



# London Borough of Richmond Corporate Plan 2018 – 2022

Standing up for Richmond Residents



# Introduction

We want to make Richmond upon Thames a greener, safer and fairer borough in London.



This means we are committed to investing in good quality local services, whilst also protecting the most vulnerable. In an increasingly difficult financial context, that means we must work with residents and our local partners to tackle challenges head on.

We put a premium on our relationship with local people, we want to listen, understand the needs and preferences of local communities and agree priorities together. We want to put a real and meaningful dialogue with local people at the heart of all our decisions.

Our Corporate Plan for 2018-22 sets out the Council's vision and priorities for the next four years. It sets out how we plan to become an engaging, open and innovative Council. One that has better local schools, is safer and greener, one that is fair and more affordable for all.

We plan to learn from best practice elsewhere and bring fresh ideas and approaches to the borough.

This plan prioritises the issues that residents have told us matter to them. We have detailed what we will do this year to achieve those priorities, and the measures we will use to track our success.

Only together will we create a borough that we can all be proud off.

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



# Priorities

Our Corporate Plan is based around four priorities:



## A Greener Borough

- Putting the environment at the heart of local decision making
- Safeguarding our beautiful borough, protecting our green spaces and improving air quality



## A Safer Borough

- Being the safest London borough
- Working in partnership with police and local communities to prevent and tackle crime and improve road safety



## A Fairer Borough

- Investing in good local services that protect the most vulnerable
- A borough that is affordable for all



## A Borough for Everyone

- Making sure residents have a real say over issues that affect them
- Making our borough accessible for everyone and promoting opportunity for underrepresented groups

# Standing up for Richmond residents

We plan to stand up for local residents and provide a strong voice for Richmond.



## DEMANDING A BETTER FUNDING DEAL

- Funding from the Government has drastically reduced, so we need to be creative in how we fund and design services.
- Increasing Council tax may become inevitable, but we will seek other ways to achieve savings and mitigate the impact on the most vulnerable – including demanding a better funding deal from the Government.



## SUPPORTING OUR EU CITIZENS

- We believe Brexit will hurt local people, jobs and businesses. We will stand up for an open, tolerant Britain.
- We will take steps to protect our local EU citizens and support them to secure their status here in the UK.



## FIGHTING HEATHROW EXPANSION

- Despite significant local opposition, the Government has decided to expand Heathrow; risking subjecting tens of thousands of residents to intolerable levels of noise and pollution.
- We remain opposed to the decision and we will continue to work with our local authority partners to use every tool at our disposal to challenge it, including through the courts.



## PUSHING FOR MORE AFFORDABLE HOUSING

- There is increasing pressure on the local housing market.
- Provision of affordable housing, particularly for those on lower incomes, is a key challenge for the borough and we will be looking for new ways to deliver it.

## How we will work

We intend to take a fresh approach to tackling these challenges and delivering local priorities. Our approach will be characterised by:

**Openness** – taking a more transparent approach decision making, favouring models of decision making that enhance public involvement and scrutiny.

**Giving people a real say** – making sure consultation is meaningful and that the people affected by decisions have a chance to shape them.

**Partnership** – recognising that the Council cannot act in isolation and working hand in hand with communities and local partners



# A Greener Borough

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

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

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



BY 2022 WE WILL	KEY ACTIONS FOR 2021/22	KEY PERFORMANCE INDICATORS
Oppose third runway and further night flights at Heathrow	Continue opposition to an expanded Heathrow. Work with other councils, Greenpeace and the Mayor of London to draw attention to the significant impacts an extra 250,000 flights per year will have on residents' lives.	
Roll-out energy saving lighting	Continue with programme to replace all our street lighting with LED and use photo-electric control unit (PECU) arrays which will accurately calculate energy consumption.	
Ensure faster roll-out of electric vehicle charging points for residents	Continue installation of lamp column charging points	Number of electric vehicle charging points
Improve recycling rates by making it easier for residents living in flats to recycle.	<p>Follow on from trial of weekly collections from flats to roll out this service to all other flats (where practicable) during 2021/22.</p> <p>Continue to support WEEE collections at libraries in the borough</p> <p>Expand recycling options including Saturday recycling collections and improve the capacity of public recycling sites.</p> <p>Support introduction of a commercial food waste recycling service and explore viability of more on street recycling for textiles.</p>	<p>% of Household waste sent for reuse, recycling, and composting</p> <p>Domestic food waste recycled as % of total household waste</p> <p>KG household waste collected per household</p> <p>Net carbon impact of waste collection service</p> <p>% of Local Authority Collected Waste (LACW) recycled</p>
Increase recycling rates in the borough	Continue to implement the Waste and Recycling Campaign to increase recycling and reduce overall waste among residents	As above
Fight fly-tipping	Explore increased enforcement and fines for littering.	<p>Total number of fly-tipping enforcements (Number of penalty notices and warning letters issued to addresses)</p> <p>Total number of fly-tipping incidents identified by or reported to the Council</p> <p>Average time (days) taken to clear a reported fly-tip</p> <p>% of Public streets with acceptably low levels of litter after cleansing</p> <p>% of Public streets with acceptably low levels of detritus accumulations after cleansing</p>

BY 2022 WE WILL	KEY ACTIONS FOR 2021/22	KEY PERFORMANCE INDICATORS
Consult on the introduction of a housing surcharge on CPZ permits	Review impact of COVID on transportation usage within the Borough and produce proposals for differential parking charges to discourage use of polluting vehicles.	% of Trips by borough residents made by sustainable modes (walking, cycling and public transport)
<p>Develop and implement a new Air Quality Action Plan with ambitious targets and actions to tackle air pollution in the borough</p> <p>Secure funding for the action plan through Section 106, LIP, Public Health and external grant funding.</p> <p>Take robust actions to reduce air pollution around our schools and parks</p>	<p>Present options and considerations for wider Richmond Town centre public realm improvements.</p> <p>Consult and report on potential implementation of Clean Air Zones.</p>	<p>% of Monitoring stations achieving the Nitrogen Dioxide air quality objectives</p> <p>% of Monitoring stations achieving the Particulate air quality objectives</p> <p>% of Schools achieving air quality objectives</p> <p>Air Quality - % compliance of non-road mobile machinery (NRMM) on major construction sites with GLA emissions standards</p> <p>Number of interventions by Compliance Officers for engine idling</p>
Introduce a School Streets programme	Continue to expand school streets programme and improvements for existing school streets.	
Increase the number of trees planted	<p>Create an on-line portal, where residents can register interest in tree planting and plot in the required location.</p> <p>Identify key impact areas for tree planting, with a focus on mitigation of climate change effects, utilise friends' group to help the community support and nurture local trees, identify and celebrate veteran and heritage trees.</p>	<p>Total number of replacement and new Trees planted annually</p> <p>Total number of new Trees planted annually</p>
Improve and protect biodiversity and ecology of our open spaces	Work with schools to identify opportunities for 'rewilding' school playing fields	



**BY 2022 WE WILL**

**KEY ACTIONS FOR 2021/22**

**KEY PERFORMANCE INDICATORS**

Become a plastic free borough by 2022

- Continue the roll out of public drinking fountains in parks and on-street and identify additional funding sources to enable the delivery of additional public drinking fountains
- Work with West London Waste Authority on associated project as part of the West London Waste Authority Action Plan.
- Develop a plan for the reduction and removal of single use plastics from Richmond Council sites, to be reviewed by end of March 2022.
- Improve location and signage of waste bins in parks and trial the introduction of recycling bins in parks.
- Review Events Policy in parks to restrict hirer use of single use plastics and promote sustainable practices
- Encourage and support the reduction of single plastic use across the borough.
- Encourage and promote the circular economy.

Support car free housing development

- Continue to support car clubs within the Borough including back to base car club operation to reduce dependence on car ownership.
- Monitor introduction of London wide E-Scooter trial and any Dockless Bike Hire scheme within the borough.

Number of cycle parking facilities added

Number of electric vehicle charging points

**BY 2022 WE WILL****KEY ACTIONS FOR 2021/22****KEY PERFORMANCE INDICATORS**

Reduce the Council's carbon footprint

Improve the energy efficiency of our buildings and increase renewable energy generation across our corporate estate by:

- Developing decarbonisation plan for the Council's operational property portfolio. Subject to committee approval June 2021
- Subject to committee approval and funding, progress phase 1 projects and procurement of contractors, commence phase 1 works by Q4 2021/22
- Investigate further external sources of funding to deliver projects and ensure the Council is well placed to apply where possible

Working with services deliver the COVID building recovery plan across all FM managed operational buildings ensuring accommodation is compliant and fit for agile working.

Develop the carbon literacy of the organisation, becoming a Bronze level Carbon Literate Organisation by June 2021, Silver level by June 2022 and Gold level by June 2023.

Ensure robust measurement of carbon emissions and reporting on progress in delivering the Climate Emergency Strategy.

Increase lobbying and campaigning around climate change related issues

Increase communication and engagement around climate change, including campaigns around food waste and a climate change engagement event to coincide with COP26.

Establish and implement Achieving for Children's new Environmental Strategy so that we can identify how we can contribute to reducing our carbon footprint and raise awareness of climate change amongst our workforce.

Tonnes of CO2 emissions (Scope 1 and Scope 2)

See also recycling, waste reduction and air quality metrics above.

Improve home energy efficiency

Support the retrofit of eligible households across the borough through delivery of the Green Homes Grant Local Authority Delivery Scheme

Investigate licensing of the private rented sector to promote and enforce minimum energy efficiency standards.

Produce report with options by Q4 21/22.

# A Safer Borough

Richmond is one of the safer London boroughs, but our goal is to make it the safest. Crime prevention is the key, and we'll work closely with police and residents to set strategies for hot spot areas and issues. Making our borough safer is not just the responsibility of the police – it will require a partnership effort with residents, the Council and other local agencies all playing a part. A locally based approach is essential, and we believe local neighbourhood watch groups should play an important role in strengthening local policing and building a sense of community. Tackling domestic abuse is another key local priority and we will be particularly focused on high-risk victims and children. We'll also work to improve road safety through the enforcement of the borough-wide 20 mph speed limit which was introduced in 2019.

We will support residents and businesses affected by the COVID-19 pandemic.



**BY 2022 WE WILL**

**KEY ACTIONS FOR 2021/22**

**KEY SUCCESS MEASURES**

Work through the Community Safety Partnership with the police, Trading Standards, Neighbourhood Watch, residents and Safer Neighbourhood Board to deliver targeted crime prevention campaigns to reduce crime in hot spot areas such as vehicle crime and burglary.

Work to make Richmond the safest London borough by tackling priority crimes and anti-social behaviour, seasonal volume crimes and issues in key locations through problem solving with partners. This will include prevention, support to vulnerable victims, enforcement, and communications.

Tackle serious violence through the delivery of the Violence Reduction Plan through enforcement, diversion, prevention, and early intervention.

To develop, promote and increase membership of Neighbourhood Watch with the expansion of the Online Watch Link (OWL) through training and 2 recruitment campaigns.

Trading Standards to deliver under-age test purchasing of knives, alcohol, tobacco and fireworks and trader / business intervention to secure compliance by March 2022.

Trading Standards to provide intervention / advice to support residents and promote business compliance in relation to financial scams and rogue traders by March 2022.

Licensing to continue targeting non-compliant licensed premises and take enforcement action where appropriate.

By Spring 2021 to have set up a new joint CCTV control room.

To train the staff group in the functions of the new joint control room and produce procedures for front line staff

Overall Crime rate (per 1,000 residents)

Total number of reported domestic abuse incidents and crimes

Safeguarding older people – % successful physical interventions in cases of residents being targeted by financial scams and abuse

Safeguarding young people – % of successful physical interventions for restricted sales such as knives, alcohol, fireworks, tobacco, and e-cigarettes

Through Achieving for Children, provide expert advice to schools on supporting young people on e-safety and cyber bullying

Support early years’ settings, schools, and colleges to promote online safety for their pupils and students, including providing information, advice and guidance to parents and carers through SPARK and the school improvement forum.

In partnership with AfC and Richmond CCG, promote good mental health for young people in schools

Work collaboratively across Achieving for Children, Public Health, and the CCG to deliver the CAMHS Transformation Plan, ensuring this promotes good mental health for all children and young people in primary and secondary schools by deploying evidence-based initiatives.

% of Young people leaving emotional health service as a planned exit

BY 2022 WE WILL	KEY ACTIONS FOR 2021/22	KEY SUCCESS MEASURES
<p>Increase the number of reports of all types of hate crime to the police and third-party reporting centres</p>	<p>To develop a comprehensive understanding of Hate Crime that informs activity to raise awareness, prevent crime and increase the confidence of communities to report including:-</p> <ul style="list-style-type: none"> <li>• Hate Crime Needs Assessment by Sept 2021.</li> <li>• Communications Plan and activity aligned to Hate Crime Awareness week and other anniversaries by Sept 2021.</li> <li>• Maintain and maximise use of StopHateUK third party reporting mechanism.</li> </ul>	
<p>Recommission the services for high risk victims of domestic abuse including Independent Domestic Violence Advisors and the refuge accommodation.</p>	<p>Develop a new Violence Against women and Girls Strategy including a co-ordinated community response including domestic abuse, harmful practices including so-called Honour-Based Violence, Female Genital Mutilation (FGM), sexual violence and the safety of women in public places.</p> <p>Continue work to gain the domestic abuse housing alliance accreditation which recognises best practice in dealing with domestic abuse.</p> <p>To report on progress to committee with accreditation due to take place summer 2021.</p>	<p>Number of referrals into commissioned VAWG services (Independent Domestic Violence Advisors)</p> <p>% Reduction in the number of callouts from the police to high-risk victims as identified by the Multi-Agency Risk Assessment Conference (MARAC)</p> <p>Total number of reported domestic abuse incidents and crimes</p>
<p>Work with schools and voluntary sector partners to support children and young people who have witnessed domestic violence.</p>	<p>Implement a consistent practice framework for early help and children's social care services, including embedding Signs of Safety and the systemic family therapy model to promote a strengths-based approach that better supports families to make sustainable change and reduce risks to children and young people.</p> <p>Implement a strengthened approach to the quality assurance of frontline services so that they continue to effectively safeguard children and young people and promote their wellbeing and achievement. This will include strengthening the multi-agency focus on quality assuring EHCPs for children and young people with SEND.</p>	<p>As above</p>
<p>Support vulnerable children and young people</p>	<p>Working alongside SHiFT, implement an 18 month programme of work with the most vulnerable children and young people across Richmond who have suffered from trauma, abuse, and neglect and all have had significant support from statutory youth justice and/or social care services. The aim is to improve their outcomes through focused intensive support and in doing so, reduce the cost of providing support to these young people.</p>	

BY 2022 WE WILL	KEY ACTIONS FOR 2021/22	KEY SUCCESS MEASURES
<p>Work through the Strategic VAWG Forum to increase and improve prevention and early intervention work</p>	<p>The Strategic Group to ensure:</p> <ul style="list-style-type: none"> <li>• A programme of prevention, education and awareness raising</li> <li>• Achieving White Ribbon Accreditation</li> <li>• The start of the new commissioned services by November 21</li> <li>• Service delivery for those with complex needs from March 2021.</li> <li>• Improve service delivery to under-represented groups including LGBT people and men.</li> <li>• A comprehensive approach to perpetrators of domestic abuse.</li> <li>• A comprehensive review of the MARAC to be completed between Sept 2021 and March 2022</li> <li>• Actions from Domestic Homicide Reviews are completed by milestones and a learning event is held with the LSCB.</li> </ul>	<p>Total number of reported domestic abuse incidents and crimes</p> <p>Number of referrals into commissioned VAWG services (Independent Domestic Violence Advisors)</p>
<p>Consult residents on borough-wide 20mph speed limit</p>	<p>Implement measures as part of 20 mph corridor studies for roads with high speeds as appropriate</p>	<p>Total KSI casualties on roads in the Borough</p>
<p>Support residents affected by COVID-19.</p>	<p>Plan for an increase in need for support from early help and statutory social care services as a result of the Covid-19 pandemic, ensuring the service has the staffing capacity and resources it needs to deliver timely and effective responses to children, young people and families.</p> <p>Deliver the recovery plan for children’s services following Covid-19 to enable Achieving for Children to fully restore its services for children, young people and families, and to reset its operating model based on its learning from the pandemic about new ways of working with partners and families</p> <p>Support early years’ settings, schools and further education colleges to return from the Covid-19 pandemic, with a particular focus on supporting those pupils and students with additional needs or vulnerabilities.</p>	<p>Number of admissions into residential and nursing care aged 65+</p> <p>Rate of admissions into residential and nursing care per 100,000 population 65+</p> <p>% of People receiving rehabilitative support who have a reduced level of service or no service required at the end of their rehabilitative support</p>

## A Fairer Borough

We believe a fair Council should invest in good local services while protecting the most vulnerable in our community. We plan to take 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. We will support communities via a local budget to make changes and improvements in their local areas. We want to work with residents to ensure they 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.



BY 2022 WE WILL	KEY ACTIONS FOR 2021/22	KEY SUCCESS MEASURES
<p>Develop a new Community Engagement Programme.</p>	<p>Delivery of the Community Engagement Programme. Key elements include:</p> <p>Complete the first round of the local area budget for each ward with applications allocated funding to be spent on community priorities (November 2020).</p> <p>Facilitate the third round of local area meetings ‘Community Conversations’ where decisions and issues can be raised and discussed between June and September 2020.</p> <p>Deliver a two-year outreach programme with seldom heard groups in the borough to ensure that we are listening to everyone by October 2021 including a series of Thematic Conversations to consider topical issues.</p> <p>Encourage an organisational culture where the Council both engages and involves residents to work together to foster a shared sense of ownership and responsibility for the local area, where people know that they can have their voices heard, know how to get involved, have opportunities to influence change and receive feedback on how their views have been taken into account.</p> <p>Implementing the Councils approach to consultation ensuring it is meaningful, open, and purposeful follows best practice principles and is reflective of both modern digital culture and more traditional methods.</p> <p>Develop and implement a new approach to partnership working that marshals the skills, capacity, resources and creativity of the whole community to better identify and meet the changing needs of children and young people.</p>	
<p>Progress Twickenham Riverside and work with residents to deliver a better scheme</p>	<p>Submit Planning application June 2021</p> <p>Complete contractor appointment December 2021</p>	



# A Borough for Everyone

We want to build a strong society for everyone regardless of background. We will encourage residents to engage and provide platforms for them to have their say. We'll seek to reverse the trend of families being priced out of local housing and childcare by providing affordable housing for local people. We will work collaboratively with our local schools to ensure every child has access to exemplary education, regardless of background. Our residents are living longer, and more active lives and we'll work to support their independence and give them more choice and control about their care and support.

We want to make Richmond a borough that is accessible to all. We will do this by making sure our services are easily accessed by everyone and by championing this approach with partners including public transport providers and local businesses. We'll be vocal about protecting the rights of local citizens, driving opportunity for under-represented groups and opposing all forms of discrimination. We will stand up for rights of EU citizens. We hope they will continue to make the borough their home and we will provide the support they need to secure their status here in the UK.



BY 2022 WE WILL	KEY ACTIONS FOR 2021/22	KEY SUCCESS MEASURES
Make the case to government for fair funding for children with SEND.	Deliver a lobbying campaign together with parents for fair funding for Children with SEND.	% of Children and young people with EHCPs who are educated within the borough
Invest in special educational needs school provision	Identify further special school provision in the borough, especially in the secondary phase, and expand alternative education provision for pupils with SEND.	% of Children and young people with EHCPs who are educated within the borough
	Expand vocational learning opportunities for young people through the development of work experience, traineeships, and apprenticeships (particularly for those with SEND) to support them to gain meaningful employment.	% of 16-17 year olds in apprenticeships % of Next Steps interviews delivered to SEND learners by the end of Year 11

BY 2022 WE WILL	KEY ACTIONS FOR 2021/22	KEY SUCCESS MEASURES
<p>Work with all parents of children with disabilities or special educational needs to get the right support for their children by making sure they are heard</p>	<p>Deliver the SEND Futures Plan to transform the experience of children and young people with SEND and their families so that local, high quality education, health and social care provision meets needs and promotes independence for all children and young people with SEND, whilst also delivering good value for money.</p> <p>Implement the 12 recommendations in the Independent Audit of EHCPs in Richmond by April 2022.</p>	<ul style="list-style-type: none"> <li>% of New EHCPs assessed to be good or better</li> <li>% of Amended EHCPs judged to good or better by internal Quality Assurance (QA) process</li> <li>% of Parents and carers who are satisfied with their involvement in agreeing their child's EHCP and with the end result</li> <li>% of Education, Health and Care Plans (EHCPs) completed within statutory timescale of 20 weeks (excluding exceptions)</li> <li>% of Annual reviews of EHCPs held within the statutory timescale (12 months)</li> <li>% of Annual review decisions made within 4 weeks</li> <li>% of Drafted amended EHCPs issued within 8 weeks of the annual review decision</li> <li>% of Final amended EHCPs issued within 8 weeks of the draft amended EHCP</li> <li>% of Parents and carers who are satisfied with their engagement in the annual review of their child's EHCP</li> <li>% of Children and Young people who are satisfied with their engagement in the annual review of their EHCP</li> </ul>

BY 2022 WE WILL	KEY ACTIONS FOR 2021/22	KEY SUCCESS MEASURES
Ensure that the children's centre provision meets the needs of vulnerable families and children under five	Implement the revised Early Help strategy and partnership offer, operationalising the Early Help Resilience Networks in 2021 with a focus on developing a partnership and community led approach to Early Help that supports and strengthens families at the earliest opportunity, so that they can protect and meet the needs of their children without the need for higher-tier services or social work intervention.	<p>% of Under 5's in reach area (each locality named) registered with their children centre</p> <p>% of Families identified within the Strengthening Families initiative who are deemed to be 'turned around' at time payment claims are submitted</p>
Create local places for children and young people to live closer to their families and support networks	<p>Strengthen compliance and the quality of services delivered by the Independent Fostering Agency, so that it supports the recruitment, training, development and retention of foster carers, enables more children and young people to benefit from in-house family-based care.</p> <p>Continue to develop as a provider of residential support for children and young people in care and as a provider of supported accommodation for young people leaving care so that more young people are able to stay local and closer to their support networks.</p>	<p>% of CLA placed with in-house foster carer</p> <p>% of CLA placed 20+ miles from home</p> <p>% of CLA with 3+ placements (within 12 months)</p> <p>Average number of days between entering care and moving in with adoptive family</p>
Develop a local residential children's home to meet the requirements of children and young people with complex needs	Effectively operate Hope House children's home as a provider of high quality residential provision for children in care.	% of CLA with 3+ placements (within 12 months)
Review polling station locations	Formal consultation on polling stations to start Summer 2021. Formal review completed by end Q3 2021.	
Promote sport in schools and encourage schools to share sports facilities within the community	<p>Develop an intra-Schools sports strategy by September 2021</p> <p>Review current school community use agreements. Share review findings with planning to allow for future planning and policy development.</p>	<p>Overall attendance at sports and fitness centres</p> <p>% of Junior sports attendances (0-16 year old) at sports and fitness centres</p>
<p>Explore potential for working with specialist dementia nurses to support people living with dementia and their families.</p> <p>Launch a new programme of dementia friendly initiatives in the borough based on the dementia friendly community concept</p>	Ensure delivery of Dementia related activity and services for people living with Dementia and their carers. This will include implementing the refreshed dementia strategy framework action plans and supporting the Dementia Action Alliance	

**BY 2022 WE WILL****KEY ACTIONS FOR 2021/22****KEY SUCCESS MEASURES**

Work for closer integration and partnership between health and social care, using the Better Care Fund (BCF) as a vehicle to develop closer working between the Council and Richmond Clinical Commissioning Group (CCG)

Continue to develop strategic partnerships with the NHS, both at a sub-regional level in SW London as a designated Integrated Care System (ICS), and at a borough level developing Integrated Care Partnerships (ICP) to achieve the best outcomes for local residents through the integration of health and care.

Continue with the transformation of the front door, to implement a community-based service based on principles of early intervention and prevention, that will manage demand and meet more people’s needs at the initial point of contact.

Number of admissions into residential and nursing care aged 65+

Rate of admissions into residential and nursing care per 100,000 population 65+

% of People receiving rehabilitative support who have a reduced level of service or no service required at the end of their rehabilitative support

% of People whose personal outcomes of an adult safeguarding intervention were met

% of Clients (receiving long-term community services) on a Direct payment

Support the care sector through the pandemic.

Continuing to support and sustain the local provider market post COVID-19 to ensure sufficient capacity to meet demand delivered by a highly skilled and competent workforce.

Maintaining a sufficient, diverse, professionally confident adult social care workforce to meet on-going statutory duties, complete restorative work and ensure consistency of practice.

Embedding the immense learning from COVID-19 and adopt lasting improvements to the way residents are supported through changed approaches to service delivery, making full use of technological innovation and digital approaches, building on the strength-based approach.

Develop plans that would enable older residents to downsize and stay in the borough

Working with housing developers, local housing associations, other housing providers, including almshouses and the Planning Service, further build and consolidate the affordable housing pipeline intended to deliver a significant increase in affordable housing over the next five years.

To include identifying opportunities to provide new housing in local neighbourhoods for downsizers.

To support and seek grant support from the GLA where this is available.

Number of properties where major disability adaptations have been completed

Number of affordable housing completions

BY 2022 WE WILL	KEY ACTIONS FOR 2021/22	KEY SUCCESS MEASURES
Support carers	Ensure improved access to effective support for carers and ensure carers are recognised and valued and can access support when they need it.	% of Carers who received an assessment during the year
Implement a prevention framework	Continue the implementation of the Council's Prevention Framework, including any new prevention or population health priorities emerging from COVID-19.	<p>% of People receiving rehabilitative support who have a reduced level of service or no service required at the end of their rehabilitative support</p> <p>% of People whose personal outcomes of an adult safeguarding intervention were met</p> <p>Healthy life expectancy at 65 for Men and Women</p> <p>Number of people quitting smoking through smoking cessation service</p> <p>% of Eligible people who have received an NHS Health Check</p>
Work with our town centre partners to ensure they can adapt to changing economic and consumer trends	<p>Support local town centre initiatives through a town centre support fund</p> <p>Engage local partners through the retail forum to understand challenges and opportunities in the borough's town centres</p> <p>Identify measures that will help independent town centre businesses adapt to the digital economy.</p>	
Develop the borough's workspace offer to meet the needs of local entrepreneurs, especially in the technology and creative sectors, and to maintain the borough as a business location, reducing the need for central London commuting	<p>Work with land and building owners, including the Council and other public agencies, to promote the open workspace / co-working model to support local enterprise</p> <p>Support new and growing businesses to survive and thrive through tailored programmes of support and networking.</p>	<p>Number of residents engaged/supported to find work through the Council's employment service</p> <p>Number of residents provided with a training outcome through the Council's employment service</p> <p>Number of Richmond Work Match Secured Jobs</p>

BY 2022 WE WILL	KEY ACTIONS FOR 2021/22	KEY SUCCESS MEASURES
Ensure the borough continues to be a world class visitor destination and work with local partners to develop a sustainable visitor economy	Work with “Visit Richmond” partners to support the local visitor economy and review how the “Visit Richmond” brand and partnership can be deployed to support economic recovery and to promote the borough.	Total number of offers available in a period - Business Offers Scheme
Promote community and art based schemes that raise the borough’s profile as a cultural centre	Develop a draft Cultural Strategy which incorporates COVID impact upon cultural sector.	Total number of participants in Arts Programmes Number of visitors to Orleans House Gallery
Continue to invest in the library offer in the borough	Develop draft Library Strategy. Complete improvement works to Teddington Library following Heritage approval for roof replacement.	Physical visits to library sites rate (per 1,000 population) % of All library reservation requests supplied within 7 calendar days Electronic / virtual visits to libraries (rate per 1,000 population) Number of new eLibrary members Number of hard copy library issues (per 1,000 population) Number of electronic library issues (per 1,000 population) Total Social Media reach (including Facebook reach, Twitter impressions, Blog views and more) per 1,000 population
Review current library offer in Hampton Wick	Determine library offer at Hampton Wick	As above

BY 2022 WE WILL	KEY ACTIONS FOR 2021/22	KEY SUCCESS MEASURES
Provide more genuinely affordable housing and ensure overcrowding is reduced	<p>For June 2021 ASSHHC, bring forward an Affordable Housing Update report detailing affordable housing performance in 2020/21 and any proposals that would improve affordable housing delivery.</p> <p>To also set out how plans for how LBR Housing Capital Programme Grant can be used to support delivery of affordable housing on a number of sites in the borough, including Council owned sites such as Elleray Hall and Twickenham Riverside where funding gaps are identified.</p> <p>Identify opportunities to provide extensions and conversions to existing social housing properties to provide larger family homes to help tackle overcrowding. This will include reviewing grant levels given the significant benefits in delivering larger family homes</p> <p>Progress five council disposal sites for development for up to 100% affordable housing with one site, Strathmore, commencing on site and four others obtaining planning consent in 2021/22.</p>	<p>Net additional homes provided</p> <p>Number of affordable housing completions</p> <p>Number of family households with dependent children in B&amp;B accommodation for 6 weeks+</p> <p>Number of households living in Temporary Accommodation</p> <p>Number of homeless cases prevented</p> <p>Number of private sector dwellings improved</p> <p>Number of private sector long term vacant dwellings returned to occupation due to council action</p>
Progress Ham Close Regeneration	<ul style="list-style-type: none"> <li>• Working with RHP to ensure the delivery of affordable housing</li> <li>• Public consultation on concept design summer 2021</li> <li>• Planning submission autumn 2021</li> </ul>	As above
Progress Elleray Community Centre and housing scheme	<ul style="list-style-type: none"> <li>• Working with the Elleray Community Association</li> <li>• Identifying and securing a chosen Housing Provider</li> <li>• Planning application submission in Summer 2021</li> </ul>	
Support rough sleepers and reduce homelessness in the borough	<p>Following work undertaken during the COVID-19 outbreak to aim to house all rough sleepers, work with partners to produce and deliver a Rough Sleeper Exit Plan.</p> <p>Monitor activity under the successful MHCLG bid and SPEAR's performance against funding outcomes.</p> <p>In preparation for the anticipated increase in homelessness approaches as a result of the COVID-19 pandemic, review resources to consider how best to target these to prevent and alleviate homelessness where possible.</p>	<p>Number of homeless cases prevented</p> <p>Number of affordable housing completions</p> <p>Number of family households with dependent children in B&amp;B accommodation for 6 weeks+</p> <p>Number of households living in Temporary Accommodation</p>



BY 2022 WE WILL	KEY ACTIONS FOR 2021/22	KEY SUCCESS MEASURES
Reduce fuel poverty in the borough	Continue to develop plans for expansion of fuel poverty programme, targeting energy efficiency measures for vulnerable residents' homes.	
Ensure equality and accessibility are at the heart of the Council's decision making	<p>Engage the Richmond Equality Stakeholder Scrutiny Group to act as a critical friend on decision making, provide an external scrutiny role on the Council's equality and diversity work and identify further actions required to ensure Richmond is a borough for all.</p> <p>Produce annual report on equality for scrutiny by Finance, Policy and Resources Committee. Report to review impact of work undertaken.</p>	
Improve digital inclusion	Explore opportunities to tackling digital inclusion in the borough.	
Lobby at national level for measures to tackle discrimination in the workplace	Identify scope for raising awareness of measures to tackle discrimination with local employers	
Work with local employers to eliminate discrimination and promote equality of opportunity	<p>Share steps taken by the Council with local businesses in order to encourage further adoption of good practice.</p> <p>Work with the Council to implement the Workforce Race Equality Standard across Achieving for Children and Adult Social Care to better understand the experiences of our staff from an ethnic minority background and to identify areas for improvement to enable AfC to be an even more inclusive and diverse organisation</p>	
Work with autism charities to aim to speed up diagnosis of autistic children and young people across the borough	AfC to work with the CCG to draft a children's autism strategy by December 2021. This piece of work will be co-produced with parents including those on the new Parent Panel.	
Promote the Disability Confident scheme to local employers	Promote Disability Confident approach to local employers through campaign	
Achieve Disability Confident employer's accreditation for the SSA	Achieve level three Disability Confident accreditation by Q4 2022/23	

BY 2022 WE WILL	KEY ACTIONS FOR 2021/22	KEY SUCCESS MEASURES
Work with provider MCCH to support more adults with learning disabilities to get into employment	Continue to take forward the actions of the Scrutiny task group that reviewed the employment of people with learning disabilities within the borough.	<p>% of Adults with a learning disability aged 18-64 in paid employment</p> <p>% of Adults with learning disabilities who live in their own home or with their family</p>
Become an employer of choice	Continue to develop our offer to employees, in particular ensuring that our increasing focus on staff wellbeing during the coronavirus pandemic continues. In particular we will focus on staff returning to the workplace as the pandemic eases, enabling an appropriate balance of workplace and home working for staff with service delivery needs continuing to be the overriding factor. Our continuing work on staffing equalities, diversity and inclusion will remain a priority.	
Implement the Council's Information Governance Improvement Plan.	Deliver all actions in the Council's Information Governance Improvement Plan relating to Records Management.	
Incorporate Social Value into evaluation for procurement activity.	Ensure that Social Value is embedded into the evaluation criteria for procurement activity.	
Work with Network Rail and TfL to improve the accessibility of train stations and bus stops in the borough	<p>Network Rail and Council officers have agreed designs for Teddington Station. The scheme received planning consent in 2020 and is expected to start construction in 2021, subject to completion of negotiation with adjacent landowner.</p> <p>Barnes Station concept/feasibility stage is expected to start in 2021, and planning and transport officers have had initial discussions relating to access and conservation issues.</p>	
Review transition arrangements for young people with learning disabilities from children's services to adult services	<p>Continue to improve and develop transition arrangements with Achieving for Children.</p> <p>Work with adult care and housing providers to improve pathway and transition planning for young people with SEND so that services and support are in place to meet their needs, promote independence and enable a positive experience of early adulthood.</p>	

BY 2022 WE WILL	KEY ACTIONS FOR 2021/22	KEY SUCCESS MEASURES
<p>Mitigate the effects of Brexit on EU citizens in our borough by</p> <ul style="list-style-type: none"> <li>• Supporting Citizens' Advice to advise local EU citizens on their rights</li> <li>• Providing a European Passport Return Service to make it easier to apply for residence</li> <li>• Engaging with local businesses about what support they require to navigate the challenges of Brexit</li> </ul>	<p>Support all eligible residents to apply for EU Settled Status ahead of the 30th June 2021 deadline.</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](http://www.richmond.gov.uk/council_performance)

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

#### **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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