



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 2024 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>Publish a new 12 month action plan, which delivers the objectives of the Richmond Climate Emergency Strategy (RCES).</p> <p>Submit to CDP and maintain A rating.</p> <p>Agreed a plan and approach for developing the next iteration of the RCES, which will be from 2025-2030.</p> <p>Finalise the vehicle decarbonisation mapping and launch.</p> <p>Ensure that new enforcement contract from April 24 uses electric vehicles.</p> <p>Deliver the Council's Decarbonisation Strategy and bid for funding to support the decarbonisation of council buildings.</p> <p>Ensure design and delivery of new capital projects is sustainable and support delivery of RCES actions.</p> <p>Complete projects to upgrade community buildings to minimum energy efficiency standards.</p> <p>Develop a Climate Change Action Plan for Adult Social Care and Public Health.</p> <p>Commission and complete Scope 3 emissions analysis and decarbonisation pathway analysis.</p> <p>Improve staff knowledge and skills around climate change and sustainability and become a Silver Level Carbon Literate Organisation by rolling out Carbon Literacy Training for staff and councillors.</p>	<p>By March 2024</p> <ul style="list-style-type: none"> • We will have monitored and reported Council tonnes of CO2 emissions (Scope 1 and Scope 2) (Minimise).
<p>Be on track to be a net zero borough by 2043.</p>	<p>Keep Carbon Offset rate under review. Track and monitor use of carbon offset payments quarterly.</p> <p>Establish expert network to connect local sustainability experts with local businesses and community groups.</p> <p>Complete delivery of Phase 3 of GHG and support roll out of HUG2.</p> <p>Develop guidance on retrofit for the 'able to pay' market, to help residents navigate their way to improve homes and buildings that are low carbon.</p> <p>Encourage and support community energy projects.</p>	<p>By March 2024</p> <ul style="list-style-type: none"> • We will have monitored and reported on Borough-wide Tonnes of CO2 emissions (Scope 1 and Scope 2) (Minimise). • We will have enabled the installation of 50 Green Homes Grant installations.

BY 2026 WE WILL	BY MARCH 2024 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>Support the Youth Council with a £10k climate project fund in 2023/24 based on the success of the 2022/23 climate project fund.</p> <p>Continue to implement the AfC Environment Strategy to ensure children's services are making an active contribution to the Richmond Climate Emergency Strategy and achievement of the borough wide target to be net zero 2043.</p> <p>Ensure that Climate Change is regular item at Schools Improvement Forum and Schools Climate Resource Hub is kept up to date.</p> <p>Deliver local Great Big Green Week to celebrate and promote local community climate action based on the success of Greener and Cleaner Richmond week.</p> <p>Introduce a Richmond Sustainability Forum.</p> <p>Continue to support Inter-faith groups to take action on climate through ongoing events and activities and continue to attend local events to promote council's climate work.</p>	
<p>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.</p>	<p>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.</p> <p>Oppose public transport cuts by working with other councils and the Mayor of London.</p>	
<p>We will plant a record number of trees and introduce a Friends of Street Trees Scheme.</p>	<p>Increase the number of trees and access external funding to deliver.</p> <p>Launch and promote new Tree Policy.</p> <p>Develop a 'Friends of Street Trees' scheme. Launch scheme and recruit volunteers.</p>	<p>By March 2024</p> <ul style="list-style-type: none"> • we will have planted 300 new trees.

BY 2026 WE WILL	BY MARCH 2024 WE WILL	KEY SUCCESS MEASURES
<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>Finalise draft waste Reduction and Recycling Plan for Mayor of London with targets for reducing waste, increasing the percentage recycled and reducing the carbon impact per tonne of waste managed.</p> <p>Complete the HRRC improvement project spend by September 2023.</p> <p>Expand WEEE collections (kerbside and banks) – pending external funding award.</p> <p>Further food waste rolled out to flats – Households using communal bins within existing and proposed new pilot areas anticipated September 2023.</p> <p>Implement commercial food waste service.</p> <p>Continue to collect bins weekly (unless residents tell us otherwise).</p> <p>Sign up to One World Living low plastic charter.</p> <p>Continue to lead the plastics workstream of London Councils One World Living programme and deliver local projects to support the One World Living Programme.</p> <p>Explore options for implementing a Circular Economy Hub in the borough.</p> <p>Continue to promote and evaluate the ‘Report It’ tool.</p> <p>Continue to explore options for vape disposal, including potential locations, and associated communications.</p>	<p>By March 2024</p> <ul style="list-style-type: none"> • 43% of Household waste will be sent for reuse, recycling, and composting. • 5% Domestic food waste will be recycled as % of total household waste. • 359KG household waste will be collected per head of population. • 70 Reports about non collection of waste per 100,000 bins collected (Minimise). • 95% of Reported missed waste collections cleared within contractual timescales (cumulative).
<p>Invest to improve biodiversity and take pride and protect our green spaces.</p>	<p>Adopt and implement Nature Conservation Management Plans for Sheen and Palewell Common.</p> <p>Increase number of parks with pollination stations and biodiversity features.</p> <p>Pilot a food growing initiative in Dean Road Hampton, evaluate and learn lessons to be implemented in other parks.</p> <p>Deliver a School Rewilding Project to support schools to ‘rewild’ areas of their school grounds. Delivery of six sessions in secondary schools.</p> <p>Create a dynamic borough-wide habitat shapefile which can be used to protect and enhance green corridors which link our parks and open spaces.</p> <p>Develop of a joint Lower-Crane management plan with London Borough of Hounslow to support re-introduction of water voles at Little Park in 2024.</p> <p>Work with partners including Environment Agency to deliver the next phase of river restoration works at Mereway.</p>	

BY 2026 WE WILL	BY MARCH 2024 WE WILL	KEY SUCCESS MEASURES
<p>Address surface water flooding and keep drains clear and develop natural flood management schemes.</p>	<p>Investigate areas vulnerable to surface water flooding and develop natural flood management schemes to improve flood resilience – Beverley Brook, Marlow Crescent, Strawberry Vale.</p> <p>Continue development of the innovative Community Bluescapes (Beverley Brook) catchment project alongside partners to improve resilience to flooding using a blend of nature-based solutions and integrated water management measures. The project board recently approved the project name – “Community BlueScapes”, and it was soft launched during the Great Big Green Week, 10th – 18th June. Currently progressing with development of the brand and an official public launch is envisaged to take place in July.</p> <p>Focus on areas exposed to surface water flooding and implement flood resilience measures where practicable.</p> <p>Continue to review and expand the data collection for localised surface water flooding to better manage and prioritise gully cleansing, including close working with partners such as Thames Water who are responsible for the water flow within the sewers. This review will also seek to identify opportunities for further additional cleansing to better manage peaks in cleansing demand, or to address and recover backlogs as appropriate.</p>	
<p>Develop plans to improve and enhance the Thames Towpaths.</p>	<p>Manage the development of proposals to improve and enhance the Thames Towpath. The Council will appoint a specialist consultant to develop a Towpath Improvement Plan with the aim of improving and enhancing the Thames Towpath in Richmond. Consultants are expected to be appointed Summer 2023 with a Plan adopted by March 2024.</p> <p>Continue to engage and work with other partners and stakeholders on delivery of enhancements to the Thames Towpaths, including work as part of the Thames Landscape Strategy.</p>	
<p>Remain a leading council on electric vehicles.</p>	<p>Install 525 EV charging points in 2023/24.</p>	
<p>Be a flagship Council for cargo bikes by providing cargo bike rental services and providing more bike hangars.</p>	<p>Continue to expand e-scooter and e-bike transport options in the borough and hold operators to account to ensure considerate parking. Target 150,000 dockless e-bike trips starting in Richmond.</p> <p>Implement Cargo Bike Action Plan. Expand cargo bike scheme in 2023/24 subject to demand and resources.</p> <p>Convene and host regular meetings of the Active Travel Advisory Group.</p>	<p>By March 2024</p> <ul style="list-style-type: none"> • Minimum of 50 on-street cycle parking spaces added. • 150,000 dockless e-bike trips starting in Richmond.

BY 2026 WE WILL	BY MARCH 2024 WE WILL	KEY SUCCESS MEASURES
<p>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.</p>	<p>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.</p> <p>Create a high-quality core cycle network connecting popular destinations.</p> <p>Make improvements to clean-air walking and cycling routes away from roads, including paths through parks, towpaths, and other public rights of way.</p> <p>Improve awareness of local walking, cycling and running routes through maps and branding.</p> <p>Complete delivery of the Strawberry Vale/Manor Road cycle scheme. Undertake consultation of the design of the Hampton Court Road cycle scheme.</p> <p>Continue to develop safer corridor schemes for all road users extending south along the A310 to Kingston Bridge, on Cross Deep providing the final link into Twickenham to improve safety for cyclists along this key strategic cycle route.</p> <p>Delivery of improved and new crossing facilities across the borough such as in Wellington Road, crossings outside Meadlands School and The Vineyard School and as part of corridor studies including for London Road and Staines Road.</p> <p>New formal pedestrian crossings implemented.</p>	<p>By March 2024</p> <ul style="list-style-type: none"> • 63% of Trips by borough residents made by sustainable modes (walking, cycling and public transport). • 40% 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. • 15% of residents living within 400m of the London-wide strategic cycle network. • 37% of residents' trips made by car (minimise). • Monitor number of licensed vehicles owned by Borough residents (minimise) and total KSI casualties on roads in the Borough (An) (Minimise).
<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 2024</p> <ul style="list-style-type: none"> • Monitor the % of Primary schools operating school streets.

BY 2026 WE WILL	BY MARCH 2024 WE WILL	KEY SUCCESS MEASURES
<p>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.</p>	<p>Deliver the Richmond Air Quality Action Plan.</p> <p>Facilitate ‘Car Free Day’ and ‘Clean Air Day’ by co-ordinating street parties linked to these initiatives.</p> <p>Launch the Good Moves Scheme.</p> <p>Continue to call on the Mayor of London to consider a short delay to the implementation of the ULEZ scheme in light of the cost-of-living crisis, widen the scope of the scrappage scheme with additional funding, improve public transport in those areas of the borough with the lowest Public Transport Accessibility Levels (PTAL) ratings and ensure that money raised within the borough is reinvested in local transport improvements.</p>	<p>By March 2024</p> <ul style="list-style-type: none"> • 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). • 90% 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. • Monitor the number of schools in areas of poor air quality (in areas of exceedance) where RSP engagement has taken place.



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

BY 2026 WE WILL	BY MARCH 2024 WE WILL	KEY SUCCESS MEASURES
<p>Maintain the lowest crime rate in London by:</p> <ul style="list-style-type: none"> Working with the police to tackle anti-social behaviour hotspots. 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 Neighborhood Team resources and local bases. 	<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>Continue to work with partners to tackle graffiti.</p> <p>Continue to use CCTV to deter fly tipping within the Borough.</p> <p>Continue to work with the police to ensure:</p> <ul style="list-style-type: none"> The right level of policing is in place for Richmond and vacancies across the police SNT remain low. The police continue to have touch down spaces across the borough enabling their officers to be within 20 minutes of their allocated wards. The police response time to incidents in the borough remain within target. They respond to the issues that matter most to our local residents. They continue to play an active role in the Richmond Community Safety Partnership. 	<p>By March 2024</p> <ul style="list-style-type: none"> 65.11 Overall Crime rate (per 1,000 residents) (Minimise).
<p>Tackle domestic abuse and will 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>Deliver Richmond's VAWG Strategy and supporting action plan.</p> <p>Commence work on a Night Time Strategy for Richmond, convening internal and external stakeholders and commencing initial engagement.</p>	<p>By March 2024</p> <ul style="list-style-type: none"> 440 referrals into commissioned VAWG services (Independent Domestic Violence Advisors). 35% of re-referrals into the Multi-Agency Risk Assessment Conference (MARAC). 90% occupation of refuge spaces. Track the total number of reported domestic abuse incidents and crimes and number of Police sanctions and detections for Domestic Violence in the borough.



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 become a Borough of Sanctuary.

BY 2026 WE WILL	BY MARCH 2024 WE WILL	KEY SUCCESS MEASURES
<p>Protect the most vulnerable from the impact of the cost of living crisis by delivering our £3 million 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.</p> <p>Use Breathing Space for both Business Rates and Council Tax.</p> <p>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.</p> <p>Continue to fund Citizens Advice services.</p> <p>Provide the Work Match Richmond services to deliver the borough's Employment and Skills Strategy and address labour market disadvantage by supporting 200 residents, placing 100 into training opportunities and 75 into work.</p>	<p>By March 2024</p> <ul style="list-style-type: none"> • 5,000 people offered advice through Citizens Advice Richmond and Richmond AID.
<p>Become a Borough of Sanctuary.</p>	<p>Set up a Richmond Sanctuary Partnership.</p> <p>Develop a Richmond Sanctuary Strategy and action plan.</p> <p>Engage with local authority networks and local community groups.</p> <p>Achieve Borough of Sanctuary status.</p> <p>Continue to support Ukrainian refugees through Homes for Ukraine and deliver GLA funded project for Hong Kong migrants, funding further support for schools, community social events, youth service events and increased access to Cantonese/Mandarin literature in libraries.</p>	<p>By March 2024</p> <ul style="list-style-type: none"> • We will be recording and monitoring the number of Ukrainian refugees placed within the Homes for Ukraine scheme and the number of Afghan refugees rehoused.
<p>Ensure all residents are aware of the Voter ID requirements.</p>	<p>Design and deliver a public engagement strategy to raise awareness of the introduction of photo ID for those voting at a polling station. This is to ensure that fair access to voting is enabled for all.</p> <p>To use the findings to focus resources on raising awareness in particular areas/wards and particular groups. Publicity will be ramping up from summer 2023 as we approach the GLA elections in May 2024 which will, barring any by-elections, be the first in the borough to require voter ID.</p>	

BY 2026 WE WILL	BY MARCH 2024 WE WILL	KEY SUCCESS MEASURES
Improve digital inclusion.	<p>Develop new digital strategy to be reviewed by the Finance, Policy and Resources Committee. The new four-year strategy will be focussed on:</p> <ul style="list-style-type: none"> • Digital inclusion • Digital infrastructure • Data analytics • Service innovation • Staff skills 	
Ensure that residents are not priced out of Richmond by developing plans for 1000 more affordable homes and buying properties for social rent in a £12m programme.	<p>Report to June committee with an update on affordable housing delivery in the Borough.</p> <p>Take a report to ASSHH committee seeking approval to adopt the Supported Living Design Brief as guidance on new build specialist and supported housing.</p> <p>Take forward an acquisitions programme to provide more genuinely affordable housing.</p> <p>Continue to develop opportunities to maximise delivery of affordable housing through retention of a specialist Senior Planner (Housing and Viability) role funded via S106 Planning Obligations.</p> <p>Adopt 'Raising the Bar' Engagement guidance to ensure the Council can deliver on more aspirational engagement objectives at planning pre-application and application stages.</p> <p>Adopt Affordable Housing Supplementary Planning Document and Local Views Supplementary Planning Document.</p> <p>Review and adopt new Local Planning Application Requirements to ensure comprehensive evidence and information is submitted alongside applications for planning permission to meet planning policy requirements.</p>	<p>By March 2024</p> <ul style="list-style-type: none"> • 411 net additional homes provided. • 55 affordable housing completions.

BY 2026 WE WILL	BY MARCH 2024 WE WILL	KEY SUCCESS MEASURES
<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>	<p>Continue to hold 6-monthly Tenant Champion Inter-Agency Forums with housing association partners and other agencies to ensure best practice is shared and to maintain good working relationships.</p>	<p>By March 2024</p> <ul style="list-style-type: none"> • 90 private sector dwellings with serious hazards identified and removed. • 80% of HMOs inspected within 20 working days of valid application. • 94 properties where major disability adaptations have been completed.
<p>Continuing to tackle homelessness, building on the 'Everyone In' pandemic programme.</p>	<p>Hold regular housing surgery meetings with Richmond Aid and Citizens Advice Richmond to problem solve complex cases and improve information sharing.</p> <p>Implement the Rough Sleeper Hub so rough sleepers can be placed locally while their housing and support needs are assessed. This will enable them to retain access to support services such as specialist mental health and drug and alcohol services while a housing pathway is identified for them.</p> <p>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.</p> <p>Submit bids for Single Homeless Accommodation Programme (SHAP) funding to increase the supply of supported accommodation available for rough sleepers in the borough.</p> <p>As PRS eviction activity picks up – review and prioritise early intervention options to prevent homelessness (rent arrears and rent increases must be prioritised).</p> <p>Implement annual re-registration for housing register applicants to give applicants the opportunity to provide up to date information about their household and ensure applications are kept up to date and accurately assessed.</p> <p>Complete 94 adaptations to maximise resident' independence and enable them to continue living in their homes.</p>	<p>By March 2024</p> <ul style="list-style-type: none"> • 63 homeless cases prevented. • 0 family households with dependent children in B&B accommodation for 6 weeks+. • 638 households living in Temporary Accommodation.

BY 2026 WE WILL	BY MARCH 2024 WE WILL	KEY SUCCESS MEASURES
<p>Looking after those who need our help.</p>	<p>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.</p> <p>Address health inequalities through the Prevention Framework, ensuring that the Framework is embedded across the Council and across the refreshed Joint Local Health and Wellbeing Strategies and upcoming strategies across the council including the Libraries' Strategy and Assets Strategy. The Public Health workstreams will focus on populations living with learning disabilities to deliver the Healthy Eating, Weight and Nutrition Plan as well as the Public Health Adult Physical Activity Plan.</p> <p>Develop a strategic approach to supporting and developing the care market utilising the Market Sustainability Fund to increase fee rates and support providers in workforce capacity and retention.</p>	<p>By March 2024</p> <ul style="list-style-type: none"> • 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. • 438 Rate of admissions into residential and nursing care per 100,000 population 65+ (Minimise). • 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. • 92% of section 42 safeguarding enquiries where a risk was identified, and the reported outcome was that this risk was reduced or removed. • 132 Number of people quitting smoking through smoking cessation service. • 8% of Eligible people who have received an NHS Health Check. • 710 of physically active adults supported by a council-funded project.
<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:</p> <ul style="list-style-type: none"> • A Short Break service for carers provided through the Carers Hub. • Work with CILS partners to identify unpaid carers and signpost to appropriate support. • Work with NHS partners to identify more carers through the Anticipatory Care Pathway. 	<p>By March 2024</p> <ul style="list-style-type: none"> • 60% of Carers who received an assessment during the year.

BY 2026 WE WILL	BY MARCH 2024 WE WILL	KEY SUCCESS MEASURES
Developing partnership working to improve mental health support.	Develop a 3 year commissioning strategy for mental health services which will inform the development of a wider Mental Health Strategy.	
Continuing to help those living with dementia and their families.	<p>Provide system leadership in the delivery of the new Richmond Health and Care Dementia Strategy and associated action plans. This includes:</p> <ul style="list-style-type: none"> • Leading and delivering the public health offer, including raising awareness of dementia related lifestyle risk factors, earlier diagnosis and facilitating dementia awareness training. • Supporting Richmond Dementia Friendly Communities. • Adult social care delivery of dementia related activity and services. 	
Increasing 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.	
Working with hospitals, GPs, social services, and voluntary groups to better integrate healthcare.	Consolidate joint planning and working with SWL ICB, ICP and Richmond Place Partnership Committee to achieve more efficient and effective health and care services focussed on the needs of residents, including the implementation of Proactive Anticipatory Care across the six Primary Care Networks.	
Prepare for implementation of social care reforms and implementation of ASC Assurance Framework which comes into effect in 2023.	Continue to prepare for the Adult Social Care Assurance framework to be inspection ready, embedding performance management in the work culture and at all management levels.	
Ensure young people get a great start in life by:		
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.	Develop a Family Hubs model as part of a revised early help strategy to provide integrated multi-agency support for families with children aged 0-19 to be agreed at the Education and Children's Services Committee in June 2023.	<p>By March 2024:</p> <ul style="list-style-type: none"> • Baseline the % Early Help cases that step up within 3mths (minimise). • Baseline the % of families first interventions closed with a positive outcome (cumulative).

BY 2026 WE WILL	BY MARCH 2024 WE WILL	KEY SUCCESS MEASURES
<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>Do more for youth services, outreach and preventative work with young people by:</p> <ul style="list-style-type: none"> • Participating in the National Takeover Challenge that enables young people to take charge of services and teams. • Further investigating the potential to improve youth centre facilities and activities through the development of family hubs starting with the pilot family hub at the White House in Hampton. 	
<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 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>	<p>By March 2024</p> <ul style="list-style-type: none"> • 70% of Education, Health, and Care Plans (EHCPs) completed within statutory timescale of 20 weeks (including exceptions). • 65% 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.
<p>Providing more than 70 additional school places for those with special educational needs and disabilities.</p>	<p>Provide additional school places for those with special educational needs and disabilities by:</p> <ul style="list-style-type: none"> • Progressing the proposed SRP at The Vineyard Primary for up to 14 children with social and communication needs including autism. SRP to open in September 2023, subject to planning permission. • Progressing the Strathmore Secondary Centre at Hampton, which will provide 24 new places for children and young people. Centre to open in September 2024, subject to planning permission. • Progressing the Clarendon Centre at Petersham, which will provide 70+ new places for children and young people. Centre to open in September 2025, subject to planning permission. • Progressing proposal for an expanded specialist resource provision and wellbeing and information centre at Waldegrave, subject to feasibility due to commence in 2023. 	<p>By March 2014</p> <ul style="list-style-type: none"> • 65% of Children and young people with EHCPs who are educated within the borough.

BY 2026 WE WILL	BY MARCH 2024 WE WILL	KEY SUCCESS MEASURES
<p>Build 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 are able to 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.</p>	<p>Review the impact of the first year of the Families First safeguarding model. Identifying strengths and areas for action.</p> <p>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> <p>Strengthen 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.</p> <p>Implement new structure for Leaving Care service, including recruitment to new roles by September 2023.</p> <p>Develop and deliver 100% of actions in the action plan to deliver the recommendations set out in the phase 1 report by March 2024.</p>	<p>By March 2024</p> <ul style="list-style-type: none"> • 95% of Assessments completed within 45 working days. • 90% of Initial Child Protection Conferences (ICPC) held within 15 Working Days of S47 Enquiry. • 100% 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. • 60% of CLA in foster placements who are placed with in-house foster carers. • 20% of CLA placed 20+ miles from home.

BY 2026 WE WILL	BY MARCH 2024 WE WILL	KEY SUCCESS MEASURES
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.	Working with CAMHS and the ICS ensure all Richmond schools have access to an MHST by September 2023. Monitor waiting times for assessment and treatment to ensure they continue to reduce.	By March 2024 75% of Young people leaving emotional health service as a planned exit.
Enabling 20-minute neighbourhoods by creating planning policies to support ‘20-minute neighbourhoods’.	Progress the Richmond Local Plan through Examination in Public. Deliver projects as agreed with DLUHC utilising the PropTech Innovation Funding to enhance digital citizen engagement tools and transform community involvement in placemaking. 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.	
Invest in local areas by delivering the Public Realm Investment Fund for high streets and green spaces and continue pavement and road improvement programmes.	Deliver the town centre schemes in the £2m Public Realm Investment Fund and identifying further investment opportunities that support the ‘Living Locally’ principle in the new Local Plan. Annual programme for pavement and road improvement programmes for 2023/24 as approved at Transport and Air Quality Committee in February 2023 to be finalised, programmed and implemented during 2023/24. Assessment and planning to commence for design of Planned Highway Maintenance Programme for 2024/25.	
Make Twickenham Riverside an exciting new heart for the town.	Progress plans to make Twickenham Riverside an exciting new heart for the town, including preparing for CPO and commencing procurement.	
Support communities to make changes and improvements in their local areas.	Work with voluntary sector infrastructure organisations such as Richmond CVS and Habitats & Heritage to understand any local gaps in voluntary sector and community based activities. Deliver a programme of neighbourhood Community Conversations. Commission an independent market research company to undertake a residents’ survey for first time since Covid-19.	

BY 2026 WE WILL	BY MARCH 2024 WE WILL	KEY SUCCESS MEASURES
<p>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.</p>	<p>Develop and deliver a programme of support for businesses and entrepreneurs deploying the borough UKSPF allocation and meeting the specified output and outcome measures.</p> <p>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, tourism promotion and a Shop Local campaign. Collect spend data, vacancy data, footfall where available to inform service design and delivery.</p> <p>Deliver Visit Richmond Strategy.</p> <p>Following the success of Platinum Jubilee and Coronation parties, actively support future celebration events.</p>	
<p>Create an affordable shared workspace provision in Twickenham.</p>	<p>Launch affordable shared workspace provision in Twickenham at 42 York Street by August 2023, ensuring this can benefit communities across the borough who would otherwise face barriers to starting and growing a business.</p>	
<p>Complete the Elleray Hall Development and improve Whitton Community Centre.</p>	<p>Run a new procurement process find a new contractor, with the expectation that construction work will start later in 2023 and that the community centre will be completed by the end of 2024.</p> <p>Complete the initial feasibility study for Whitton Community Centre and take forward actions</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>Finalise/adopt the 2023/24 programme of Conservation Area Appraisals. Confirm resourcing position for continuing the programme into 2024/25.</p>	

BY 2026 WE WILL	BY MARCH 2024 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, taking into account finance, planning and heritage feedback, by carrying out a feasibility study. Feasibility study completed by September 2023.</p> <p>Install new computers for the People's Network across 12 libraries. Installed by summer 2023.</p> <p>By September 2023 review funding to support arts activity through the cultural commissioning approach to ensure it supports the Cultural Strategy and provides opportunities for new groups to access funding.</p> <p>Deliver a family play and imagination of programmes in Orleans House Gallery (OHG).</p> <p>Collaborative projects between OHG and partners in areas of the borough where participation in the arts is low.</p> <p>Deliver the Richmond Arts and Ideas Festival, developing new partnerships and reaching new audiences.</p> <p>Adopt a Leisure, Sports and Physical Activity strategy to improve opportunities for residents to participate in physical activity.</p> <p>Deliver London Youth Games in partnership with boroughs sports clubs. Place 4th or above and participate in 90% of events.</p> <p>Deliver the RISE programme.</p> <p>Improve sports centre offer to support public health outcomes.</p> <p>Deliver Free Swim Pass.</p> <p>Deliver improved facilities in cricket and tennis.</p> <p>Support bowls clubs to deliver open days to promote benefits of physical activity to older people.</p>	<p>By March 2024</p> <ul style="list-style-type: none"> • 4,044 Physical visits to library sites rate (per 1,000 population). • 5,108 Electronic / virtual visits to libraries (rate per 1,000 population). • 1,400 electronic library issues (per 1,000 population). • 818,778 overall attendance at sports and fitness centres. • 47,000 participants in Arts Programmes.
<p>Look at ways to refurbish / improve Pools on the Park.</p>	<p>Present the programme of capital improvement works for Pools on the Park to November 2023 Committee.</p>	



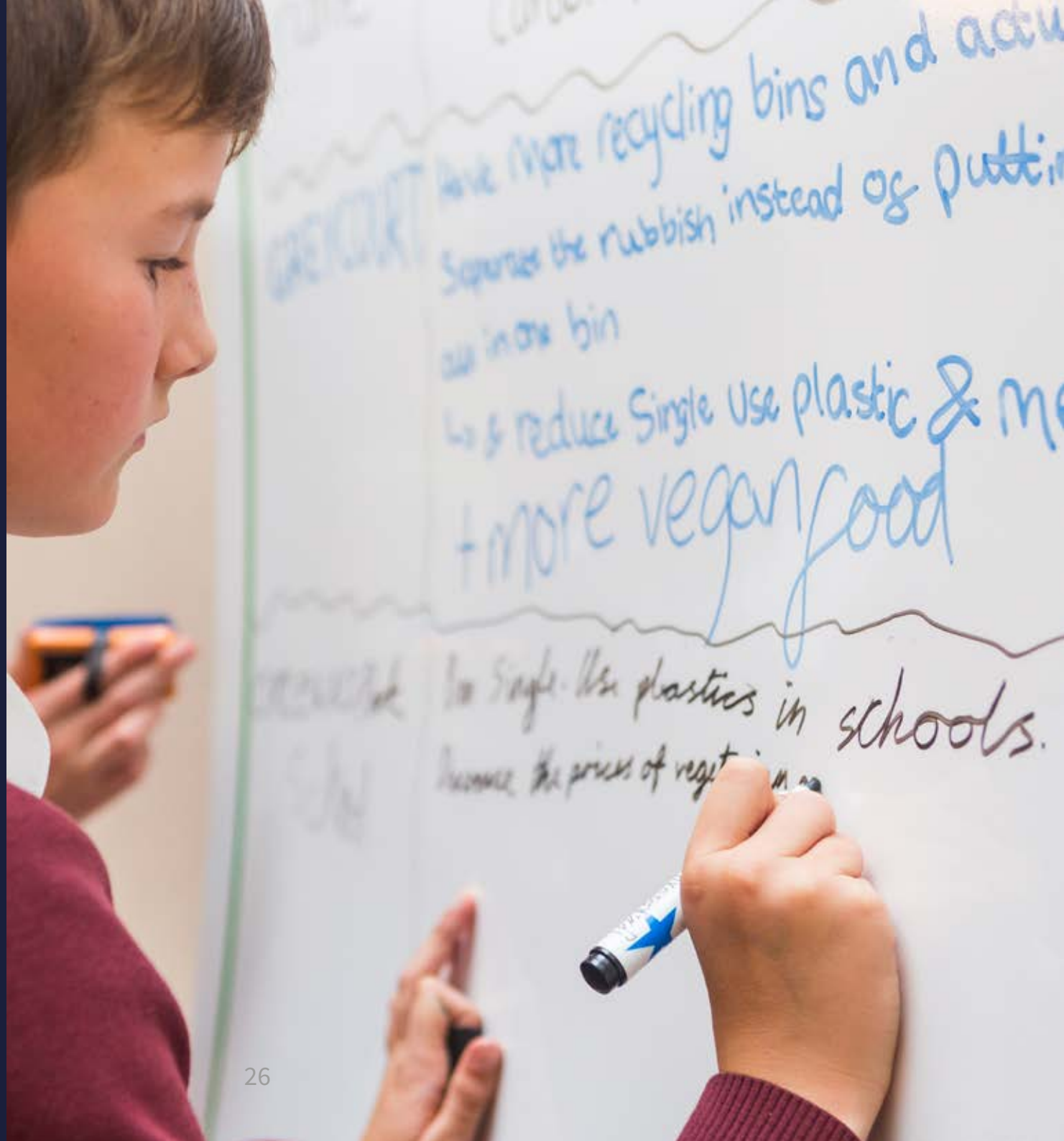
How we work

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	BY MARCH 2024 WE WILL	KEY SUCCESS MEASURES
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>Via the Digital and Data workstream Customer Services will have supported pilot work to join up systems and processes to ensure seamless handling of customer contacts, linking back-office systems and partner organisations, sharing information where appropriate and removing 'process' barriers.</p> <p>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. A full launch with associated publicity by September 2023.</p>	<p>By March 2024</p> <ul style="list-style-type: none"> • 0% of customers requesting a Face to Face appointment who have to wait for more than two days (Minimise). • 70% of calls will be answered within 20s (%).
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.	Complete review of capital strategy.	<p>By March 2024</p> <ul style="list-style-type: none"> • 85% of Invoices paid on time (within 30 days or agreed terms). • 98% Council Tax Collection rate. • 97% Non-Domestic Rates (Business Rates) Collection rate.
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.	

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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