track our success. It sets out how we will continue to be an open Council, a leader in the response to the Climate Emergency and a borough that is fair for all. We will also learn from best practice elsewhere and grow our excellent working partnerships which have allowed us to bring innovation to the borough and better the lives of our residents. All of this will be done against the backdrop of extreme economic hardship.

Council budgets will be stretched and hard decisions will need to be made, but we remain committed to listening, understanding the needs of local communities and agreeing priorities together.

This plan is just a starting point - we must work together to make this borough a safe, fair home for all and a place that we can be proud of.

**Cllr Gareth Roberts**  
**Leader of Richmond Council**



# Our Corporate Plan is based around three priorities



## A GREENER BOROUGH

- Continue to tackle the Climate Emergency, protecting our green spaces and putting the environment and sustainability at the heart of everything we do
- Supporting residents to make long lasting behaviour changes so everyone can play a part in protecting our local environment



## A SAFER BOROUGH

- Working in partnership with police and local communities to prevent and tackle crime and remain the safest borough in London
- Look beyond crime, to tackle violence against women and girls, water safety, fire safety and road safety



## A FAIRER BOROUGH

- Support residents through the cost of living crisis and ensure Richmond is affordable for everyone to live here
- Keep listening to residents and putting their needs at the heart of decision making, in particular making sure we hear the voices of those struggling the most



# Making Richmond Green

Our goal is to become the greenest local authority in London by putting the environment back at the heart of local decision making. In 2019 we declared a Climate Emergency, and in early 2020 we approved an ambitious Climate Emergency Strategy outlining how the Council aims to become carbon neutral by 2030, supported by a detailed action plan.

We will promote sustainable growth and transport and continue to fight Heathrow expansion plans. We will introduce more credible and ambitious air quality improvement measures that will protect the most vulnerable in this borough.

We will take pride in our beautiful borough, which is rich in green space and environmental assets, promoting it throughout London and further afield. We plan to enhance it further by planting more trees, fighting fly tipping and working with friends' groups to improve our open spaces. We will work in partnership with the local community to foster behaviour change in recycling, littering, car idling and use of electric vehicles and encourage everyone to take action on climate change.

BY 2026 WE WILL	KEY ACTIONS FOR 2022/23	KEY PERFORMANCE INDICATORS
<b>Campaign and advocate for action on the climate emergency</b>		
Oppose third runway and further night flights at Heathrow.	Continue opposition to an expanded Heathrow. Work with other councils, Greenpeace and the Mayor of London to draw attention to the significant impacts an extra 250,000 flights per year will have on residents' lives.	
Oppose public transport cuts.	Oppose public transport cuts by working with other councils and the Mayor of London.	
Help young people have a voice and take action on climate change.	Support Kingston and Richmond Youth Council with a £10k climate project fund.	
Increase communications and explain how local residents can assist in addressing the climate emergency.	Deliver regular communications campaigns to increase climate knowledge of communities and residents, highlighting what local communities are doing to take action.	
Introduce a 'Richmond Clean and Green Week' and continue to support community groups to take action.	Host a 'Richmond Clean and Green Week' in October 2022 as part of the nationwide Great Big Green Week, promoting community action on climate change and the community groups at the forefront of this work.	

BY 2026 WE WILL	KEY ACTIONS FOR 2022/23	KEY PERFORMANCE INDICATORS
<b>Support active travel and improve air quality</b>		
Continue to invest in EV charging points and remain a leading council on electric vehicles.	Install a further 150 EV charging points in 2022/23.	Number of Electric Vehicle (EV) charging sockets (EVCP) added in the Borough.
Implement new cycle route improvements in Strawberry Vale, Twickenham High St, and the A316.	<p>Strawberry Vale to form part of an ongoing programme of high-profile projects to deliver an attractive connected cycle network in the borough to promote active travel.</p> <p>Agree options for the Twickenham High Street (London Road to A316) subject to funding.</p>	<p>% of trips by borough residents made by active modes (walking, cycling).</p> <p>% of residents living within 400m of the London-wide strategic cycle network.</p> <p>KMs of new segregated cycle lanes in the borough.</p>
Provide more bike hangars and cargo bike rental services.	<p>Install 35 more bike hangars in 2022/23, subject to supplier availability.</p> <p>Add a further 6 cargo bikes to the fleet in 2022/23 that can be used or loaned across the borough.</p> <p>Options to be explored for on-street parking and adapted cycle-only bays with ground anchors.</p>	<p>Number of on-street cycle parking spaces added.</p> <p>Number of dockless e-bike trips starting in Richmond.</p>
Support pedestrians through more crossings, more benches and clearly signposted local walking routes.	Deliver a programme of work to deliver further crossings at key locations. Controlled crossings to be installed in 2022 for Meadway and Broad Lane. Agreed signage to be installed in Richmond town centre in 2022 including plinths, fingerpost signs and stone monoliths.	New formal pedestrian crossings implemented.
Extend the school streets programme.	Deliver school streets for 3 additional schools in 2022/23. Enhance existing school streets with new signage.	% of primary schools operating school streets.

BY 2026 WE WILL	KEY ACTIONS FOR 2022/23	KEY PERFORMANCE INDICATORS
Deliver an action plan for monitoring sites where air quality standards are poor.	Deliver the Richmond Air Quality Action Plan, with an increased focus on monitoring at poor air quality sites in 2022/23, bring forward additional actions to Air Quality Action Plan to address locations where air quality standards are poor.	<p>% of reportable monitoring locations achieving the Nitrogen Dioxide air quality objectives (12 month rolling period).</p> <p>% of monitoring stations achieving the particulate air quality objectives (PM10) (12 month rolling period).</p> <p>% of known construction sites compliant with GLA Emission Standards for non-road mobile machinery (NRMM).</p> <p>Number of interventions by Compliance Officers for engine idling.</p> <p>Number of schools in areas of poor air quality (in areas of exceedance) where RSP engagement has taken place.</p>
<b>Enhance our natural environment and protect against flooding</b>		
Plant a record number of trees.	Plant 300 new trees by March 2023.	Total number of new trees planted annually.
Introduce a Friends of Street Trees Scheme.	Introduce a Friends of Street Trees Scheme in 2023.	
Invest to improve biodiversity and protect our green spaces.	Support the delivery of the Local Biodiversity Action Plan and deliver biodiversity-focused projects as part of the South London Partnership Internet of Things programme.	
Address surface water flooding and keep drains clear.	Deliver flood resilience measures and improvement works on Marlow Crescent and develop designs for Strawberry Vale and focus on effective street cleaning and frequency of gully cleanse.	
Develop natural flood management schemes.	Continue development of the innovative Beverley Brook catchment project alongside partners to improve resilience to flooding using a blend of nature-based solutions and integrated water management measures.	

**BY 2026 WE WILL**

**KEY ACTIONS FOR 2022/23**

**KEY PERFORMANCE INDICATORS**

**Council operations to be carbon neutral by 2030 – reduce waste, increase recycling, and continue to improve energy efficiency**

Council operations to be carbon neutral by 2030 – reduce waste, increase recycling, and continue to improve energy efficiency.

- Promote recycling and the circular economy, including increasing recycling provision for flats, by:
- Encouraging and creating the infrastructure for a circular economy in Richmond, working with West London Waste Authority.
  - Enhancing and improving upon the provision of public recycling sites located across the borough.
  - Continuing to develop and deliver boroughwide ‘waste minimisation’ communications and campaigns, including re-use, food waste and recycling.
  - Developing and delivering a flats recycling project to improve facilities, increase resident participation in recycling and expand provision of food waste collections for flats.

% of household waste sent for reuse, recycling, and composting.

Domestic food waste recycled as % of total household waste.

KG household waste collected per head of population.

Continue to collect bins weekly (unless residents tell us otherwise).

Reports about non collection of waste per 100,000 bins collected (Minimise).

% of reported missed waste collections cleared within contractual timescales (cumulative).

Invest £4m to insulate council buildings and reduce energy usage on heating.

Deliver the Council’s Decarbonisation Strategy. Specifically in 2022/23 deliver fifteen projects that will deliver carbon savings to various operational buildings.

Council tonnes of CO2 emissions (Scope 1 and Scope 2) (Minimise).

Borough-wide tonnes of CO2 emissions (Scope 1 and Scope 2) (Minimise).

Promote green grant schemes such as insulation, solar panels, and affordable zero-carbon homes.

Continue promotion and delivery of schemes to support carbon reduction for private homes, including Green Homes Grant and Solar Together London.

Number of Green Homes Grant installations.





## Making Richmond Safe

Richmond is one of the safer London boroughs, but our goal is to make it the safest. Crime prevention is the key, and we'll work closely with police and residents to set strategies for hotspot areas and issues. Making our borough safer is not just the responsibility of the police – it will require a partnership effort with residents, the Council and other local agencies all playing a part.

A locally based approach is essential, and we believe local neighbourhood watch groups should play an important role in strengthening local policing and building a sense of community. Tackling domestic abuse is another key local priority and we will be particularly focused on high-risk victims and children.

We'll also work to improve road safety through the enforcement of the borough-wide 20 mph speed limit which was introduced in 2019.

BY 2026 WE WILL	KEY ACTIONS FOR 2022/23	KEY SUCCESS MEASURES
<b>Confront crime and ASB</b>		
<p>Develop an action plan to improve safety of women and girls (including White Ribbon work, offering free advice lines and support, setting up a communication campaign and ensuring we maintain and review safe street lighting).</p>	<p>Develop an action plan to improve safety of women and girls in Richmond:</p> <ul style="list-style-type: none"> <li>• Communications Campaign – (planning stages) Q3/4 2022/23 for implementation.</li> <li>• White Ribbon Action Plan – ongoing.</li> <li>• (Safer Streets) Training Delivery – Q4 2022/23.</li> <li>• (LBR) Training Delivery – will be complete by Q4 2022/23.</li> <li>• Community Forum to be held in Q3 2022/23.</li> </ul>	<p>Number of referrals into commissioned VAWG services (Independent Domestic Violence Advisors).</p> <p>Percentage of re-referrals into the Multi-Agency Risk Assessment Conference (MARAC).</p> <p>Total number of reported domestic abuse incidents and crimes.</p> <p>Number of police sanctions and detections for Domestic Violence in the borough.</p> <p>% occupation of refuge spaces.</p>
<p>Work with the police to tackle anti-social behaviour hotspots.</p>	<p>Continue to deliver a targeted approach to areas suffering from anti-social behaviour ensuring engagement with the local community including businesses.</p> <p>Officers to continue to hold monthly case panel meetings to respond to and support the most vulnerable in the community impacted by anti-social behaviour.</p>	
<p>Tackle graffiti and work with partners such as the Network Rail to ensure its speedy removal.</p>	<p>Tackle graffiti in hotspot areas and those areas subject to repeated graffiti areas with the roll out of ‘anti graffiti’ paint, to cover both council-owned properties as well as other third parties such as Network Rail.</p> <p>Continue quick and efficient removal of graffiti across the borough where permission is granted and graffiti is accessible.</p>	

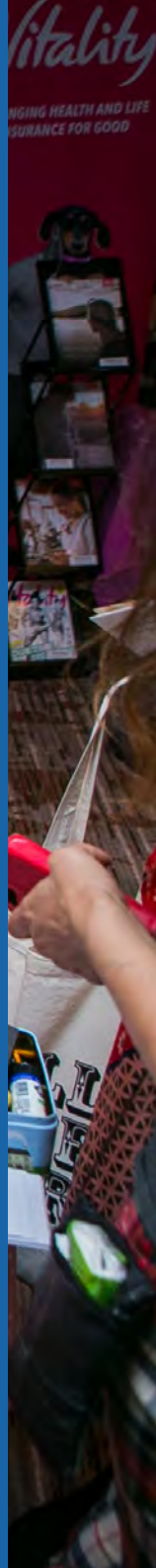
BY 2026 WE WILL	KEY ACTIONS FOR 2022/23	KEY SUCCESS MEASURES
<p>Increase investment in CCTV to address fly-tipping and call out offenders.</p>	<p>Rollout additional CCTV across Public Recycling Sites alongside implementation of ‘Caught-on Camera’ campaign as a way of raising awareness and challenging and penalising fly tippers.</p>	<p>Total number of fly-tipping enforcements (number of penalty notices and warning letters issued to addresses) (cumulative).</p> <p>Total number of fly-tipping incidents identified by or reported to the Council (cumulative).</p> <p>Average time (days) taken to clear a reported fly-tip (Minimise).</p>
<p>Campaign for increased Safer Neighbourhood Team resources and local bases.</p>	<p>We will continue to work with the police to ensure:</p> <ul style="list-style-type: none"> <li>• The right level of policing is in place for Richmond and vacancies across the police SNT remain low.</li> <li>• The police continue to have touch down spaces across the borough enabling their officers to be within 20 minutes of their allocated wards.</li> <li>• The police response time to incidents in the borough remain within target.</li> <li>• They respond to the issues that matter most to our local residents.</li> <li>• They continue to play an active role in the Richmond Community Safety Partnership and support the delivery of the new Community Safety Plan being launched in April 2023.</li> </ul>	<p>Overall Crime rate (per 1,000 residents) (Minimise).</p>



## Making Richmond Fair

We believe a fair Council should invest in good local services while protecting the most vulnerable in our community.

We will continue to support the most vulnerable households and take action to protect them from the impact of the cost of living crisis. This will include creating a £3 million budget allocation to fund urgent schemes to support residents and the voluntary sector tackle rising costs. We will continue to embed our meaningful approach to engagement through the community conversations programme. We will invest in social housing and provision for children and young people, to ensure that everyone has a good start to life.



BY 2026 WE WILL	KEY ACTIONS FOR 2022/23	KEY SUCCESS MEASURES
<b>Bounce back from the pandemic</b>		
Introduce a £2m investment fund for high streets and green spaces.	Develop an Extended Public Realm Improvement Fund programme for approval at Sept 22 Finance, Policy and Resources committee. Deliver the agreed programme to time and budget.	
Support our high streets and local traders with advice, business networks, apprenticeship schemes, tourism promotion and a Shop Local campaign.	Commission a visitor market analysis to inform the development of a new Draft Visit Richmond Strategy to be approved for consultation in February 2023.	
Create an affordable shared workspace provision in Twickenham.	Create affordable shared workspace provision in Twickenham at 42 York Street, with fit out complete by June 2023 and launch by August 2023.	
Make Twickenham Riverside an exciting new heart for the town.	Create a new heart for Twickenham by delivering the riverside regeneration scheme, with planning approved and funding agreed by the end of September 2022, land negotiations concluded by December 2022 and if required prepare for Compulsory Purchase Enquiry by March 2023.	
Develop proposals for a new library and cultural centre in Richmond.	Deliver a new Library Strategy to secure future development of the library service. Library Strategy (2022 – 2026) to be presented for adoption to Environment, Sustainability, Culture and Sport Committee in September 2022.	Physical visits to library sites rate (per 1,000 population). Electronic / virtual visits to libraries (rate per 1,000 population). Number of library issues (hard copy) (per 1,000 population). Number of electronic library issues (per 1,000 population).
Create planning policies to support ‘20-minute neighbourhoods’.	Ensure that the ‘20-minute neighbourhoods’ concept is enshrined in the Local Plan (Vision and Draft Policy 1: Living Locally and the 20-minute neighbourhood), anticipated to be adopted 2024.	

BY 2026 WE WILL	KEY ACTIONS FOR 2022/23	KEY SUCCESS MEASURES
<b>Fairer, more accessible, more inclusive</b>		
Develop plans for 1000 more affordable homes.	<p>Ensure a robust policy framework is in place to maximise affordable housing delivery and scrutinise viability, to support the work of Housing Enabling and Projects Team.</p> <p>Supplementary Planning Document on affordable homes to be adopted in 2022/23 and Local Plan (Draft Policy 11. Affordable Housing) anticipated to be adopted 2024.</p>	<p>Net additional homes provided.</p> <p>Number of affordable housing completions.</p> <p>Number of family households with dependent children in B&amp;B accommodation for 6 weeks+.</p> <p>Number of households living in Temporary Accommodation.</p> <p>Number of homeless cases prevented.</p> <p>Number of private sector dwellings with serious hazards identified and removed.</p>
Buy properties for social rent in a £12m programme.	Establish an acquisitions programme to provide more genuinely affordable housing.	<p>Net additional homes provided.</p> <p>Number of affordable housing completions.</p>
Continue Council Tax bill reductions, assistance with rent deposits and winter fuel grants.	Continue the Council Tax bill reduction scheme and focus actions on assistance with rent deposits, winter fuel grant and extend to Cost of Living support work.	Council Tax Collection rate.
Continue to fund Citizens Advice services.	Continue to fund Citizens Advice services.	Number of people offered advice through Citizens Advice Richmond and Richmond AID.
Improve digital inclusion.	<p>Develop new digital strategy to be reviewed by the Finance, Policy and Resources Committee in Q4 2022/23. The new four-year strategy will be focussed on:</p> <ul style="list-style-type: none"> <li>• Digital inclusion</li> <li>• Digital infrastructure</li> <li>• Data analytics</li> <li>• Service innovation</li> <li>• Staff skills</li> </ul>	

**BY 2026 WE WILL****KEY ACTIONS FOR 2022/23****KEY SUCCESS MEASURES****Help young people get a great start in life**

Implement a programme to invest more in youth services through more youth workers for outreach and preventative work with those most at risk, additional facilities (tech hubs at youth centres) and extra support for the emotional health service.

Do more for youth services, outreach and preventative work and extra support for the emotional health service by investing in the following:

- Create and implement a detached youth work team and further invest in detached working.
- Establish tech hubs at youth centres for young people to engage safely with technology such as social media.
- Participate in the National Takeover Challenge that enables young people to take charge of services and teams.
- Further investigate the potential to improve the facilities at Hampton and potentially at Heatham House. This will also include supporting the building of the new Ham Youth Centre as part of Ham Close regeneration.

Hold community conversations and initiatives to support young people’s wellbeing and safety.

Hold community conversations and initiatives to support young people’s wellbeing and safety, with a young person community conversation focused event in Autumn 2022.

BY 2026 WE WILL	KEY ACTIONS FOR 2022/23	KEY SUCCESS MEASURES
Continue investment in playgrounds.	Deliver the Parks Capital Investment Programme for 2022, which includes an allocation of £300,000 for the replacement, refurbishment and upgrade of play equipment and play areas in the borough. Projects that are either currently underway, completed, works in progress and/or quotes being sourced for play equipment at the following sites: Rocks Lane Recreation Ground, Riverside Drive, Hatherop Park, Sandy Lane, Nursery Road, Broom Road Recreation Ground, Hounslow Heath, Westerly Ware Recreation Ground, Mullins Path Open Space, Worple Way Recreation Ground, Radnor Gardens, Craneford Way, Church Road Play Area, Orleans Gardens, and Chase Green.	
Enhance and promote the Youth Leisure Card to widen youth access to leisure.	Review the current Youth Leisure Card offer, including research into provision of other 'youth leisure cards', with a proposal prepared for early 2023.	
Provide more than 70 additional school places for those with special educational needs and disabilities.	<p>Provide additional school places for those with special educational needs and disabilities by:</p> <ul style="list-style-type: none"> <li>• Targeting capital funding for SEND to develop specialist resource provision in mainstream schools, more Special School places for pupils with autism and associated learning needs, and a mental health hub co-located with specialist school based provision.</li> <li>• Developing options for a new Special Free School for pupils with SEMH on the Barnes Hospital site remains with DfE and AfC.</li> </ul>	% of children and young people with EHCPs who are educated within the borough.



**BY 2026 WE WILL****KEY ACTIONS FOR 2022/23****KEY SUCCESS MEASURES**

Build on the successful Ofsted inspection in 2022 by maintaining strong services for children in need of help and protection from harm.

Implement the Families First safeguarding model by embedding specialist adult practitioners in family social work teams in order to provide a whole-family approach to child protection and ensure that children are able to safely remain within their families.

- % of assessments completed within 45 working days.
- % of Initial Child Protection Conferences (ICPC) held within 15 Working Days of S47 Enquiry.
- % of Children subject to Child Protection Plan for 4 weeks or more, who have been visited within last 20 working days.
- % of CLA visited within statutory timescale.
- % of CLA in foster placements who are placed with in-house foster carers.
- % of CLA placed 20+ miles from home (Minimise).
- % of CLA who have gone missing that are offered a return home interview (RHI) within 72hrs.
- % of 16-17 year olds who are confirmed as not in Education, Employment, or training status (including those whose status is not currently known) (Minimise).

Make sure that children and families who are beginning to experience difficulties are identified early and are given the support they need to get back on track.

Work with statutory partners and voluntary, community and faith sector organisations to strengthen the local early help offer by continuing to develop early help resilience networks and implementing Family Hubs, to build resilience in families so they are better able to protect and meet the needs of children without the need for higher-tier services or ongoing social work support.

% of families identified in the family support programme showing significant and sustained progress.

BY 2026 WE WILL	KEY ACTIONS FOR 2022/23	KEY SUCCESS MEASURES
Provide the support that children leaving care need to reach their full potential in adulthood.	Review and reconfigure the leaving care service to ensure the offer to young people leaving care remains high quality, meets their needs, is well positioned to meet increased needs, and delivers good value for money.	<p>% of Care Leavers aged 19-21 years in Employment, Education or Training.</p> <p>% of Care Leavers aged 19-21 years in suitable accommodation.</p> <p>% of Care Leavers aged under 18 with an up to date pathway plan.</p>
Continue to lobby government for fair funding to support children with special educational needs and disabilities, as well as work with local partners and parents to improve local services, especially the preparation of young people for adulthood.	Deliver the SEND Futures Plan (including the Safety Valve Agreement) to transform the experiences of children and young people with SEND and their families, so that local, high-quality education, health and social care provision meets children’s assessed needs and maximises their independence, whilst also delivering value for money and operating within the available DSG high needs funding.	<p>% of Education, Health and Care Plans (EHCPs) completed within statutory timescale of 20 weeks (including exceptions).</p> <p>% of final amended EHCPs issued within 8 weeks of the draft amended EHCP.</p>
Work with partners in the Integrated Care System (ICS) to respond to the increasing numbers of children and young people who are experiencing mental health challenges.	Contribute to the CAMHS transformation programme at place and south-west London ICS levels, including by expanding coverage of the Mental Health in Schools Teams to all schools in Richmond and by strengthening Tier 2 CAMHS services to reduce the waiting times for assessment and treatment.	<p>% of young people leaving emotional health service as a planned exit.</p>
Ensure that children in care are able to live in supportive families and homes and as locally as possible where this is safe for them.	Implement the Sufficiency Strategy to increase capacity in local foster care, residential care and supported accommodation, and work with other local authorities pan-London to improve commissioning arrangements for placements that cannot be delivered from local, in-house provision.	<p>% of CLA in foster placements who are placed with in-house foster carers.</p> <p>% of CLA placed 20+ miles from home.</p>

BY 2026 WE WILL	KEY ACTIONS FOR 2022/23	KEY SUCCESS MEASURES
<b>Look after those who need our help</b>		
Support residents in the cost of living crisis.	Ensure residents are able to identify the support they can access to help combat the cost-of-living crisis and develop further actions to support residents and report to Committee.	<p>Customer Centre: Telephone Service Level - Calls answered within 20s (%).</p> <p>% of customers requesting a Face to Face appointment who have to wait for more than two days (Minimise).</p> <p>Number of people offered advice through Citizens Advice Richmond and Richmond AID.</p>
Give more support to those who are caring for others.	Ensure that specific consideration is given to the impact on carers when new policies are proposed in Adult Social Care & Public Health and that carers are recognised and valued and can access effective support when they need it.	% of carers who received an assessment during the year.
Develop partnership working to improve mental health support.	Work with NHS partners, primarily through the Place Based Partnership Committee, to deliver on agreed plans and improvements for mental health as set out in the Health and Care plan, including the review of social care commissioning to ensure there is a whole system approach.	

BY 2026 WE WILL	KEY ACTIONS FOR 2022/23	KEY SUCCESS MEASURES
Continue to help those living with dementia and their families.	<p>Provide system leadership and support to implementing the new dementia strategy and associated action plans. This includes:</p> <ul style="list-style-type: none"> <li>• Raising awareness of dementia related lifestyle risk factors, earlier diagnosis and facilitating dementia awareness training.</li> <li>• Supporting Richmond Dementia Friendly Communities.</li> <li>• Adult social care delivery of dementia related activity and services.</li> </ul>	
Increase local social prescribing.	Work with partners to create alignment between social prescribers and voluntary sector provision. This will be monitored as part of Richmond Health and Care Plan monitoring.	
Work with hospitals, GPs, social services, and voluntary groups to better integrate healthcare.	<p>Work with hospitals, GPs, social services, and voluntary groups to better integrate healthcare through:</p> <ul style="list-style-type: none"> <li>• Active participation in Southwest London ICB, ICP, Richmond Place Partnership Committee and Richmond and Kingston Leaders group on a variety of transformation and delivery working groups.</li> <li>• Deliver a jointly planned seminar for Health and Well-being Board and Richmond Place Partnership committee to determine effective ways of working within the borough on integration and work with partners in the delivery of joint plans.</li> </ul>	<p>Number of people quitting smoking through smoking cessation service.</p> <p>% of eligible people who have received an NHS Health Check.</p> <p>Number of people diagnosed with diabetes (HbA1c) following an NHS Health Check (minimise).</p>

BY 2026 WE WILL	KEY ACTIONS FOR 2022/23	KEY SUCCESS MEASURES
Prepare for implementation of social care reforms and implementation of ASC Assurance Framework which comes into effect in 2023.	Bring update reports on the Richmond Adult Social Care Reform programme to all Committees and implement agreed actions and recommendations.	
Look after those who need our help.	<p>Effectively manage demand at the initial point of contact through the provision of services that are based on principles of early intervention and prevention and that will meet more people's needs at initial point of contact.</p> <p>Address health inequalities through the Prevention Framework, ensuring that the Framework is embedded across the Council.</p>	<p>% of enquiries to Adult Social Care where needs were met at first point of contact and did not need to progress to an assessment.</p> <p>Rate of admissions into residential and nursing care per 100,000 population 65+ (Minimise).</p> <p>% of adults with a learning disability aged 18-64 in paid employment.</p> <p>% of people receiving rehabilitative support who have a reduced level of service, or no service required at the end of their rehabilitative support.</p>
Continue to tackle homelessness, building on the 'Everyone In' pandemic programme.	Continue to expand services to tackle rough sleeping, using funding secured under the governments Rough Sleeping Initiative.	<p>Number of homeless cases prevented.</p> <p>Number of affordable housing completions.</p> <p>Number of family households with dependent children in B&amp;B accommodation for 6 weeks+.</p> <p>Number of households living in Temporary Accommodation.</p>

BY 2026 WE WILL	KEY ACTIONS FOR 2022/23	KEY SUCCESS MEASURES
Welcome and provide support to those fleeing war and persecution, including from Afghanistan, Hong Kong, and Ukraine.	<p>Welcome and provide support to those fleeing war and persecution by:</p> <ul style="list-style-type: none"> <li>• Continuing to support Afghan families settle in the borough as and when suitable properties are offered to the Council.</li> <li>• Continuing to support those fleeing the war in Ukraine to settle in the borough and those acting as sponsors, through the provision of key services including ESOL, peer support, information and guidance, and accommodation support.</li> <li>• Supporting those escaping persecution in Hong Kong by delivering a GLA funded project to produce a welcome pack, workshops for schools on HK arrivals and developing school-based activities.</li> </ul>	<p>Number of Ukrainian refugees placed within the Homes for Ukraine scheme.</p> <p>Number of Afghan refugees rehoused.</p>
<b>Get active, run events, have fun</b>		
Continue to work closely with the borough's 200-plus sports clubs to give people the opportunity to be active, with particular support for youth participation.	Continue to support Sport Richmond and continue representation, and increase the range of sports in participation, at the London Youth Games.	<p>Overall attendance at sports and fitness centres.</p> <p>Total number of participants in Arts Programmes.</p>
Support Platinum Jubilee street parties and other events.	Following the success of Platinum Jubilee parties, actively support and promote play streets.	
Help local businesses with events and street markets.	Support local businesses with events and street markets by investigating the potential for a market in Sheen, subject to necessary supporting infrastructure being in place, and planning for festive events.	

BY 2026 WE WILL	KEY ACTIONS FOR 2022/23	KEY SUCCESS MEASURES
Reduce red tape for community-led events.	New events policy for community-led events to be presented for approval to Environment, Sustainability, Culture and Sport Committee in November 2022.	
Enable summer outdoor cinema in the parks.	Parks and open spaces to be made available for hire for cinema events.	
<b>Invest in the Borough</b>		
Continue pavement and road improvement programmes.	Deliver the full programme of planned Highway Maintenance and Improvement works 2022/23, covering both planned programme of upgrades to footways and carriageways as well as improvements to pavement and roads that accompany other transportation enhancement schemes.	<p>% of principal roads that are in satisfactory or better condition.</p> <p>% of non-principal roads that are in satisfactory or better condition.</p> <p>% attendance to all Dangerous Highway defects within 24hrs of notification.</p>
Develop plans to improve and enhance the Thames Towpaths.	Discuss with TFL and look at alternative potential funding sources for enhancing the Thames Towpaths.	
Look at ways to refurbish / improve Pools on the Park.	<p>Leisure Facility Review to be presented for approval to Environment, Sustainability, Culture and Sport Committee in November 2022.</p> <p>Programme of approved capital improvement works for Pools on the Park to be presented to Environment, Sustainability, Culture and Sport Committee in November 2022.</p>	
Improve Whitton Community Centre.	An initial options appraisal should be completed in Q1 2023 which will then inform future decision making in terms of a preferred option, cost and programme.	

BY 2026 WE WILL	KEY ACTIONS FOR 2022/23	KEY SUCCESS MEASURES
Complete the Ellera Hall Development.	Finalise planning agreements and procure a building contractor to enable start on the construction of the new community centre by Q1 2024.	
Continue to safeguard our built heritage and conservation areas.	<p>Ensure a robust policy framework for heritage and conservation is continued in the emerging new Local Plan.</p> <p>Keep the priorities for the boroughwide Conservation Area programme under review, taking account of resources.</p> <p>Tranche 3 and Tranche 4 Draft Conservation Area Appraisals to be reported to September and November 22 Environment, Sustainability, Culture and Sports committee to seek approval to consult.</p>	





## How we work

Richmond is a high performing Council, with resident's surveys consistently showing a high degree of satisfaction with the Council.

We will build on this foundation to ensure that the Council is responsive to residents' needs and residents can be confident that the Council will handle their enquiries well. We will also continue to be financially responsible and identify opportunities to make the best use of the Council's assets.

BY 2026 WE WILL	KEY ACTIONS FOR 2022/23	KEY SUCCESS MEASURES
<b>Make it easier to communicate with the Council and have your say</b>		
Improve customer service reporting and feedback.	<p>The comprehensive Customer Contact Improvement Programme [CCIP] is due for completion by the end of Q4 2022/23. Each of the following public facing services will be reviewed and an associated improvement plan produced:</p> <ul style="list-style-type: none"> <li>• Quality of telephone responses.</li> <li>• Quality of web content and online forms / functionality.</li> <li>• Levels of feedback to service users.</li> <li>• Where appropriate, the effectiveness of hand offs between Customer Services and the service.</li> </ul>	<p>% of customers requesting a Face to Face appointment who have to wait for more than two days (Minimise).</p> <p>Customer Centre: Telephone Service Level - Calls answered within 20s (%).</p>
Introduce a new Richmond App.	<p>Develop a programme plan with the aim of launching App in Q4 2022/23. The new App will use web-based technology designed specifically for mobile devices, allowing users to stay logged in and easily report street scene and other issues.</p>	
Introduce themed community conversations to respond to major local issues or concerns.	<p>Introduce themed community conversations to respond to major local issues or concerns, with a schedule of thematic conversations to be agreed with the lead member on a quarterly basis.</p>	
Continue Tenant's Champion support to social housing residents, (with initiatives) such as community ambassador projects and a social housing resident participation charter.	<p>Through the Tenant Champion Annual Report update on progress as set out in the Resident Participation Charter. To hold 6 monthly social housing sector forums to share areas of best practice.</p>	
Allow residents to contribute to council meetings remotely.	<p>Democratic Services in Richmond continue to build on the public participation enabled during the pandemic. The public have been able to watch Council and committee meetings live via webcast (and in a 6-month archive) since 2011. With the introduction of virtual meetings during the pandemic, we continue to hold meetings which are not required to be held in person via 'Teams'. Further, we are using 'hybrid' facilities to enable members of the public who wish to ask questions at Council or make representations to committees to join meetings via 'Teams' or in person.</p>	

**BY 2026 WE WILL****KEY ACTIONS FOR 2022/23****KEY SUCCESS MEASURES****Run the Council efficiently**

Reduce amount of council office space and sell or rent out spare buildings.

Develop an estate which is efficient, sustainable and fit for future service delivery requirements, with the following initiatives.

- Relocate AfC from 42 York Street as the first phase of consolidation of office buildings into the Civic Centre, with a target date of end February 2023.
- Produce an Asset Management Strategy and Action Plan for use of our operational assets, to include plans for future phases of consolidation of staff into the Civic Centre. with a report to Finance, Policy and Resources committee in Q1 2023.

Save money in back-office activities and buy in services more effectively.

Complete a review of existing contracts and identify potential opportunities for savings, efficiencies, general service improvement.

Improve recruitment and retention of Council staff.

Being a great employer, attracting and retaining the best staff, and developing skills and expertise for the future.

Embrace digital technology and analytics to improve service provision, whilst maintaining access to council services for all.

Develop new digital strategy to be reviewed by the Finance, Policy and Resources Committee in Q4 2022/23. The new four-year strategy will be focussed on:

- Digital inclusion
- Digital infrastructure
- Data analytics
- Service innovation
- Staff skills

## Ensuring that the Council delivers on these commitments

The Corporate Plan sets out the Council's priorities for the next three years, what we are planning to do to this year to achieve those priorities and how we will measure our success. We will report regularly to our Committees to track progress to date and refresh the actions for the coming year.



Our strategic projects and programmes are monitored to ensure they are delivering to time, budget and that the intended outcomes and benefits are achieved. Progress on these programmes is reported to our Committees on a quarterly basis. We will also report against the measures set out in this plan in our Quarterly Performance Reports to our Committees. Where we are not on track we outline the actions being taken to ensure we meet our targets. This information is published on the website at the following address [www.richmond.gov.uk/council\\_performance](http://www.richmond.gov.uk/council_performance)

We aim to be a leading authority nationally and we will continue to compare ourselves to other local authorities to make sure that we are. To ensure accountability and transparency we publish our end-of-year results on the Council's website and we will also provide information about how the council compares with others. [www.richmond.gov.uk/richmond\\_performance\\_tool](http://www.richmond.gov.uk/richmond_performance_tool)

### **STRATEGIES AND PLANS SUPPORTING DELIVERY OF THE CORPORATE PLAN:**

Community Plan	Joint Health and Wellbeing Strategy
Children and Young People's Plan	Annual Public Health Report
Community Safety Partnership Plan	Local Plan
Adult social care strategies	Compact Medium Term Financial Strategy
Cultural Partnership Strategy	

## Contact us

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