

END-YEAR 2025/26 CORPORATE PLAN KEY PERFORMANCE INDICATOR RESULTS

London Borough of Richmond

1 July 2026

Adult Social Services, Health, and Housing (ASSHH) Committee

PI Code	PI Name	2024/25	2025/26			2025/26
		Value	Value	Target	DoT	Note
Adult Social Services & Public Health Directorate						
RDASC-OP-001	% of enquiries to Adult Social Care where needs were met at first point of contact and did not need to progress to an assessment	80.9%	77.8%	75%	↓	
RDASC-OP-002	Rate of admissions into residential and nursing care per 100,000 population 65+ (<i>Minimise</i>)	359	425.3	386.4	↓	The population aged 85+ is projected to grow by 48% over the next decade. The average care home admission age is 86, showing that people are living independently for longer. The Council is delivering a transformation programme focusing on prevention and community-based support to reduce avoidable admissions. Rising care home costs above inflation have also contributed to more residents depleting their capital this year.
RDASC-OP-005	% of Carers who received an assessment during the year	71.4%	71.2%	65%	↓	
RDASC-OP-007	% of section 42 safeguarding enquiries where a risk was identified and the reported outcome was that this risk was reduced or removed	98.6%	98.6%	96%	—	
RDASC-PH-001	Number of people quitting smoking through smoking cessation service (<i>1QA</i>)	97 (Q3)	134 (Q3)	65 (Q3)	↑	Indicator reported 1 quarter in arrears. Q3 result shown.
RDASC-PH-002	% of Eligible people who have received an NHS Health Check (<i>1QA</i>)	7% (Q3)	5.4% (Q3)	5.2% (Q3)	↓	Indicator reported 1 quarter in arrears. Q3 result shown.
Resident Services Directorate						
RRS-ENS-003	Number of private sector dwellings with serious hazards identified and removed	91	91	90	—	
RRS-ENS-004	% of HMOs inspected within 20 working days of valid application	86%	90%	80%	↑	
RRS-ENS-012	Number of PRS properties below the Minimum Energy Efficiency Standard (MEES) identified and engaged with	N/A NEW	145	Data only	N/A	
RRS-HS-001	Number of households living in Temporary Accommodation (<i>Minimise</i>)	678	698	693	↓	

End-year 25-26 Richmond Corporate Plan KPIs

PI Code	PI Name	2024/25	2025/26			2025/26
		Value	Value	Target	DoT	Note
RRS-HS-002	Number of family households with dependent children in B&B accommodation for 6 weeks+ (<i>Minimise</i>)	0	0	0	▬	
RRS-HS-003	Number of homeless cases prevented	222	244	153	↑	
RRS-HS-004	Number of properties where major disability adaptations have been completed	98	116	90	↑	
RRS-SD-001	Number of affordable housing completions	29	37	88	↑	37 units completed in 2025/26. This includes homes which were projected to be delivered at the end of the previous financial year. 63 affordable homes were projected to be delivered as part of Ham Close regeneration project Phase-1, which is being led by Richmond Housing Partnership (RHP) who own and manage the homes. However, on-site delays, particularly associated with legal discussions over a sub-station, have delayed practical completions of all 63 homes until June 2026.

Education and Children’s Services (ECS) Committee

PI Code	PI Name	2024/25	2025/26			2025/26
		Value	Value	Target	DoT	Note
RCS-AFC-CIN-1	% of Assessments completed within 45 working days	93.5%	93.9%	95%	↑	
RCS-AFC-CIN-2	% of Initial Child Protection Conferences (ICPC) held within 15 Working Days of S47 Enquiry	90.9%	96%	90%	↑	
RCS-AFC-CIN-3	% of Children subject to Child Protection Plan for 4 weeks or more, who have been visited within last 20 working days	97.7%	100%	98%	↑	
RCS-AFC-CIN-4	% Early Help cases that step up within 3mths (<i>Minimise</i>)	3.4%	5.6%	6%	↓	

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PI Code	PI Name	2024/25	2025/26			2025/26
		Value	Value	Target	DoT	Note
RCS-AFC-CIN-5	% of Social work open cases with a supervision discussion recorded within 8 weeks	82.6%	84%	95%	↑	Case supervision timeliness remained stable throughout Q4, recovering slightly from the Q3 dip to close the year at 84% in March. While performance has not returned to the Q1 peak of 91%, it is important to note that this metric only captures formal 'Case Supervision' meetings within an eight-week cycle. This remains just one of several methods utilised for continuous case review and managerial oversight.
RCS-AFC-CIN-6	% of Referral decisions made within 24 hours	85.5%	82.1%	90%	↓	
RCS-AFC-CL-1	% of Care Leavers aged 19-21 years in Employment, Education or Training	57.4%	61%	60%	↑	Performance continued to remain steady, with a small decrease from 62% in Q3 to 61% in Q4, remaining above target. This figure is also higher than the national, London, and latest statistical neighbours averages. Throughout the year, performance remained within this range, peaking at 65% in Q1. Currently, 32 young people are NEET due to various barriers. Of these, 25% (8) are due to illness or disability, 38% (12) are actively seeking employment, 9% (3) have no right to work and 9% (3) is due to lack of engagement. The remainder (6) is attributed to mental health challenges, pregnancy, or other circumstances. A number of strategies continue to be utilised to support young people, including our preventative attendance tracking and support with transitions. In addition, the use of wider services such as Connect to Work, WorkMatch, and Stay Nimble careers services, as well as creating roles alongside local employers will help to provide further opportunities. Furthermore, AfC Virtual College and the leaving care team are engaged in the Care to Career research programme with King's College London and Drive Forward. The aim of this research is to better understand what works well in regard to support for young people and disseminate this information. Finally, AfC internships to support our young people are currently being created and are due to go "live" in the near future.
RCS-AFC-CL-2	% of Care Leavers aged 19-21 years in suitable accommodation	97%	96.3%	95%	↓	
RCS-AFC-CL-3	% of Care Leavers aged under 18 with an up to date pathway plan	94.3%	93.3%	90%	↓	

End-year 25-26 Richmond Corporate Plan KPIs

PI Code	PI Name	2024/25	2025/26			2025/26
		Value	Value	Target	DoT	Note
RCS-AFC-CLA-1	% of CLA visited within statutory timescale	94.7%	91.8%	95%	↓	
RCS-AFC-CLA-2	% of CLA in foster placements who are placed with in-house foster carers	39.4%	37.7%	55%	↓	Throughout 2025/26, Richmond performance remained consistently below the 55% target and the 44% red line, ending the year at 38%. Following a slight decline from Q1 (43%) to Q2 (40%), the rate remained static through the second half of the year. The primary barrier continues to be the national and local shortage of mainstream foster carers, which has constrained in-house sufficiency. In response, Richmond has implemented targeted recovery actions, including the launch of a Council Tax reimbursement policy in April 2025 and participation in the Fostering South East DfE pilot to leverage regional recruitment resources.
RCS-AFC-CLA-3	% of CLA placed 20+ miles from home (<i>Minimise</i>)	28.7%	23.9%	21%	↑	
RCS-AFC-CLA-4	% of CLA who have gone missing that are offered a return home interview (RHI) within 72hrs	96.2%	94.7%	95%	↓	
RCS-AFC-CLA-5	% of CLA missing from care receiving a return home interview (RHI)ma	72.3%	85.3%	65%	↑	
RCS-AFC-CLA-6	% of CLA with an annual health assessment	80%	76.5%	89%	↓	Current performance of 77% sits just below the latest published benchmarks for our statistical neighbours (89%) and England (90%). End of year cleansing of this data is currently underway and will be completed by the end of July. It is anticipated this figure will improve. The digitalisation of the CoramBAAF health forms is now in the implementation phase and this should improve performance and reporting in this area. To support this rollout, a jointly updated mandatory e-health training module will be delivered to practitioners in June. Operationally, the CLA Health Tracker meetings continue to successfully drive down the list of outstanding actions by swiftly identifying and addressing localized issues. While practitioner capacity and staff turnover remain recurring themes where delays occur, these are being actively mitigated through targeted senior management oversight and the proactive pre-completion of forms by the CLA Business Support Officer, which significantly streamlines the review process for social workers.

End-year 25-26 Richmond Corporate Plan KPIs

PI Code	PI Name	2024/25	2025/26		2025/26	
		Value	Value	Target	DoT	Note
RCS-AFC-EA-1	% of Young people leaving emotional health service as a planned exit	73.7%	71.9%	75%	↓	In Q4 2025/26, the percentage of young people leaving the service as a planned exit was significantly impacted by the transition of Tier 2 services from Achieving for Children to South West London and St George's Mental Health NHS Trust (SWLStG), which took place in the latter half of the financial year. AfC are collaborating with service leads to review this metric and develop a replacement KPI that more accurately reflects current service performance and monitoring requirements.
RCS-AFC-EA-2	% of 16-17 year olds who are confirmed as not in Education, Employment or training status (including those whose status is not currently known) (<i>Minimise</i>)	1.4%	2.7%	3%	↓	There are currently 107 young people within London Borough of Richmond's 16-17 academic age cohort who are recorded as either being part of the NEET or Not Known groups. The monthly combined NEET and Not Known percentage for the London Borough of Richmond is 2.7%. This is a change of 1.0% on the previous month's performance. Overall 52.3% of the total combined NEET and Not Known group are currently from Not Known activities. with the NEET group making up 47.7%. When compared with national benchmarking the London Borough of Richmond would be within performance Quintile 1 (Ranking 16/151).
RCS-AFC-FS-2	% of families first interventions closed with a positive outcome (cumulative)	84.21%	67%	90%	↓	AfC recognises that closing scaling is not always being completed accurately, which is subsequently impacting data quality. The team is in the process of reviewing the approach with the aim of providing a more comprehensive picture of performance. As a result, it is anticipated that datasets will be much more reflective of current family feedback by the start of July. Furthermore, capacity challenges have been further compounded by recent short-term staff sickness alongside increased caseloads, both of which have temporarily impacted practitioner availability.
RCS-AFC-SEN-1	% of Education, Health and Care Plans (EHCPs) completed within statutory timescale of 20 weeks (including exceptions)	94.6%	98.3%	80%	↑	
RCS-AFC-SEN-2	% of Children and young people with EHCPs who are educated within the borough	69.2%	71.1%	80%	↑	

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PI Code	PI Name	2024/25	2025/26			2025/26
		Value	Value	Target	DoT	Note
RCS-AFC-SEN-3	% of Final amended EHCPs issued within 8 weeks of the draft amended EHCP	84.1%	89%	80%	↑	
RCS-AFC-CLA-7	% of CLA reported missing	N/A NEW	16.6%	N/A	N/A	

Environment, Sustainability, Culture and Sports (ESCS) Committee

PI Code	PI Name	2024/25	2025/26			2025/26
		Value	Value	Target	DoT	Note
Growth & Place Directorate						
RGP-P-001	% of Major planning applications processed within 13 weeks or statutory timeframe	100%	100%	80%	▬	
RGP-P-002	% of Non-Major planning applications processed within 8 weeks or statutory timeframe	87.7%	95.7%	75%	↑	
RGP-P-004	% of Council's decisions on major applications which are overturned at appeal (<i>Minimise</i>)	N/A NEW	0%	5%	N/A	
RGP-P-005	% of Council's decisions on non-major applications which are overturned at appeal (<i>Minimise</i>)	N/A NEW	2.68%	5%	N/A	
Resident Services Directorate						
RRS-CL-001	Physical visits to library sites rate (per 1,000 population)	4,689	4,996	4,710	↑	
RRS-CL-002	Number of library issues (Hard Copy & Electronic) (per 1,000 population)	7,299	7,698	7,348	↑	
RRS-CL-003	Total number of new Trees planted annually	815	610	800	↓	The main tree planting season runs annually from autumn to spring. However, it is possible to plant some species slightly later than this. During the 2025/26 season, we invested in replanting tree pits that in some cases had been vacant for several years and required additional preparatory work. This focus meant that planting progressed more

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PI Code	PI Name	2024/25	2025/26			2025/26
		Value	Value	Target	DoT	Note
						slowly than usual. By the end of March 2026, 610 trees had been planted. We completed the programme of 800 trees in May 2026, using species suitable for planting later in the season.
RRS-CL-004	Total number of participants in Arts Programmes (including Orleans House Gallery)	61,020	77,996	51,000	↑	
RRS-CL-005	Overall attendance at sports and fitness centres	1,030,357	Data not yet available	900,000		Transition to new leisure management IT system as well as commencement of new contracted operator for Pools on the Park and Teddington Pool from October during the 2025/26 financial year has led to some gaps in available attendance data for this KPI. Post October provision through contractor GLL will be provided but full year on year comparison across all sites will not be possible.
RRS-WR-001	KG household waste per head of population (Minimise) (1QA)	99.3 (Q3)	88.5 (Q3)	91 (Q3)	↑	Indicator reported 1 quarter in arrears. Q3 result shown.
RRS-WR-002	% of Household waste sent for reuse, recycling and composting (1QA)	42.5% (Q3)	46.2% (Q3)	46% (Q3)	↑	Indicator reported 1 quarter in arrears. Q3 result shown.
RRS-WR-003	Domestic food waste recycled as % of total household waste (1QA)	3.5% (Q3)	3.9% (Q3)	4% (Q3)	↑	Indicator reported 1 quarter in arrears. Q3 result shown.
RRS-WR-004	Reports about non collection of domestic waste per 100,000 bins collected (Minimise)	53.1	76	70	↓	Although the annual target was missed, the result for the 3-month period Jan-Mar '26 was much improved (down to 59 missed collection reports per 100,000). The improvement is because of continued contract monitoring, improved inspections and supervision by the contractor and contract monitoring officers. A Key Inspections process has been implemented for ongoing/repeated waste collection concerns.
RRS-WR-005	% of Reported missed waste collections cleared within contractual timescales (cumulative)	99.6%	99.4%	95%	↓	
RRS-WR-006	Average time (days) taken to clear a reported fly-tip (Minimise)	2.25	2	5	↑	
RRS-WR-007	% of Public streets with acceptably low levels of litter and detritus after cleansing	93.3%	96.9%	98%	↑	

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PI Code	PI Name	2024/25	2025/26			2025/26
		Value	Value	Target	DoT	Note
RRS-WR-008	Total number of fly-tipping enforcements (Number of penalty notices and warning letters issued to addresses) (cumulative) <i>(No Polarity)</i>	2,323	4,590	Data only	N/A	
RRS-WR-009	Total number of fly-tipping incidents identified by or reported to the Council (cumulative) <i>(No Polarity)</i>	4,595	6,075	Data only	N/A	
RRS-ENS-001	% of high-risk food premises inspected within the defined timescale	98%	99%	100%	↑	
RRS-ENS-002	% of New massage & special treatment premises inspections carried out within 28 working days of valid application	50%	100%	95%	↑	
RRS-ENS-013	% of compliant premises selling age restricted products	N/A NEW	100%	100%	N/A	

Finance, Policy and Resources (FPR) Committee

PI Code	PI Name	2024/25	2025/26			2025/26
		Value	Value	Target	DoT	Note
Adult Social Services & Public Health Directorate						
RDASC-BOS-001	Number of resettled refugee families by end of 2025 through Safe and Legal routes consultation	N/A NEW	1	3	N/A	This KPI is reported on a calendar year. 1 family was resettled in 2025. Agreed to support 4 'Find Your Own' referrals, but none has secured accommodation in Richmond. 3 Local Authority Housing Fund properties available, but MHCLG rule changes requiring them to be in-borough have delayed their use. Options for holding this stock are being explored and once identified at least 2 properties will be offered to families in transitional accommodation.


End-year 25-26 Richmond Corporate Plan KPIs

PI Code	PI Name	2024/25	2025/26			2025/26
		Value	Value	Target	DoT	Note
RDASC-BOS-003	% of housing cases for those on resettlement schemes closed within 6 months	N/A NEW	82.6%	80%	N/A	
Change & Innovation Directorate						
RCID-CUS-001	Customer Centre: Telephone Service Level - Calls answered within 20s (%)	76%	81.4%	80%	↑	
RCID-CUS-003	% Telephone customers satisfied with service provided	N/A NEW	74%	80%	N/A	Drop in satisfaction score in line with customer's disappointment with overall resolution. Sometimes this is out of the advisor's hands so does not reflect on their performance on the call.
RCID-CUS-004	% Email customers satisfied with service provided	N/A NEW	84.6%	80%	N/A	
RCID-CUS-005	% Webchat customers satisfied with service provided	N/A NEW	92.3%	70%	N/A	
Chief Executive's Group						
RCEG-CP-001	Number of people offered advice through Citizens Advice Richmond and Richmond AID	9,735	10,283	5,000	↑	
RCEG-CS-001	Overall Crime rate (per 1,000 residents) <i>(Minimise)</i>	61.86	59.05	Data only	↑	As per the Metropolitan Police Service dashboard, Richmond currently has the lowest Total Notifiable Offences per 1000 rate in London therefore Richmond remains the safest London Borough. The largest offence group for Richmond this quarter was theft. Metropolitan Police led operations continue to tackle theft and to take appropriate action against perpetrators, whilst working in partnership with the council to support and reassure victims of this crime.
RCEG-CS-003	Number of referrals into commissioned VAWG services (Independent Domestic Violence Advisors)	439	455	400	↑	
RCEG-CS-006	% occupation of refuge spaces	91.4%	96.3%	90%	↑	



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PI Code	PI Name	2024/25	2025/26			2025/26
		Value	Value	Target	DoT	Note
RCEG-CS-007	% of positive outcomes for domestic abuse in the borough	8.1%	14.3%	Data only	↑	There was a 14.3% positive outcome rate recorded from 1270 Domestic Abuse (DA) cases. This target seeks to provide a measure of DA crimes which have a positive outcome in terms of progression from arrest to a charge, caution, or other formal sanction.
RCEG-CS-008	% of positive outcomes for sexual violence in the borough	2.5%	3.9%	Data only	↑	There has been a 3.9% positive outcome rate achieved from 259 sexual violence offences (i.e. sexual violence offences which have progressed to a charge, caution or other formal sanction).
RCEG-CS-009	Number of community triggers (ASB reviews) received (<i>Minimise</i>)	6	5	Data only	↑	Applications have stayed consistent and are in line with expected numbers. A six-monthly review of common themes will be presented to the ASB delivery group with the aim of identifying common themes. Changes to the process in the upcoming Crime and Policing Bill may lead to an increase in referrals.
RCEG-CS-010	Number of ASB cases referred to the Community ASB MARAC (<i>No Polarity</i>)	20	18	Data only	N/A	Referrals have stayed at the expected level. The referral form has been changed to reflect the expectation that agencies should have carried out actions prior to referral; this may lead to a slight decrease in numbers being accepted. Any cases not accepted onto the Community MARAC are looked at through multi agency professional meetings.
Finance Directorate						
RFIN-FM-001	% of Invoices paid on time (within 30 days or agreed terms)	82.8%	84.1%	85%	↑	
RFIN-RS-001	Council Tax Collection rate	98.3%	98.1%	98.2%	↓	
RFIN-RS-002	Non-Domestic Rates (Business Rates) Collection rate	97.9%	98%	98%	↑	
Growth & Place Directorate						
RGP-EDO-001	Number of residents engaged/supported to find work through the Council's employment service	201	212	100	↑	

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PI Code	PI Name	2024/25	2025/26			2025/26
		Value	Value	Target	DoT	Note
RGP-EDO-002	Number of Richmond Work Match Secured Jobs	77	53	50		The target was hit but the team have noticed a downturn in jobs being advertised with the service due to the current economy.
RGP-EDO-003	Number of residents that have completed sector-based learning/training	N/A NEW	55	50	N/A	
RGP-EDO-004	Number of people engaged on the Connect to Work scheme	N/A NEW	43	40	N/A	

Transport and Air Quality (TAQ) Committee

PI Code	PI Name	2024/25	2025/26			2025/26
		Value	Value	Target	DoT	Note
Resident Services Directorate						
RRS-ENS-005	% 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)	N/A NEW	28%	100%	N/A	Richmond has adopted the World Health Organization interim target of 20 Microgrammes per cubic meter for Nitrogen Dioxide, to be achieved over the next 5 years. To deliver this the Council has a robust and innovative Air Quality Action Plan consisting of the measures we will take to ensure compliance with the objective levels. The journey to 100% compliance will not be immediate, but over the lifespan of the current AQAP.
RRS-ENS-006	% of monitoring stations achieving the particulate air quality objectives (PM10) (12-month rolling period)	100%	100%	100%		
RRS-ENS-014	% of monitoring stations achieving the particulate air quality objectives (PM2.5) (12-month rolling period)	N/A NEW	67%	100%	N/A	PM2.5 is now monitored as part of the councils 3 automated monitoring sites. Richmond Town Centre is the only site that exceeds the objective level of 10 microgrammes per cubic meter, measuring a year average of 16 microgrammes per cubic meter.
RRS-ENS-007	% of known construction sites compliant with GLA Emission Standards for non-road mobile machinery (NRMM)	100%	90%	80%		
RRS-ENS-008	Number of interventions by Compliance Officers for engine idling (No Polarity)	9,081	5,247	Data only	N/A	

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PI Code	PI Name	2024/25	2025/26			2025/26
		Value	Value	Target	DoT	Note
RRS-ENS-010	Number of schools where RSP engagement has taken place	29	40	Data only	↑	
Growth & Place Directorate						
RGP-T-001	Number of on-street cycle parking spaces added	240	216	400	↓	In 25/26, the Council installed 16 bikehangars (96 spaces), 106 spaces at cycle stands, and 14 spaces in cargo bike parking bays. Completion of the installation of final Phase 5 bikehangars (30 spaces) is due 26/27 and identification of additional locations for both cycle stands and cargo bike parking bays remains on-going to meet the Council's ambition of increased delivery.
RGP-T-002	Number of Electric Vehicle (EV) charging sockets (EVCP) added in the Borough	275	11	Data only	↓	In 25/26, 11 lamp column chargepoints were delivered to complete the programme funded by the 2024 On-Street Residential Chargepoint grant. Installation of chargepoints is not uniform from year to year as it is dependent on timing of government process and grant.
RGP-T-003	% of Primary schools operating school streets	42.9%	46.9%	Data only	↑	As of the end of 25/26, Barnes Primary School and Broomfield House School are newly served by school streets.
RGP-T-004	% of Trips by borough residents made by sustainable modes (walking, cycling and public transport)	69%	69%	69%	▬	Result is a three-year average of 2022/23 to 2024/25.
RGP-T-005	% of Trips by borough residents made by active modes (walking, cycling)	47%	47%	47%	▬	Result is a three-year average of 2022/23 to 2024/25.
RGP-T-007	New and materially improved pedestrian crossings	6	7	Data only	↑	
RGP-T-008	KMs of new segregated cycle lanes in the Borough	0.05	0.1	Data only	↑	In 25/26, new segregated cycle lanes were completed on Amyand Park Road linking to Arragon Road, Twickenham (0.1km - Q1 delivery).
RGP-T-009	% of residents living within 400m of the London-wide strategic cycle network	9%	8%	11%	↓	This is a target assessed by Transport for London (TfL) with data reported by them as of December 2025. Due to ongoing discussions with TfL to formally include some of Richmond's recently delivered segregated cycle lanes in the strategic cycle network, the data is unlikely to reflect the full extent of improvements to Richmond's cycle network delivered in this and prior years and may be impacted by changes in population distribution in the borough.

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PI Code	PI Name	2024/25	2025/26		2025/26	
		Value	Value	Target	DoT	Note
RGP-T-010	Proportion of residents' trips made by car (<i>Minimise</i>)	30%	30%	30%	▬	Result is a three-year average of 2022/23 to 2024/25.
RGP-T-011	Number of licensed vehicles owned by Borough residents (<i>Minimise</i>)	85,646	84,515	Data only	↑	Outturn is based on 2024 data.
RGP-TE-001	Total KSI casualties on roads in the Borough (An) (<i>Minimise</i>)	91	106	Data only	↓	For the calendar year 2025, there were 81 KSIs on Borough roads and 25 KSIs on TfL roads for a total of 106 KSIs on all roads in the borough.
RGP-TE-002	% Attendance to all Dangerous Highway defects within 24hrs of notification	100%	100%	100%	↑	