



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 and working with our residents, businesses and community groups to take action on climate change.
- Our work on climate change and sustainability will be externally recognised as leading practice and we will be on track to be carbon neutral as a Council by 2030 and net zero as a borough by 2043.
- We will decrease the tonnage of residual waste per head of population, in the context of the Mayor of London's targets of recycling 50% of household waste by 2025 and 65% by 2030, with a focus on the reduction and recycling of food waste, textile waste, and waste electronic and electrical equipment.
- We will plant a record number of trees, invest to improve biodiversity and take pride and protect our green spaces in our beautiful borough, which is rich in green space and environmental assets, promoting it throughout London and further afield.
- We will promote sustainable growth and transport. Remaining a leading council on electric vehicles and becoming a flagship Council for cargo bikes.
- We will introduce more credible and ambitious air quality improvement measures that will protect the most vulnerable in this borough.

BY 2026 WE WILL	BY MARCH 2025 WE WILL	KEY SUCCESS MEASURES
<p>Be externally recognised as leading practice in terms of climate change and sustainability and will be on track to be carbon neutral as a Council by 2030, including investing £4m to insulate council buildings and reduce energy usage on heating.</p>	<p>Deliver Adult Social Care and Public Health’s Climate Change Action Plan including raising awareness across all staff and provider groups.</p> <p>Refresh the AfC Environment Strategy in 2024/25 to ensure children’s services continue to make an active contribution to the Richmond Climate Emergency Strategy and achievement of the borough wide target to be net zero 2043.</p> <p>Develop a new Richmond Climate Emergency Strategy 2025- 2030 by:</p> <ul style="list-style-type: none"> • Engaging on priorities and actions April to September 2024. • Submitting a draft strategy to ESCS Committee February 2025. • Consulting on a draft strategy February to April 2024. <p>Roll out Carbon Literacy Training, achieving Silver Level by July 2024.</p> <p>Maintain CDP A rating in 2024.</p> <p>Report to WWF One Planet One City and Report to Global Covenant of Mayors.</p> <p>Report organisational carbon emissions.</p> <p>Develop carbon emissions pathways for council emissions.</p> <p>Develop a Climate Adaptation and Resilience Strategy.</p> <p>Complete rollout of LED streetlight installations.</p> <p>Continue engagement with Ecology team on areas to reduce lighting levels to reduce the negative impacts on wildlife.</p> <p>Continue to change bridge and underpass lighting to LED.</p> <p>Develop a new Decarbonisation Strategy setting out detailed plans on which buildings will need retrofit and the types of measures that will be required and a pathway for the reduction of carbon emissions.</p> <p>Align and integrate decarbonisation work within the Council’s emerging Asset Strategy and new Leisure Strategy to ensure this work supports progress to becoming a carbon neutral council by 2030 and a net zero borough by 2043, as well as embedding adaptation and resilience measures (for example cool spaces, green spaces, SuDS).</p> <p>Maximise the use of funding sources to deliver decarbonisation projects.</p> <p>By March 2025 we will have monitored and reported Council tonnes of CO2 emissions (Scope 1 and Scope 2) with an aim to continue reductions seen in previous years.</p>	<p>By March 2025</p> <ul style="list-style-type: none"> • We will have monitored and reported Council tonnes of CO2 emissions (Scope 1 and Scope 2) (Minimise).

BY 2026 WE WILL

Be on track to be a net zero borough by 2043.

BY MARCH 2025 WE WILL

Develop a Retrofit Strategy for Richmond which will set out the drivers, demands and actions needed to speed up retrofit across the borough to make progress on delivering against our 2043 Net Zero target.

Task and Finish Group of PPRB to review how the Council can support residents to retrofit their homes, particularly in relation to planning and awareness of support and impact. Task and Finish Group to complete their work in 24/25 and report to PPRB and Environment, Sustainability, Culture and Sports Committee.

Complete and launch retrofit advice tool in conjunction with South London Partnerships and LOTI by July 2024.

Launch a South London retrofit taskforce in partnership with South London Partnerships.

Work with local education and training providers including Richmond College and St Marys University to increase provision of retrofit skills and training.

Work with South London Partnerships on delivery of programme to support, develop and promote retrofit skills utilising funding from DESNZ.

Launch a programme of energy efficiency improvements for private households via the ECO4 scheme.

Progress the Richmond Local Plan through Examination in Public and adoption to ensure robust planning policies are in place to enhance green infrastructure, protect trees, increase biodiversity, reduce flooding, prioritise sustainable travel and minimise carbon emissions arising from new development, ensuring climate resilient low or zero carbon development.

KEY SUCCESS MEASURES

By March 2025

- We will have monitored and reported on Borough-wide Kilotons of CO2e emissions (Scope 1 and Scope 2) (Minimise).

BY 2026 WE WILL	BY MARCH 2025 WE WILL	KEY SUCCESS MEASURES
<p>Work with our residents, businesses and community groups to take action on climate change, including helping young people have a voice and take action on climate change and increasing communications and explaining how local residents can assist in addressing the climate emergency.</p>	<p>Design and deliver an engagement programme around the Richmond 2025 Climate Change Strategy update.</p> <p>Work to integrate previous Great Big Green Week plans and activities with the planned events around Richmond and Arts Idea Festival 2025 to celebrate and promote local community climate action to a greater extent during this largescale event in 2025.</p> <p>Deliver at least three meetings of the Sustainability Forum that reflect the needs expressed at the forum launch in November 2023.</p> <p>Establish and launch a pilot programme to connect experts in the borough with businesses, community groups and other stakeholders requiring support relating to climate and sustainability issues.</p> <p>Launch, run and evaluate a new climate and sustainability microgrant programme totalling £12k that will give out small grants to local climate action projects on a rolling monthly basis. Produce a 6 month and annual report to detail use of funds and case studies of how the microgrants have been used to support local climate action.</p>	
<p>Decrease the tonnage of residual waste per head of population with a focus on the reduction and recycling of food waste, textile waste, and waste electronic and electrical equipment.</p>	<p>Expand food waste to remaining flats including RHP sites.</p> <p>Expand food waste to non-domestic properties including council assets.</p> <p>Review school food waste collection usage.</p> <p>Prepare to move to digitalised Garden waste subscriptions for 2025/26.</p> <p>Deliver a more reliable Christmas Tree collections to reduce numbers of inappropriately disposed trees.</p> <p>Implement and review success of non- chemical weeding trials.</p> <p>Implement commercial food waste collections.</p> <p>Trial wheeled bins for refuse and recycling.</p> <p>Review Public Recycling Sites to ensure issues are minimised.</p> <p>Implement a new commercial waste back- office system.</p> <p>Implement a commercial sack recycling service to improve to the offer to smaller businesses and capture more business.</p> <p>Sign up to the One World Living councils pledge on reducing single use plastic and take action to reduce single use plastic in the organisation.</p> <p>Continue research and discussions around creating a Circular Economy Hub in the borough.</p>	<p>By March 2025</p> <ul style="list-style-type: none"> • 46% of Household waste will be sent for reuse, recycling, and composting. • 4% Domestic food waste will be recycled as % of total household waste. • 361KG household waste per head of population (Minimise). • 70 Reports about non collection of domestic waste per 100,000 bins collected (Minimise). • 95% of Reported missed waste collections cleared within contractual timescales (cumulative).

BY 2026 WE WILL**BY MARCH 2025 WE WILL****KEY SUCCESS MEASURES**

We will plant a record number of trees and introduce a Friends of Street Trees Scheme.

Plant 800 trees.
Develop and implement a 'Friends of Trees' scheme.

By March 2025

- We will have planted 800 new trees.

Invest to improve biodiversity and take pride and protect our green spaces.

Trial community growing projects in parks.
Deliver a schools rewilding project.
Deliver the River Crane Restoration Project.
Secure funding to develop and implement the Joint Thames Strategy.

Address surface water flooding and keep drains clear and develop natural flood management schemes.

Continue to keep the drains clear through reviewing cleansing schedules and using ward maps to identify and prioritise issues for repair.
Deliver the Local Flood Risk Management Strategy.
Implement the Strawberry Vale drainage scheme to improve flood resilience.
Support the development of the Sustainable Drainage Systems proposed in the Strawberry Hill CDA if shown to have sufficient flood alleviation benefits.
Deliver the Marlow Crescent scheme.
Continue to deliver the Community Bluescapes objectives, which are focused on flood resilience in the Beverley Brook catchment area including delivery of sustainable drainage systems on Kitson Road and 2 new reed beds (flood alleviation ponds) on Barnes Common. Progress (subject to planning) a project for river re- naturalisation at Barnes Green.
Continue working with Thames Landscape Strategy on development and delivery of projects and approaches that improve the environment, engage volunteers, and create green-blue infrastructure that protects the borough from flooding.

BY 2026 WE WILL**BY MARCH 2025 WE WILL****KEY SUCCESS MEASURES**

Develop plans to improve and enhance the Thames Towpaths.

Develop plans with consultants and subject to plan completion progress stakeholder consultation.
Engage with the Thames River Trust and Thames Landscape Strategy to explore opportunities for funding and joint working initiatives.

Promote sustainable growth and transport by delivering the Richmond’s Active Travel Strategy Objectives to 2030, implementing new cycle route improvements in Strawberry Vale, Twickenham High St, and the A316 and supporting pedestrians through more crossings, more benches and clearly signposted local walking routes.

Support local walking and cycling trips through pavement improvements, the introduction of low-traffic neighbourhoods, improved crossings, contra-flow cycling, cycle parking and public realm improvements, using the Healthy Streets Approach.
Create a high-quality core cycle network connecting popular destinations.
Make improvements to clean-air walking and cycling routes away from roads, including paths through parks, towpaths, and other public rights of way.
Improve awareness of local walking, cycling and running routes through maps and branding.
Progress the Safer Schools Programme.
Progress the Cycle Network Development, subject to TfL funding.
Progress the Kew Road Toucan Crossing programme, subject to TfL funding.
Progress the Strawberry Vale Cycle Scheme (London Road).
Identify and develop new Contra Flow Cycling projects.
Review the existing 20mph Programme and take a paper to Transport and Air Quality Committee in the September outlining the current situation with the scheme and how further developments and improvements can be made.
Develop a deliverable package of further Traffic Calming measures for delivery in Q4 or early 25/26.

By March 2025

- 72% of Trips by borough residents made by sustainable modes (walking, cycling and public transport).
- 51% of Trips by borough residents made by active modes (walking, cycling).
- Monitor new and materially improved pedestrian crossings and KMs of new segregated cycle lanes in the Borough.
- 11% of residents living within 400m of the London-wide strategic cycle network.
- 26% of residents’ trips made by car (minimise).
- Monitor number of licensed vehicles owned by Borough residents (minimise) and total KDI casualties on roads in the Borough (An).

BY 2026 WE WILL	BY MARCH 2025 WE WILL	KEY SUCCESS MEASURES
<p>Remain a leading council on electric vehicles.</p>	<p>Install 200 EV charging points in 2024/25.</p>	<p>By March 2025</p> <ul style="list-style-type: none"> • 200 Electric Vehicle (EV) charging sockets (EVCP) added in the Borough.
<p>Be a flagship Council for cargo bikes by providing cargo bike rental services and providing more bike hangars.</p>	<p>Implement Cargo Bike Action Plan, including actions agreed by Committee in April 2024.</p> <p>Hold a Cargo Bike Festival.</p> <p>Continue to expand e-scooter and e-bike transport options in the borough and hold operators to account to ensure considerate parking.</p>	<p>By March 2025</p> <ul style="list-style-type: none"> • 100 on-street cycle parking spaces added.
<p>Extend the school streets programme.</p>	<p>Deliver more school streets to enable families to walk or cycle to school.</p>	<p>By March 2025</p> <ul style="list-style-type: none"> • Monitor the % of Primary schools operating school streets.

BY 2026 WE WILL

BY MARCH 2025 WE WILL

KEY SUCCESS MEASURES

Introduce more credible and ambitious air quality improvement measures that will protect the most vulnerable in this borough, including an action plan for monitoring sites where air quality standards are poor.

Conduct comprehensive range of engagement with residents, business, and community groups to identifying priorities as part of the Air Quality Action Plan.
Approve new Air Quality Action Plan.

By March 2025

- 100% of reportable monitoring locations achieving the Nitrogen Dioxide air quality objectives (12 month rolling period).
- 100% of monitoring stations achieving the particulate air quality objectives (PM10) (12 month rolling period).
- 95% of known construction sites compliant with GLA Emission Standards for non-road mobile machinery (NRMM).
- Track the number of interventions by Compliance Officers for engine idling.
- Number of schools where RSP engagement has taken place.

Campaign and advocate for action on the climate emergency, including opposing a third runway and further night flights at Heathrow and opposing public transport cuts.

Continue to oppose public transport cuts.
Continue to oppose a third runway at Heathrow and monitor impact of ongoing airspace modernisation consultation.



Making Richmond Safe

Our goal is to make Richmond the safest London borough.

We will maintain the lowest crime rate in London by focussing on crime prevention and working closely with police and residents to set strategies.

Tackling domestic abuse is key local priority. We will be particularly focused on high-risk victims and children.

We'll also work strategically with our partners to understand and respond to cases of anti-social behaviour in the borough.

BY 2026 WE WILL

Maintain the lowest crime rate in London by:

- Working with the police to tackle anti-social behaviour hotspots.
 - Deliver on the Richmond Community Safer plan, responding to violence, ASB, re-offending, hate crime and preventing radicalisation.
 - Engaging with the community to address impact and perceptions of crime and ASB.
 - Tackling graffiti and work with partners such as the Network Rail to ensure its speedy removal.
 - Increasing investment in CCTV to address fly-tipping and call out offenders.
- Campaigning for increased Safer Neighbourhood resources and local bases.

BY MARCH 2025 WE WILL

Deliver Richmond's new Community Safety Strategy and specifically:

Working with the police to ensure:

- The right level of policing is in place for Richmond and vacancies across the police SNT remain low.
- The police response time to incidents, specifically I grade and S grade calls in the borough remain within target.
- The police continue to respond and engage with the local community to support the increase of community confidence.
- The police continue to play an active role in the Richmond Community Safety Partnership.

Working with partners strategically and operationally through the Richmond Community Safety Partnership (the police, London Fire Brigade, probation, NHS, VCS, ICB) to:

- Deliver a targeted, multi-agency response to crime and ASB.
- Respond to hate crime and prevent radicalisation.
- Respond to violence.
- Keep young people safe.
- Reduce re-offending.
- Engage with the community to address community confidence and perceptions of crime and ASB.

Delivering monthly multi-agency case panel meetings, responding to complex cases of crime and ASB and/or vulnerable individuals this includes:

- The Domestic Abuse MARAC.
- The Community MARAC (ASB).
- The integrated offender management panel (IOM).

Understanding the crime and ASB impacting on the community of Richmond through conducting an annual strategic crime needs assessment and community consultation.

Deliver a Night Time Strategy for Richmond upon Thames.

KEY SUCCESS MEASURES

By March 2025

- 65.11 Overall Crime rate (per 1,000 residents) (Minimise).
- Establish a baseline number of community triggers (ASB reviews) received.
- Establish a baseline number of ASB cases referred to the Community ASB MARAC.

BY 2026 WE WILL	BY MARCH 2025 WE WILL	KEY SUCCESS MEASURES
<p>Continue to Tackle domestic abuse, which will include – conducting an annual review on delivery of the VAWG strategy, looking at further good practice and learnings to improve our response and continue to provide specialist DA services with continuous engagement with the community to raise awareness.</p>	<p>Deliver the Richmond VAWG Strategy.</p> <p>Continue to deliver specialist domestic abuse services, specifically the IDVA service, refuge provision and the One-stop- shop.</p> <p>Hold monthly DA MARAC case meetings to ensure a multi-agency response to high-risk DA cases.</p> <p>Raise awareness of VAWG across the community and the partnership.</p> <p>Ensure the borough maintains DAHA (Domestic Abuse Housing Alliance) accreditation when being re-assessed.</p> <p>Deliver on various annual interventions including White Ribbon, 16 days of activism.</p> <p>Continue to support the development of the survivor’s forum and the community forum.</p> <p>Deliver on the wider interventions to support the safety of women and girls in public spaces.</p>	<p>By March 2025</p> <ul style="list-style-type: none"> • 400 referrals into commissioned VAWG services (Independent Domestic Violence Advisors). • We will establish a baseline % of positive outcomes for domestic abuse in the borough. • We will establish a baseline % of positive outcomes for sexual violence in the borough. • 90% occupation of refuge spaces.



Making Richmond Fair

Our goal is to make Richmond a fair borough.

We believe a fair Council should invest in good local services while protecting the most vulnerable in our community. This means protecting the most vulnerable from the impact of the cost of living crisis, ensuring young people get a great start in life, ensuring that those who need our help are protected and ensuring that residents are not priced out of Richmond. It means taking a fairer approach to funding by exempting the most vulnerable households from paying council tax and making sure developers pay their way in contributing to local infrastructure.

Richmond is a borough with community at its heart. A place of communities contributing to making one great whole. We will continue and build on this strength.

We will enable 20-minute neighbourhoods.

We will support the unique nature of each of our communities and ensure all residents have a fair say in decisions that affect them. We will do this by adopting a more meaningful approach to engagement and a more transparent approach to decision making.

We will support communities to make changes and improvements in their local areas. We will ensure that those who need our help are protected by improving digital inclusion.



BY 2026 WE WILL	BY MARCH 2025 WE WILL	KEY SUCCESS MEASURES
<p>Giving more support to those who are caring for others.</p>	<p>Ensure that carers are identified, recognised, and valued and can access support when they need it. Specifically, enhance the support available to carers in the borough through a range of initiatives including leading the development of an online assessment platform for unpaid carers across SW London through the Accelerating Reform Fund (ARF), re-establish the respite working group to co-design and develop the respite/short breaks offer and refresh the Richmond Carers Strategy in partnership with the Carers Hub, the NHS, Achieving for Children and local unpaid carers.</p>	<p>By March 2025</p> <ul style="list-style-type: none"> • 60% of Carers who received an assessment during the year.

BY 2026 WE WILL**BY MARCH 2025 WE WILL****KEY SUCCESS MEASURES****Looking after those who need our help.**

Deliver and provide services based on the principles of early intervention and prevention to effectively manage demand and to meet more people’s needs at initial point of contact, preventing, delaying, and reducing the need for long term support where appropriate.

Achieve more efficient and effective health and care integrated services focussed on the needs of residents, including delivering better outcomes for people at discharge from hospital.

Support more people to live independently using reablement and digital technology.

Provide leadership for embedding the Council’s Prevention Frameworks in both boroughs and address health inequalities, ensuring ongoing efforts to embed the Prevention Framework in the areas of Housing, Transport, and Planning. The Public Health workstream will focus on preventing adult obesity through adult weight management.

Implementation of the Immunisation and Cancer screening assurance frameworks aligned to the borough Joint Health and Well Being Board (JHWBB) strategy to help improve uptake and reduce health-inequalities.

Continue to develop our approach to resident feedback, engagement, and co-production by embedding a culture of hearing the voice of people with lived experience and their carers in staff culture in everything we do.

Improve support for vulnerable adults by raising practice standards in Mental Capacity Act and Best Interest Decisions and delivering bespoke webinars and training sessions on modern slavery, hate crime, abuse and Deprivation of Liberty Safeguards.

By March 2025

- 75% of enquiries to Adult Social Care where needs were met at first point of contact and did not need to progress to an assessment.
- 411.9 Rate of admissions into residential and nursing care per 100,000 population 65+ (Minimise).
- 94% of section 42 safeguarding enquiries where a risk was identified, and the reported outcome was that this risk was reduced or removed.
- 90% of people who received short-term services during the year, who previously were not receiving services, where no further request was made for ongoing support.
- 95 Number of people quitting smoking through smoking cessation service.
- 8% of Eligible people who have received an NHS Health Check.
- 1500 of physically active adults supported by a council-funded project.

Developing partnership working to improve mental health support.

Develop partnership working to improve mental health support, including delivering an integrated reablement and rehabilitation pilot and delivering our agreed Mental Health service model in line with the recommendations from our service review.

BY 2026 WE WILL	BY MARCH 2025 WE WILL	KEY SUCCESS MEASURES
<p>Continuing to help those living with dementia and their families.</p>	<p>Provide system leadership in the delivery of the Richmond Health and Care Dementia Strategy and associated action plans including, leading and delivering the public health offer for dementia related activity and services, including digital initiatives. Co-design with Richmond service users and partners a modern day-service offer for people with dementia and disabilities and our care homes, caring for those with dementia.</p>	
<p>Increasing local social prescribing.</p>	<p>Work with partners to create alignment between social prescribers and voluntary sector provision.</p>	
<p>Working with hospitals, GPs, social services, and voluntary groups to better integrate healthcare.</p>	<p>Achieve more efficient and effective health and care integrated services focussed on the needs of residents across all neighbourhoods.</p> <p>Strengthen the collaboration between the Council and voluntary sector partners to deliver prevention activities for older and/or vulnerable residents through recommissioning the Community Independent Living Service (CILS).</p>	
<p>Prepare for implementation of social care reforms and implementation of Adult Social Care (ASC) Assurance Framework.</p>	<p>Continue to prepare for the CQC assessment to ensure the Council and its wider partners are assessment-ready and support CQC assessment as and when required, so that the Council's ASC services are recognised as providing high standards of care and support.</p> <p>Develop a strategic approach to supporting and developing the care market utilising the Market Sustainability and Improvement Fund (MSiF) to support providers in workforce capacity and retention and skills development.</p> <p>Support the sustainability of the Supported Housing market, in partnership with housing landlords, providers and other key stakeholders.</p>	
<p>Increase the number of affordable homes in Richmond by developing plans for 1000 more affordable homes.</p>	<p>Report to June committee with an update on affordable housing delivery in the Borough. Over the next three years 2024/2025 to 2026/27 over 300 affordable homes to commence on site, to include 6 affordable housing completions in 2024/25.</p>	<p>By March 2025</p> <ul style="list-style-type: none"> • 66 affordable housing completions. • 411 net additional homes provided.

BY 2026 WE WILL

BY MARCH 2025 WE WILL

KEY SUCCESS MEASURES

Continue Tenant’s Champion support to social housing residents by working with housing association partners through initiatives such as community ambassador projects and a social housing improvement plan.

Work with housing association partners develop a Social Housing Improvement Plan to set out a clear vision for driving improvements to existing social housing. To consult on proposals in late Spring 2024.

By March 2025

- 90 private sector dwellings with serious hazards identified and removed.
- 80% of HMOs inspected within 20 working days of valid application.
- 66 properties where major disability adaptations have been completed.
- 475 households living in Temporary Accommodation (Minimise).
- 20 long term (2+ years) empty properties returned to occupation.

BY 2026 WE WILL

Continuing to tackle homelessness, building on the 'Everyone In' pandemic programme.

BY MARCH 2025 WE WILL

Bid for grants through DLUCH and GLA as appropriate to acquire properties on the open market for use as temporary accommodation.

Provide Tenancy Sustainment support to rough sleepers to offer practical and holistic support to service users who have been assisted to access settled accommodation, assisting them with establishing the skills necessary to successfully maintain a tenancy and to live independently in the community.

Commit to ending rough sleeping by 2030 by making any incidence rare, brief and non-recurring, via joint working with the GLA and Government, maximising grant funding through successful bids as applicable.

Subject to the relevant approvals ensure the new rough sleeper hub is opened in late summer 2024 and, as part of that, roll out the 'super-outreach' model of supporting those experiencing or with a history of, rough sleeping so that every door becomes the right door, and the individual only has to tell their story once.

Carry out review of processes and resident journey from viewpoint of sanctuary-seekers for key housing services such as accessing homelessness support and implement any improvements identified.

Assess how we currently manage data held on sanctuary-seekers accessing Housing services and make improvements to better inform analysis and decision making.

Reduce Homeless cases in short-term accommodation to 475 by end of March 2025.

If PRS eviction activity picks up – review and prioritise early intervention options to prevent homelessness (rent arrears and rent increases must be prioritised).

Reduce the running caseload of homelessness applications under assessment by ensuring all applications are resolved within a maximum of six months from date of first approach.

Create two new posts to assist Housing Association partners to tackle under-occupation and in so doing enable more larger homes to be released and, subject to discussions with individual Registered Providers (RPs), returned to the Council for nomination.

Work closely with RHP and other RPs on the recovery of voids.

Continue to lobby Government for a fair settlement around financial support via homelessness grant, as well as on policy issues such as the welfare benefits landscape.

Redouble efforts to recruit and retain high quality staff, given that higher churn across homelessness services has been the post- pandemic reality, including through apprenticeships and graduate schemes.

KEY SUCCESS MEASURES

By March 2025

- 65 homeless cases prevented.
- 0 family households with dependent children in B&B accommodation for 6 weeks+ (Minimise).
- 475 households living in Temporary Accommodation.

BY 2026 WE WILL	BY MARCH 2025 WE WILL	KEY SUCCESS MEASURES
Ensure young people get a great start in life by:		
<p>Making 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.</p>	<p>Have a universal early help offer in our family hubs and youth centres so that families and young people can seek information, advice and help at an early stage and in a welcoming environment.</p> <p>Launch the White House Family Hub in September 2024.</p> <p>Create a new child and family help service that supports children in need (CIN) and families needing targeted support, led by social workers, and supported by otherwise qualified practitioners.</p>	<p>By March 2025</p> <ul style="list-style-type: none"> • 6% Early Help cases that step up within 3mths (minimise). • 90% of families first interventions closed with a positive outcome (cumulative).
<p>Implementing 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.</p>	<p>Develop targeted outreach support for adolescents and their families so that young people's needs can be safely met at home or in their communities rather than needing residential care.</p>	
<p>Continuing 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.</p>	<p>Deliver the updated 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. Agree a five-year extension to the current Safety Valve Agreement due to end in 2024/25.</p>	<p>By March 2025</p> <ul style="list-style-type: none"> • 60% of Education, Health, and Care Plans (EHCPs) completed within statutory timescale of 20 weeks (including exceptions). • 80% of Children and young people with EHCPs who are educated within the borough. • 80% of Final amended EHCPs issued within 8 weeks of the draft amended EHCP.

BY 2026 WE WILL

BY MARCH 2025 WE WILL

KEY SUCCESS MEASURES

Providing more than 70 additional school places for those with special educational needs and disabilities.

Provide additional school places for those with special educational needs and disabilities by:

- Opening the new SRP at The Vineyard Primary by September 2024.
- Opening the Strathmore Secondary Centre at Hampton, which will provide 24 new places for children and young people, in September 2025. Continue to work with the Auriga Academy Trust to plan the phasing of pupil numbers once opened.

Opening the Clarendon Centre at Petersham, which will provide 70+ new places for children and young people, in September 2025. Continue to work with the Auriga Academy Trust to plan the pupil numbers once opened.

BY 2026 WE WILL

Building on the successful Ofsted inspection in 2022 by maintaining strong services for children in need of help and protection from harm, ensuring that children in care can live in supportive families and homes and as locally as possible where this is safe for them and providing the support that children leaving care need to reach their full potential in adulthood.

BY MARCH 2025 WE WILL

Implement the revised Families First structure, focused on two multi-disciplinary teams, by September 2024.

Develop local and good quality accommodation and support options for those children and young people who cannot continue to live with their birth families. These will be both independent and in-house options and include a mix of foster care, kinship care, residential children's homes, supported accommodation and independent housing. We will achieve this by:

- Participating in the Department for Education's Regional Care Collaborative pathfinder programme to develop a regional approach to foster carer recruitment.
- Participating in the Department for Education's Regional Care Collaborative pathfinder programme to implement the Mockingbird programme to provide peer support, training, mentoring and short breaks to foster carers.
- Strengthening our approach to family network meetings and family group conferences to help identify and approve kinship and connected carers for children and young people as a viable alternative to foster and residential care; improve the support available to kinship and connected carers.
- Strengthening the quality and effectiveness of services delivered by the independent fostering agency (IFA), so that it supports the recruitment, training, development, and retention of more foster carers and enables more children and young people to benefit from inhouse family-based care.
- Developing a care leavers' guarantor scheme and improving the range of support available to care leavers to enable them to move into their own housing with appropriate support.
- Empowering and supporting children and young people to hold decision-makers to account for the commitments they have made to deliver or improve services in the Children's and Young People's Plans.
- Developing a participation strategy for Achieving for Children that sets out how services will proactively engage children and young people and ensure their views are heard and included in decisions that impact on their lives.

KEY SUCCESS MEASURES

By March 2025

- 95% of Assessments completed within 45 working days.
- 90% of Initial Child Protection Conferences (ICPC) held within 15 Working Days of S47 Enquiry.
- 98% of Children subject to Child Protection Plan for 4 weeks or more, who have been visited within last 20 working days.
- 95% of CLA visited within statutory timescale.
- 95% of CLA who have gone missing that are offered a return home interview (RHI) within 72hrs.
- 50% of CLA missing from care receiving a return home interview (RHI).
- 89% of CLA with an annual health assessment.
- 3% 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).
- 60% of Care Leavers aged 19-21 years in Employment, Education or Training.
- 95% of Care Leavers aged 19-21 years in suitable accommodation.
- 90% of Care Leavers aged under 18 with an up-to-date pathway plan.
- 55% of CLA in foster placements who are placed with in-house foster carers.
- 21% of CLA placed 20+ miles from home.

BY 2026 WE WILL	BY MARCH 2025 WE WILL	KEY SUCCESS MEASURES
<p>Working 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.</p>	<p>Improve the timeliness of initial and annual health assessments for children in care and care leavers so that they have the support they need to maintain good physical and emotional health and to help manage any health conditions.</p>	<p>By March 2025</p> <ul style="list-style-type: none"> • 75% of Young people leaving emotional health service as a planned exit.
<p>Enabling 20-minute neighbourhoods by creating planning policies to support ‘20-minute neighbourhoods’.</p>	<p>Progress the Richmond Local Plan through Examination in Public and adoption and develop a work programme of forthcoming new and revised Supplementary Planning Documents as new Local Plan policy requirements are confirmed.</p> <p>Continue to organise and conduct Design Review Panels with independent professionals in the field to assess design of planning pre-applications to improve the quality of scheme design.</p>	

BY 2026 WE WILL	BY MARCH 2025 WE WILL	KEY SUCCESS MEASURES
<p>Develop proposals for a new library and cultural centre in Richmond and support library, cultural and sports offer across the borough. Continuing 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.</p>	<p>Build on the business case for a new central library in Richmond, considering finance, planning and heritage feedback, by carrying out a feasibility study.</p> <p>Deliver the Peoples Network PC refresh rolling out 87 new public PC's.</p> <p>Deliver Richmond Reads and Summer Reading Challenge.</p> <p>Establish a gardening project at Teddington Library.</p> <p>Adopt a Leisure, Sports, and Physical Activity strategy to improve opportunities for residents to participate in physical activity.</p> <p>Undertake a Fairer Pricing Review of Fees & Charges with a view to make recommendations as part of the annual Fees & Charges review.</p> <p>Install two outdoor gyms in parks to support people to engage in fitness activity at no cost.</p> <p>Deliver the refurbishment of two Artificial Pitch surfaces at Teddington Sports Centre. To be completed in summer 2024.</p> <p>Deliver London Youth Games and Mini Marathon in partnership with boroughs sports clubs.</p> <p>Deliver the RISE programme.</p> <p>Develop a business case to transition Hampton Youth Club into and health and wellbeing offer.</p> <p>Develop a new events policy.</p> <p>Develop and deliver a new summer splash pool programme.</p> <p>Review the Council's cultural commissioning approach to ensure it supports the Cultural Strategy.</p> <p>Deliver a relevant and high-quality art programme at Orleans House Gallery, reaching 38,000 visitors.</p> <p>Deliver three Cultural Reforesting projects in community spaces.</p>	<p>By March 2025</p> <ul style="list-style-type: none"> • 4,636 Physical visits to library sites rate (per 1,000 population). • 7103 library issues (Hard Copy & Electronic) (per 1,000 population). • 918,000 overall attendance at sports and fitness centres. • 50,000 participants in Arts Programmes (including Orleans House Gallery).

BY 2026 WE WILL	BY MARCH 2025 WE WILL	KEY SUCCESS MEASURES
<p>Look at ways to refurbish / improve Pools on the Park.</p>	<p>Deliver £1.8m of capital investment at Pools on the Park including a new group exercise studio and refurbished changing facilities.</p> <p>Deliver a project to procure a leisure management contract to manage Pools on the Park and Teddington Pools & Fitness Centre for contract commencement in October 2025.</p>	
<p>Continue to safeguard our built heritage and conservation areas.</p>	<p>Ensure a robust policy framework for heritage and conservation is continued in the emerging new Local Plan.</p>	
<p>Protect the most vulnerable from the impact of the cost-of-living crisis by delivering our Cost of Living programme, continuing Council Tax bill reductions, assistance with rent deposits and winter fuel grants and continuing to fund Citizens Advice services.</p>	<p>Implement innovative approaches to supporting residents and businesses through the Council's Cost of Living programme, including:</p> <ul style="list-style-type: none"> • Using the LIFT platform to deliver campaigns to increase take up of support residents are entitled (Healthy Start Vouchers, Attendance and Council Tax Reduction). • Continuing discussions with the Department for Work and Pensions (DWP) and His Majesty's Revenue and Customs (HMRC) to improve our access to data that would improve our understanding of who in the borough is eligible for support. • Piloting a "Money Hub" approach to provide outreach support to help improve resident's financial resilience, including trialling different demographic and geographic approaches to inform longer-term service planning and delivery. • Focusing on building resident and community resilience and capacity to avoid and respond to the current and future crises, whilst piloting and embedding longer-term interventions into the approach of the Council and its partners based on evidence of need and successful impact. • Using Breathing Space for both Business Rates and Council Tax. • Supporting residents during the change from Housing Benefit to Universal Credit. <p>Provide the Work Match Richmond services to deliver the borough's Employment and Skills Strategy and address labour market disadvantage by supporting residents into training and work.</p>	<p>By March 2025</p> <ul style="list-style-type: none"> • 5,000 people offered advice through Citizens Advice Richmond and Richmond AID. • 200 residents engaged/supported to find work through the Council's employment service. • 75 of Richmond Work Match Secured Jobs. • 50 in-person and blended learning courses completed which are provided through the Council's employment service. • 50 residents accessing E learning courses provided through the Council's employment service.

BY 2026 WE WILL	BY MARCH 2025 WE WILL	KEY SUCCESS MEASURES
<p>Become a Borough of Sanctuary.</p>	<p>Achieve Borough of Sanctuary status and implement a new Refugee Service.</p> <p>Review the process for applying for discretionary support grants & criteria from the point of view of a sanctuary seeker, and implement any improvements identified.</p> <p>Undertake a mapping including a gap analysis of services, resources and funding available to residents with no recourse to public funds provided by central government, local government and the VCS and produce an action plan to signpost people to available support and address gaps where possible.</p> <p>Following successful pilots, launch Language 2 Work model to support intensive English language learning tailored to hospitality, construction, and healthcare sectors.</p> <p>Explore business start-up support for migrants and sanctuary seekers.</p>	<p>By March 2025</p> <ul style="list-style-type: none"> • 3 resettled refugee families by end of 2025 through Safe and Legal routes consultation. • 90% of welcome visits completed for Ukrainian refugees.
<p>Ensure all residents are aware of the Voter ID requirements.</p>	<p>Building on learning from Mayoral elections continue to deliver a public engagement strategy to raise awareness of the introduction of photo ID for those voting at a polling station.</p>	
<p>Ensuring that those who need our help are protected by improving digital inclusion.</p>	<p>Deliver the Council’s Digital and Data Strategy, which has a key strands “Digital Inclusion” and “Digital Place”.</p>	
<p>Support communities to make changes and improvements in their local areas.</p>	<p>Deliver a programme of neighbourhood Community Conversations.</p> <p>Re-launch the Richmond Partnership.</p>	

BY 2026 WE WILL

BY MARCH 2025 WE WILL

KEY SUCCESS MEASURES

Support our high streets and local traders with advice, business networks, apprenticeship schemes, tourism promotion and a Shop Local campaign and enable communities to celebrate their local area through street parties, events, and street markets and by reducing red tape for community-led events.

Progress delivery of the Public Realm Improvement Fund Town Centre Schemes for Hampton Hill, Heathfield, Teddington Broad Street and Castelnu; take forward consultation and design work for Milestone Green and Sheen Lane, and Hampton Wick.

With teams across the Place Directorate and Council progress work to create a strategic vision for Richmond Town Centre. Specifically in 24/25 to ensure engagement with business and landowners, map ownerships and source data and incorporate economic and commercial frameworks.

Support local businesses to develop and grow via the Zenith Enterprise Programme and other business support services. In total 80 SMEs will be supported in 24/25.

Encourage new businesses to locate or set up in the borough by working in partnership with a range of workspace providers, including our affordable workspace provider Patch in Twickenham.

Support our high streets and local traders by co-ordinating or leading local initiatives (such as VisitRichmond, events and street markets), advice and networking, local recruitment through Work Match and developing a strategic approach to tourism promotion and the visitor economy. Collect spend data, vacancy data, footfall where available to inform service design and delivery.

Complete the Elleray Hall Development.

Start on site in Quarter 1 24/25 and remain on track to complete works by June 2025.

Make Twickenham Riverside an exciting new heart for the town.

Progress Twickenham Riverside. In 24/25 this will include finalising procurement, demolition of existing buildings on site and achieving a start on site in early 2025.

Complete the Pre-Construction Stage and finalise costings for the scheme, returning to Committee by February 2025 for authorisation to enter into the main construction contract.

Demolish derelict pool buildings.

BY 2026 WE WILL	BY MARCH 2025 WE WILL	KEY SUCCESS MEASURES
<p>Invest in local areas by delivering the Public Realm Investment Fund for high streets and green spaces and continue pavement and road improvement programmes.</p>	<p>Progress the Public Realm Improvement Fund (PRIF) projects.</p> <p>Deliver annual programme for pavement and road improvement programmes for 2024/25 as approved at Transport and Air Quality Committee.</p> <p>Progress the Public Realm Improvement Fund (PRIF) projects.</p> <p>Deliver further parking enforcement schemes. This will include finalising the Teddington CPZ programme with area 6 and carrying out 6 monthly reviews of the previous zones for effectiveness. A large area wide scheme of Kew and the surrounding areas to clarify the management of parking in the area.</p> <p>Conduct review of parking policy.</p> <p>Assessment and planning to commence for design and delivery of Planned Highway Maintenance Programme for 2025/26.</p> <p>Continue to seek additional funding/investment to improve the conditions of carriageways and footways in the borough, including funding bids to TfL/LoHEG.</p> <p>Continue to complete condition assessments for street lighting assets to prevent failures and improve reliability.</p> <p>Continue to review and number all street lighting assets to make it easier for the public to report faults.</p> <p>Continue to carry out risk based general and principal bridge inspections and identify necessary repairs.</p> <p>Maintain and improve the conditions of the highways so they are safe and accessible for all highway users.</p> <p>Minimise disruption to the public by effective traffic management and the co-ordination of works.</p> <p>Deliver Teddington Suspension & Lock Cut footbridges refurbishment Phase 1 - blast and paint the entire structure dealing with corrosion and extending the lifespan of steel structure. Phase 2 – removal and replacement of a new ramp on approach to the bridge. Phase 3 & 4 – design and implement the removal/replacement of bearing.</p>	<p>By March 2025</p> <ul style="list-style-type: none"> • 100% Attendance to all Dangerous Highway defects within 24hrs of notification.



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	BY MARCH 2025 WE WILL	KEY SUCCESS MEASURES
<p>Make it easier to communicate with the Council and have your say by improving customer service reporting and feedback and introduce a new Richmond App.</p>	<p>Continue to promote the Richmond App.</p>	<p>By March 2025</p> <ul style="list-style-type: none"> • 0% of Customers requesting a Face to Face appointment will have to wait for more than two days (Minimise). • 70% of calls will be answered within 20s (%).
<p>Run the Council efficiently by reducing the amount of council office space and sell or rent out spare buildings, save money in back-office activities, and buy in services more effectively.</p>	<p>Deliver the Council’s Change Programme, including the Assets Workstream.</p> <p>Develop updated Procurement Strategy which has not been refreshed for several years, to ensure best techniques are being adopted and the strategy is aligned to priorities.</p> <p>Develop updated Social Value Toolkit update to reflect best practice when assessing bids, and to ensure Social Value themes reflect Member priorities.</p>	<p>By March 2025</p> <ul style="list-style-type: none"> • 85% of Invoices paid on time (within 30 days or agreed terms). • 98.2% Council Tax Collection rate. • 98% Non-Domestic Rates (Business Rates) Collection rate.
<p>Improve recruitment and retention of Council staff.</p>	<p>Being a great employer, attracting and retaining the best staff, and developing skills and expertise for the future.</p>	

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

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

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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