

WANDSWORTH BOROUGH COUNCIL

REGENERATION AND COMMUNITY SAFETY OVERVIEW AND SCRUTINY  
COMMITTEE – 2ND JUNE 2008

EXECUTIVE – 9TH JUNE 2008

Report by the Economic Development Officer on the Annual Report of the Economic  
Development Office for 2007/08

**SUMMARY**

This report reviews the Economic Development Office's (EDO) work in 2007/08, incorporating the out-turn budget and performance measures for 2007/08 compared to the targets set at the start of the year.

Although the revenue budget was overspent, this was funded by a higher amount of income than originally targeted.

Notable achievements during 2007/08 included an increase in the number of business enquiries and an increase in the loans and grants offered to businesses. Unemployment in the Borough continues to decline, as does the proportion of the workforce receiving benefits. The proportion of the Borough's unemployed living in Latchmere and Roehampton has stabilised.

There is a very successful partnership operating the job shop close to Battersea Power Station delivering construction training and outreach work to help the unemployed in Battersea get jobs.

New plans are being developed to regenerate the centre of Roehampton.

The Borough's five town centres continue to improve with new businesses, and new investment, overseen by active town centre partnerships.

Approval is sought to the future priorities for the Economic Development Office over the next 3 years. For the first time, some longer-term priorities are described which will be the subject of further consultation as part of the process of preparing Wandsworth's Sustainable Community Strategy.

**GLOSSARY**

AC – Audit Commission  
B2B - Business 2 Business Network  
BID – Business Improvement District  
BIS – Business Improvement Scheme  
BME – Black and Minority Ethnic  
CAT – Cluster Action Team  
CCTV – Closed Circuit Television  
CGMA – Covent Garden Market Authority  
CLP – Central London Partnership  
DEFRA – Department for the Environment, Food and Rural Affairs  
DLAS – Director of Leisure and Amenity Services  
DTS – Director of Technical Services  
ERDF - European Regional Development Fund  
ESF – European Social Fund  
EDO – Economic Development Office  
EDP – Economic Development Programme  
JCP – Jobcentre Plus  
JSA – Job Seekers Allowance  
LAA – Local Area Agreement  
LDA – London Development Agency  
LSC – Learning and Skills Council  
M2 - square metres  
NCGM – New Covent Garden Market  
POL – Post Office Limited  
PSOB – Power Station Opportunity Board  
REO – Real Estate Opportunity  
RRF – Roehampton Regeneration Framework  
SLP – South London Partnership  
SME – Small and Medium sized Enterprises  
SNT - Safer Neighbourhood Team  
SRB – Single Regeneration Budget  
STRIVE – Strategic Vision for Entrepreneurship for London South Central  
TCIS – Town Centre Improvement Scheme  
TCM – Town Centre Manager  
TCP – Thessaly Community Project  
TfL – Transport for London  
TSD - Technical Services Department  
VAT – Value Added Tax  
WBF – Wandsworth Business Forum  
WESP – Wandsworth Employment and Skills Partnership  
WLSP – Wandsworth Local Strategic Partnership  
WYEC – Wandsworth Youth Enterprise Centre  
YPAC – Young People Agents for Change

**RECOMMENDATIONS**

1. The Regeneration and Community Safety Overview and Scrutiny Committee are asked to support the recommendations in paragraph 3.
2. If the Overview and Scrutiny Committee approve any views, comments or recommendations on the report, these will be submitted to the Executive for their consideration.
3. The Executive is recommended to:-
  - (a) note the contents of the Economic Development Office's Annual Report, including the outturn performance measures for 2007/08 in the Appendix to this report;
  - (b) endorse the priorities set out in paragraphs 50 to 63 and the performance indicators in paragraph 69 for 2008/09; and
  - (c) instruct the Economic Development Officer to take all necessary steps to implement the Economic Development Programme for 2008/09.
4. A separate report on the proposals for the Economic Development Office's (EDO) work with the voluntary sector in 2007/08 is being submitted to the Corporate Resources Overview and Scrutiny Committee on 18th June 2007. If that Committee approve any views, comments or recommendations on that report, they will be submitted to the Executive for its consideration.

**INTRODUCTION**

5. This report updates the Committee on the outturn results of last year's Economic Development Programme (EDP). The report also seeks approval to the priorities for the next three years.

**THE ECONOMIC DEVELOPMENT OFFICE'S OBJECTIVES**

6. On 26th June 2007, the Executive agreed (Paper No. 07-652) revised corporate objectives and sub objectives. The relevant objective for the EDO is to lead the corporate objective of "building a prosperous, vibrant and cohesive community in Wandsworth". The sub-objectives that are directly relevant to the Regeneration and Community Safety Overview and Scrutiny Committee are:-
  - (a) encourage a viable and prosperous economy in Wandsworth, particularly with respect to small enterprises;
  - (b) make local town centres prosperous and attractive by supporting local businesses, improving housing and environmental improvements;

## ***EDO Annual Report***

- (c) work with key partners to foster neighbourhood renewal in priority areas of the Borough; and
- (d) address worklessness in deprived parts of the Borough and with particular groups such as young black male unemployed of Caribbean origin.

### **EDO'S CUSTOMERS**

7. The EDO's customer base is wide-ranging and includes:-
- (a) small firms, in particular start-up businesses and those located in the town centres;
  - (b) partners and stakeholders (including voluntary organisations and community groups) in the Borough's five town centres, Battersea and Roehampton; and
  - (c) the Borough's workforce, especially unemployed adults and those with special needs in deprived areas seeking employment.

### **EDO SERVICES**

8. The main services provided by the EDO are:-
- (a) business information, advice, and financial assistance through loans and grants to small businesses;
  - (b) co-ordinating the Borough's Town Centre Management Initiative;
  - (c) co-ordinating the regeneration programmes in Battersea, Tooting and Roehampton; and
  - (d) addressing worklessness in the Borough.

### **2007/08 RESULTS**

9. The results for last year (including those relevant to Corporate Resources Overview and Scrutiny Committee) are included in the Appendix to this report and summarised below.

<b><u>Key inputs</u></b> <b><u>Budget (£'000)</u></b>	<b>2006/07</b> <b>Target</b>	<b>2006/07</b> <b>Actual</b>	<b>2007/08</b> <b>Target</b>	<b>2007/08</b> <b>Actual</b>
Administration net revenue costs	1,348	1,431	1,406	1,478
Programme gross revenue costs	2,749	2,100	1,734	2,217
Capital available	746	426	668	447
Income from other publicly funded programmes	500	708	690	1,049
No. of posts (fte)	25	28	23	23

<b>Performance output measures</b>				
Business enquiries	2,500	5,165	5,000	7,089
Jobs created	150	146	150	131
Loans and grants to business £'000	400	285	350	328
Private investment associated with EDO projects (£'000)	2,000	2,017	1,500	1,143
People placed into work	200	447	200	187
% change in VAT- registered businesses	+2%	4.6%	+2%	N/a
People receiving Job Seekers Allowance in Latchmere and Roehampton as a % of the Borough's unemployed	12.4%	16.4%	12.4%	16.4%
Change in unemployment rate compared to 7 neighbouring boroughs	0%	-8.0%	0%	-1.2%
% of people of working age in work	78.3%	80%	77%	N/a
The percentage of people claiming benefits who have been out of work for more than a year	18.5%	22.7%	20%	17.3%
Overall satisfaction with EDO's services	90%	95%	95%	93%

10. The overall EDO net revenue spend targets were exceeded but were covered by increased income. The capital budget was underspent due to some slippage in programme times. Some output measures were exceeded (e.g. the number of businesses supported and number of business enquiries received). 95% of the EDO's payments were made within 30 days. Satisfaction with the EDO's services remained high at 93%. The number of individuals accessing the EDO's business support pages on the Council's web site continues to be high at almost 19,000 in 2007/08. The amount spent on financial assistance offered under the Town Centre Improvement Scheme (TCIS) and Business Improvement Scheme (BIS) was higher than 2006/07. The TCIS and BIS were reviewed during the year and changes were agreed which should result in improved take up during this year. Unemployment in the Borough is lower than a year ago, despite the recent concerns over the economy. Unemployment in Roehampton and Latchmere stabilised in 2007/08 as a proportion of the Borough's unemployed. The Job Shop placed 382 people (1,061 cumulative since 2005) into work, of which 67 (300 cumulative since 2005) were Wandsworth residents. The key results for last year for each of the EDO's service areas are described in the following paragraphs.
11. External Funds. Despite a lot of time being invested it was disappointing that no significant new sources of external funds were won to deliver the EDO's priorities. The £30m of Single Regeneration Budget (SRB) funds won to regenerate Wandsworth Town Centre, East Battersea, and Tooting has been spent, but not replaced. The prospects for income in

## **EDO Annual Report**

2008/09 are looking slightly healthier. Previous successful bids and new bids made during last year, their outcome are listed in the table below.

<b>Programme</b>	<b>Amount £</b>	<b>Outcome</b>
Strategic Vision for Entrepreneurship for London South Central (STRIVE) Entrepreneurship – European Social Fund (ESF) funding (2004/07) - complete.	1,175,000	Successful
Cluster Action Teams (CAT) – Funds from the London Development Agency (LDA) (2006/09) – ongoing.	545,470	Success
Women Building London – ESF funding (2007/08) – Offer of funds rejected because of restricted timescale to deliver.	250,000	Success
LDA funding to promote business networks in London South Central – ongoing.	80,000	Success
Learning and Skills Council (LSC) funds to support the establishment of the Wandsworth Employment and Skills Partnership (WESP).	18,500	Success
Jobcentre Plus (JCP) ESF for training and employment provision for the London South Central comprising the London Boroughs of Lambeth, Southwark and Wandsworth. A three-borough bid was submitted, but not short-listed.	Non-specific	Fail
LDA ESF – Personal Best programme (formerly known as Pre Volunteering) to promote employability across south London.	356,500	Success
European Regional Development Fund (ERDF) Interreg IVC. Bid submitted relating to young people with partners from Lisbon, Madrid, Budapest and Slovakia. Decision expected in September.	1,594,744 of which £476,430 will be income to the Council	Decision awaited
LDA ERDF – Go Green+. This is an outreach model of support to improve environmental and business performance across south London.	1,213,137	Decision awaited

### **SMALL BUSINESS SUPPORT**

12. The key results were:-

- (a) £259,438 was offered in loans and grants under the TCIS to 29 businesses (including 17 from black and minority ethnic (BME) communities) in 2008/09. These are expected to lead to almost £1.15 million of private sector investment and the creation of over 59 jobs. £258,780 was paid out during the year under TCIS to 36 businesses, including some commitments made in the preceding year;

- (b) the BIS was introduced to help businesses based in Stewarts Road, SW8 (Queenstown) and Garratt Park, SW17 (Earlsfield) area. Three loan and grant offers totalling £48,244 were approved for businesses in Garratt Business Park. These are expected to lead to the creation of 10 new employment opportunities and to £107,539 of private sector investment, £63,404 was released during the year in respect of these three projects and one approved during the previous year;
- (c) both the TCIS and BIS were reviewed during the year and improvements and enhancements were agreed, including extending the BIS to NCGM;
- (d) twelve projects were to promote entrepreneurship were completed by 31st December 2007 funded through the ESF EQUAL programme covering Lambeth, Southwark and Wandsworth. Over its three year period, the STRIVE programme helped create 68 start up businesses, 133 existing businesses were assisted, 546 individuals were supported with their business ideas and become entrepreneurs, and awareness of the benefits of self-employment were raised with over 1,000 clients;
- (e) a highly successful Green Business Awards event was held in November 2007, sponsored by Liberata;
- (f) good progress continues to be made to deliver the contract worth £545,470 from the LDA to deliver the business to business CAT in London South Central which is branded as London Business 2 Business Network (London B2B Net – “Back Office London”). A website ([www.london.b2b.net](http://www.london.b2b.net)) has been developed that aims to promote and market the aims and objectives of the CAT and encourage new membership. London B2B Net and the website was officially launched in November 2007. Since June 2007, the CAT has arranged eight afternoon business themed seminars, three networking meetings and a launch event as part of the programme of business support and advice sessions. Over 250 businesses have attended the events covering topics ranging from accessing finance to sales and the psychology of selling. Over 80 businesses have attended more than one event;
- (g) Meetings, Incentives, Conferences and Events contract completed by the end of March 2008. 54 businesses were supported and 2 jobs were created;
- (h) work commenced on the LDA funded project to promote business networks in London South Central;
- (i) the Council agreed to a request from the Garratt Park Management Board to investigate the introduction of a Business Improvement District (BID) which will build on the success of the Business Park’s partnership with several departments in the Council in terms of ‘self improvement’ funded by a voluntary levy paid by some of the businesses; the BID ballot is planned to take place in December 2008;
- (j) four successful Wandsworth Business Forum (WBF) meetings were held in 2007/08 in different town centres- Balham (incorporating the Green Business

Awards), Clapham Junction, Wandsworth, and Putney, with record attendance numbers of between 80 to 120. Two of these forums were breakfast events and the other two were evening events, all were well supported by Councillors. The Mayor opened the Wandsworth event which started at 7.30 am at South Thames College and which was also attended by other Councillors and Members of Parliament;

- (k) comments were agreed and submitted on the Government's Business Support Simplification Programme; and
- (l) comments were agreed and submitted on the LDA's Investment Strategy.

### **TOWN CENTRES**

13. Balham. The key results were:-

- (a) completed the refurbishment of Hildreth Street and Hildreth Mews, SW12 (Balham);
- (b) the development in Hildreth Mews was completed during the year and new commercial units are being let;
- (c) second tunnel improved at the railway bridge in Bedford Hill;
- (d) public consultation was held for the ugly wall project at 154, Balham High Road SW12 (Balham) (Paper No. 06-467);
- (e) floral hanging baskets were put up from April 2007 to October 2007;
- (f) Retail Radio was launched;
- (g) Environmental Visual Audit was held in Hildreth Street with Metropolitan Police and key stakeholders. A number of actions were agreed and as a result the Closed Circuit Television (CCTV) in Hildreth Street has been improved;
- (h) business support initiatives were organised and included an Access to Finance seminar in conjunction with OneLondon and a Mystery Shopping Scheme in conjunction with the LSC's "Success for Retail" scheme;
- (i) Shopping and Entertainment Guide for 2008 was produced and distributed;
- (j) a new inward investment pack was produced;
- (k) the "Balham-Keep it Local" marketing campaign was implemented; and
- (l) Festive Evening and Late Night Shopping event to mark switching on the Christmas Lights was held in partnership with local schools and churches.

14. Clapham Junction. The key results were:-

- (a) a study was commissioned to identify the essential features of Northcote Road, SW11 (Northcote). The Executive has agreed (Paper No. 08 – 193) to consult on a ten point action plan designed to develop and improve the street market (as this represents the essential character of Northcote Road and is a means to encourage more small independent traders) and to develop Northcote Road as an even more social meeting place by making it more attractive to its core users, primarily families and young people;
- (b) detailed designs and funding have been agreed and are being implemented to secure major improvements at Falcon Road bridge, SW11, (Shaftesbury and Northcote); where the lights and landscaping works have now been completed, and tenders are now being sought for the cleaning and/or stencilling of the walls;
- (c) the Executive approved (Paper No. 08-191) actions to help encourage the regeneration of Battersea Square, Battersea High Street and Battersea Park Road, SW8 (Latchmere and St. Mary’s Park) including marketing the farmers’ market on Battersea High Street; pursuing banners on Battersea Park Road; creating a home improvements directory and poster campaign and assisting in the setting up of a business association for the area;
- (d) the Clapham Junction Town Centre Partnership supported a Northcote Road Christmas Fair, a Lavender Hill Festive light switch on display and celebration, and a Christmas tree on Battersea Square, which was match funded by the businesses;
- (e) a Black History Month event was supported during October, where a number of Council services were promoted;
- (f) regular meetings of the St. John’s Hill Business Association were facilitated; and
- (g) a number of meetings, consultations and presentations were facilitated for King Sturge and Husband and Carpenter regarding the Station and Woburn House developments respectively.

15. Putney. The key results were:-

- (a) the 2008 Putney Music Festival, held over the Boat Race weekend, was very successful with 21 participating venues and over 35 music acts, including opera at Carluccios; one pub reported record turnover and profit for the weekend, not helped by indifferent/wet weekend weather;
- (b) other events held or supported included the opening of the Putney debates permanent exhibition at St. Mary’s Church;

## ***EDO Annual Report***

- (c) repaving significant areas of Putney High Street, SW15 (Thamesfield), with a second phase to follow when Transport for London (TfL) approve funding;
- (d) the contract has started to introduce the Putney Sculpture Trail at a cost of £70,553;
- (e) regular Putney retail meetings continue to be held to inform and gather feedback from local retailers;
- (f) a regular weekly Farmers' Market is now held in Church Square, SW15 (Thamesfield) adjacent to St. Mary's Church;

### 16. Tooting. The key results were:-

- (a) following the "Talking Tooting" event in March 2007, Tooting benefited from approximately £4.3m of new investment particularly Sainsbury's, Tesco, The Long Room Bar and Hotel, The Tooting Tram and Social and the Bec Bar;
- (b) the town centre web site [www.tootinglife.com](http://www.tootinglife.com) overhauled and relaunched;
- (c) a meeting was held with Marks and Spencer following their announcement that they would be closing their store in the middle of Tooting;
- (d) a feasibility study to improve the environment in Longmead Road, SW17 (Graveney) was commissioned, and two further schemes along Upper Tooting Road, SW17 (Tooting and Graveney) were submitted to TfL;
- (e) seminars were organised for local businesses on the themes 'the Smoking Ban', 'Planning for Profit' and 'Green your Business';
- (f) hanging baskets were installed on lamp columns at Tooting Broadway station;
- (g) closer working with TfL and London Underground led to improvements in footway obstruction and better management of ticket touts respectively;
- (h) a graffiti cleaning event for Graffiti Week was organised and attended by Tooting Town Centre Partnership members in October 2007, and partners also supported the annual 'Tooting's Cycle Corner' event as part of Bike Week in June 2007;
- (i) the Tooting Town Centre Partnership organised a Christmas painting competition and carol singing at the Christmas Tree switch on event in December 2007 sponsored by local Mitcham Road businesses and also supported events for Diwali and Christmas organised by the Tooting Business Network;
- (j) contributed to the Tooting Library consultation and subsequent steering group; and

- (k) a new Tooting Town Centre Business Plan for the period 2008-11 has been prepared (See Paper No. 08-428 elsewhere on this agenda).

17. Wandsworth. The key results were:-

- (a) worked with potential investors with a view of changing perceptions about Wandsworth Town Centre. Private sector investment is now the engine for the next stage of developing Wandsworth Town Centre. £1 billion of investment is planned for the next 7 years, leading to 3,000 new residential units and over 6,600 new residents. These developments include:-
- i. 2-6 Hardwicks Way, SW18 (Southfields), including the former Litten Tree public house, has been demolished and redevelopment has led to a new mixed-use development “Centre Square”, south of Wandsworth High Street, SW18 (Southfields) to create a new vibrant public space and links within the Town Centre. This development, along with that proposed for Wandsworth Business Village, is costing £100m;
  - ii. Minerva PLC consulted on proposals to redevelop the former Ram Brewery and Capital Studios sites at a cost of about £300m;
  - iii. the owners of Southside Shopping Centre, , SW18 (Southfields), have secured more new retailers, building on the massive investment in the former Arndale Shopping Centre to create Southside, a modern, pleasant shopping destination with high quality tenants, (including Waitrose), a state of the art leisure centre and a 14 screen multiplex cinema. Further investment is underway and planned totalling £150m; and
  - iv. a new Riverside Quarter is being created at this major site on the Thames, west of the mouth of the River Wandle. The approved scheme includes six buildings ranging in height up to 15 storeys providing 17,000 square metres (m<sup>2</sup>) of commercial space, including community and leisure uses, and nearly 400 flats, including 186 affordable homes. Overall, the development, including that already built, will provide 600 flats and nearly 24,000 m<sup>2</sup> of employment space costing in excess of £250m;
- (b) various business networking events were held, including the Old York Road Community Fun Day in September 2007 (to become an annual event); launch of the Riverside Walk leaflet; setting up of new traders association on East Hill, the Earlsfield business centre and the Wandsworth Business Forum;
- (c) continued development of Old York Road, SW18 (Fairfield) as a location for high quality, independent led, shopping, dining and a thriving evening destination;
- (d) continue supporting the Town Centre’s increasingly popular ‘Christingle’ service;
- (e) promoted planting schemes in all parts of the town centre and public spaces and encourage greening where possible;

## ***EDO Annual Report***

- (f) continued reduction in the levels of crime, anti-social behaviour and fear of crime with the introduction of the Safer Neighbourhood Teams and swift action to deal with outbreaks of anti-social activity; and
- (g) prepared a new long term Vision and Agenda was agreed by the Executive (Paper No 07- 961) and the Town Centre Partnership.

### 18. Town centres general. The key results were:-

- (a) overall, the key performance indicators show that the Borough's five town centres continued to prosper. There has been a sustained growth in rental levels between 2000 and 2006 – ranging from a 25% increase in Putney to over 70% in Balham and Tooting and 166% in Wandsworth. Wandsworth was identified as the best performing centre in London over the year to May 2006 and nationally over the five years to May 2006 by Colliers CRE. The last year has seen rents stabilise in Wandsworth and Putney town centres, while rents have continued to grow in Balham, Clapham Junction and Tooting;
- (b) in June 2007, the Executive agreed (Paper No. 07-757) to support the Sustainable Communities Bill. This has now been enacted giving local authorities greater powers to promote more sustainable local communities, including town centres; and
- (c) the EDO continues to lobby the Government and Post Office Limited (POL) to minimise the impact of their closure programme, especially in town centres and local centres. A petition with over 12,300 signatures was collected and submitted to 10 Downing Street. Nevertheless, POL is consulting on the closure of 8 post offices in the Borough. They have also indicated that the Northcote Road post office will not reopen. Over 7,700 responses have been received to the Council's most recent campaign, which have been passed to POL.

## **REGENERATION IN THE MOST DEPRIVED NEIGHBOURHOODS**

### 19. Tooting. The key results in 2007/08 were:-

- (a) the self-employment project (Launchpad) being delivered by Wandsworth Youth Enterprise Centre (WYEC) continued successfully and 18 start-up grants (including to 10 run by someone who was from a black or minority ethnic community (BME)) of £1,000 were paid to new businesses. WYEC advised and supported 238 young people (including 114 BME);
- (b) the Tooting Hub was refurbished and relaunched, supporting the work of the BASE, set up as part of the regeneration programme for Tooting; and
- (c) a Forward Strategy has been put in place for the completed SRB funded Young People Agents for Change (YPAC) programme with projects such as Community Chest and Health Outreach operating on a Borough-wide basis.

20. Battersea. The key results in 2007/08 were:-

- (a) the Power Station Opportunity Board (PSOB) met for the first time for a year on 16th October 2007, including representatives of the new owners of the Battersea Power Station, SW8 (Queenstown). Revised terms of reference and membership of the PSOB were also agreed (See Paper No. 08-430) elsewhere on this agenda;
- (b) notice to quit has been served by the owners of the Job Shop premises. The owners of the Power Station, have offered suitable alternative vacant premises at 8 Brooks Court SW8 (Queenstown) opposite to the Power Station gates; and
- (c) Covent Garden Market Authority (CGMA) has continued to progress development plans for NCGM, SW8 (Queenstown) to become a 'composite' market serving central London and replace the Market's infrastructure with fresh modern facilities. Their feasibility study has received an encouraging reception to its ideas from both Wandsworth Council and the Greater London Authority. A business case has been produced for agreement with the Department for the Environment, Food and Rural Affairs (DEFRA). Following agreement with DEFRA, CGMA expect to seek a development partner by the end of 2008 and then start the design for a new Market.

21. Roehampton. The key results in 2007/08 were:-

- (a) four newsletters delivered to every property in Roehampton ward;
- (b) a major study was completed for plans to regenerate the centre for Roehampton. Following extensive consultations, and an initial appraisal of the likely development costs and proceeds from sale of each of the options, the Executive agreed (Paper No. 08-45) in January 2008 to investigate various options for the centre of Roehampton. The next steps agreed included appointing planning consultants to work up an outline planning application for the regeneration options;
- (c) a major public consultation exercise, including an exhibition and questionnaire, was staged to seek local residents views on a number of options for regenerating Roehampton by redeveloping four central sites;
- (d) a review of the Roehampton Regeneration Framework (RRF) was considered by this Committee and the Executive in September 2007 (Paper No. 07-780). It was reported that a significant number of the projects included in the original RRF, approved in November 2004, had been completed at a cost of almost £20 million. However, 28 projects remain to be implemented, including enhanced retail provision; business incubation hub; creating a regenerated centre for Roehampton and improving access. The EDO was asked to prepare a report identifying further action to address the continuing high level of deprivation in Roehampton;

## ***EDO Annual Report***

- (e) in January 2008, the refurbished Roehampton Recreation Centre was re-opened as the Roehampton Sport and Fitness Centre. This is part of the proposed plans for regenerating Roehampton. The refurbishment cost £1,800,000 and resulted in an increase of space from 540 m<sup>2</sup> to 1,200 m<sup>2</sup>. The refurbishment has provided a new sports hall, new reception area, new changing rooms, a children's play area, multi-purpose rooms, a dance studio and, for the first time, a fitness suite;
- (f) the Co-op in Roehampton spent over £200,000 refurbishing their store. A TCIS grant and loan totalling £30,000 towards overall costs of £275,000 helped create a 280 m<sup>2</sup> supermarket and a grant and loan totaling £30,000 led to the improvement and the installation of a much-needed Automated Telling Machine at the Post Office at 31a Danebury Avenue, SW15 (Roehampton);
- (g) in May, a Jobs Fair was organised and in November the inaugural Enterprising Roehampton Awards ceremony took place. Both events proved to be successful and will be repeated in 2008; and
- (h) officers continue to co-ordinate meetings of the Roehampton Partnership and attend, as necessary, meetings of the Roehampton Forum and continue to support the Roehampton Business Forum.

### **WORKLESSNESS**

22. The key results in 2007/08 were:-

- (a) the Job Shop at Nine Elms Lane, SW8 (Queenstown) continues to prove to be particularly successful. Since the Job Shop opened in July 2005 it has helped over 300 Wandsworth residents obtain employment in the construction industry. Of those placed in jobs, over 50% are from BME communities. The Job Shop also referred 653 Wandsworth residents to training over this period;
- (b) the on-site training facility at the Power Station continued successfully, being run in partnership between JCP, the LSC, Lambeth College and South Thames College with substantial support and encouragement from the new owners of the Power Station;
- (c) during the six months to 31st September 2007, when the employment outreach contract finished, Peabody Trust helped 34 unemployed residents into work;
- (d) a short-term rescue package (an interest free loan of up to £20,000) was agreed (Paper No. 08-764) by the Executive to support the Thessaly Community Project (TCP) to enable it to continue to operate as a Children's Centre;
- (e) a new managing agent (Careers Development Group) was secured to help the TCP;
- (f) the proportion of the Borough's unemployed in Latchmere and Roehampton (the Borough's two most deprived wards) stabilised at 16.3% over the last 12 months;

- (g) the Executive agreed (Paper No. 07-966) to authorise the EDO to invite strategic partners to contribute funds to a project to help the Borough's young black men of Caribbean heritage to get jobs and to invite expressions of interests from appropriate organisations to provide the proposed specialist outreach and job brokerage recruitment service. The Executive also agreed, in principle, to commit core funding up to £50,000 per annum for three years towards this new service. An advert has now been placed inviting expressions of interest; and
- (h) the EDO organised a one day seminar on the 12th November 2007 to address the continuing persistent high levels of 'worklessness' in parts of Wandsworth. The seminar was attended by a wide range of local and national agencies and partners from the public, private and voluntary sectors. The Executive agreed (Paper No. 08-52) to commission further work to research the extent and nature of worklessness in Wandsworth and to agree specific targets for future action, including a mapping exercise to identify what services are being provided. This work would provide a firm basis for developing an employment strategy. The attendees also agreed to establish a Wandsworth Employment and Skills Partnership (WESP) to implement a coordinated response to address the problem of worklessness in the Borough.

23. Other EDO-wide actions. The key results in 2007/08 were:-

- (a) on 25th June 2007, the Executive agreed (Paper No. 07-552) to establish a local authority Leaders' Group for the South London Partnership (SLP), supported by the boroughs' Chief Executives, to represent the shared interests of the south London local authorities to regional and central government and to oversee the delivery of agreed sub-regional economic development and planning priorities including areas of particular interest to Wandsworth (such as economic development, town centres, environment, transport and planning, town centres and the Olympics); and
- (b) following the Mayor of London's review of London's sub regions, the local authority members of Central London Partnership (CLP) agreed that they saw no future for CLP. As a consequence, Wandsworth Council agreed not to renew their subscription to CLP in April 2007.

24. Quality. The key achievements in 2007/08 were:-

- (a) in October 2007, the EDO was awarded a Charter Mark; two partial non-compliances were given for not publishing the type of compliments and number of suggestions received. An action plan has been put in place to ensure these are resolved;
- (b) annual surveys of businesses and the first Borough-wide survey of voluntary organisations voluntary organisations were carried out;
- (c) good feedback was also received about the EDO's services through the "Working Together" partner and user survey and satisfaction remains at a high level (93%).

## ***EDO Annual Report***

The survey results indicated that the EDO continues to please the people it works with and that they are more than happy with how we work together; and

- (d) the EDO's work was commended by the Audit Commission (AC) in the Comprehensive Performance Assessment of the Council. The AC's opinion of the difference the EDO makes to the lives of people who live, work or play in Wandsworth was very positive. The EDO's work was commended for improving "economic stability of Wandsworth" and for its work promoting small businesses and regenerating Wandsworth's communities.
25. Staff sickness. The number of days lost (0.9 days per head) due to sickness was significantly below the Council's target of 6.2 days and the EDO's target of 4 days. This compares with (3.8 days in 2006/07, 3.8 in 2005/06, 1.7 in 2004/05, 1.8 in 2003/04, 2.5 in 2002/03 and 5.5 days in 2001/02).
26. Take up of services by racial minorities. 51.7% of TCIS beneficiaries in 2007/08 were businesses run by people from BME backgrounds. Ethnicity details for all LDA-funded projects are collected and sent to the LDA with quarterly grant-funding claims. The EDO employs five Town Centre Managers (TCMs) covering Balham, Clapham Junction, Putney, Tooting and Wandsworth town centres. The TCMs, with the rest of EDO, continue to organise and support diverse events. These included the Balham Festival, Black History Month in Clapham Junction, Asian Mela celebrations, Diwali and Eid celebrations in Tooting. 78.3% of those helped by the Employment Outreach service in Battersea are also from BME backgrounds. 62% of the STRIVE programme participants were from BME groups in 2007/08 (85% for the whole programme). 61% of residents accessing advice services were from BME backgrounds.
27. Take up of services by people with disabilities. Loans and grants offered under the TCIS include assistance to improve access for people with disabilities to commercial premises in town centres. The EDO continued to support the Adult Social Services Department to implement the Welfare to Work Joint Investment Programme for people with disabilities to help them secure improved training and development and job opportunities. The EDO's funding of initiatives delivered by Fredericks Foundation and Wandsworth Voluntary Sector Development Agency has helped to support projects assisting individuals (aged over 18) suffering from mental health problems wishing to start their own business, but who lack business support, and provide help and support to clients with additional needs into volunteering opportunities to reach 100 hours of volunteering. Access to EDO funded services providing advice, job brokerage, business support and volunteering opportunities has seen up to 9.9% of services users who have declared themselves as having a disability. The STRIVE programme succeeded in reaching its target groups which included 22% of its clients being disabled.
28. Take up of services by women. During 2007/08 women represented 53.6% of the clients who accessed job placement services. 56.3% of those who participated on the STRIVE Programme in 2007/08 were also women. 56.8% of participants who signed up to receive support with volunteering opportunities were women.

29. Complaints. During 2007/08, the EDO experienced an increase in the number of complaints (21) compared to the previous year (11) but below that of 2005/06 (28). No changes to the EDO's policies, projects or practices were required as a consequence of the complaints. Two thirds of the complaints related to matters that were beyond the immediate control of the Council (for example Tesco opening in Tooting; Marks and Spencer closing in Tooting; shop closures in Southside, closure of some independents in Northcote Road, parking charges at the Exchange Shopping Centre, etc.). Some other complaints also related to town centre issues that were not within the control of the Council or its partners. Improvements to the railway bridge in Balham were completed and TfL was asked to enforce the unauthorised displays of goods on pavements in Tooting. Concern was expressed about the state of a parade of shops in Mitcham Lane, SW17 (Graveney). The parade was made eligible for TCIS in April 2007. The TCIS Manager subsequently visited the parade to promote the Scheme and deliver explanatory letters and leaflets. Subsequently, he met most of the business proprietors and although a number of enquiries have been received, there has only been one TCIS application which was approved. The officers have prepared a possible scheme to restore the forecourt area in front of the shops to improve the area generally. These complaints nevertheless reinforce the need for the Council to maintain an active town centre management policy. A number of complaints were received about Business Rates, parking enforcement and parking charges. These were passed to the relevant departments to deal with direct. Three other complaints related to staff error. These were rectified immediately.
30. Compliments. The number of compliments received was more (28) than the previous year (17) but less than 2005/06 (35). Over half of the compliments emanated from events put on by the EDO during the year and 30% related to the TCIS.
31. Suggestions. Six suggestions were received in 2007/08, one for a bus route to run to the north side of the Borough, three concerning EDO office accommodation, one concerning the best way to destroy CD roms containing personal data and one suggesting the Council allows businesses to demonstrate their products at the WBF. The Council will raise the issue of the bus route at the London Buses Service Review Programme for 2009/10. The EDO's office accommodation issues are being dealt with and the suggested way of destroying CD roms has been followed. Currently, only sponsors are allowed to exhibit at EDO events. It is intended to maintain this policy.
32. Comparisons with other areas. The analysis comparing economic indicators in Wandsworth and other Boroughs carried out in 2006 was updated during 2008. This concludes that Wandsworth's economy, including its town centres, compares well with other similar Boroughs. For example, Wandsworth has the third best qualified workforce in the country (50% more of our residents have degrees than the UK as a whole); a high proportion (67%) of Wandsworth's residents hold managerial jobs; Wandsworth is a hotspot for those earning over £100,000 per annum; our workers are highly productive (Wandsworth has the 5th highest productivity in the country); and Wandsworth is one of the country's top ten places for business formation rates. The AC's Comprehensive Performance Assessment Value for Money Profile continues to show that Wandsworth has

a low net expenditure on economic development compared to 15 'Nearest Neighbours' councils and that its level of expenditure is commensurate with its level of deprivation. An independent survey by the Local Futures Group puts Wandsworth at number one in a league table comparing Wandsworth with ten other London Boroughs in terms of a range of economic indicators.

33. Customer research. During the last year, the EDO carried out a number of customer research studies and sought feedback from users of the EDO's services. The most recent was the 2007 Business Survey of 500 local businesses (See Paper No. 08-423 elsewhere on this agenda). It shows that businesses continue to be satisfied with the services of the EDO. In general, businesses were slightly less optimistic about the year ahead than they had been last year. Three in ten businesses surveyed (and four in ten retail businesses) claimed to have been a victim of business crime in the past year. Larger organisations are more likely to have experienced crime, but one in five small businesses also claimed to have been a victim of business crime. Burglary, anti-social behaviour, theft (by staff and others) and criminal damage are the types of crime most commonly experienced by businesses in Wandsworth. Four out of ten businesses in Wandsworth believe that promoting their business as "environmentally friendly" would have a positive effect on growth over the next five years, and two thirds of businesses claim already to have taken steps to reduce the cost of energy, water or waste disposal to their business.
34. The key areas of research carried out by the EDO during 2007/08 related to residents and businesses' views about the plans to regenerate the centre of Roehampton. Based on the 345 questionnaires returned, the Executive agreed (Paper 08-45) to proceed with certain options for the regeneration of the centre of Roehampton. The second area of research, related to the future of Northcote Road. The Council commissioned consultants to prepare proposals to enhance the "essential nature" of Northcote Road. As part of this study, the consultants carried out various surveys of all the businesses in Northcote Road, home-based survey of customers (200) and potential users (100), focus groups with particular interests (families, market traders, and bars and cafes) and also held a property workshop to review possible management options. This led the consultants to recommend a ten-point action plan, which is the basis of a further consultation with residents and businesses in Northcote ward. In preparing the new Vision and Agenda for Wandsworth Town Centre, consultation was undertaken with the business community and other key partners. The proposal to establish the WESP was taken following a seminar with over 20 key stakeholders and partners.
35. Customer satisfaction and feedback. Meetings of the WBF were held in Wandsworth, Balham, Clapham Junction and Putney during the year. Each WBF attracted between 80 and 120 attendees and attendees gave them an overall satisfaction rating of excellent.
36. Use of Council property. The Council uses its property portfolio as an enabler of regeneration. In Roehampton, the benefits and costs, including opportunity cost, are currently being reviewed as part of the current assessment of options to regenerate the centre of Roehampton. In addition, the Council is integrating the management of its asset base with others (for example, third sector and local public agencies). For example, 166

Roehampton Lane SW15 (Roehampton), under the leadership of Children's Services, is used as a new Children's Centre, alongside South Thames College providing skills training and the EDO funded Wandsworth Advice Service. The EDO also has an office within 166 Roehampton Lane which is used by JCP to deliver their lone parent outreach service one day a week and the use of this space has been offered to OneLondon and WYEC to deliver business support services funded by the LDA. This is intended to deliver seamless cross-sector, cross-agency and community based services to users. In addition, the TCP deliver a range of services, including a Children's Centre, in one of the most deprived parts of the Borough from a site owned by the Council and rented at a peppercorn rent.

### **A PROFILE OF THE BOROUGH'S ECONOMY**

37. Small firms, employing less than 11 employees, make up about 89% of the businesses in Wandsworth. The equivalent figure for London was 86% and for Great Britain 83%. Over the period 1994 to 2006, the number of businesses in the Borough increased by 56%, In London the growth was 34% and in the UK it was 21%. There was a 25% growth in the number of VAT-registered businesses over the period 1994 to 2001, compared to 2% nationally and 14% in London. The strongest period of growth in the total stock of businesses was between 1997 and 1999. For the most recent years (2001/06), business formation has remained high, showing a high level of entrepreneurial activity within the Borough. The number of VAT-registered businesses increased to 11,090 by the end of 2006, a growth of 11% since the end of 2001 (compared to 10% in London and 9.5% in Great Britain). It is also estimated that there are over 26,000 self-employed people in the Borough. The self-employed represent a greater proportion of Wandsworth's labour force (13.5%) compared to London (10.6%) and nationally (9.3%), highlighting the importance of self-employment within Wandsworth's economy. Moreover, there are reputedly over 18,000 company directors living in the Borough, and SW11 in particular.
38. The sectors with the largest number of employees in Wandsworth are now found in the Distribution, Retail, Hotel and Restaurant and the Banking, Finance and Insurance sectors. In 2006, these sectors accounted for 46.5% of employees in Wandsworth. The Health and Social Care work sector is also a large employer, employing 16% of people who worked in Wandsworth in 2006. There are also a significant number of media and creative companies being based in Wandsworth. Also well represented are wholesale and logistics (due to the strong representation of businesses in this sector in Nine Elms), restaurants (showing the strong leisure market created by the high and growing population), transport and communications, and other services. Employment growth (19.9%) in Wandsworth for the period 1994 to 2006 exceeded the London (15.8%) and national growth rates (15.8%), especially in retail, business services and other services.
39. The 2007 business survey showed that business confidence in Wandsworth has declined slightly during the year, dropping back to the level reported in 2004, although national figures are more gloomy. The 2012 Olympic Games and the Battersea Power Station are regarded as major business opportunities but there are increasing concerns over congestion charging.

40. A high proportion (78.6%) of Wandsworth's workforce is economically active compared to its Inner London neighbours. However, this rate has declined from 81.9% in 1994 whereas it has declined by a much smaller amount in London and remained static for Great Britain as a whole. This is a worrying trend. Of those not economically active, 11,000 want a job (compared to 12,200 last year) but 27,400 do not want a job (32,300 last year).
41. Wandsworth has a very well qualified workforce. It has a small proportion of workers with no qualifications and the large proportion with at least NVQ Level 4/5 of any of the comparator areas. Nevertheless, there are also parts of the Borough where there are a significant number of lower skilled workers.
42. In terms of earnings the Office of National Statistics annual survey of hours and earnings found for full time workers living in Wandsworth the gross weekly pay was £613.30, which is above the London average of £553.30.
43. At March 2008, there were 3,745 (compared to 4,613 one year ago, 5,210 two years ago and 5,230 three years ago) people claiming Job Seekers Allowance (JSA), a reduction of 18.8% over the last year. This represented 1.8% (2.2% a year ago, 3.3% two years ago and 3.4% three years ago) of the workforce. The JSA claimant count unemployment rate in Wandsworth has continued to decline over the last three years. It is lower than the London average (2.6%) and the national average (2.2%). Despite an overall improvement in unemployment in the Borough, this masks some worrying trends. Research by the Council has shown their black male unemployed was unduly high. A higher proportion (than London and nationally) of those on JSA is aged over 50 and unemployed for over 12 months. Unemployment in the Borough's most deprived wards has stabilised in comparison with the Borough's overall unemployment position. The unemployed in Roehampton and Latchmere now make up over 16% (16% last year but 13% in 2002/03) of the Borough's unemployed at a time when the Council and its partners is seeking to reduce the concentration of unemployment in these wards.
44. The total number working age key benefit claimants (JSA, incapacity, other income benefits, lone parents, disabled, and bereaved allowances) has declined since August 1999 by 14.5%. The proportion of resident working age people on benefits has declined from 13.2% in August 1999 to 10.4% in February 2008. In London the equivalent reduction is from 16.6% to 14.4% and in Great Britain the proportion declined from 15.8% to 14.2%.
45. There are three super output areas in Wandsworth in the 20% most deprived on each of the three deprivation indicators (income, living environment and crime and disorder). Due to their relative levels of deprivation, Tooting, Battersea and Roehampton are the Borough's "priority neighbourhoods".
46. One of the key factors in the growth in the number of businesses and employment in the Borough is the amount of commercial and other space available in the Borough for businesses to occupy. The amount of net available employment creating space has generally increased over a number of years. At the end of 2006/07, there was a total 1,612,000 m<sup>2</sup> commercial, industrial and retail floorspace in Wandsworth. The 'A' use

class (retail shops and services, restaurants, cafes and bars) accounted for the largest amount of floorspace available in the Borough. Commercial and retail property vacancy rates were amongst the lowest in London. However, from 2005 to March 2007 there was a net loss of 11,841 m<sup>2</sup> of employment space. As at 31st March 2007, schemes in the development pipeline could potentially provide a further 194,296 m<sup>2</sup> gross commercial floorspace. Schemes in the planning pipeline where existing commercial floorspace could potentially be lost totaled 108,558 m<sup>2</sup>. Therefore, the net gain in commercial floorspace, if all schemes were implemented, would be 85,738 m<sup>2</sup>. If built, this new space would ensure that this recent net loss is just an aberration. If the new commercial space is not built, a long-term downward trend in the amount of commercial space could spell trouble for the future prosperity of the Borough. One of the Council's Key Issues (Paper No. 08-333 Key Issue 104(a)) is to "continue to support proposals to bring forward more employment space in the Borough, especially the creation of business incubator space in most deprived parts of the Borough (e.g. Roehampton and Battersea)".

47. The key performance indicators show that, overall, the Borough's five town centres continue to prosper. There has been a sustained growth in rental levels since 2000, ranging from a 25% in Putney to over 70% in Balham and Tooting and 166% in Wandsworth.
48. A study commissioned by the Borough Planner into the future retailing needs of the Borough concludes that there is potential demand for additional floorspace in the Borough in the period up to 2015 for new shopping and leisure facilities.
49. Overall, it would appear that the economy has improved in the last year for the Borough as a whole. However, there are continuing deep-seated problems in the priority areas of Roehampton and Battersea and with some priority groups such as young black male unemployed. Moreover, a number of commentators are predicting difficult times ahead and uncertainties for employment in the private sector in the City. Some redundancies have already been announced in the City. These are expected to have an affect on the Borough.

## **PRIORITIES 2008 TO 2011**

### **SMALL BUSINESS SUPPORT**

50. The EDO's priorities for the next three years are as follows:-
  - (a) develop the Wandsworth Enterprise Bond;
  - (b) promote entrepreneurship in London South Central and increase business formation and entrepreneurship in Battersea, Roehampton and Tooting;
  - (c) implement the LDA funded business network contract;
  - (d) implement the LDA funded CAT programme for London South Central;

## ***EDO Annual Report***

- (e) continue to ensure Wandsworth's businesses have access to improved and cohesive business support services through the Wandsworth Business Support Network;
- (f) continue to support proposals to bring forward more employment space in the Borough, especially the creation of business incubator space in most deprived parts of the Borough (e.g. Roehampton and Battersea);
- (g) implement the Small Business Concordat to make contracting with the Council user-friendly for small and medium-sized enterprises (SMEs), through adding more information on contracts to the Council's web site; preparing a buyers' guide; advertising the web-site information on contracts widely; and working with local small firms to publicise how they can find out about winning Council contracts;
- (h) continue to work with Garratt Business Park Management Limited to improve access via infrastructure improvements, to maintain a sustainable business mix and to support the creation of a BID in Garratt Business Park;
- (i) seek funds to implement the proposals to improve the access to and within and to improve the environment of the Stewarts Road, SW8 (Queenstown) industrial area;
- (j) implement the revised BIS in Garratt Business Park, Stewarts Road and NCGM; and
- (k) assist in the implementation of the "Go Green" project designed to encourage businesses to make sure efficient use of energy and other resources.

### **TOWN CENTRE INITIATIVES**

51. Balham. The priorities for the next three years are as follows:-

- (a) research, review and publish a revised Balham town centre business plan;
- (b) complete the ugly wall project;
- (c) pursue the development of regular markets in Hildreth Street and recruit an increased number of regular traders to the market in conjunction with the Director of Leisure and Amenity Services (DLAS);
- (d) undertake marketing and promoting the town centre and the Balham Partnership. Produce a new marketing plan, map and related events to highlight the different areas and businesses in Balham Town Centre;
- (e) host a festive light switch-on event in partnership with local churches and local schools to encourage local residents into the Town Centre;
- (f) promote Balham as an ideal location for independent businesses and actively target key retailers;
- (g) pursue business support initiatives and networking opportunities;

- (h) promote and support business security schemes in the Town Centre and develop the Retail Radio scheme, in conjunction with Community Safety Department; and
- (i) seek improved highway enforcement, in particular regarding TfL's responsibilities.

52. Clapham Junction. The priorities for the next three years are as follows:-

- (a) complete the townscape improvements at Falcon Road bridge;
- (b) subject to the results of further consultation, implement the ten point action plan for Northcote Road;
- (c) hold the SW11 Literary Festival 2008 in partnership with Waterstones;
- (d) promote and support other festivals and events, including the Lavender Festival and Black History Month;
- (e) create four new heritage trails for Battersea;
- (f) promote and supporting business security schemes in the town centre and continue to develop and expand the Retail Radio scheme and develop closed circuit television cameras in the town centre;
- (g) host two festive light switch-on events on Lavender Hill and Northcote Road;
- (h) further develop the website [www.clapham-junction.com](http://www.clapham-junction.com);
- (i) facilitate the creation and growth of area business networks;
- (j) assist the Director of Technical Services (DTS) to lobby for the early construction of the Cross Rail 2 line linking Wandsworth and Clapham Junction to central and north-east London;
- (k) assist DTS to work with TfL, Department of Transport and other partners to progress the introduction of the East London Line through Clapham Junction as part of Orbirail; promote the case for improved services on the east London Line and the Airtrack proposals to provide a direct link from the Borough to Heathrow;
- (l) assist DTS to progress the exemplar scheme in the centre of Clapham Junction and ensure appropriate input from the Town Centre Partnership and local businesses;
- (m) provide support for proposals for the redevelopment of Station entrance and other major site redevelopment in Clapham Junction Town Centre;
- (n) implement proposals to support the marketing and expansion of the farmers' market on Battersea High Street; continue to pursue the banner initiative on Battersea Park Road; create a home improvements directory and poster campaign for Battersea Park Road; and assist the setting up of a business association for Battersea Square with Battersea High Street and also along Battersea Park Road.

53. Putney. The EDO's priorities for the next three years are as follows:-

- (a) continue to implement the revised Town Centre Business Plan 2006 to 2009;

- (b) complete the Putney Sculpture Trail;
- (c) work closely with Council staff to improve the standards of cleanliness (including street cleansing, refuse collection and graffiti removal) and explore other street scene improvements and lobby for gum removal, especially in Putney High Street;
- (d) promote hanging baskets and organise festive lighting;
- (e) inform businesses (e.g. via the quarterly Putting Putney First newsletter and personal discussions) who to contact in the Council for a range of services and making businesses aware of their own responsibilities;
- (f) bring forward measures to reduce crime and disorder, especially in relation to drink and drug-related crime; discourage anti-social behaviour by, for example, providing intelligence to the Police to ensure their timely presence at known trouble-spots; promote closer interaction between the Police and shop owners and supporting and Pubwatch, Businesswatch, and Putney crime prevention meetings; and promote Retail Radio to both retail businesses and pubs;
- (g) develop, agree and implement an inward investment strategy and marketing plan to attract new investment to Putney and promote Putney as a destination to visitors;
- (h) establish a marketing group to agree and promote appropriate joint marketing activities which meet the needs of town centre businesses;
- (i) secure resources and support for the Putney Music Festival during the weekend of the annual Boat Race and promote 'Jazz on the River' as a two-yearly event;
- (j) hold a diverse range of markets and events (e.g. farmers' markets, continental markets, art, music and other suitable events), as appropriate, and generally promote Putney's retail offer, especially to those outside Putney;
- (k) promote awareness of [www.Putney SW15.com](http://www.PutneySW15.com) its web-based business directory;
- (l) provide better signage, visibility and information about key businesses, including updating the Putney Guide and map;
- (m) maintain the regular forum for retailers and for small business groups;
- (n) hold an annual WBF meeting and quarterly Putney Town Centre Partnership meetings;
- (o) refer businesses to appropriate sources of business information, advice and help to improve the skills of their workforce marketing and to make them more innovative and profitable; and
- (p) communicate the Partnership's actions through personal visits, phone, e-mail, the quarterly Putting Putney First newsletter, and other communication channels, etc. to engage with a wide range of retailers, other businesses, landowners and developers.

54. Tooting. The priorities for the next three years are as follows:-

- (a) consult with residents and businesses and finalise the new Town Centre Business Plan;

- (b) contribute to the two-stage survey, research and consultation to find out what local stakeholders, residents, young people, and visitors to the town centre, as well as businesses, would like to see improved in Tooting Town Centre;
- (c) seek opportunities to attract major new investment to Tooting, especially to the Marks and Spencer site and follow up the leads from the inward investment event in March 2007 to attract new retailers and increase investment, particularly retailers which residents have expressed a strong wish to see in Tooting;
- (d) fully support the Library redevelopment and ensure strong Partnership representation on the Management Advisory Committee;
- (e) continue to pursue the possibility of a more detailed walking audit, following the University of Westminster-funded small scale survey, and seek opportunities to implement the results of the latter;
- (f) encourage TfL to review its parking and loading policies along the red route to make them less detrimental to local businesses and support a proposed Best Practice Study on how TfL roads can be accommodated in important town centres;
- (g) develop a problem-oriented strategy in relation to crime and disorder in Tooting Town Centre guided by Wandsworth's Problem Solving Advisor;
- (h) continue the excellent relationship with the Tooting and Graveney Safer Neighbourhood Teams (SNT) particularly seeking opportunities to work with young offenders on community payback schemes;
- (i) monitor the effects of the new licensing changes on crime and disorder in the town centre, and attending the Night Time Disorder meetings;
- (j) continue to support business security schemes including Pubwatch and Retail Radio Users' Group and support any new crime reduction pilots such as Alert Box;
- (k) encourage more cycling, but discourage cycling on the pavements;
- (l) continue to support, educate and train Tooting's small independent traders to improve their standards across all areas, and where such tactics do not prove successful, support robust enforcement and penalties for non-compliant businesses;
- (m) work with the Council's Planning and Building Control services to tackle the issues of bricked up shops, shops trading behind permanently closed shutters, and subletting of forecourts and parts of the interior;
- (n) improve signage throughout the town centre, particularly to St. George's Hospital and to Tooting Job Centre; and
- (o) organise at least two lunchtime seminars on themes of interest to local businesses.

55. Wandsworth. The priorities for the next three years are as follows:-

- (a) support the work of the Wandsworth Town Centre partnership to complete the regeneration of Southside Shopping Centre;
- (b) provide support for proposals for the redevelopment of Young's Brewery and other major site redevelopment in Wandsworth town centre (e.g. Business Village) and the Riverside Quarter;

- (c) work with TfL to identify an acceptable solution to the existing traffic congestion and its associated effects;
- (d) integrate the Wandle Delta within the Town Centre's development plans, including seeking out opportunities to implement the 'Wandle Promenade', linking the Thames Riverside with the Town Centre;
- (e) highlight opportunities for working with other south London councils to enhance the River Wandle;
- (f) enhance links between Wandsworth Town Station and Southside, including via Ram Street, SW18 (Fairfield);
- (g) encourage the re-use of 5 Garratt Lane SW18 (Fairfield);
- (h) develop the town centre's cultural facilities and activities and commission a highly visible public art feature to act as positive symbol of Wandsworth Town Centre's recent changes;
- (i) publish a Town Centre Guide;
- (j) develop the Town Centre's website ([www.wandsworthtown.com](http://www.wandsworthtown.com)) as another communication vehicle to drive and promote the Town Centre. Potential developers will be approached to publicise their developments on the web site and the community encouraged to debate the future of the Town Centre and get more involved with the Town Centre;
- (k) continue to develop Old York Road as a location for high quality, independent led, shopping, dining and a thriving evening destination;
- (l) continue efforts to reduce the levels of crime, anti-social behaviour and fear of crime with the introduction of the SNT and swift action to deal with outbreaks of anti-social activity;
- (m) develop proposals to improve the shopping parade in West Hill SW18 (East Putney); and
- (n) develop and implement an improvement for the High Street properties that back onto Hardwick's Square.

56. Other Town Centres. The EDO's priorities for the next three years are as follows:-

- (a) develop the Borough's five town centres' unique characters, consider improvements to the public realm, environment and shopping offer in each town centre and review retail patterns and needs of residents in their catchment areas;
- (b) carry out a review of the TCIS;
- (c) encourage improvements of properties in all eligible areas through the TCIS;
- (d) continue to produce three-monthly town centre newsletters for each town centre;
- (e) review the town centre partnership boards' terms of reference in line with the Council's audit of partnerships; and

- (f) promote the Community Toilet scheme in collaboration with the DLAS and identify appropriate businesses to participate.

### **REGENERATION PROJECTS IN PRIORITY AREAS**

57. Tooting. The key priority for Tooting is to implement the outstanding forward strategy action from the YPAC regeneration programme which is to reduce youth unemployment.
58. Battersea. The key priorities for Battersea are to:-
- (a) agree with REO a revised Business Plan for the PSOB in 2008/09;
  - (b) ensure the smooth relocation and running of the Job Shop (with JCP);
  - (c) ensure the delivery of the remaining SRB outputs to avoid grant clawback from the LDA;
  - (d) support the CGMA to prepare and implement the business case to ensure that a composite market is at the core of any new development at NCGM; and
  - (e) continue to support the TCP.
59. Roehampton. The key priorities for Roehampton are to:-
- (a) update and implement the RRF, looking to increase private and other investment, economic activity, and improve the physical environment and transport facilities and to widen the choice of housing in Roehampton;
  - (b) submit a financially viable planning application to create a regenerated centre for Roehampton for agreed options and obtain the necessary planning consents to implement the proposals;
  - (c) prepare a development brief and invite tenders from consultants to prepare development proposals for the Portswood Place and Minstead Gardens, SW15 (Roehampton) area; and
  - (d) continue to work with all stakeholders, such as Roehampton University, to maximise funding opportunities particularly those that assist small businesses and could provide incubator units.

### **WORKLESSNESS**

60. The key priorities are:-

## ***EDO Annual Report***

- (a) establish the WESP and strategy with key agencies, including JCP, the LSC, local college, and providers to secure consensus about key issues and commitment to the Council's vision objectives and targets (including the Local Area Agreement (LAA) targets) to tackle worklessness in Wandsworth, especially in the three priority areas of Battersea, Tooting and Roehampton;
- (b) with partners, seek funds to implement the findings of the Wandsworth Local Strategic Partnership's (WLSP) study of young black male unemployed and help more of this group to get work and stay in work;
- (c) with JCP, extend the concept of the Job Shop to other (deprived) parts of the Borough and seek contributions from developers through Section 106 (and any successor such as the Community Infrastructure Levy) Agreements to contribute towards the costs of job shops. (The Job Shop works with employers to develop a more demand-led and responsive approach to filling vacancies.);
- (d) work to achieve the LAA stretch target to reduce the proportion of people on inactive benefits from April 2008 onward, in partnership with JCP and other WLSP partners;
- (e) work with the LSC to ensure their mainstream services are both demand-led and reduce inequalities i.e. help employers by providing a Wandsworth adult workforce with the training and skills required by employers, but also focussing on those who face barriers to securing and retaining employment;
- (f) contribute to the preparation of a case to ensure that local authorities play a central role in the planning and delivery of the new system of funding and provision of skills training for adults from April 2010, working with the Skills Funding Agency and the relevant Employment and Skills Board; and
- (g) use funds won from bids, such as Personal Best, to deliver targeted support to unemployed residents in both the Borough and the South London sub-region.

### **OTHER CROSS-CUTTING PRIORITIES**

61. The EDO's priorities for the next three years are as follows:-

- (a) finalise the EDO's contribution to the new Sustainable Community Strategy and Wandsworth's "Vision of Place" as the basis for consultation with businesses and stakeholders and ultimate WLSP adoption in summer 2008;
- (b) contribute to the updating and implementation of the LAA by June 2008;
- (c) ensure WLSP's links to town centre and regeneration partnerships and appropriate voluntary and community sector networks function effectively and receive essential support, and develop the WLSP's links to business;

- (d) work with local people and business to prevent further closure of important local amenities such as post offices and chemists shops;
- (e) provide support to implement a programme of environmental improvements through Groundwork Trust in the Borough;
- (f) prepare a case to Government for allocating some funds to regenerate non-Working Neighbourhood Fund boroughs such as Wandsworth;
- (g) prepare bids for external funds to achieve the Council's economic development and regeneration objectives and implement successful bids;
- (h) assist DTS to monitor and report on the impact of the congestion charge scheme and other Mayoral policies that impact on local businesses;
- (i) support the Borough Planner and Borough Valuer and Estates Surveyor to resolve issues within the Council's influence on key development sites, including Battersea Power Station; Springfield Hospital; sites in Wandsworth Town Centre/Wandle Delta Area (including Causeway Island); Young's Brewery; NCGM; and 28 Hildreth Street;
- (j) contribute to the preparation of Borough Planner's Local Development Framework to ensure the continuing development of the Borough's economy and regeneration of the Borough's most deprived areas; and
- (k) support the new arrangements for the SLP.

**QUALITY**

62. The EDO's quality priorities for the next three years are as follows:-

- (a) increase the awareness of EDO's role with businesses in the Borough;
- (b) improve the EDO's communication with users and customers and carry out further specific customer surveys;
- (c) ensure EDO's next Charter Mark submission is approved;
- (d) implement Investors in People improvement plan to ensure accreditation when the Department of Finance status is reviewed; and
- (e) implement the Customer First Action Plan to maintain accreditation by:-
  - i. introducing guidelines to encourage staff to share good practice more widely;
  - ii. reviewing current arrangements for training and development in the EDO;

- iii. reviewing the EDO's procedures for identifying and keeping in contact with key customers and partners;
- iv. investigating the merits of acquiring a new Customer Relationship Management system; and
- v. maintaining and developing the EDO's web pages on the Council's web site and the Town Centres' web sites.

### **EQUALITY ACTION PLAN**

63. The EDO's equality priorities for the next three years are as follows:-

- (a) ensure the Equality Standard work programme is progressed with the aim of working towards level 4 by March 2009 and make contributions to attaining level 5 as soon as possible thereafter. In particular, implement the EDO's actions for race, gender and disability included in the Council's Corporate Equality Plan published in March 2008;
- (b) prepare an equality impact statement for the Town Centre Management Initiative by the end of September 2008;
- (c) ensure effective local take-up of businesses and employment support services by all groups, including BME groups and in deprived areas of the Borough, in particular Roehampton, Battersea and Tooting through promoting enterprise in Roehampton as part of the RRF; take-up of loans and grants under the TCIS; and job placements in Battersea through the Job Shop;
- (d) ensure EDO's communications materials and activities are accessed by BME groups; and
- (e) measure the impact of the EDO's services on Wandsworth's residents, businesses and voluntary sector, particularly those from BME groups.

### **DRAFT LONGER TERM PLANS**

64. The following long-term proposals are the subject of further consultation. The results will be put to the WLSP and partners for approval. With help from the private sector, by 2020, the WLSP will aim to:-

- (a) generate a further 4,000 new businesses;
- (b) create 20,000 net new jobs;
- (c) provide 70,000 m2 (net) of new retail space in the five town centres; and

- (d) provide at least an extra 100,000 m2 of employment space, in addition to the space approved at Battersea Power Station with most development concentrated either around the Wandle Delta area or in Nine Elms.
65. Implement the RRF comprising 28 projects (including some new partner projects added to the original 43 projects), with the support of partners and the private sector. These projects include enhanced retail provision; business incubation hub; creating a regenerated centre for Roehampton and improving access. One of the new projects is the proposal to regenerate the centre of Roehampton.
66. In Battersea, the partners will work together to support the CGMA to bring forward plans to ensure that an operational composite market is at the core of any new development at NCGM and examine the scope for regeneration and improvements to the Battersea High Street Market and Battersea High Street/Battersea Park Road area.
67. In Tooting, the Council is planning to conduct in-depth analysis (such as the survey of residents) with a view to developing plans to secure the long-term future of Tooting. In addition, the WLSP partners will implement the YPAC Forward Strategy which comprises the following three key areas as priorities for future action:-
- (a) addressing health issues through outreach;
  - (b) addressing the fear of crime and anti social disorder through targeted work with young people at risk of offending and those young people who have offended; and
  - (c) supporting unemployed young people into employment and ensuring they stay in employment.
68. The Council and its partners will ensure that the five town centres, Balham, Clapham Junction, Putney, Tooting and Wandsworth will continue to be the focus for shopping and complementary activities, including business, cultural, leisure and entertainment uses in line with the London Plan and Local Development Framework. Each centre will be promoted to provide a distinctive range of facilities serving their local area, but no centre will be encouraged to grow substantially at the expense of the others.

### **2008/09 BUDGET AND PERFORMANCE INDICATORS**

69. The budget and performance indicators for this year is summarised in the table below. They include the relevant Nation Indicators, as advised by the Government and reported to the Executive on 28th April 2008 (Paper No. 08-334).

*EDO Annual Report*

<b><u>Key inputs</u></b>	<b>Target</b>	<b>Target</b>	<b>Target</b>
<b><u>Budget</u></b>	<b>2008/09</b>	<b>2009/10</b>	<b>2010/11</b>
Net administration revenue costs £'000	1,225	1,225	1,225
Programme revenue costs £'000 (gross)	2,013	2,013	2,013
Capital available £'000	734	734	734
Income	703	703	703
Total no. of posts (fte)	23	23	23
<b><u>Performance output measures</u></b>			
Business enquiries	5,200	5,400	5,600
VAT reg rate (NI 171) per 10,000 resident population aged over 16	60.4%	61.6%	62.9%
% change in VAT registered businesses (NI 171)	+2%	+2%	+2%
VAT registered businesses in the area showing growth (NI 172)	2.99	3.05%	3.1%
Jobs created	132	150	150
Loans and grants to business (£'000)	450	400	400
Private investment (£'000) associated with EDO's projects.	1,500	2,000	2,000
People placed into work (by Job Shop)	188	200	200
% change in unemployment in Wandsworth compared to 7 neighbouring boroughs	0%	0%	0%
No of black residents aged 16-24 claiming JSA as % of black residents aged 15 –24 (Based on average JSA claimant count over 12 months).	10.8%	9.9%	9.0%
% of people claiming benefit who have been out of work for more than a year	19%	19%	18%
Overall employment rate (NI 151)	73%	74%	75%
Working age people on out of work benefits (NI 152)	9.3%	9.2%	9.0%
Working age people claiming out of work benefits in the worst performing neighbourhoods (NI 153)	<27%	<26%	<25%
Working age population qualified to Level 2 or higher (NI 163)	70%	71%	72%
Working age population qualified to Level 3 or higher (NI 164)	62%	63%	64%
Working age population qualified to Level 4 or higher (NI 165)	50%	51%	52%
Average earnings of employees in the area (NI166) per week (NI 166)	£560.00	£570.00	£580.00
People falling out of work and on to incapacity benefit (NI 173)	New	New	New
Skills gap in the current workforce reported by employers (NI 174)	New	New	New
Overall satisfaction with EDO's services	95%	95%	95%

**COMMENTS OF THE DIRECTOR OF FINANCE**

70. The Director of Finance comments that the proposals contained within this report will be met from within the approved budgets for the EDP.

**CONCLUSION**

71. Overall, Wandsworth's economy continues to do well and improve, although there are more uncertainties this coming year than in previous years. There are still many challenges that remain to build a prosperous and vibrant community in Wandsworth. Many other agencies and partners, especially the private sector, will need to be involved to ensure that the actions in this report are successfully implemented. Key performance indicators have been identified to measure the impact of these actions and are referred to in this report, along with the targets and priorities for the next three years. For the first time, some longer term priorities are described which are the subject of further consultation, as part of the process of preparing the Sustainable Community Strategy.

---

The Town Hall,  
Wandsworth,  
SW18 2PU.

MIKE BROOK  
Economic Development Officer

22nd May 2008

**Background Papers**

The following background papers were used in the preparation of this report:-

1. Colliers CRE In town retail report autumn 2007. Available from Norman Frost Tel 020 8871 7698 or email [nfrost@wandsworth.gov.uk](mailto:nfrost@wandsworth.gov.uk).
2. NOMIS – official labour market statistics. Available from [www.nomisweb.co.uk](http://www.nomisweb.co.uk).
3. Annual Survey of Hours and Earnings. Office of National Statistics. Available from <http://www.ons.gov.uk/about/surveys/a-z-of-surveys/annual-survey-of-hours-and-earnings--ashe-/index.html>.
4. Audit Commission Value for Money Profile report single tier councils. Available from Mike Brook, telephone 020 8871 6202, email: [mbrook@wandsworth.gov.uk](mailto:mbrook@wandsworth.gov.uk).
5. Local Futures Group “The State of the Borough – An economic, social and environmental audit of Lewisham”. June 2004. Available from Mike Brook, telephone 020 8871 6202, email: [mbrook@wandsworth.gov.uk](mailto:mbrook@wandsworth.gov.uk).

## ***EDO Annual Report***

6. Wandsworth Borough Council - corporate assessment. Audit Commission 2008. Available from <http://www.audit-commission.gov.uk/reports/CPA-CORP-ASSESS-REPORT>.
7. Sustainable Community Strategy Story of Place (Draft as of 18th April 2008). Available from <http://www.wandsworth.gov.uk/Home/CouncilandGovernment/Communitystrategy/Sustainable/Profile+of+Wandsworth.htm>.
8. Commercial land report - March 2006. Available from <http://www.wandsworth.gov.uk/Home/EnvironmentandTransport/PlanningService/Information/landreports.htm>.
9. Retail and Town Centre Needs Assessment, Nathaniel Lichfield and Partners, March 2008. Available from <http://www.wandsworth.gov.uk/Home/EnvironmentandTransport/PlanningService/DevelopmentPlan/Retail+Needs+Assessment+2008.htm>

All reports to Overview and Scrutiny Committees, regulatory and other committees, the Executive and the full Council can be viewed on the Council's website ([www.wandsworth.gov.uk/moderngov](http://www.wandsworth.gov.uk/moderngov)) unless the report was published before May 2001, in which case the Committee Secretary, Mr. M. Newton (020 8871 6006); email: [mnewton@wandsworth.gov.uk](mailto:mnewton@wandsworth.gov.uk) can supply it if required.