



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 electrical and electronic equipment.
- We will plant a record number of trees, invest to improve biodiversity and take pride in 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. We will remain 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.

**FOUR-YEAR
CORPORATE PLAN
STRATEGIC AIM**

BY MARCH 2026 WE WILL

KEY SUCCESS MEASURES

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

- Agree and commence delivery of a new Richmond upon Thames Climate and Nature Strategy 2025-2030.
- Develop and deliver a programme of works to improve energy efficiency and reduce carbon emissions of council buildings as set out in the Decarbonisation Strategy.
- Progress the decarbonisation of the Civic Centre to replace aged gas boilers with air source heat pumps and install LED lights throughout. Scheme to be completed in Autumn 2026.
- Build on success of recent PSDS funding and bid for external funding to support and expand the development and delivery of the decarbonisation of council buildings.
- Implement a Power Purchase Agreement for renewable electricity.
- Deliver Carbon Literacy Training, aiming to reach Silver Carbon Literacy Organisation Certification by delivering training to 20% of employees.

By March 2026

- We will have monitored and reported Council tonnes of CO2 emissions (Scope 1 and Scope 2) (Minimise).

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

- Commence delivery of the Retrofit Strategy, specifically:
 - Employ a dedicated Retrofit Officer.
 - Encourage the take up of able to pay retrofit through improved information and a retrofit focused communication and engagement campaign.
 - Support those facing fuel poverty to improve the energy efficiency of their homes through Warm Home Packs and the Warm Homes Local Grant.
 - Create a retrofit focused Supplementary Planning Document which will provide clarity on planning requirements for retrofit.
 - Update the planning validation checklist to remove the need for individual acoustic reports for heat pumps.
 - Progress work across South London on retrofit skills, building on the skills roadmap already established.

By March 2026

- We will have monitored and reported on Borough-wide Kilotons of CO2e emissions (Scope 1 and Scope 2) (Minimise).
- Report on the number of PRS properties below the Minimum Energy Efficiency Standard (MEES) identified and engaged with.

| FOUR-YEAR CORPORATE PLAN STRATEGIC AIM | BY MARCH 2026 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>Deliver the Climate Action Microgrant programme to provide seed funding, seeking to widen the awareness and access to the programme to currently underserved audiences.</p> <p>Build and support the meaningful engagement created via our Richmond Sustainability Forum, previous recipients of the Climate Action Microgrant programme, the Climate Community Reporter programme and key stakeholder partnerships.</p> <p>Deliver the Cultural Reforesting programme, including the Richmond Arts and Ideas Festival and the exhibition at Orleans House Gallery.</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 to campaign and stand against Thames Water’s Direct River Abstraction Scheme.</p> <p>Continue to oppose public transport cuts.</p> <p>Continue to oppose a third runway at Heathrow.</p> <p>Sign up to the One World Living councils pledge on reducing single use plastic and take action to reduce single use plastic in the organisation.</p> <p>Continue research and discussions around creating a Circular Economy Hub in the borough.</p> | |

| FOUR-YEAR CORPORATE PLAN STRATEGIC AIM | BY MARCH 2026 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>Establish a Circular Economy Hub in the borough to deliver repair and reuse services as well as training for residents and community groups, alongside the chance for residents to buy reused and refurbished items.</p> <p>Improve the Townmead Road Household Recycling and Reuse Centre, including working with reuse and repair organisations to increase the amount of items diverted to reuse.</p> <p>Continue to provide Megaskips events, supported by reuse and repair organisations to increase the amount of items diverted to reuse.</p> <p>Support reuse through mobile Household Reuse and Recycling Centre.</p> <p>Deliver Simpler Recycling legislative additional collections.</p> <p>Implement roadmap to low waste future to offset impact of future legislation.</p> <p>Expand food waste to private flats and flats above shops.</p> <p>Deliver further improvements to contract performance.</p> <p>Deliver targeted communications campaign to increase recycling.</p> <p>Review options for flexible plastic trial.</p> <p>Review Public Recycling Sites to ensure issues are minimised including through ongoing bin refurbishment.</p> | <p>By March 2026</p> <ul style="list-style-type: none"> • 46% of Household waste will be sent for reuse, recycling, and composting. • 4% Domestic food waste will be recycled as % of total household waste. • 361KG household waste per head of population (Minimise). • 70 Reports about non collection of domestic waste per 100,000 bins collected (Minimise). • 95% of Reported missed waste collections cleared within contractual timescales (cumulative). |
| <p>We will plant a record number of trees and introduce a Friends of Street Trees Scheme.</p> | <p>Plant 800 trees, including new and replacement trees.</p> <p>Adopt a new tree planting strategy to maximise the climate resilience, nature recovery, and health benefits of future tree planting.</p> <p>Procure a new tree supply and planting contract with a greater focus on trees in a changing climate.</p> <p>Run a watering campaign with the Friends of Street Trees to support newly planted trees in their first year.</p> <p>Continue to work with the Friends of Street Trees to build a bigger network across the borough.</p> | <p>By March 2026</p> <ul style="list-style-type: none"> • We will have planted 800 new trees. |

**FOUR-YEAR
CORPORATE PLAN
STRATEGIC AIM**

BY MARCH 2026 WE WILL

KEY SUCCESS MEASURES

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

- Deliver actions in the Biodiversity Action Plan that improve the quality of habitats and green spaces.
- Improve the river habitat of the River Crane in Twickenham town centre.
- Develop options for the creation of new ponds on Ham Lands to add water to the range of habitats on the side.
- Participate in a national trial to use natural solutions to controlling invasive plant species.

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

- Commence delivery of the Adaptation and Resilience Strategy.
- Implement parklets programme to reduce environmental risks and expand climate resilient infrastructure.
- Deliver the Local Flood Risk Management Strategy.
- Continue with delivery of the Community Bluescapes project targeting community led flood alleviation in the Beverley Brook catchment area.
- Set out an Outline Business Case for open storage and natural flood management at Strawberry Hill Golf Course.
- Continue to repair defective gullies as reported by Waste and Street Cleansing.
- Continue to work with Thames Water to ensure their carrier drains are operating so that our gullies can discharge surface water on roads.

**FOUR-YEAR
CORPORATE PLAN
STRATEGIC AIM**

BY MARCH 2026 WE WILL

KEY SUCCESS MEASURES

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.

Draft of Transport Strategy 2040 reported to Transport Committee in September 2025 with final Transport Strategy 2040 agreed at Transport Committee by January 2026.

Deliver two pilot schemes under the Pedestrian Improvement Project, including audit two roads and introducing pedestrian facilities.

Deliver the planned highways programme agreed by Committee in April, which will be one of the largest highways maintenance programmes across all London Councils.

By March 2026

- 69% of Trips by borough residents made by sustainable modes (walking, cycling and public transport).
- 47% of Trips by borough residents made by active modes (walking, cycling).
- Monitor new and materially improved pedestrian crossings and KMs of new segregated cycle lanes in the Borough.
- 11% of residents living within 400m of the London-wide strategic cycle network.
- 30% of residents' trips made by car (minimise).
- Monitor number of licensed vehicles owned by Borough residents (minimise).
- Total KSI casualties on roads in the Borough (An) (Minimise).

| FOUR-YEAR CORPORATE PLAN STRATEGIC AIM | BY MARCH 2026 WE WILL | KEY SUCCESS MEASURES |
|---|--|---|
| Remain a leading council on electric vehicles. | <p>Complete delivery of the 2024/25 electric vehicle lamp column charge point programme.</p> <p>Begin procurement of 2025/26 electric vehicle charge points programme.</p> | <p>By March 2026</p> <ul style="list-style-type: none"> • Monitor number of Electric Vehicle (EV) charging sockets (EVCP) added in the Borough. |
| <p>Be a flagship council for cargo bikes and the cargo bike capital of London by providing cargo bike rental services and providing more bike hangars.</p> | <p>Hold a Cargo Bike Festival for Richmond to promote cargo bike usage and take up across the borough.</p> <p>Deliver 25 cargo bike parking bays.</p> <p>Cycle parking: complete delivery of Phase 4 of bike hangers and begin delivery of Phase 5.</p> <p>Develop a new E-bike Strategy and take to Transport Committee for approval.</p> | <p>By March 2026</p> <ul style="list-style-type: none"> • 400 on-street cycle parking spaces added. |
| Extend the school streets programme. | <p>Progress phase 5 of the school streets programme and deliver enhancements to existing schemes.</p> | <p>By March 2026</p> <ul style="list-style-type: none"> • Monitor the % of Primary schools operating school streets. |

**FOUR-YEAR
CORPORATE PLAN
STRATEGIC AIM**

BY MARCH 2026 WE WILL

KEY SUCCESS MEASURES

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

Deliver ambitious and award-winning Air Quality Action Plan 2025-2030 including:

- Monitor and report progress against the ambitious WHO progressive target of 20µg/low for annual mean NO2 by 2030 and use findings to assess development and other projects.
- Carry out a programme of engagement on air quality, including Clean Air Day, programme of schools' engagement and citizen science activities.
- We will deliver London's programme to enforce Non-Road Mobile Machinery (NRMM) air quality policies during construction and development.
- Enforce the borough wide Smoke Control Zone through enforcement of ban on bonfires, new awards programme for restaurants targeting commercial kitchens and supporting communications.

By March 2026

- 100% of reportable monitoring locations achieving the Nitrogen Dioxide air quality objectives (mean concentration of NO2 must not exceed 20 µg/m3 over a 12-month rolling period).
- 100% of monitoring stations achieving the particulate air quality objectives (PM10) (12 month rolling period).
- 100% of monitoring stations achieving the particulate air quality objectives (PM2.5) (12 month rolling period).
- 80% 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 (No Polarity).
- Monitor the number of schools 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 strategically with our partner to understand and respond to cases of anti-social behaviour in the borough.

**FOUR-YEAR CORPORATE PLAN
STRATEGIC AIM**

BY MARCH 2026 WE WILL

KEY SUCCESS MEASURES

Maintain the lowest crime rate in London

Maintain the lowest crime rate in London by delivering the current Community Safety Strategy 2024-2027 and:

- Working with the police and wider partnership to tackle crime and ASB hotspots.
- Delivering the Richmond Community Safer Strategy 2024-2027, responding to violence, ASB, re-offending, hate crime and preventing radicalisation.
- Engaging with the community to address impact and perceptions of crime and ASB.
- Tackling graffiti and work with partners such as Network Rail to ensure its speedy removal.
- Increasing investment in CCTV to address fly-tipping and call out offenders.
- Campaigning for increased Safer Neighbourhood Team resources and local bases.
- Providing specialist training and information to raise awareness of safeguarding and crime prevention.

Work with the police to ensure:

- The right level of policing is in place for Richmond and vacancies across the police SNT remain low.
- The police response in time to incidents, specifically I grade, and S grade calls in the borough remain within target.
- The police continue to respond and engage with the local community to support the increase of community confidence.
- The police continue to play an active role in the Richmond Community Safety Partnership and a statutory partner for the Kingston & Richmond Safeguarding Children Partnership.
- To ensure any significant policing changes are disseminated to partners and community if affected.

By March 2026

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

FOUR-YEAR CORPORATE PLAN STRATEGIC AIM

BY MARCH 2026 WE WILL

KEY SUCCESS MEASURES

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).

Continue to deliver the Richmond VAWG Strategy and tackle domestic abuse by:

- Providing access to specialist support services for victim survivors of domestic abuse through a comprehensive advocacy and support service. Reviewing performance quarterly.
- Implementing and embedding the VAWG strategy through shared partnership approach to achieve outcomes, including an annual review of the Strategy and performance.
- Looking at further good practice and learnings to improve our response and continue to provide specialist DA services, specifically the IDVA service, refuge provision and the One Stop Shop.
- Holding monthly DA MARAC case meetings to ensure a multi-agency response to high-risk DA cases.
- Continuing to support the development of the survivor's forum and the community forum.
- Continuing to support the Safe Space Richmond on Saturday nights to provide a place of safety in the night-time economy, providing information and resources about keeping safe.
- Holding public engagement stalls throughout the year to raise awareness about personal safety and available support services. Information leaflets for local support services and free personal safety resources including personal alarms and drink spiking prevention materials will be available.
- Continuing to deliver bystander sessions to residents, professionals and partner organisations to support the local community's confidence becoming active bystanders.
- Planning a full schedule of training and events ahead of the annual International Day for the Elimination of Violence Against Women on 25th November 2025, and the following 16 Days of Activism against Gender Based Violence.
- Implement the Night Time Strategy action of commissioning a Lighting Strategy over the summer with results at the end of year.

By March 2026

- 400 referrals into commissioned VAWG services (Independent Domestic Violence Advisors).
- We will establish a baseline % of positive outcomes for domestic abuse in the borough.
- We will establish a baseline % of positive outcomes for sexual violence in the borough.
- 90% occupation of refuge spaces.



Making Richmond Fair

Our goal is to make Richmond a fair borough.

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

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

We will enable 20-minute neighbourhoods.

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

We will support communities to make changes and improvements in their local areas.

We will become a Borough of Sanctuary.



FOUR-YEAR CORPORATE PLAN STRATEGIC AIM

BY MARCH 2026 WE WILL

KEY SUCCESS MEASURES

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.

Implement innovative approaches to supporting residents and businesses through the Council's Cost-of-living programme, including:

- Using the LIFT platform to deliver campaigns to increase take up of support residents are entitled to (Healthy Start Vouchers, Attendance Allowance and Council Tax Reduction).
- Continuing discussions with the Department for Work and Pensions (DWP) and His Majesty's Revenue and Customs (HMRC) to improve our access to data that would improve our understanding of who in the borough is eligible for support.
- Developing a programme of auto-enrolment for benefits and concessionary rates and in partnership with Thames Water, pilot the auto-enrolment exercise for residents eligible for WaterHelp and WaterSure. Review success and opportunities to extend this approach to other utility providers.
- Piloting a "Money Hub" approach to provide outreach support to help improve resident's financial resilience, including trialing different demographic and geographic approaches to inform longer-term service planning and delivery and using navigators to trial an in-depth case management approach.
- Focusing on building resident and community resilience and capacity to avoid and respond to the current and future crises, whilst piloting and embedding longer-term interventions into the approach of the Council and its partners based on evidence of need and successful impact.
- Using Breathing Space for both Business Rates and Council Tax.
- Supporting residents during the change from Housing Benefit to Universal Credit
- Adopting a tailored approach to recovering debt owed to the Council by our residents, including using new powers available to us under the Digital Economy Act to combine data held by the DWP and HMRC to create a more holistic view of an individual's circumstances. This will help us to make sure that any action we take to recover debt is proportionate and the most financially vulnerable households are treated fairly in accordance with the Council's Debt Fairness Charter.
- Continue to fund Citizens Advice services.

Provide the Work Match Richmond services to deliver the borough's Employment and Skills Strategy and address labour market disadvantage by supporting residents into training and work.

By March 2025

- 5,000 people offered advice through Citizens Advice Richmond and Richmond AID.
- 100 residents engaged/supported to find work through the Council's employment service.
- 50 of Richmond Work Match Secured Jobs.
- 50 residents that have completed sector-based learning/training.
- 40 people engaged on the Connect to Work scheme.

| FOUR-YEAR CORPORATE PLAN STRATEGIC AIM | BY MARCH 2026 WE WILL | KEY SUCCESS MEASURES |
|--|---|---|
| <p>Become a Borough of Sanctuary.</p> | <p>Welcome and provide support to those fleeing war and persecution, including from Afghanistan, Hong Kong and Ukraine by refreshing and coordinating the delivery of the Sanctuary Strategy Action Plan.</p> | <p>By March 2026</p> <ul style="list-style-type: none"> • 3 resettled refugee families by end of 2025 through Safe and Legal routes consultation. • 80% of housing cases for those on resettlement schemes closed within 6 months. |

FOUR-YEAR CORPORATE PLAN STRATEGIC AIM

BY MARCH 2026 WE WILL

KEY SUCCESS MEASURES

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.

Launch Affordable Homes Richmond and make progress to deliver more than 250 starts on site within the next two years.

Affordable homes being delivered across the borough to include:

- Council-owned sites such as Meadows Hall, Mereway Centre and Ellera Hall – delivering a mix of supported housing, large family homes and affordable flats for low-cost rent or shared ownership.
- Ham Close Regeneration – a partnership with RHP and Hill to build 452 new homes, including 221 affordable homes across all phases. Phase 1 includes 63 affordable homes, evenly split between London Affordable Rent and shared ownership.
- Potterill Court (RHP) – six London Living Rent flats, including accessible homes, on a former garage site. The scheme includes outdoor space, ecological features and secure storage – and offers a pathway into shared ownership.
- Greggs Site (London Square) – 116 new homes, with 58 affordable homes for social rent and shared ownership integrated on-site to help meet local demand.
- Richmond Education and Enterprise Campus – 212 homes, with more than half (108) classed as affordable. Latimer and London Square will deliver 28 for London Affordable Rent and 80 for shared ownership.

Hold a developer breakfast with our main partners in the borough to enable the delivery of affordable housing.

Accessing funds from the GLA and MHCLG develop a new acquisitions programme for 25/26 to buy units within the borough to be used for temporary accommodation. To acquire 50 properties over two years.

Through the pre-application and formal planning application process negotiate robustly to ensure that developers will be building homes which meet the needs of Richmond residents. Working with Development Management, Housing and independent assessors to ensure full scrutiny of financial viability appraisal assumptions to maximise affordable housing.

Continue to engage proactively with the Greater London Authority to ensure that the Council's priorities for the delivery of affordable homes for social rent can be met, including exploring routes for maximising GLA funding.

Publish Richmond's 2025 Housing Delivery Action Plan.

By March 2026

- 88 affordable housing completions.
- 411 net additional homes provided.
- 80% of major planning applications processed within 13 weeks or statutory timeframe.
- 75% of non-major planning applications processed within 8 weeks or statutory timeframe.
- 5% of Council's decisions on major applications which are overturned at appeal (Minimise).
- 5% of Council's decisions on non-major applications which are overturned at appeal (Minimise).

**FOUR-YEAR CORPORATE
PLAN STRATEGIC AIM**

BY MARCH 2026 WE WILL

KEY SUCCESS MEASURES

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.

Maintain a universal early help offer in our family hubs and youth centres so that families and young people can seek information, advice and help at an early stage and in a welcoming environment.

Develop a multi-disciplinary Family Help Service combining targeted early help and support for Children in Need (CIN). At a minimum family support workers (or equivalent) and social workers will be brought together into a single service, delivering a whole family approach, as set out in the Government reforms.

By March 2026

- 6% Early Help cases that step up within 3 months (minimise).
- 90% of families first interventions closed with a positive outcome (cumulative).
- 95% of social work open cases with a supervision discussion recorded within 8 weeks.
- 90% of Referral decisions made within 24 hours.

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.

Develop targeted outreach support for adolescents and their families so that young people's needs can be safely met at home or in their communities rather than needing residential care.

March 2026

- 75% of Pupils achieving the expected standard in Reading, Writing & Maths at KS2.
- 65% of Pupils reaching a Level 5 in both English and Maths.

FOUR-YEAR CORPORATE PLAN STRATEGIC AIM

BY MARCH 2026 WE WILL

KEY SUCCESS MEASURES

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.

Deliver the updated SEND Futures Plan 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.

Ensure that our local priorities and projects align with the legislation and guidance outlined in the National SEND White Paper which will be published in late Spring 2025.

- By March 2026**
- 80% of Education, Health, and Care Plans (EHCPs) completed within statutory timescale of 20 weeks (including exceptions).
 - 80% of Children and young people with EHCPs who are educated within the borough.
 - 80% of Final amended EHCPs issued within 8 weeks of the draft amended EHCP.

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

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

- Opening the Strathmore Secondary Centre at Hampton, which will provide 24 new places for children and young people, in September 2026.
- Opening the Clarendon Centre at Petersham, which will provide 70+ new places for children and young people, in September 2026.
- Continuing to work with the DfE and the Beckmead Trust to deliver the London River Academy, providing 90 place special free school places for children with social, emotional and mental health issues by September 2027.

In the interim deliver modular classrooms for 14 pupils at Capella House from September 2025 and work with the Beckmead Trust to establish a satellite provision at Nelson Primary School 2025, providing 45 school places.

FOUR-YEAR CORPORATE PLAN STRATEGIC AIM

Building on the successful Ofsted inspection in 2022 by **maintaining strong services for children in need of help and protection from harm**, ensuring that children in care 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.

BY MARCH 2026 WE WILL

Strengthen our approach to family network meetings and family group conferences as set out in the Government reforms, to help identify and approve kinship and connected carers for children and young people as a viable alternative to foster and residential care.

Improve the support available to kinship and connected carers and set this out in a published local offer by September 2025.

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

- Participating in the Department for Education's regional foster carer recruitment programme.
- Participating in the Department for Education's Regional Care Cooperative pathfinder programme to implement the Mockingbird programme to provide peer support, training, mentoring and short breaks to foster carers.
- Develop a care leavers' guarantor scheme and improve the range of support available to care leavers to enable them to move into their own housing with appropriate support.

Empower and support children and young people to hold decision-makers to account for the commitments they have made to deliver or improve services in the Children's and Young People's Plans by progressing the actions as set out in the Participation Strategy.

KEY SUCCESS MEASURES

By March 2026

- 95% of Assessments completed within 45 working days.
- 90% of Initial Child Protection Conferences (ICPC) held within 15 Working Days of s.47 Enquiry.
- 98% of Children subject to Child Protection Plan for 4 weeks or more, who have been visited within last 20 working days.
- 95% of CLA visited within statutory timescale.
- 95% of CLA who have gone missing that are offered a return home interview (RHI) within 72hrs.
- 65% of CLA missing from care receiving a return home interview (RHI).
- 89% of CLA with an annual health assessment.
- 3% of 16–17-year-olds who are confirmed as not in Education, Employment, or training status (including those whose status is not currently known) (Minimise).
- 60% of Care Leavers aged 19-21 years in Employment, Education or Training.
- 95% of Care Leavers aged 19-21 years in suitable accommodation.
- 90% of Care Leavers aged under 18 with an up-to-date pathway plan.
- 55% of CLA in foster placements who are placed with in-house foster carers.
- 21% of CLA placed 20+ miles from home.

**FOUR-YEAR CORPORATE
PLAN STRATEGIC AIM**

BY MARCH 2026 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.

Continue to improve the timeliness of initial and annual health assessments for children in care and care leavers so that they have the support they need to maintain good physical and emotional health and to help manage any health conditions.

By March 2026

- 75% of young people leaving emotional health service as a planned exit.

Continuing investment in playgrounds and enhancing and promoting the Youth Leisure Card **to widen youth access to leisure.**

- Complete quality audit of all playgrounds.
- Launch consultation on priority sites.
- Following consultation commence implementation and complete priority playground sites
- Continue to develop the Richmond Inclusive Sport and Exercise programme (ongoing).
- Enhance and promote the Youth Leisure Card and continue to increase the number of youth engagement programmes.

**FOUR-YEAR CORPORATE
PLAN STRATEGIC AIM**

BY MARCH 2026 WE WILL

KEY SUCCESS MEASURES

Ensuring that those who need our help are protected by:

Improving digital inclusion

We are committed to continuing to ensure that our residents have access to IT resources, fostering digital inclusion across the community. In 25/26 we plan to continue and expand upon in the coming year:

- **Wi-Fi Upgrades:** We will upgrade Wi-Fi across main campuses and remote sites, enabling Directorates to deliver faster and better services to residents.
- **Streamlining Services:** We will streamline various services to improve efficiency and enhance the user experience for our residents.
- **Social Care Front Door:** We will automate processes using Power Apps for our Social Care front door, speeding up services and allowing Social Care colleagues to spend more time with valued residents and clients instead of repetitive tasks.
- **Innovative Solutions:** We will continue to be key players in trialing and piloting innovative solutions to benefit our residents.

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

Following the launch of the Social Housing Improvement Plan work with the four main housing associations to ensure they provide an annual update to committee on their performance against the plan. Produce an annual audit report to present to Committee analysing the annual reports and the tenant satisfaction measures submitted as part of Regulatory returns.

By March 2026

- 90 private sector dwellings with serious hazards identified and removed.
- 80% of HMOs inspected within 20 working days of valid application.
- 90 properties where major disability adaptations have been completed.
- 698 households living in Temporary Accommodation (Minimise).

**FOUR-YEAR CORPORATE
PLAN STRATEGIC AIM**

BY MARCH 2026 WE WILL

KEY SUCCESS MEASURES

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

By end of Summer 2025 ensure the Rough Sleeper Hub is open and operational and, as part of that, roll out the 'super-outreach' model of supporting those experiencing or with a history of, rough sleeping so that every door becomes the right door and the individual only has to tell their story once.

With the recruited downsizing officers – rebrand the scheme and work with housing association partners to tackle under occupation to increase downsizing moves to release more larger homes to be returned to the Council for nomination for families in need.

Review procedures and working with local partners, including Citizen's Advice following the Renters Reform Act, particularly identifying and addressing any subsequent evictions.

By March 2026

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

Looking after those who need our help.

Support more people to remain living independently in their homes for longer using creative care technology services. Promote independence through strengthening the reablement offer and improve the hospital discharge experience by reviewing the vision, purpose and processes/allocation of resources.

By March 2026

- 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.
- 392.4 Rate of admissions into residential and nursing care per 100,000 population 65+ (Minimise).
- 96% of section 42 safeguarding enquiries where a risk was identified, and the reported outcome was that this risk was reduced or removed.
- 95 Number of people quitting smoking through smoking cessation service.
- 8% of Eligible people who have received an NHS Health Check.

**FOUR-YEAR CORPORATE
PLAN STRATEGIC AIM**

BY MARCH 2026 WE WILL

KEY SUCCESS MEASURES

Giving more support to those who are caring for others.

Ensure that unpaid carers are identified and valued and that their needs are assessed, and they can access support when they need it.

Enhance the support available to carers in the borough through an online carers assessment platform for unpaid carers across SW London through the Accelerating Reform Fund (ARF).

Continue the co-production of the Richmond Carers Charter with carers ready for launch in 2026. Ensure that needs are understood and respite provision is reviewed and enhanced.

By March 2026

- 65% of Carers who received an assessment during the year.

Developing partnership working to improve mental health support.

Continue to deliver our mental health commissioning intentions and pathway service model in line with the recommendations from our service review, enhancing the quality and local supply pipeline of supported accommodation with support for people with mental health needs.

Continue to deliver actions agreed in the Suicide and Self-harm Prevention Strategy.

Continuing to **help those living with dementia and their families.**

Continue to deliver Priority phase 1 actions from our Dementia Strategy to prevent and reduce the risk of dementia. Deliver a new modern-day service offer to provide integrated and enhanced opportunities for residents and their carers to maintain their independence and provide enhanced dementia provision.

Award our Care Homes contract with a strategic partner to deliver integrated care and facilities management for our three Council Care Homes in Richmond, with agreed remodelling plans to enhance complex care and dementia care for residents.

Increasing local social prescribing.

Enhance our Community Independence Living Services through our refreshed long term partnership commitment with the voluntary sector, embedding digital innovation and inclusion and focusing support to residents to prevent, reduce and delay care needs to maintain independence.

**FOUR-YEAR CORPORATE
PLAN STRATEGIC AIM**

BY MARCH 2026 WE WILL

KEY SUCCESS MEASURES

Working with hospitals, GPs, social services, and voluntary groups to **better integrate healthcare.**

Achieve more efficient and effective integrated health and care services focussed on developing neighbourhood health services.

Provide leadership support to the Health and Wellbeing Board in overseeing delivery of the Joint Local Health and Wellbeing 5-Year Strategy.

Deliver our Sexual and Reproductive Health Strategy and implement the commissioning plan for integrated Sexual Health Services, working in collaboration with SWL boroughs.

Prepare for implementation of social care reforms and implementation of ASC Assurance Framework.

Continue to prepare for the CQC assessment to ensure that the Council and its wider partners are assessment-ready and support CQC assessment as and when required, so that the Council’s ASC services are recognised as providing high standards of care and support.

Be a place of communities contributing to making one great whole by:

Enabling 20-minute neighbourhoods by creating planning policies to support these.

Progress the Richmond Local Plan to adoption.

Prepare and adopt suite of Supplementary Planning Documents to provide additional guidance on policy implementation within the borough: Sustainable Construction, Planning Obligations, Affordable Housing, Domestic Retrofit, Transport, Local Views, Biodiversity, Trees.

Support communities to make changes and improvements in their local areas.

Deliver a programme of neighbourhood Community Conversations.

Commission community capacity building research which will identify how the Council engages and works in partnership with the VCS, wider partners and residents to build community capacity and participation.

Undertake a needs assessment of the generalist and specialist advice services, which will identify any gaps and pressures in response to accessing specialist advice and guidance.

Progress the Richmond Partnership following successful conference in November 2024 by building on feedback and actions suggested by partners on the day.

FOUR-YEAR CORPORATE PLAN STRATEGIC AIM

BY MARCH 2026 WE WILL

KEY SUCCESS MEASURES

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

- Prepare and submit a Richmond Growth Plan to Committee for agreement.
- Support our high streets and local traders by co-ordinating or leading local advice and networking, local recruitment through Work Match.
- Support local businesses by holding an Employ Richmond event as part of our Work Match programme.
- Launch the Connect to Work Programme.
- Begin work on key Public Realm Investment Fund improvements including Heathfield, Castlenau and Broad Street.
- Develop and consult on a Cultural Tourism Offer.
- Review and update the Council’s policy for events in parks, commons, open spaces and on the towpath.
- Complete a review of the application process for events on council-managed land.

Invest in local areas by delivering the Public Realm Investment Fund for high streets and green spaces and continue pavement and road improvement programmes.

Progress the Public Realm Improvement Fund (PRIF) projects.

- By March 2026**
- 100% Attendance to all Dangerous Highway defects within 24hrs of notification.

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.

- Develop an activation and delivery plan for Richmond Town Centre, bringing to life the new vision we’ve created with residents, celebrating our rich culture and vibrant community, right at the heart of the borough.
- Co-produce plans to increase access to sports and physical activity through Community Sport and Physical Activity Network (CSPAN) as per Leisure, Sport and Physical Activity Strategy.
- Promote activities associated with Women’s Sport/links to Rugby World Cup 2025.
- Boost participation through Women and Girl action plan, as agreed by Committee.
- Deliver Commonplace site to drive up engagement in Richmond Moves Together.
- Deliver Richmond Arts and Idea Festival 2025.

- By March 2026**
- 4,710 Physical visits to library sites rate (per 1,000 population).
 - 7,348 library issues (Hard Copy & Electronic) (per 1,000 population).
 - 900,000 overall attendance at sports and fitness centres.
 - 51,000 participants in Arts Programmes (including Orleans House Gallery).

| FOUR-YEAR CORPORATE PLAN STRATEGIC AIM | BY MARCH 2026 WE WILL | KEY SUCCESS MEASURES |
|---|--|----------------------|
| Make Twickenham Riverside an exciting new heart for the town. | Progress Twickenham Riverside, including start on site. | |
| Develop plans to improve and enhance the Thames Towpaths. | Commence through stage 2 and finalisation of the Draft. | |
| Look at ways to refurbish / improve Pools on the Park. | Close procurement and create plan for Pools on the Park improvement works in 2026/27. Procurement and surveys underway. | |
| Improve Whitton Community Centre. | Support the new Whitton Community Centre Reprovision scheme - working closely with the Whitton Community Association to deliver a detailed design for a brand-new community centre and up to 36 new residential units at 100% social rent. | |
| Complete the Elleray Hall Development. | Continue to support the Elleray Hall Reprovision scheme – working closely with Elleray Community Association to deliver a brand-new community centre. | |
| Continue to safeguard our built heritage and conservation areas. | Continue to safeguard our built heritage and conservation areas through consideration of listed building applications and provision of expert advice on planning applications, enforcement cases and the Heritage at Risk register. | |



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.

**FOUR YEAR CORPORATE
PLAN STRATEGIC AIM**

BY MARCH 2026 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.

Implement a Customer Access Strategy and regularly review customer interactions to ensure they meet agreed quality standards.

Track key performance indicators (KPIs) such as response time, resolution time, and customer satisfaction scores.

Regularly review and analyse customer demand/feedback and performance metrics to identify trends and common issues.

Continuously assess the effectiveness of both the reception area and email contact to make improvements based on feedback and changing needs.

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

Improve website and self-service options, actively use emerging AI and virtual agent integrated technology to help customers find answers quickly and report issues. This will free up officer time to focus on our most vulnerable residents and reduce wait times for those who need personalised support.

Use digital visitor management systems to streamline check-ins.

Advise our Directorates on designing intuitive and user-friendly digital interfaces for public services to enhance user experience.

Offer support through multiple digital channels, including chatbots, social media, and mobile apps, to ensure residents and partners can easily access services.

Implement systems to collect and analyse feedback from users to continuously improve digital services.

By March 2026

- 80% of calls will be answered within 20s (%).
- 80% Telephone customers satisfied with service provided.
- 80% Email customers satisfied with service provided.
- 70% Webchat customers satisfied with service provided.

**FOUR YEAR CORPORATE
PLAN STRATEGIC AIM**

BY MARCH 2026 WE WILL

KEY SUCCESS MEASURES

Run the Council efficiently by reducing the amount of council office space and sell or rent out spare buildings and save money in back-office activities and buy in services more effectively.

Progress the Council's Change Programme.

Progress the decarbonisation, office consolidation and improvements to the workspace at the Civic Centre. Project to include the provision of VCS Hub to be available from Autumn 2026. Completion of all works targeted for mid-Autumn 2026.

Implement the refreshed Richmond VCS Property Strategy.

Embrace digital opportunities to deliver on our vision to support people to live longer, healthy, fulfilling lives.

Implement continuous learning focused on digital skills, including cybersecurity, data analytics, and emerging technologies. This ensures our staff are equipped to handle digital transformation.

Create an innovation lab where employees can experiment with new technologies and develop innovative solutions to business challenges.

Ensure all digital platforms and services are accessible to people with disabilities by following best practices for web accessibility.

Collaborate with partner organisations like LOTI and SOCITM to share ideas on providing digital access and resources to underserved communities.

Use advanced data analytics to gain insights into service usage and identify area for improvement.

- By March 2026**
- 85% of Invoices paid on time (within 30 days or agreed terms).
 - 98.2% Council Tax Collection rate.
 - 98% Non-Domestic Rates (Business Rates) Collection rate.

| FOUR YEAR CORPORATE PLAN STRATEGIC AIM | BY MARCH 2026 WE WILL | KEY SUCCESS MEASURES |
|---|--|----------------------|
| <p>Improve recruitment and retention of Council staff.</p> | <p>Develop an employee value proposition to strengthen how we attract and recruit, ensuring a great candidate experience with our new strong employer brand.</p> <p>Develop a career progression framework.</p> <p>Establish a robust talent management and succession planning framework across all services.</p> <p>Launch a structured leadership development offer for managers, aiming to equip them with advanced skills and knowledge to handle organisational challenges.</p> <p>Work with Directorates on workforce and succession planning.</p> <p>Launch a new employee engagement strategy focused on culture of continuous feedback and listening to improve employee experience.</p> | |

Ensuring that the Council delivers on these commitments

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



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

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

STRATEGIES AND PLANS SUPPORTING DELIVERY OF THE CORPORATE PLAN:

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

Contact us

Policy@richmond.gov.uk