



# *community strategy*

for wandsworth 2003

# Foreword by Edward Lister

Chairman  
of Wandsworth  
Local Strategic  
Partnership  
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Wandsworth  
Council

The Wandsworth Local Strategic Partnership (the WLSP) has one goal – to work together to improve Wandsworth and make it a better, safer, healthier and more prosperous place to live, work and socialise. This also means taking care of the environment and promoting sustainability wherever possible.

The WLSP is made up of a wide spectrum of local public, private, voluntary and community organisations, including the Council, the Police and the Health Service. Over the last year it has been working to produce a Community Strategy for Wandsworth. Services and opportunities for local residents in Wandsworth are not provided by one agency or organisation. Therefore, the key to the success of this Strategy is for the different agencies in the borough to work together to deliver real change in partnership.

The Strategy is a long-term plan for improving the quality of life in the borough. It shows you the long-term actions planned to tackle the issues that are important to you and your family. It also highlights some of the shorter term steps that need to be taken to achieve our overall aims. Working together the Council and its partners want to make positive changes for the future and

ensure that equality of opportunity is built into everything we do.

The Strategy has to concentrate on a relatively small number of strategic priorities which are seen as the most important for the borough. There are of course many other important priorities for the Council and its partners and the details of these are contained in the many other plans and strategies which support this document.

The priorities and targets which have been finally agreed are going to be regularly monitored and reviewed by WLSP partners at 3-5 year intervals to make sure they are still relevant to local residents and take account of changing national and local priorities.

This first Strategy provides a positive starting point. Inevitably there are issues and actions which will need more consideration as the Strategy develops and begins to have an impact on our everyday lives. Nevertheless, all the partners in the WLSP are committed to working together to achieve the improvements set out here for the maximum benefit of all those in Wandsworth.

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# Introduction

This is Wandsworth's first Community Strategy. It is a long-term plan for improving the quality of life for those who live, work, play and do business in Wandsworth both now, and in the future. The Community Strategy presents a shared vision for the future of Wandsworth. This vision can only be achieved by the close working of all the key organisations in the borough (like the Council, health and police service) as well as business and the wider community. All these key partners are already working together, on behalf of Wandsworth residents as part of the recently formed Local Strategic Partnership.

Wandsworth's Community Strategy is a 'plan of plans'. It focuses on residents' top priorities for making short and long term improvements in all areas of life. It builds on the many other plans and strategies which are in place already. Local residents have had an important role to play in helping us to shape this strategy. Residents across the borough were consulted on a wide range of issues to find out how they would like to see their borough in the future, and what their priorities were for both short-term and long-term improvements.

Although the Community Strategy sets out a long-term vision for how residents would like to see their borough 5-10 years into the future, it is difficult to predict national decisions or global events which may impact on the local area.

This Community Strategy should, therefore, be considered as the initial working document. Its targets and priorities will be reviewed by WLSP partners at 3-5 year intervals to take into account the impact of changing national and local priorities and to ensure that it continues to contribute

## How we developed this Community Strategy

The main aim of any Community Strategy is to improve the quality of life local residents. Residents were consulted early on during the development of the Strategy to ensure that it would meet the needs and aspirations of the local community.

However, the Community Strategy doesn't start from a 'blank sheet of paper'. The Council, together with its WLSP partners, already undertake a wide-ranging programme of consultation exercises with residents, community and voluntary groups and local businesses. They have generally used this to produce their own plans and strategies which form the building blocks for the Community Strategy.

The Community Strategy has therefore been produced by

- ◆ listening to the views of residents, community groups and businesses
- ◆ taking account of national priorities and targets
- ◆ analysing key statistics and indicators about the borough and service performance.

# *A profile of the borough*

## Population

Wandsworth is the largest of the inner London boroughs occupying an area of 34 sq. km and, as of the Census 2001, has a population of 260,383. This represents a slight fall in the population of the borough since 1991, down 1.8% from 265,300 (1991 Mid Year Estimate).

The age structure of the borough varies considerably from the national average, with a higher proportion of the borough's population being aged 20 - 39 than nationally; 28.7% of the borough's population was aged 25 - 34 compared to 14.2% nationally (UK). There is a pattern of young single adults moving into the borough, however the child population is also projected to increase as young households establish families.

Since 1991 in Wandsworth there have been falls in the proportion of people aged 5 to 19 and over 45, and increases in the percentage of the population aged 0 to 4 and 20 to 44.

In contrast to the position nationally, the number of elderly people in the borough is actually falling rather than rising. Between 1991 and 2001 the number of people in the borough aged 75 or over decreased from around 16,800 in 1991 to 13,259 at the 2001 Census, a fall of 21%. Over the same period the number of people aged between 20 and 44 rose from around 129,000 in 1991 to 140,024, an increase of 9%. This trend has implications for the kinds of services and facilities our residents want. It also brings much greater mobility in the population than in the past.

## Ethnicity

The borough is a collection of many different communities, each with its own distinct character. The population includes a diverse range of ethnic minority communities and faith groups. 22% of residents are from non-white groups compared with 9% in England & Wales and 29% in Greater London. 65% of residents are White British, compared to an England & Wales average of 87%, a difference of more than 20 percentage points.

Since 1991 the percentage of non-white population in Wandsworth has increased from 20% to 22%.

Wandsworth's population contains five times the national (England and Wales) percentage of Black or Black British Caribbean residents (5% compared to 1%). In total nearly 10% of Wandsworth's population are Black or Black British compared with 11% in Greater London and 2% in England & Wales.

The Asian or Asian British population in Wandsworth (7%) is well below the Greater London average (12%) but still higher than the figure for England & Wales (4%). This is due to relatively small Indian and Bangladeshi communities. The percentage of Pakistanis in the borough (2%) is very close to the Greater London average (2%).

The numbers of people of Mixed (3%) and Chinese or Other ethnic group (2%) origin in Wandsworth, whilst relatively small, are still well above the national average (1% and 0.9% respectively).

## Mobility

21% of the total population of Wandsworth are migrants according to the 2001 Census. This means they had a different address one year before the census. Around half of the migrants in the borough (11% of the total population) moved from elsewhere in the UK and over a quarter of people with a different address one year before the census (6% of the total population) moved within the borough.

These figures point to a high level of mobility within the population of Wandsworth - the third highest percentage out of all the London boroughs, and nine percentage points higher than the national average (12%).

## Housing

The borough is largely residential, but there are substantial areas of employment. It is a popular residential area with many different types of housing - from the leafy suburbs of Putney to the inner city housing estates of north Battersea. Most of the borough is a densely populated and heavily used urban area with approximately 23% (638ha) of the borough as open land.

The Mayor for London is proposing significant growth across London with large targets for house building based on a high growth in the population. High density building would affect the borough and would also have implications for the transport and infrastructure to support these plans.

## Business and Employment

Our five town centres (Tooting, Balham, Putney, Wandsworth and Clapham Junction) provide a focus for employment, shopping and leisure activities.

There are nearly 90,000 jobs in the borough, though a substantial proportion of the working population travels to jobs elsewhere, particularly in Central London. This brings questions about the adequacy of public transport and the improvements required to South London's accessibility.

Small firms employing less than 11 employees make up some 90% of the businesses in Wandsworth. 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.

## Transport

Wandsworth is very well connected with transport links for travel both within the borough and to the city and beyond. At the heart of transport in the borough is the rail and underground network including six underground stations and eight rail. Clapham Junction, in the north east of the borough, is the busiest railway station in the UK providing mainline services to the South and South East and the central London terminals.

## Deprivation

During 2001/02, a detailed analysis of deprivation showed that the Tooting, Battersea and Roehampton areas currently show some level of deprivation on some, if not all of the key indicators.

The three areas have very different characteristics to the rest of the borough including:

- ◆ A much higher percentage of people who are older.
- ◆ A larger percentage of younger families.
- ◆ Proportionately more young people (0-24 years) and people aged 45+ than the rest of the borough.
- ◆ Double the average percentage of lone parents with dependent children.
- ◆ Over twice the percentage of people with a long term illness (not employed and with dependent children)
- ◆ A third more people who are unpaid carers providing over 50 hours of support a week.
- ◆ Concentrated pockets of particular ethnic groups with particular needs.
- ◆ Higher unemployment rates
- ◆ Lower academic attainment.
- ◆ Higher crime rates for certain offences.

These are the borough's 'priority neighbourhoods' and are subject to specific and targeted action to reduce these inequalities as part of the new Neighbourhood Renewal Strategy (NRS).

More detail on the characteristics of the three priority areas can be found in the NRS which sets out plans for tackling deprivation through allocation of Neighbourhood Renewal Fund and bending mainstream funding programmes.

However, the Community Strategy will also prioritise services and provision to the identified deprived areas to ensure real change in the future.

## Challenges Ahead

For all members of the WLSP it is important that the borough continues to develop in a way which satisfies the majority of residents and allows people and their families to build a secure future in the borough if they so wish.

The factors which help a local community to be cohesive- to live and work together in a positive way- include a sense of community spirit. This implies shared social responsibility for the local environment and for dealing with problems like anti-social behaviour and opportunities for the active participation of residents in voluntary and community activities. Population mobility, for example, brings vibrancy and dynamism but it can also bring challenges. In education for example, pupil mobility affects educational attainment. Mobility can also affect local neighbourhoods – it may seem as if people are always changing and that there isn't a settled community and a commitment to the future of the neighbourhood.

## The results of consultation

Recent consultation exercises have used a variety of techniques, from resident workshops to postal questionnaires and meetings to consult on a variety of subjects. For example, the borough Crime Survey in 2001 involved in-home interviews with over 1000 residents.

From this consultation, and others, we know the following about our residents' concerns;

- ◆ parking, traffic congestion, rubbish and litter, crime (in general) and transport are consistently the main five issues for Wandsworth residents;
- ◆ parking issues continue to be the greatest concern for local businesses, particularly those in the retail sector; and,
- ◆ there are geographical variations in levels of our residents' concerns.

From previous consultation, we know that residents' priorities for improvements in Wandsworth are;

- ◆ to work in partnership with the police to reduce crime;
- ◆ to provide improved care for older adults in need;
- ◆ to keep streets in a good standard of cleanliness;
- ◆ improve refuse collection; and,
- ◆ raise school pupils' level of achievement.

## How we consulted with residents and what they told us

In November 2002 over 1100 in-home interviews were carried out by independent market-research experts on behalf of the WLSP. Residents interviewed were carefully selected to reflect, as far as possible, the ethnic, gender, and geographical composition of the population of Wandsworth.

Following these interviews residents were invited to take part in several smaller workshop sessions to investigate the key issues raised during previous consultation in more depth.

These workshops provided a forum for residents to discuss their priorities, investigate and evaluate possible solutions to these issues with other residents, and make a contribution towards their vision for the future of Wandsworth.

In addition, residents were asked to comment on the draft Strategy itself. Public meetings, meetings of local voluntary and community groups and written submissions gave the WLSP even more feedback on the issues which really concern local people.

Once again it was clear that tackling crime and anti-social behaviour, improving the local environment and improving public transport were key issues. In addition, residents raised concerns about:-

- ◆ The cost of housing in Wandsworth and the availability of 'affordable' housing.
- ◆ The availability of services and facilities for young people, particularly to divert them from anti-social behaviour.
- ◆ Recognising the importance of the voluntary sector.
- ◆ Encouraging active citizenship and personal responsibility (for example, in relation to anti-social behaviour or irresponsible environmental behaviour like fly tipping).
- ◆ Making clear that key agencies and partners are aware of and sensitive to different ethnic and religious needs.

You can view the full consultation results by visiting the WLSP website at [www.wlsp.org.uk](http://www.wlsp.org.uk), following the link to 'Community Strategy'.

# A Vision for Wandsworth

## 6 Strategic Priorities

Wandsworth residents have told us that overall Wandsworth is a good place to live. Overall levels of satisfaction with the borough are high. However, in response to residents' concerns the WLSP is clear that long-term improvements are needed to:

- ◆ Reduce the level of crime, particularly vandalism, and the fear of crime.
- ◆ Improve the quality of the environment – litter, graffiti, abandoned cars.
- ◆ Reduce traffic congestion.
- ◆ Increase availability of affordable housing.
- ◆ Increase levels of educational attainment- for children, young people and adults.
- ◆ Support the local economy and deliver more jobs, businesses and a better quality of life in deprived areas.
- ◆ Improve the health and well-being of Wandsworth's residents

As a result the WLSP has agreed 6 Strategic Priorities to help achieve a healthy, safe, prosperous and clean and green Wandsworth in the years ahead:-

- 1 Making Wandsworth safer;
- 2 Improving the local environment;
- 3 Building a prosperous and vibrant community;
- 4 Improving education for all;
- 5 Improving health and social care;
- 6 Meeting housing needs.

The Strategic Priorities are supported by strategic objectives – these are the more detailed and practical steps to be taken to achieve the planned long-term improvements. See Figure 1.

### What kind of Wandsworth in the future?

The strategic priorities outlined opposite set out a clear picture for the Wandsworth of the future –

'A place which is safer, healthier, more prosperous and sustainable – a good place to live and work now and a better place in the future.'

Figure 1:  
Strategic  
Objectives

#### Strategic Priority

##### 1. Making Wandsworth safer

- *Strategic Objectives*

1. Reducing anti-social behaviour
2. Reducing street crime
3. Supporting young people at risk of offending
4. Reducing domestic burglary
5. Reducing drug and alcohol related crime and disorder
6. Securing more police and uniformed officers on the streets
7. Reducing racial harassment
8. Reducing domestic violence

#### Strategic Priority

##### 2. Improving the local environment

- *Strategic Objectives*

1. Reducing the environmental impact of transport, without reducing access
2. Managing waste more efficiently – reduce, reuse, recycle and recover energy from waste
3. Adopting sustainable patterns of development
4. Promoting wise stewardship of natural resources – wildlife habitats, energy and water
5. Creating healthy environments for people

#### Strategic Priority

##### 3. Building a prosperous and vibrant community

- *Strategic Objectives*

1. Encouraging a viable and prosperous economy in Wandsworth particularly for small enterprises
2. Delivering coordinated regeneration initiatives in our priority neighbourhoods
3. Stimulating a thriving community by encouraging a diverse and strong Community and Voluntary sector
4. Maximising the potential of our 5 town centres for local businesses and residents
5. Developing and supporting the capacity of Wandsworth's adult workforce
6. Fostering attractive, creative and responsive cultural activities

#### Strategic Priority

##### 4. Improving education for all

- *Strategic Objectives*

1. Providing high quality early years education and childcare
2. Improving educational standards and attainment
3. Delivering excellence for all
4. Promoting choice and diversity
5. Supporting young people
6. Improving opportunities for lifelong learning

#### Strategic Priority

##### 5. Improving health and social care

- *Strategic Objectives*

1. Improving life chances for children
2. Improving services and outcomes in cases of cancer and coronary heart disease
3. Improving services and outcomes in mental health
4. Reducing health inequalities
5. Improving access to health services
6. Providing for adults who need care and support
7. Reducing drug misuse

#### Strategic Priority

##### 6. Meeting housing needs

- *Strategic Objectives*

1. Improving and maintaining the physical condition of housing in the borough
2. Making best use of the housing stock in all sectors and ensure social housing is allocated in a fair and equitable way
3. Tackling anti-social behaviour on our estates and enhancing community safety
4. Tackling homelessness and reducing the use of bed and breakfast accommodation
5. Increasing the overall supply of housing ensuring a well-balanced mix of housing across all tenure types, including affordable housing
6. Promoting a range of housing for people with special needs and ensuring housing support needs are met

# Making the Community Strategy work

## The Wandsworth Local Strategic Partnership

Services and opportunities for local residents in Wandsworth are not provided for by one agency or organisation. Therefore, the key to the success of this Strategy is for the different agencies who operate in the borough to make a concerted effort to work together to deliver real change in partnership.

In Wandsworth, a new 'super-partnership' called the Local Strategic Partnership has been established to prepare Community Strategy.

Wandsworth's Local Strategic Partnership, known as the 'WLSP', is a multi-agency body whose partners came together for their first meeting in September 2001. It currently has 25 members drawn from a wide spectrum of local public, business and voluntary and community organisations, including:

- ◆ Wandsworth Council
- ◆ Metropolitan Police Service
- ◆ Wandsworth Primary Care Trust
- ◆ Jobcentre Plus
- ◆ Wandsworth Community Empowerment Fund Network
- ◆ Wandsworth Volunteer Bureau
- ◆ Wandsworth Care Alliance
- ◆ borough Residents' Forum
- ◆ Wandsworth Chamber of Commerce
- ◆ Tooting Town Centre Partnership
- ◆ Balham Town Centre Partnership
- ◆ Wandsworth Challenge Partnership
- ◆ Putney Town Centre Partnership
- ◆ Clapham Junction Town Centre Partnership
- ◆ Roehampton Partnership
- ◆ Community Legal Services Partnership
- ◆ Learning and Skills Council
- ◆ London Development Agency
- ◆ Wandsworth Environment Forum

Further details about the WLSP and its partners can be found at [www.wlsp.org.uk](http://www.wlsp.org.uk).

## The principles of the WLSP

Underpinning the work of the WLSP and this Community Strategy are 4 important principles. Each member of the WLSP will ensure that their services are developed and delivered with proper regard to:-

### Equality of opportunity

The WLSP is committed to equal opportunities in its role as a key planning and co-ordination body serving the community of Wandsworth. This commitment builds on that of the individual partner organisations and their responsibilities under relevant equalities legislation for the promotion of equality of opportunity in policy development, service provision, training and employment.

The primary aim of the WLSP is to improve the quality of life of those living and working in the borough. In achieving this aim the WLSP will ensure that any decisions or action it takes has regard to gender, race and ethnicity, disability and other dimensions of disadvantage and discrimination including sexuality and religion.

## Making the Community Strategy work

In addition the WLSP will need to take a broader view of Wandsworth as a whole to foster:-

- ◆ a sense of belonging for all communities;
- ◆ an appreciation of diversity – whether race, faith or other backgrounds;
- ◆ similar life opportunities for all residents;
- ◆ positive relationships between people from different backgrounds.

The WLSP's approach will be demonstrated in its efforts to:-

- ◆ Build a commitment to equality into its strategic aims;
- ◆ Ensure partners tackle discrimination in service planning and provision;
- ◆ Ensure that all partners understand their duty to promote good race relations and race equality;
- ◆ Integrate the principles, strategies and practice of equal opportunity into its work; and
- ◆ Encourage all WLSP partners to reflect these aims in the execution of all their functions, and via their own policies and strategies.

The WLSP will take practical steps to make sure that its work supports equality of opportunity by, for example, working in partnership to plan for, establish, promote and disseminate fair and accessible services, or by using effective consultation to obtain the views of the whole community, with particular attention to traditionally hard to reach or marginalised groups.

At an individual service level the partners' organisations will continue to develop and promote equality and community cohesion through their mainstream provision.

### Consultation and involvement

The WLSP as a whole and its constituent members recognise that consultation is essential part of service development and review. Listening to the views of residents, businesses, service users, non-users, stakeholders and others can take many forms. The WLSP will work to ensure that consultation is robust, reliable and actionable and

- (a) gives proper weight to the views of all the different interests concerned;
- (b) reflects the informed opinions of those with an interest in the service(s) whether or not they are currently using it;
- (c) makes best use of existing consultation processes to avoid duplication;
- (d) explores opportunities for interagency consultation; and
- (e) ensures representation of all sectors of the community including those identified as 'hard to reach'.

### Access

The WLSP and its constituent organisations are committed to providing full access to services and information. Access includes the removal of not only physical barriers wherever possible but also social exclusion and cultural barriers. The WLSP will also seek to maximise access to services and processes through increasing use of information and communication technology such as on-line payments or bookings.

### Partnership

The WLSP recognises that actions required to secure long-term improvements for the borough are cross-cutting and cannot be fully realised without complementary and coordinated action at the local, sub-regional and regional levels. For example, the health service, schools, colleges and social services department are involved in the delivery of services for young people. Partnership working is already a feature of service planning and delivery in Wandsworth with some long-established partnerships, like the Crime and Disorder Reduction Partnership between the Council and the Police, delivering real improvements to the local community.

The WLSP aims to develop the principle of partnership further by including not just the statutory agencies but business and the community and voluntary sector as active partners. At a practical level partnership means identifying opportunities for closer co-ordination, for joining-up services, for sharing information and for looking at flexibly at the use of mainstream resources.

A large number of individual partner organisations and formal partnerships contribute to the delivery of the Community Strategy. The chapters which follow highlight a small number of key organisations, groups or statutory agencies to illustrate the range of bodies involved.

## Implementing and Reviewing the Community Strategy

The Council, together with its partners currently produce and implement a very large range of plans and strategies to tackle priority issues at the national and local level. Therefore, the Council and the WLSP consider it important that this document does not in any way duplicate the current work of these plans.

Instead it should provide a clear and over-arching framework from which to develop and coordinate existing and future plans and strategies. The diagram below shows how the Community Strategy priorities currently link into existing partnerships.



## How will the Strategy be delivered

As the Community Strategy requires concerted action on the behalf of a wide range of agencies (see diagram above), the WLSP is well-placed to be the key body for ensuring that the Community Strategy is being delivered by the various partners. Unlike other, more specific plans, there is no

additional funding allocated directly to the Council, its partners or the WLSP for the implementation of the Community Strategy. However, the emphasis on the Community Strategy is on the ability of partners to work together and coordinate existing expenditure to reflect better the priorities of local residents.

The main statutory agencies spend large sums of money on delivering services, such as health and policing, to our residents. By working together, and 'bending' their mainstream funding, partners in Wandsworth are committed to delivering services to meet the targets set out in this document.

To demonstrate this commitment, in each of the priority areas set out in the following chapters, a key partner has been nominated whose role it will be to ensure that it is delivered.

## Low or non-priority areas

Of course this will mean that resources are prioritised for services and actions set out in the Community Strategy and other supporting plans. Resources will not be available for non-priority areas of service and these will vary for each organisation. The Council, for example, is committed to value for money and maintaining a low council tax for local people so services and events which are discretionary, free of charge and not targeted at specific local need will not be a priority. Further details of non-priority areas for the Council can be obtained from on 020 8871 6081.

## Measuring the success of the Strategy

Wandsworth Council, through the WLSP, will take the lead in monitoring the progress of the key actions presented with this Strategy.

Each of the priority themes also set out detailed and challenging targets that the key agencies, both statutory and the Community and Voluntary sectors in Wandsworth have made a commitment to achieve. Because local and national priorities and resources change, we have set targets for three years ahead. This gives us the flexibility to amend and review them. It also give us a more realistic time frame for improvement.

It is also important that the WLSP can monitor the broader impact of the Community Strategy on the residents of Wandsworth. The WLSP, therefore, also adopted a comprehensive set of performance indicators. They will be used to monitor progress and will be reported at regular intervals. These will allow the WLSP to monitor how partners' activities in working towards the key priorities impact on the quality of life of Wandsworth residents. Progress against all the objectives and targets presented in this document will published at suitable intervals, probably annually. You can view the list of indicators in Appendix 1 attached.

## The Community Strategy

The remainder of this document sets out the 6 strategic priorities. Each chapter sets out the following details:-

- ◆ Why the theme was chosen
- ◆ What the residents told us
- ◆ A little about the current situation in Wandsworth
- ◆ Who the key partners are, and what is being done already
- ◆ Our long-term aims to help achieve the vision for Wandsworth
- ◆ What our key objectives and targets for the next 3-5 years.

At the end of the Strategy you will find performance indicators and targets for measuring success (Appendix 1) as well as other useful information:-

- ◆ Maps showing the borough wards and key areas of deprivation (Appendix 2).
- ◆ A chart showing the main policies and plans supporting the Community Strategy (Appendix 3).

## Give us your views

The WLSP are always keen to receive feedback, comments and suggestions from residents and businesses at any time. You can contact us in the following ways:-

By writing to: Liz Rees, Room 161, Town Hall, Wandsworth High Street, SW18 2PU  
email: [jevans@wandsworth.gov.uk](mailto:jevans@wandsworth.gov.uk)  
or use an online feedback form at [www.wlsp.org.uk](http://www.wlsp.org.uk)

# Making Wandsworth safer

Wandsworth is a relatively safe part of London

In the 1990's, it consistently enjoyed the lowest crime rate in Inner London and even in 2001/02 Wandsworth had

- ◆ the 2nd lowest crime rate per 1000 population in Inner London
- ◆ the 18th lowest crime rate out of 32 London boroughs
- ◆ Wandsworth's rate of offences per 1000 population, 131.8, was lower than the Greater London average of 142.5.

The borough has long enjoyed close joint working between the borough's police force, the Council and other agencies. This has allowed the borough to develop a proactive and well-coordinated approach to community safety.

Nevertheless, in national terms Wandsworth is still ranked as a high crime area and it is in the worst 30 areas for acquisitive crime such as such as car crime, street crime and burglary. The position has changed as police resources have been switched away from the borough to the north and east of London over recent years: some 100 police officers have been lost to the borough Command Unit (BCU) since 1996, or almost 18% of the current allocation. The most notable recent change has been in the dramatic increase in street crime which is part of a London-wide trend. Street crime has been the focus of all agencies over the past year.

## Resources for tackling crime

The borough's Command Unit (BCU) employs 558 policemen and women and 139 administrative and support staff. Response teams of uniformed officers work shifts from three main parade sites, namely Wandsworth, Tooting and Lavender Hill. Community Ward officers additionally work from Putney, and Trinity Road Police stations, and the Community Safety Unit and Public Protection Unit operate out of Bedford House in Balham High Road. The CID and proactive robbery and burglary squads operate mainly from Wandsworth and Battersea Police stations. The total borough Command Budget for 2002/03 is approximately £27 million and the budgeted workforce target is 558 plus three additionally externally funded uniformed officers.

The number of Police Officers allocated to each London borough (the Budgeted Workforce Target) is determined by a national 'Resource Allocation Formula', applied by the Metropolitan Police Authority (MPA).

The Council is also a key partner in the fight against crime. Through its Community Safety Division, which is responsible for Closed Circuit TVs, Neighbourhood Watches and the Burglary Aftercare service, it aims to prevent crime taking place. The Council's parks police and civilian wardens in town centres are an important resource too. However, many of the Council's activities are designed to divert young people in particular away from breaking the law – through education, youth and play services. The Youth Offending Team offers help and support to young people who are at risk of offending.

Using Home Office figures it is estimated that the cost of the four most common types of crime (street crime, car crime, domestic burglary, violent crime) in Wandsworth in 2000-01 was £325,000,000. This does not cover the cost of all recorded crime and when estimates of unrecorded crime are included the figure rises to over £1bn per annum.

## National and Local Priorities

The Government has made reducing crime and disorder, the fear of crime and anti-social behaviour key priorities in its national crime reduction strategy. The Government's white paper 'Policing a New Century: A blueprint for Reform' also sets out a programme of change aimed at preventing, detecting, apprehending and convicting the perpetrators, to deliver these priorities. It places local Crime and Disorder Reduction Partnerships, a partnership of the local police, councils and other key agencies, at the forefront of tackling crime and emphasises the importance of all agencies in the community working together to achieve the common goal of tackling crime and disorder.

The Metropolitan Police in Wandsworth, together with other partners like the Council in the Crime and Disorder Reduction Partnership, is working hard to tackle the national priorities and also to deal with local problems. Performance is monitored against national targets which are published annually. The Government's key targets, which are cascaded down to the local level include:

- ◆ Reducing overall recorded crime.
- ◆ Reducing vehicle crime by 30% by 31 March 2004.
- ◆ Reducing Domestic Burglary by 25% with no local authority area having a rate more than three times the national average by 31 March 2005.
- ◆ Reducing robbery in principal cities by 14% by 31 March 2005.
- ◆ Reducing the fear of crime in March 2004 to a lower level than in 2001, as measured by the British Crime Survey.
- ◆ Reducing violent crime.
- ◆ Reducing anti-social behaviour.

The Metropolitan Police Service (MPS), which is responsible to the Metropolitan Police Authority, has its own Policing Plan which sets out its strategy for making London safe. The BCU itself also has a Policing Plan which shows how it will contribute to the MPS priorities. Local BCUs have the flexibility to set their annual crime reduction targets which reflect the priorities and socio-economic circumstances of their local geographical area.

The Police Community Consultation Committee, together with local consultation exercises, are an important way in which community and voluntary organisations can take part in the discussions on policing and crime. There is also a significant contribution made by the volunteers through the lay visiting to police stations scheme.

There are also other key partnership groups that will also contribute towards achieving a reduction in crime and disorder in Wandsworth. In particular the Drug Action Team (DAT) and the Youth Offending Team (YOT) Strategy Group. The DAT works very closely with the Crime and Disorder Reduction Partnership on drug and alcohol prevention, education and treatment. The YOT Strategy Group works towards prevention of offending and re-offending by young people.

## What are the key Strategies and Plans?

The Crime and Disorder Reduction Strategy (2002-2005) (CDRS) is the overarching strategy which has been produced using the results from a detailed 'crime audit' and extensive resident consultation to ensure it reflects the priorities of the community, contributes towards the achievement of the national targets, and targets crime reduction measures effectively.

The CDRS also contains cross-links to other important plans. You can find out more from the chart in Appendix 3.

## What Residents Think

**Consultation with residents on the Community Strategy has reinforced the message received over the last 2 years through the Crime Audit questionnaires and focus groups:**

- ◆ The clear top priority for improving the borough in the long term is dealing with crime and vandalism.
- ◆ Street crime, vandalism, burglary and graffiti are the issues which most worry residents.
- ◆ There is some concern about young people causing trouble, particularly on housing estates.
- ◆ Local people would like to see a more visible police presence.

## The challenges ahead

**Wandsworth has significant challenges on crime issues. Residents want the borough to be safer and feel safer. There are several factors which are leading to an increase in particular types of crime:-**

- ◆ There is emerging local evidence confirming that drug dependency is a major driver for property crime.
- ◆ Significant rises in property values, new developments of high quality housing, and further increases in the number of licensed premises and the London-wide trend toward a 24- hour economy have brought with them greater opportunities for crime in Wandsworth.
- ◆ There is an increasingly high level of mobility of criminals across London, and greater police resources allocated to neighbouring areas like Lambeth may cause displacement of crimes such as robbery and burglary to Wandsworth.
- ◆ Town centres are particular hotspots for street and violent crime. The number of recorded offences for street crime have risen dramatically over the past three years linked in part to the huge increase in the ownership and use of mobile phones. This is beginning to be addressed by the phone network providers working together to bar stolen phones from use and a concentrated local programme of property marking of mobile phones.
- ◆ Residents want to see a more visible police presence but the number of police in the borough has fallen from 622 in 1997 to a budgeted workforce number of 558 at the end of 2002.

## Our vision for the future

**The WLSP has agreed that by 2013 Wandsworth should be an even safer borough. It has adopted 8 strategic objectives that it would like to achieve in the next 10 years.**

- ◆ Reducing anti-social behaviour to improve the quality of life.
- ◆ Reducing street crime.
- ◆ Supporting young people at risk of offending.
- ◆ Reducing domestic burglary.
- ◆ Reducing drug and alcohol related crime and disorder
- ◆ Securing more police and uniformed patrollers on the streets.
- ◆ Reducing racial harassment.
- ◆ Reducing domestic violence.

## Objective 1

*Making Wandsworth safer*

### Reducing anti-social behaviour

#### Why is this important?

We believe that people have a right to live in a clean, safe and friendly borough and have pride in their community. Anti-social behaviour in pubs and clubs and in areas of dense population like housing estates, can seriously affect the quality of life of many of our residents. Environmental crime, which includes graffiti, abandoned cars and fly-tipping is also anti-social and can make neighbourhoods feel unsafe and isolated. In addition, changes to licensing laws and the growth of the 24 hour economy increase opportunities for anti-social behaviour.

#### What are we doing about this now?

- ◆ Offering a free Graffiti removal service to private and Council residents, spending over £625,000 in 2001/02.
- ◆ Founding South-West Action Against Graffiti (SWAAG) who, together with the Police, help encourage local retailers not to sell spray-paints to those under 18.
- ◆ Removing reported fly-tips, on average, in less than one day.
- ◆ Removing abandoned vehicles for a standing charge of £12 per vehicle.
- ◆ Implementing joint operations to target drug-dealing addresses and evict tenants breaching their tenancies.
- ◆ Investing in security improvements such as CCTV, lighting and entry systems to communal entrances.
- ◆ Designing out crime through physical environmental improvements
- ◆ Providing two dedicated officers on the Alton Estate in Roehampton to reduce fear of crime and stem the increase in anti-social behaviour.
- ◆ Piloting two town centre civilian patrolling schemes in Tooting and Clapham Junction.
- ◆ Raising awareness of mental health issues to understand better some anti-social behaviour, particularly on housing estates,

#### What are our objectives over the next 3-5 years?

The Council, Police and other partners are committed to specific actions:

- ◆ To reduce the level of anti-social behaviour, including graffiti, fly-tipping, and abandoned vehicles.
- ◆ To reduce the fear of crime.
- ◆ To involve the community in tackling quality of life issues.
- ◆ To improve the level of intelligence about quality of life issues.
- ◆ To promote third party reporting of crime with Wandsworth residents.
- ◆ To increase the level of reported crime.

#### What will we do to ensure we achieve our objectives?

We will:-

- ◆ Use new legislation to promptly take action on fly-tipping, fly-posting, abandoned cars, untaxed cars and graffiti.
- ◆ Expand the use of Acceptable Behaviour Contracts for young people to reduce anti-social behaviour especially on larger housing estates.
- ◆ Develop a borough-wide protocol for dealing with anti-social behaviour to improve coordination, response times and ensuring involvement of all key agencies.
- ◆ Continue to invest in security and lighting improvements on housing estates.
- ◆ Improve the systems to identify and monitor hotspots.
- ◆ Discourage pavement cycling and taking legal action where possible.

## Objective 2

## Making Wandsworth safer

### Reducing street crime

#### Why is this important?

The number of recorded street crime offences have risen dramatically over the past three years. Because of the priority attached to street crime by residents and central Government, this issue takes precedence over all others in the work of the Wandsworth Council and the Metropolitan Police Service.

#### What are we doing about this now?

- ◆ Introducing Street Wardens in Clapham Junction and now also in Tooting Town Centre.
- ◆ Increasing visible policing patrols around the crime 'hotspots'.
- ◆ Continuing the 'Safer Stations' initiative in partnership with British Transport Police to reduce crime levels at our stations.
- ◆ Increasing and upgrading CCTV coverage and the Council's Control Room, with 80 additional town centre cameras added to the network between 1999 and 2002, and the provision of a new mobile CCTV system to respond to short-term problem areas.
- ◆ Carrying out targeted operations and preventative projects such as mobile phone marking and personal safety sessions with young people in schools.
- ◆ Undertaking 'truancy sweeps' in high street crime areas.

#### What are our objectives over the next 3-5 years?

The Council, Police and other partners are committed to specific actions to meet the following objectives:-

- ◆ To reduce the number of recorded incidents of street crime.
- ◆ To profile and prioritise crime hotspots, town centres and stations.
- ◆ To increase the level of surveillance and security in these locations.
- ◆ To reduce the number of first time young offenders.
- ◆ To change the criteria of the Intensive Supervision and Surveillance Programme to include young people charged with Street Crime Offences.
- ◆ To target detached workers and other youth services to divert young people from crime and disorder.

#### What will we do to ensure we achieve our objectives?

We will:-

- ◆ Upgrade street lighting in identified hotspots.
- ◆ Implement the Safer Stations action plan to improve safety at places like Barnes Station.
- ◆ Introduce a second patrolling scheme in Tooting.
- ◆ Develop the Shared Intelligence Initiative to provide information about hotspots and trends so that resources can be used more effectively.
- ◆ Continue targeted police operations and school patrols.
- ◆ Continue to expand the CCTV programme and develop further joint work on targeted operations.
- ◆ Improve surveillance of known young offenders.

## Objective 3

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### Supporting young people at risk of offending

#### Why is this important?

Young people in Wandsworth share the concerns of adults about crime and fear of crime. In 2002/03 nearly 11 % of victims of recorded crime were aged 11-20 years but almost a quarter of victims of street crime were aged 10 to 16 years. By tackling anti-social behaviour, drugs and street crime we are tackling the issues important to future generations in Wandsworth.

Nevertheless, it is important also to develop intensive early intervention and diversionary programmes, to help stop children and young people from getting into a life of crime. The Local Education Authority and schools have an important role to play in identifying potential problems which make young people feel disaffected – bullying, non-attendance or inappropriate peer group pressure. Work is in progress across the Council and with partners like the police to help provide parental support and positive role models, particularly through mentoring schemes, and recreational activity within a social education context.

Once an offence has been committed by a young person, it is important to tackle the problems associated with their behaviour to prevent them from re-offending. In Wandsworth, this means a focus on young male offenders.

Data shows that over 80% of the offences committed in 2001/02 were by young men, with the largest proportion in the 15 to 17 age group. Information also shows that a small number of young people commit a disproportionate amount of crimes; 7% had between 11 and 20 convictions. Recent figures show that Roehampton, Latchmere and West Hill have the highest number of resident young offenders.

#### What are we doing about this now?

- ◆ Targeting resources and initiatives at young people at risk of offending through the Youth Inclusion Project (YIP) on the Alton Estate, Roehampton.
- ◆ Appointing a Youth Crime Prevention Officer to improve the coordination of multi-agency schemes and targeting of resources.
- ◆ Developing our programme of vacation and out of school activities for children and young people.
- ◆ Establishing the Connexions Service through geographical 'Bases' (First Stop Shops) in Roehampton, Tooting and Clapham junction supported by satellite facilities.
- ◆ Introducing new victim of crime contact procedures on Referral Orders, with the appointment of sessional Contact/Liaison workers.
- ◆ Expanding the reparation programme to offer a wide range of reparative options to both the Courts and to the Referral Order Panels, whilst also catering to YOT clients needs.
- ◆ Implementing an Intensive supervision and surveillance programme to prevent persistent and serious young offenders from re-offending.

## What are our aims over the next 3-5 years?

The Council, Police and other partners are committed to specific actions to meet the following objectives:-

- ◆ To develop early identification and intervention systems and improve targeting of programmes to prevent offending by children and young people.
- ◆ To reduce offending by persistent young offenders.
- ◆ To speed up the administration of justice to meet Government targets.
- ◆ To increase engagement in education and training by offenders.
- ◆ To reduce anti-social behaviour committed by young people.
- ◆ To ensure maximum take-up of vacation activity schemes by those at risk.

## What will we do to ensure we achieve our objectives?

- ◆ Continue schemes to promote positive perceptions of young people as achievers through local awards like young person of year or through involvement in Community Merit Awards and schemes like the Duke of Edinburgh award.
- ◆ Develop a joined up system to identify, refer and track children and young people most at risk across the borough.
- ◆ Further develop Referral Orders and ensure that restorative justice process is fully established within new panels with the use of victim contact workers.
- ◆ Make sure that all young offenders receiving a court sentence are given an intervention based on 'what works' research.
- ◆ Complete the creation of two Connexions Bases (First Stop Shops) in the West and South of the borough and increase the number of young people in education, training and employment.
- ◆ Support parents of young offenders through the YOT parenting scheme and encourage more participation by fathers.
- ◆ Implement the 13-16 year-old YIP in Tooting and the Junior YIPs in Battersea, Tooting and Roehampton.
- ◆ Secure funding to continue with the Intensive Supervision and Surveillance Programme for at least a further two years.
- ◆ Ensure that all young people in custody have an education/training or employment plan.

## Objective 4

*Making Wandsworth safer*

### Reducing domestic burglary

#### Why is this important?

Burglary accounted for 12% of all recorded crime over the period 2000-2003 in Wandsworth. The largest proportion, 69%, of these burglaries are domestic burglaries. The Government has set national target of reducing domestic burglaries by 25% by 2005. Although in Wandsworth the rate of domestic burglaries per household was similar to the national average in 2001/02, recent figures show an increase of 1%. The national rate in 2001/02 is 18.4 per 1000 households, with Wandsworth slightly higher at 22.0 burglaries per 1000 households.

Being a victim of this crime can also have devastating effects. The majority of victims, over 50%, are 26-40 year old householders. However there is an increasing number of young adult victims (17%) in multi-occupation housing, and the elderly are particularly vulnerable to 'distraction' burglary.

#### What are we doing about this now?

- ◆ Supporting and developing 900 Neighbourhood Watch Schemes and 21 Senior Citizen Watches with training, support and newsletters.
- ◆ Promoting third party reporting with Wandsworth residents.
- ◆ Providing the 'Wandsafe' Burglary after-care service to visit all first time burglary victims on request.
- ◆ Offering a Lock-Fitting service to all of Wandsworth's vulnerable residents.
- ◆ Targeting considerable investment into security improvements on housing estates.
- ◆ Offering support to elderly residents on how to avoid 'distraction burglary'.
- ◆ Supporting the work of the Victim Support Scheme.
- ◆ Targeting resources at persistent burglary 'hotspots' in Balham, Shaftesbury and Northcote Wards, and targeting known burglars.

#### What are our objectives over the next 3-5 years?

The Council, Police and other partners are committed to specific actions to meet the following objectives:-

- ◆ To reduce the number of recorded incidents of burglary, especially domestic burglary.
- ◆ To continue to provide support, help and advice to victims and witnesses.
- ◆ To increase the security in properties in vulnerable locations in the borough.

#### What will we do to ensure we achieve our objectives?

- ◆ Develop the Shared Intelligence Initiative to allow more effective targeting of police operations through detailed analysis of trends and criminal behaviour.
- ◆ Continue successful activities like Neighbourhood Watch, Senior Citizens Watches and the Aftercare Burglary service.
- ◆ Increase the security in properties in vulnerable locations in the borough.
- ◆ Target distraction burglars more effectively.
- ◆ Provide information and prevention advice campaigns, including road-shows.
- ◆ Support operations to target handlers of stolen goods.
- ◆ Ensure that the Police Crime Prevention Design Adviser provides crime prevention advice on planning applications.

## Reduce drug and alcohol related crime and disorder

### Why is this important?

Drug and alcohol misuse is related to crime and disorder in a number of ways. A large proportion of acquisitive crime is committed to fund use of illegal drugs, and the majority of people arrested for burglary in Wandsworth are believed to be crack users.

Concentrations of drug dealing are also associated with a wide range of anti-social behaviour and people intoxicated by some drugs are more likely to commit certain kinds of offences. A very high proportion of violent crime and disorder offences, especially at night, are committed by people under the influence of alcohol.

### What are we doing about this now?

- ◆ Carrying out joint police and council operations to target and evict drug dealers and close down crack houses, focussing particularly on the York Road and Winstanley estates;
- ◆ Operating arrest and court referral schemes where those arrested are given access to a drugs worker.
- ◆ Increasing access to drug treatment services and establishing a new service to address the needs of crack users.
- ◆ Offering rehabilitation and support services to help drug dependent offenders released from prison to engage in community based treatment services and prevent relapse into drug use and offending.
- ◆ Providing programmes of education and counselling aimed at young people, especially vulnerable young people, to strengthen resistance to problematic drug and alcohol use.
- ◆ Using test purchasing programmes and publicity to discourage the sale of alcohol to under-18s.
- ◆ Carrying out targeted initiatives through a multi-agency Night-Time Disorder Group.

### What are our objectives over the next 3-5 years?

The Council, Police and other partners are committed to specific actions to meet the following objectives:-

- ◆ To improve intelligence and information sharing on drug-dealing.
- ◆ To maintain vetting and training of door supervisors.
- ◆ To focus on the most problematic drug using offenders and ensure that they are encouraged to engage and continue within appropriate treatment services.
- ◆ To ensure that progress made in disrupting drug markets is maintained and action is taken against new and displaced markets where they develop.
- ◆ To improve quality of drug education in schools and informal youth settings.
- ◆ To reduce sale of alcohol to under-18s.

### What will we do to ensure we achieve our objectives?

- ◆ Seek to implement new licensing legislation to take account of crime and disorder issues.
- ◆ Continue drug reporting card system and other reporting methods.
- ◆ Introduce testing for Class A drugs in police stations for people arrested for acquisitive crime.
- ◆ Establish an integrated team to coordinate drug treatment interventions within the criminal justice system.
- ◆ Continue joint police and housing initiative against drug dealing.
- ◆ Strengthen the recently established network supporting and training drugs educators.
- ◆ Repeat alcohol test purchasing exercise and prosecute where appropriate.

## Objective 6

*Making Wandsworth safer*

### Securing more police and uniformed patrollers on the streets

#### Why is this important?

Residents want to see a more visible police presence but the number of police in the borough has fallen from 622 in 1997 to 558 at the end of 2002. This is despite extra officers being allocated to neighbouring boroughs. Wandsworth loses out because the formula for allocating police to the boroughs does not take enough account of the incidence of many of the most threatening crimes including muggings, assault and burglary. A Wandsworth study last year revealed that the model used by the MPA to predict crime levels seriously understates the actual rate in boroughs situated just outside core inner city areas of the capital.

#### What are we doing about this now?

- ◆ Lobbying and campaigning in the media.
- ◆ Allocating and using resources creatively, for example the using of Neighbourhood Renewal Funding to 'purchase' additional dedicated police officers for the Roehampton area as part of the Neighbourhood Renewal Strategy.
- ◆ Maintaining street patrollers, Parks Police Service and additional police resources.

#### What are our objectives over the next 3-5 years?

The Council, Police and other partners are committed to specific actions to meet the following objectives:-

- ◆ To seek powers to enable Parks Police to expand joint work with the Metropolitan Police Service.
- ◆ To seek community funding for Warden Schemes from external sources.
- ◆ To achieve more police on the street.

#### What will we do to ensure we achieve our objectives?

- ◆ Monitor police allocations and actual in-post police numbers.
- ◆ Lobby the government to revise its resource allocation formula.
- ◆ Exploit funding opportunities to increase numbers of police or civilian patrollers.

## Reducing racial harassment

### Why is this important?

Race crime is a hate crime and is taken very seriously by the Police, and the Council in delivering its own services and in working with partners in the Crime and Disorder Reduction Partnership. It is a general term covering a wide range of unacceptable, and often unlawful, behaviour. In a diverse borough like Wandsworth it is important that all Black and Minority Ethnic groups receive and consider they receive an appropriate response to racial incidents.

In 2002/03, Wandsworth, with a 6% increase in racial incidents per 1000 population, went against the trend elsewhere in London, (which showed reductions of 16% and 17% in Greater and Inner London). This increase is partly due to much better reporting and recording, particularly in schools.

### What are we doing about this now?

- ◆ Improving the anti graffiti service so that racial and obscene graffiti is removed within 24 hours (and all other types of graffiti within 72 hours) of being reported on the special graffiti hotline.
- ◆ Increasing minority involvement in community safety issues, particularly through the Ethnic Minorities Consultation Forum.
- ◆ Promoting third part reporting of crimes among racial minority groups, especially of racial incidents for example through the service at the Community Crime Prevention Centre at Tooting Islamic Centre and the Crime Prevention Centre in Wandsworth Shopping Centre.
- ◆ Launching the racial harassment victim report line which enables people experiencing racial harassment to be put in touch with the right person or organisation for their needs.

### What are our objectives over the next 3-5 years?

The Council, Police and other partners are committed to specific actions to meet the following objectives:-

- ◆ To reduce the level of racial harassment in the borough.
- ◆ To improve confidence in reporting and investigation procedures.
- ◆ To challenge negative stereotypes.

### What will we do to ensure we achieve our objectives?

- ◆ Establishing a more realistic picture of the level of victimisation in the borough particularly racially motivated crime.
- ◆ Expanding third party reporting schemes.
- ◆ Improving the satisfaction of victims with racial incident investigations.
- ◆ Developing partnerships to reduce racial harassment.

## Objective 8

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### Reducing domestic violence

#### Why is this important?

Domestic violence is a crime and is not acceptable within any society. It is often a hidden crime. Individual incidents of abuse and repeated patterns of violence come to police attention within a broad range of domestic settings and a variety of family units. It is shown that approximately 95% of domestic violence is committed against a partner, ex-partner or an immediate member of the family, such as father, mother, son or daughter. However, women are usually the victims and they may suffer mental and emotional abuse, sexual abuse and physical violence. Children in families where domestic violence occurs also suffer directly and indirectly. The number of domestic violence incidents in Wandsworth reported to police in the last year (2002-3) was 3239. This is likely to be an underestimate of the real size of the problem in the borough, given that women are extremely reluctant and frightened to report. Research shows that women are likely to suffer several incidents before reporting to Police or any other agency.

#### What are we doing about this now?

- ◆ Supporting safe temporary accommodation for women and their children escaping domestic violence.
- ◆ Improving report handling and coordination between all the key agencies.
- ◆ Producing a directory of local services through the Wandsworth Domestic Violence Forum.
- ◆ Through the Forum, producing a detailed strategy for raising awareness, setting standards to ensure that staff in all agencies provide appropriate and sensitive services, and establishing a multi-agency training programme to help staff to deliver these standards.

#### What are our objectives over the next 3-5 years?

The Council, Police and other partners are committed to specific actions to meet the following objectives:-

- ◆ To provide support, help and advice to victims and witnesses.
- ◆ To increase the number of prosecutions of people who commit domestic violence.

#### What will we do to ensure we achieve our objectives?

- ◆ Establish an inter-agency training programme.
- ◆ Promote a leaflet and poster campaign.
- ◆ Develop an information sharing protocol.
- ◆ Participate in London-wide initiatives to tackle domestic violence.

### **How will we measure our success?**

There are eight key indicators which will be monitored and reviewed regularly to see whether the strategic priorities are being achieved.

Please refer to Appendix 1 to view the Performance Indicators and targets associated with this chapter

### **Who will make this happen?**

Many different agencies and departments will be involved in helping to deliver the objectives set out in this chapter often through formal partnerships.

However, overall responsibility for making sure that planned improvements in this Chapter happen rests with the joint chairmen of the Crime and Disorder Reduction Partnership Strategy Board:-

**Chief Superintendent Martin Jauch,**  
Wandsworth Borough Police Commander.

**Gerald Jones,** Chief Executive and Director of  
Administration, Wandsworth Council.

# *Improving the local environment*

Wandsworth is affected by many inter-related local and global environmental issues

In turn actions taken by its residents and business have a knock on effect for future generations and for people in other parts of the world.

For an inner London borough, Wandsworth has a relatively large amount of open space both within it and in adjoining areas. This is a major environmental resource as access to natural areas is crucial to the quality of life in urban areas. The borough has over 650 hectares of public open space that constitutes approximately 19% of the borough's area. This includes large parks and commons - Battersea Park, Wimbledon Common, Putney Heath, King George's Park, Wandsworth Common, Tooting Bec/Graveney Common and part of Clapham Common, as well as playing fields, churchyards, allotments and other incidental open spaces. The River Thames, River Wandle and Beverley Brook are also important natural assets in terms of recreation, amenity and natural habitats.

Nowadays, Wandsworth is largely a residential borough, but with substantial areas of employment and commercial uses. There have been major industries operating since the 18th Century and these have left a legacy of derelict and

contaminated sites. Redevelopment has been taking place, presenting an opportunity to clean up contaminated sites and, in recent times, 100% of development in Wandsworth has been on previously developed land.

The waste that we generate represents one of the major environmental challenges facing Wandsworth and the UK. In 2002/03, Wandsworth generated 87,500 tonnes of household waste. 10.5% of this was recycled or composted. Nationally, household waste has been increasing at 2-3% per year and this is reflected locally. Wandsworth's waste is currently taken by river to a landfill site in Essex.

The scale and complexity of transport problems faced by London are of a different magnitude to those in other parts of the country. Demand for rail and London Underground travel has reached record levels and a lack of investment over many decades has caused significant overcrowding on these services. At the same time, London and Wandsworth experience some of the most intense and widespread traffic congestion in the country.

## *Improving the local environment*

With parts of Wandsworth lying on floodplains, the economic and social costs of climate change are a direct concern to Wandsworth residents. Warmer, drier summers are predicted followed by wetter winters. Tidal surges will become more frequent and the Thames Barrier will need to be replaced or upgraded by 2030 to cope. Consumption of fossil fuels is a non-renewable source of energy that generates greenhouse gases such as carbon dioxide. These are the main causes of global warming and climate change. Heating homes is the primary source of carbon dioxide in the UK.

Residents frequently contact the Council about nuisances in their immediate environment that directly affect their quality of life. Each year, the Council receives approximately 12,000 complaints about refuse or recycling, 3,000 about litter and flytipping and 5,000 reports of abandoned vehicles. Over 4,000 noise complaints are investigated each year and concerns about noise from night flights has lead a group of residents to take the Government to the European Court of Human Rights to defend their right to a decent night's sleep.

### Resources for improving the environment

Many parts of the Council and other organisations contribute to improving the environment or minimising environmental impact in some form. Some of these are statutory responsibilities, whilst others are in response to policy and local need. To give an indicative measure of resources invested in the environment, some of the major areas of Council expenditure are approximated below.

The Council's Waste Management Service manages a £3.89 million street cleansing contract and a £3.98 million refuse and recycling contract. The Parks Service manages parks and open spaces and running a borough-wide tree and ecology service. It also manages a £1.89 million horticultural contract to maintain 349 hectares of parks and open spaces.

In addition, capital funds are invested in long-term improvements to parks and open spaces. Some of this is sought externally via grants. The most notable of these is Heritage Lottery funding of £7.5 million, supplemented by £4 million from the Council for the restoration of historic features in Battersea Park.

The Council bids annually to government for funds for transport programmes and projects. In 2002/3, the award totalled £1.96 million. £360,000 of this was for travel awareness, school travel and walking initiatives. In addition, grants were also made available through borough partnerships for bus priority (£372,000), cycling (£180,000) and £223,000 for other sustainable transport schemes.

Guiding development into a sustainable form is an integral part of planning and development control functions. In 2002/03, the Planning Service were involved in; consulting and amending UDP policies; producing guidance for and advice to developers on environmental, waste and conservation issues; carrying out an environmental appraisal of the UDP; promoting and implementing environmental improvement projects for open spaces within the town centres and elsewhere; the Wandle Mouth: tree preservation; and enhancement of conservation areas.

The Council's Environmental Services Division deal with air and drinking water quality, contaminated land and noise. Staff are also involved in approving measures to remediate contaminated land; monitoring pollution from certain industrial processes; managing air quality monitoring sites and developing an Air Quality Action Plan. In 2002/03, the Council spent around £1.061million on these aspects of environmental protection and provided £966,000 in repair and energy efficiency grants for private sector homes.

Each year, the Housing Department spends around £550,000 on graffiti removal and education initiatives and invests over £10 million of capital programme funds in energy efficiency measures, such as condensing combination boilers, roof insulation, external wall insulation, temperature controls and double glazing in Council homes.

## National Priorities and targets

These are some of the environmental priorities highlighted in recent national and London-wide strategies.

**Traffic congestion and transport** – Improving public transport and measures to encourage cycling and create more pedestrian-friendly environments are seen as central to reducing congestion and the problems caused by it. Land use planning also has a role in setting resource efficient patterns for development, for example by ensuring that new development is readily accessible by public transport, by bicycle and on foot. Tackling congestion and the development of fuel-efficient and cleaner vehicles also contribute to wider air quality and health objectives.

**Waste** – Under the European Union Landfill Directive, over the next 20 years, we must dramatically reduce the amount of biodegradable municipal waste sent to landfill. The Prime Minister's Strategy Unit estimates that nationally waste will double and disposal costs will increase by £1.6bn per year by 2020, unless action is taken. It sets out a series of measures for putting waste management on a more environmentally sustainable path by seeking to reduce dependence on landfill as the primary method of waste disposal.

**Adopting sustainable patterns for development** – The Mayor for London's London Plan aims to be the major strategic land use document for London, setting out an integrated social, economic and environmental framework for the next 15 to 20 years. There are concerns from this borough and elsewhere that the scale of proposed new development is not sustainable and that housing projections ignore capacity constraints. The Mayor expects the Plan to be adopted by the end of 2003.

**Biodiversity** – Wildlife is dwindling, yet urban areas such as London provide habitats for many rare species. The UK and the Mayor for London's Biodiversity Strategies highlight the importance of protecting and enhancing wildlife habitats through a series of action plans. These are being produced through London-wide and local Biodiversity Partnerships that include land managers as well as ecology specialists and volunteers. Wandsworth is taking the lead on some of the London Plans and has recently produced an index of 34 Sites of Importance for Nature Conservation on the borough.

**Energy, Climate change and global warming** – The government must deliver the UK's legally binding Kyoto target to reduce emissions of greenhouse gases. It has also set a tougher domestic goal for reducing carbon dioxide emissions. This translates into measures to conserve energy and more widespread use of renewable sources of energy, such as solar and wind energy, as well as the continuing development of new technologies.

**Liveability of local environments** – The physical appearance and quality of local environments is a key concern for local people. Degraded urban environments, run down parks and disused buildings are contributing factors to crime, fear of crime and social exclusion. The presence of litter, abandoned vehicles and graffiti adds to this sense of neglect and does not inspire pride or investment in the local areas that need it most. Tough new enforcement powers for the police and local authorities are anticipated in a new Anti-Social Behaviour Bill.

## Targets

The government has set environmental targets in a number of areas and these are then cascaded down to borough or local level. In some cases, the local targets differ from national targets. Some of the more significant targets are listed below.

- ◆ Recycling and composting 16% of household waste by 2003/4 and 24% by 2005/6 (Wandsworth's target from the National Waste Strategy 2000, further targets to be given for successive years)
- ◆ All air national air quality objectives to be met by 2005 (Environment Act 1995 and National Air Quality Strategy)
- ◆ To improve the energy efficiency of domestic property in the borough by 30% below 1996 levels by 2011 (Home Energy Conservation Act 1995)
- ◆ To comply with the Environment Agency's chemical and biological water quality objectives for the River Wandle and Beverley Brook.
- ◆ To reduce greenhouse gas emissions to 12.5% below 1990 by 2008-12 (UK target from Kyoto)
- ◆ To reduce carbon dioxide emissions to 20% below 1990 levels by 2010 (national domestic goal)

## Key agencies and Partnerships

Many plans and policies are developed on a London-wide basis, reflecting the fact that issues, such as transport and air quality cannot be tackled by one borough acting on its own and there is a need for joint action. These partnerships tend to be sectoral, rather than for "the environment" as a single entity. The following highlights some of the key partnerships operating at borough or local level to co-ordinate action and policy on environmental issues.

- ◆ Wandsworth Biodiversity Partnership
- ◆ South and West London Transport Advisory Conference (SWELTRAC)
- ◆ Western Riverside Waste Authority
- ◆ Rethink Rubbish Western Riverside Partnership

In addition, there are a number of voluntary and charitable bodies based in the borough who have an interest in some aspect of the environment for example, the Wandsworth Environmental Forum. This is an apolitical network of environment and residents' groups that includes Wandsworth Cycling Campaign, Wandsworth Friends of the Earth, The Putney Society and The Battersea Society, as well as interested residents. All of these devote a significant amount of voluntary time and effort to improving their local areas; publicising environmental issues; and/or lobbying on environmental concerns.

## What are the key strategies and plans?

Environmental issues within Wandsworth are influenced by a significant number of plans produced at government, regional and local level.

### The Government

The government has produced a strategy for sustainable development in the UK. Called "A Better Quality of Life", it was published in May 1999. It states that the heart of sustainable development is the idea of "ensuring a better quality of life for everyone now and for generations to come". Four broad objectives are outlined, with the environmental aspects described as:

- ◆ Effective protection of the environment; and
- ◆ Prudent use of natural resources.

Significantly, it also embodies a social and an economic dimension to sustainable development, linking environmental protection with social progress, economic growth and employment. These are reflected in other chapters of this strategy.

National strategies have been produced for waste, transport, air quality, biodiversity and climate change. The government launched "Living Places - Cleaner, Safer, Greener" in 2002 to set out the government's vision for public space. Tackling failure, such as litter, graffiti, fly tipping, abandoned cars, dog fouling and the loss of play areas and footpaths is highlighted as a top public priority.

Eight statutory Mayoral Strategies are being produced under the terms of the 1999 Greater London Authority Act. Those most relevant to sustainable development are air quality, transport, biodiversity, waste and spatial development (the London Plan). There are also non-statutory energy and noise strategies.

### Wandsworth Council

The Council translates these plans and strategies to a borough level to reflect local priorities, whilst ensuring that national and regional aims and targets are still retained.

The Unitary Development Plan (UDP) is central to setting sustainable land use patterns. It sets out broad planning policies to guide development and other uses of land in the borough and detailed policies for deciding planning applications. Following extensive consultation, a new plan, environmental appraisal, indicators and targets were formally adopted in 2003.

**Other plans and policies of most direct relevance to the environment such as the Environmental Policy and Agenda 21 Action Plan set out in Appendix 3.**

## What residents and business think

**An environmental survey of Wandsworth residents was conducted in 1999 to gain an insight into attitudes, preferences and behaviour on a range of local and global environmental issues.**

- ◆ Three quarters (75%) of the sample agreed strongly that they were concerned about issues that affect their local environment. Congestion and noise and nuisance from road traffic was reported as one of the major environmental problems of living in the area. Concern was greater for local than for global issues, such as global warming.
- ◆ Two thirds (66%) rated the quality of the local environment as "good" or "fairly good." The rating of the local environment was higher among those who used their cars the most (73%) and lower among social housing tenants, of whom 33% viewed the local environment as fairly or very poor.
- ◆ 59% of residents thought that industry could do a great deal to help the environment, which is comparable to the 60% who thought that councils could do a great deal. Only 14% thought that the individual could make an impression.

Parks and commons are rated as one of the best things about living in Wandsworth, whilst people were most concerned about, in priority order:

- ◆ traffic congestion;
- ◆ air pollution; and
- ◆ dirty streets.

These issues have been raised again in subsequent surveys. Litter, graffiti, abandoned vehicles, noise and loss of open space and play areas are frequently cited as problems of living in cities and Wandsworth is no exception. Whilst these issues do not have a direct bearing on global sustainability, they do say a lot about the quality of urban environments that people live in. Policymakers have coined the term "liveability" to refer to these nuisance and quality of life issues and this has moved higher up the political agenda recently, linked with urban regeneration, a desire to increase individual responsibility and more punitive powers for local authorities and the police.

Wandsworth businesses highlight problems with car parking and congestion as their most significant environmental concern, with this often affecting the economic viability of small companies. It is feared that the financial burden on business will be made worse by the congestion charging scheme. Many small companies would like to recycle more and become more "environmentally friendly", but often view it as too expensive and time-consuming for something that is usually not central to their core business.

## The challenges ahead

There are many environmental challenges facing Wandsworth and London. Of these, the following are key:

- ◆ Transport and Air Quality - Road traffic congestion is a key concern for residents and business alike. As well as causing frustration and having an economic impact, vehicle emissions affect air quality and health. Property prices and the lack of availability of housing in central London means that many workers live in suburbs and commute in to London. There is also an increase in travel resulting from lifestyle changes and increased levels of disposable income. This is reflected in the total number of journeys made and length as well as the choice of mode. The Mayor for London's Congestion Charging Scheme is one attempt to tackle the volume of traffic in central London. However, it is feared that it will simply cause traffic displacement in Wandsworth, due to its location on the boundary of the zone and the lack of public confidence in the public transport system. There are also safety concerns for "vulnerable" road users - cyclists and motorcyclists in particular.
- ◆ Waste and Recycling - Our waste is currently taken by river to a landfill. The amount of available landfill space is limited, so action to reduce the amount of waste generated and to increase recycling is critical. However, the success of this depends to a significant degree on voluntary efforts by residents and business. Despite efforts to publicise recycling and improve services, it is feared that this will not be sufficient to tackle our rising waste mountain. The EC Landfill Directive requires the UK to reduce the amount of biodegradable municipal waste sent to landfill by 65% by 2020.
- ◆ Incineration, with the energy generated used as heat, has been agreed as part of a long-term disposal option by Western Riverside Waste Authority and the constituent boroughs listed above. In environmental terms, it is preferable to landfill, but not as good as waste minimisation or recycling. Building a new incinerator will be controversial, as there will undoubtedly be local opposition. The Mayor for London's draft Waste Strategy is opposed to new incinerator capacity, although this is contrary to national policy. This approach is viewed as unrealistic by WRWA, who are making long term plans for an Energy from Waste Plant.

- ◆ Land use planning and the development of London – The Mayor for London's London Plan aims to provide for a 9% increase population and a 14% increase in the number of jobs. It sets a housing target for Wandsworth of 820 additional dwellings a year. This raises a number of questions as to whether this growth strategy is achievable, sustainable, and/or desirable. An ambitious package of major infrastructure projects is required and would need to be funded and completed in time to support the projected growth. Many new residential developments are on land previously used for industrial or commercial activity and the safe clean up or containment of contaminated land may have to be dealt with. Where new developments are placed alongside existing commercial activity, problems may arise with the noisy activity affecting new residents, particularly at night.
- ◆ Open spaces and wildlife - there is a need to safeguard wild areas for nature as well as for our own leisure and amenity use, in the face of growing development and visitor pressures. The UDP has a presumption against the loss of public open space, with preference given to building on previously developed land - so called "brownfield sites." However, wasteland habitat support many of the boroughs rarities, such as Black Redstarts. If the inherent value of these wildlife sites is identified at the outset, mitigation measures can be negotiated with developers to minimise losses and retain or even enhance important habitats.
- ◆ Energy efficiency and the use of renewable resources – Although simple energy efficiency measures such as loft insulation and improving heating controls can be both cheap and effective, measures to bring older housing up to the highest standard of energy efficiency are expensive e.g. solid wall insulation. There is a need to reduce our reliance on fossil fuels as energy resources and move towards renewable options. However, in an open marketplace where fossil fuel tariffs are relatively low, the use of renewable alternatives does not provide a swift financial payback. To counter this, the Government is beginning to encourage the development of renewables manufacture and installation in the UK through funding programmes. Water is another resources that is being consumed at a non sustainable level, although the impacts of this are not directly felt in Wandsworth, but rather in the supply areas.

## Our vision for the future.

The WLSP has agreed that by 2013 the environment in Wandsworth should be even better. It has adopted 5 strategic objectives that it would like to achieve within the next 10 years:-

- ◆ Reducing the environmental impact of transport, without reducing access.
- ◆ Managing waste more efficiently – reduce, reuse, recycle and recover energy from waste.
- ◆ Adopting sustainable patterns for development.
- ◆ Promoting wise stewardship of natural resources – wildlife habitats, energy and water.
- ◆ Creating healthy environments for people.

## Objective 1

## *Improving the local environment*

### Reducing the environmental impact of transport, without reducing access

#### Why is this important?

Traffic congestion is a key concern for residents and business. Pollution from vehicles has led to exceedences of national air quality standards for nitrogen dioxide and particles alongside most of the main roads in the borough. Wandsworth is on the boundary of the Mayor for London's congestion charging zone and there are fears that it will have more negative effects locally due to long-term traffic displacement.

#### What are we doing about this now?

We are contributing to reducing the impact of road traffic by:

- ◆ Running travel awareness campaigns such as "Don't Choke Wandsworth".
- ◆ Encouraging schools, business and other organisations to set up green travel plans to reduce road traffic.
- ◆ Bidding for government funds for local transport improvements, such as cycle lanes and more bus priority schemes.
- ◆ Developing a borough Walking Strategy.
- ◆ Working with public transport providers to seek improvements in the quantity and quality of public transport services to increase access for all.
- ◆ Ensuring that new development is properly serviced by public transport.
- ◆ Managing parking requirements through the parking permit system to make fairest use of available road space.
- ◆ Monitoring air quality and implementing an air quality action plan.
- ◆ Lobbying for proper monitoring and an independent watchdog for the Congestion Charging Scheme.

#### What are our objectives over the next 3-5 years?

- ◆ To obtain better quality and more frequent public transport services, including buses and railways.
- ◆ To achieve integrated services and through ticketing, with clear passenger information and maps.

- ◆ To create a safer and more pleasant environment for pedestrians and cyclists.

#### What will we do to ensure we achieve our objectives?

We will:

- ◆ Further develop the full Local Implementation Plan containing the Council's broad transport strategy and appropriate targets.
- ◆ Seek funding for sustainable transport projects each year through the borough Spending Plan.
- ◆ Implement the London Bus Initiative proposals by 2005.
- ◆ Complete the borough Cycle Network by 2004.
- ◆ Complete the Wandsworth Town Centre transport and traffic review and further investigate options for improved traffic management working with Transport for London (TfL).
- ◆ Continue to roll out the School Travel Strategy to further schools, incorporating School Safety Zones, Safe Routes to School, coupled with travel awareness and road safety education in school.
- ◆ Promote the implementation of the Council's Walking Strategy.
- ◆ Continue to implement other measures in the Air Quality Action Plan, including investigating a London-wide low emission zone and roadside emissions testing.
- ◆ Lobby train operating companies to provide more frequent and higher capacity trains and promote expansion of the South London Metro proposals.
- ◆ Work with TfL and the train operating companies to improve interchange facilities, with particular attention to access issues.
- ◆ Lobby for the early construction of Crossrail 2 - a Chelsea - Hackney line linking Wandsworth and Clapham Junction to central and northeast London with a safeguarded route through Wandsworth.
- ◆ Actively promote the early introduction of services on the East London Line to Clapham Junction as part of Orbirail, improved services on the West London Line and the Airtrack proposals to provide a direct rail link from the borough to Heathrow Airport.

## Objective 2

## *Improving the local environment*

### Managing waste more efficiently – reduce, re-use, recycle and recover energy from waste

#### Why is this important?

Space for landfill is finite and we are consuming resources at a faster rate than they can be renewed. This is clearly not sustainable so we need to cut back on how much we use, find alternative ways of dealing with our waste, and generate markets for recycled products.

The UK has legally binding European targets to meet for diverting biodegradable municipal waste from landfill and the government is using financial instruments to make sure that councils and waste disposal authorities meet statutory performance standards for recycling and composting.

#### What are we doing about this now?

We are contributing to reducing waste and increasing recycling by:

- ◆ Participating in a five-year £1M "Rethink Rubbish" Western Riverside waste education campaign and recycling projects, such as Christmas Tree recycling.
- ◆ Launching a new simplified kerbside recycling scheme that allows mixed recyclables to be put in one sack.
- ◆ Installing more recycling centres on housing estates and in schools.
- ◆ Using the planning process to encourage more and better recycling facilities with new developments.
- ◆ Signing up to London's Green Procurement Code to use our purchasing power to create a bigger market for recycled products.

#### What are our objectives over the next 3-5 years?

- ◆ To agree and implement a joint Municipal Waste Management Strategy with the Western Riverside partners.
- ◆ To develop a long-term sustainable waste disposal option of an Energy from Waste plant in London and a Materials Reclamation Facility at Smugglers Way to divert waste from landfill.
- ◆ To meet the Government's targets for recycling and composting household waste in 2003/04 (16%) and 2005/06 (24%).
- ◆ To assist organisations and businesses in the borough in minimising their waste and encourage more re-use and recycling.

#### What will we do to ensure we achieve our objectives?

We will continue to work with partners in the WRWA area to:

- ◆ Use the river for waste transport to reduce road traffic.
- ◆ Improve the Civic Amenity Sites to make them more convenient for recyclers.
- ◆ Investigate new waste and recycling projects to increase participation and the level of recycling, especially on housing estates.
- ◆ Promote the benefits of waste minimisation and recycling with better local information, in the local media and through school programmes.
- ◆ Seek continual improvements in waste and recycling services as part of the new Waste Contract, due to be let in September 2004.
- ◆ Finalise new Supplementary Planning Guidance on provision for waste and recycling facilities in new developments.
- ◆ Work with business advice services to ensure that appropriate advice and training is provided to business on waste issues.
- ◆ Use new inspection and prosecution powers to ensure that all business have a trade waste agreement for the proper disposal of waste.

## Objective 3

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### Adopting sustainable patterns of development

#### Why is this important?

The way that land is used is fundamental to sustainable development. We must ensure that valuable open land is protected and that development occurs in the most appropriate locations. Unregulated development can lead to excessive traffic generation and squandering of resources. Setting design standards and guidelines also present opportunities to ensure that new buildings meet the latest standards, for example by being energy efficient.

There is a need to strike a balance between commercial, residential, leisure and other current demands on land and maintaining and enhancing the intrinsic quality of built, natural and historic environments now and in the future.

#### What are we doing about this now?

We are contributing to sustainable land uses by:

- ◆ Adopting a new Unitary Development Plan (UDP).
- ◆ Publishing a revised appraisal of the Plan's policies to assess their positive and negative environmental effects.
- ◆ Designating Sites of Importance for Nature Conservation.
- ◆ Running a programme of tree planting and replacement in public areas.
- ◆ Developing land use targets for the UDP, based on previously published indicators.
- ◆ Making representations to the Mayor for London about his Spatial Development Strategy (London Plan), expressing concerns about the high growth strategies proposed and new housing targets.
- ◆ Implementing the empty property strategy and using fiscal measures to bring vacant property into use for housing.
- ◆ Investing £3.6 million to develop sites with potential for more housing - see the "hidden homes" programme in the Housing Chapter.

## What are our objectives over the next 3-5 years?

The UDP looks ahead for the next ten years. The Council and other partners have endorsed its central objective to:

**"promote sustainable development in the borough to protect and enhance the quality of life, to improve economic and social opportunities and to contribute to the Council's Local Agenda 21."**

Encompassed within this, there are objectives to:

- ◆ create sustainable patterns of land uses and development, including the protection of open spaces, wildlife habitats and other important areas.
- ◆ minimise the impact of new buildings on the environment through harmonious designs and construction techniques.
- ◆ conserve the heritage of our built environment, including important trees and landscapes.

## What will we do to ensure we achieve our objectives?

We will:

- ◆ redevelop previously used land, whilst retaining or enhancing its ecological value and clearing up any potential contamination.
- ◆ reduce the need to travel by requiring employment, shopping, leisure and other community facilities to be located in areas that are easily accessible by public transport.
- ◆ protect, conserve and enhance the existing varied character, heritage and archaeology of the borough and important views and skylines, paying special regard to conservation areas and other areas of special or local character including the Thames riverside.
- ◆ support new development that is compatible with its surroundings, with its layout, form and design so as to contribute positively to the local environment.
- ◆ require major developers to demonstrate that their proposals will not have an unacceptable impact on the established pattern of development, traffic conditions or the environment generally.
- ◆ promote environmentally-sensitive regeneration, especially in town centres.
- ◆ promote the conservation of energy and resources and encourage the highest standards of thermal efficiency in new construction.
- ◆ enforce building regulations to ensure a high standard of energy efficiency in new buildings and improvement works.
- ◆ promote sustainable construction techniques, such as renewable energy, sustainable drainage for the control of surface water runoff and locally sourced, reclaimed and recycled building materials.

## Objective 4

# Promoting wise stewardship of natural resources – wildlife habitats, energy and water

### Why is this important?

We have inherited natural resources, such as the air that we breathe, clean water, the energy that we use to heat our homes and natural habitats for wildlife. Although it is easy to take these things for granted, many of these are either finite or are not being generated as quickly as we are using them. There are concerns that if we continue to use up the World's resources at this rate, future generations will be denied access to much of what we take for granted today. Due to intensive farming practices, urban areas such as Wandsworth often contain more wildlife than the surrounding countryside. The borough is home to nationally important populations of stag beetles and black redstarts and peregrine falcons nest at Battersea Power Station.

However, much of the private housing in the borough is pre-1919 and does not meet modern standards for energy efficiency. Most of the Council homes were built in the postwar period, and includes a high number of tower blocks. Using energy in the form of gas or electricity to heat homes releases carbon dioxide into the air and this is causing the climate to change. Studies have shown that one effect of this is sea level rising and more flooding in low-lying areas.

Water abstraction for London's water supply leads to low flows in rivers, hosepipe bans and demand for more reservoirs and water transfer facilities. These often have an ecological impact in the environmentally sensitive areas where they are located. At the same time, industrial abstraction in London has decreased over the past 30 years, leading to rising groundwater levels under central London that could affect deep foundations.

### What are we doing about this now?

We are contributing to the wise use of natural resources by:

#### Biodiversity

- ◆ Running an Ecology and a Tree Service.
- ◆ Participating in Wandsworth's and London's Biodiversity Partnerships to develop habitat and species action plans.
- ◆ Maintaining a database of over 200 wildlife sites and records of plant and animal species.
- ◆ Identifying opportunities for more ecologically sensitive land management practices and securing ecological mitigation and enhancements from developers.
- ◆ Carrying out a programme of replacement tree planting and habitat management on Council-managed land and in public areas.

#### Energy

- ◆ Investing about £10 million capital funds each year in energy improvements to Council homes, including condensing combi-boilers, temperature controls and double glazing.
- ◆ Offering all residents advice on energy efficiency and renewable energy.
- ◆ Offering financial help and providing grants for energy efficiency to those on low incomes.
- ◆ Investigating opportunities to implement renewable energy projects, including replacing Combined Heat and Power (CHP) Schemes in Leisure Centres and solar water heating.

#### Water

- ◆ Using boreholes for water supply in parks.
- ◆ Developing the Beverley Brook into Wandsworth's first river-based Local Nature Reserve.

The Environment Agency (Thames Region) and Thames Water Utilities Ltd. (TWUL) are the organisations with primary responsibility for water-related issues in Wandsworth, including water efficiency and water quality. TWUL is a company responsible for water supply and sewage. It manages water demand through metering, monitors drinking water quality, and takes action to reduce leakage from pipes. The Environment Agency is a Government body responsible for promoting water efficiency, monitoring river water quality and prosecuting polluters.

## What are our objectives over the next 3-5 years?

The Council, London Biodiversity Partnership, the Environment Agency (Thames Region), TWUL and other partners are committed to specific actions to meet the following objectives:

- ◆ To regenerate sensitively the Wandle delta area, including enhancement of the river banks (with Wandsworth Challenge Partnership).
- ◆ To improve the water quality, ecological and amenity value of Wandsworth's rivers and lakes.
- ◆ To improve the environmental performance of domestic and commercial properties, including energy and water efficiency.

## What will we do to ensure we achieve our objectives?

We will:

- ◆ Expand the pilot garden wildlife survey across the borough and implement subsequent phases of the Beverley Brook and Wandle Delta Riverbank Improvement Projects.
- ◆ Ensure that habitat management plans for the major parks and commons sensitively address the issue of community safety for all residents.
- ◆ Secure futures for the Nature Study Centre and Battersea Park Zoo, with environmental education as the key priority.
- ◆ Continue to offer energy advice and grants, implement water and energy efficiency improvements, and pilot renewables in Council buildings.
- ◆ Implement a Local Biodiversity Plan.

## Objective 5

### Creating healthy environments for people

#### Why is this important?

Successful, thriving and prosperous communities are characterised by streets, parks and open spaces that are clean, safe and attractive. Tackling visible signs of failure, such as litter, graffiti, fly tipping, abandoned cars and dog fouling is highlighted as the top public priority for many people. The quality and physical appearance of the local environment affects our health in many ways and is linked to community safety through, for example, the loss of safe play areas, walking routes and concerns about child safety and traffic. Locally, air quality is a key concern, with national air quality standards exceeded for fine dust (PM10) alongside main roads. Many of these health issues overlap with the sustainable transport objectives and also the Community Safety Chapter of this Strategy.

#### What are we doing about this now?

We are contributing to healthy environments by:

- ◆ Encouraging access to high quality and safe parks, commons and open spaces to improve people's physical and mental wellbeing.
- ◆ Providing a popular allotment service to encourage healthy food growing.
- ◆ Enforcing dog control byelaws and running events to encourage responsible dog ownership.
- ◆ Ensuring that graffiti is swiftly removed, especially if racist or offensive.
- ◆ Using enforcement powers to tackle flytipping, certain types of noise and illegally parked or abandoned vehicles.
- ◆ Working closely with residents to target areas of nuisance and removing persistent offenders from the Council's estates.
- ◆ Opposing night flights at Heathrow and lobbying the Government for tighter limits on noisier jets and independent noise monitoring.
- ◆ Running a "Junior Citizens" Scheme to encourage young people to take a pride in where they live and responsibility for their actions.
- ◆ Implementing an air quality management plan.
- ◆ Running a pest control service to control rats, cockroaches and other vermin that may pose a health hazard.

#### What are our objectives over the next 3-5 years?

- ◆ To encourage personal responsibility and foster a sense of citizenship among the borough's residents, business and children, so they take a pride in where they live and work and have concern for the wider environment.
- ◆ To deliver coordinated and high quality environmental services that contribute to a clean, safe and healthy environment.
- ◆ To have clear communication with residents and businesses on their environmental rights and responsibilities.
- ◆ To provide effective responses and realistic response times to reports of nuisance.

#### What will we do to ensure we achieve our objectives?

We will:

- ◆ Provide residents with accessible information about the environment and their health e.g. on air quality.
- ◆ Improve the channels for people to contact the Council about environmental issues.
- ◆ Take enforcement action, where necessary, in an open, easy to understand and consistent manner.
- ◆ Introduce new procedures for licensed premises to involve residents in the decision where noise is an issue.
- ◆ Support environmental education initiatives and campaigns to encourage personal responsibility and active citizenship, for example by encouraging children to report street problems identified on the journey to school.
- ◆ Encourage healthy activities for young people and the elderly in parks and open spaces.
- ◆ Lobby Government for additional funds and powers for enforcement, for example keeping funds raised from Fixed Penalty Notices (FPN's) and recovering costs for removing abandoned vehicles.

### **How will we measure our success?**

Please refer to Appendix 1 to view the Performance Indicators and targets associated with this chapter.

### **Who will make this happen?**

Through the various partnerships described above, many different agencies and departments will be involved in helping to deliver the objectives set out in this chapter.

At a local level, responsibility for making sure that planned improvements in this Chapter happen is a joint responsibility, resting largely with:

**Gerald Jones**, Chief Executive and Director of Administration, Wandsworth Council.

**Colin James**, General Manager Western Riverside Waste Authority (waste management and disposal issues).

# *Building a prosperous and vibrant community*

Building a more prosperous and vibrant Wandsworth is about more than the business economy.

It means a place where residents should have employment opportunities no matter where they live; where businesses receive support to start, develop and expand; where coordinated efforts are made to tackle deprivation in our more needy neighbourhoods; and, where residents enjoy a range of cultural and leisure activities. In addition, the voluntary and community sector has an important role to play in identifying the needs of the community, providing innovative solutions to meet those needs and in maximising voluntary effort within the borough.

## Economy and Employment

A thriving and successful small business economy has been the most significant factor in helping to reduce deprivation in Wandsworth. Our economy has continued to improve over the last few years, with the total number of jobs in the borough increasing to over 90,000, and the highest economic activity rate of inner-London boroughs. Currently, the largest employment sectors are health care, public administration, retailing, business services and education.

Wandsworth is predominantly a small firm economy, with around 90% of businesses having ten or less employees. The borough enjoys an enviable reputation as a place where there is a positive business environment. This is highlighted by Wandsworth currently having the 18th best record for business start-ups in the country, with VAT registered businesses increasing at a higher rate than many other areas of London.

The numbers of people unemployed in Wandsworth has remained relatively steady in the past few years, and has consistently remained below the Inner London average. Recent figures show that around 5600 residents are currently claiming unemployment-related benefits, representing around 4.3% of the workforce. Of this total, just over one third were classed as long-term unemployed, 12.9% of the registered unemployed are registered disabled, unemployment for the over 50's was 14.8%, whilst 44% of unemployed people were from Black and Minority Ethnic (BME) groups.

## Regenerating our Neighbourhoods

A strategy to build a prosperous Wandsworth is not only reliant on a thriving economy. By targeting our efforts to reduce crime, health, environmental, housing and economic related deprivation in our most 'needy' neighbourhoods, we will ensure a more prosperous Wandsworth for all of our residents.

During 2001/02, a detailed analysis of deprivation showed that the Tooting, Battersea and Roehampton areas currently show some level of deprivation on some, if not all key indicators. These are the borough's 'priority neighbourhoods' and are subject to specific and targeted action to reduce these inequalities as part of the new Neighbourhood Renewal Strategy.

## Cultural Enrichment

The breadth and variety of recreational and cultural opportunities available in the borough reflects its diversity and size and most people feel that provision in the borough is generally satisfactory. But there is room for further improvement, particularly with regard to facilities for young people and children.

## Resources for helping to create a prosperous Wandsworth

Private enterprise, providing employment in the borough and nearby, is critical to the prosperity of Wandsworth people. This relies directly on the education, training, skill and commitment of all involved. The quality of schools, colleges, universities, and training agencies provides vital underpinning and indeed, in the case of adult training and education, a very direct contribution to the borough's prosperity. Funding for these services comes from the Learning and Skills Council, the Higher Education Funding Council for England, Job Centre Plus, and local education authorities such as Wandsworth Council. Funding to strengthen businesses comes from the Department of Trade and Industry, administered through the London Development Agency, the Small Business Service and Business Link for London; and some grants for improving business premises are made by the Council.

The public sector, including the Health Service and local authorities, is a major source of employment for borough residents, which has been growing in recent years. Local businesses rely on good public services and infrastructure (transport, parking, public order, environment). The Council has to meet the demand for good services but also to keep the council tax low, so that householders retain maximum spending power. Prompt disposal of surplus public-sector sites and buildings is important, so that assets are used to the fullest possible extent in generating employment.

Funds to target on our most needy neighbourhoods come from a variety of sources. For example, the London Development Agency have allocated £27m of Single Regeneration Budget (SRB) funds to kickstart regeneration of Wandsworth Town Centre, East Battersea and Tooting. There is also £900,000 of Neighbourhood Renewal Funds which the WLSP has allocated primarily to Roehampton. This funding will be extended in 2004 by a further £800,000 over 2 years.

The Council provides significant funding and support to our Town Centres through the Town Centre Managers and the Town Centre Partnerships.

The voluntary sector is able to secure funds from the Association of London Government (ALG) and from the various lottery funds, charities and Neighbourhood Renewal funds. Funding for voluntary organisations providing advice services are funded by Legal Services Commission.

The private, public and voluntary sectors are all significant providers of resources for different aspects of cultural provision in the borough. The Leisure and Amenity Services Department of the Council has an annual expenditure of £24.3m for services that include Libraries; parks and open spaces; Leisure Centres, sports facilities and sports courses; the Wandsworth Museum; One O'clock Centres and Activity Centres; and Community Centres, Youth Centres and Community Clubrooms. Government initiatives aimed at health improvement, crime reduction and young people are increasingly important as sources of funding for cultural activities, underlining the wide ranging benefits of cultural activities.

A £11.5m refurbishment programme is underway in Battersea Park with extensive support from the National Heritage Fund, and the Council will continue to seek funds for improvements to the parks and open spaces from such sources, particularly the new Public Parks Initiative, and upgrading and completing walking routes such as the Wandle Trail.

All the Libraries in the borough now have modern ITC facilities as part of the UK Online programme and we will continue to seek funds for modernising the Library Service as new initiatives are announced.

The expansion and refurbishment of the four Leisure Centres has recently been completed and a ten year programme of sports pitch refurbishment is underway throughout the borough. The New Opportunities Fund programme 'New Opportunities in PE and Sport', from which the Council has received an allocation of £ 2.5m, will provide resources to improve sports facilities at schools which will be available to the wider public during out of school hours and supplement the Council's own capital investment.

Resources available for the Arts are a mixture of funds from the Arts Council, the LGA, trust funds accessible by the voluntary sector and Council support. The private sector provides many commercial entertainment facilities and currently is investing heavily in redeveloping the Wandsworth Shopping Centre which will provide several new leisure facilities. There are plans for Battersea Power Station to be developed into a multi-use leisure and business complex entirely through private sector investment. A high level of involvement by voluntary and community groups is characteristic of cultural activities and partnership and support for these groups will continue to be an important resource.

## National Priorities and Targets

The Government recognises the underpinning role that a healthy local economy can have and a successful national economy is one of the Government's top priorities. It sees local enterprise as the key to achieving this, particularly in the form of small business creation. The main reason for this is that there is a strong correlation between small business formation and deprivation, where the less deprived areas typically have much higher business start-up rates. Government

initiatives and funding are therefore largely targeted at setting up new local enterprises and more particularly encouraging existing enterprises with growth potential to invest.

More recent initiatives such as Neighbourhood Renewal underline the importance of multi-agency and partnership working in regenerating the areas where people live. The Government published its 'New Commitment to Neighbourhood Renewal' in January 2001. This sets a target of "narrowing the gap between deprived neighbourhoods and the rest of the country so that, within 10 to 20 years, no-one should be seriously disadvantaged by where they live". The Government hopes to deliver this objective through nation-wide programmes of local Neighbourhood Renewal initiatives.

**The Government's key targets relating to economic prosperity, regeneration and cultural services which are cascaded down to the local level to both the Council and other key agencies, include:-**

- ◆ Creating high and stable levels of economic growth and employment and especially to generate more sustainable enterprise in disadvantaged areas.
- ◆ Creating and sustaining employment for all over the next decade and increase employment rate of disadvantaged areas and groups.
- ◆ Increasing the use and satisfaction with museums, libraries, sports facilities, opens spaces , playgrounds and One O'clock Centres.
- ◆ Developing the capacity of the voluntary and community sector.

**These targets are supported by related targets for:-**

- ◆ Reducing crime, increasing educational attainment, increasing employment, improving the health of residents and improving housing in the most needy neighbourhoods as part of the targetted Neighbourhood Renewal initiative.

## *Building a prosperous and vibrant community*

### The key agencies and partnerships

#### Key agencies

The Council and its partners recognise that actions required to secure a future prosperous borough are cross-cutting and cannot be fully realised without complementary and coordinated action at the local, sub-regional and regional levels.

Wandsworth Council's Economic Development Office acts as the champion for business and the voluntary sector within the Council, and provides the Council's overview of the borough's prosperity. Other Council services contribute directly in various ways - examples include Education's adult and community learning programme and Connexions; Social Services' Welfare to Work for People with Disabilities Joint Investment Plan; Technical Services' Planning and Transportation responsibilities; and Leisure and Amenity Services' library, tourism and cultural sector work.

**Many Government agencies also contribute to the success of the economy. Examples include:-**

- ◆ Department of Trade and Industry's (DTI) Small Business Service (SBS). Responsible for helping small businesses through its local operator Business Link for London (BLFL).
- ◆ The London Development Agency (LDA), an executive agency of the Mayor of London, provides funding and support to local regions to enhance economic growth, encourage knowledge and learning, support neighbourhood renewal and promote sustainable development.
- ◆ Department for Education and Skills' Learning and Skills Council (LSC). The LSC is responsible for Post-16 education and skills development. Its mission is to raise participation and attainment through high quality education and training for both personal benefit and to contribute to the economy.
- ◆ Department for Work and Pension's Job Centre Plus (JCP). The JCP is primarily responsible for helping the unemployed (and employers) to secure jobs and dealing with their benefits. It came into existence in 2002 and will focus on those who face barriers to gaining and retaining employment.

Wandsworth Chamber of Commerce plays an active role in most of the above strategic partnerships and leads the Council's consultations with businesses through the Business Consultation Panel.

The Council's Leisure and Amenity Services Department is the key department for delivering cultural services, although the Education Department caters for school age children and young people through various organised initiatives.

It is estimated that there are over 600 voluntary groups and organisations throughout the borough that are involved in social and cultural activities of one sort or another, indicating how important leisure and recreation is to many people in their life away from work.

#### Key partnerships

Maintaining the vitality and economic viability of each of Wandsworth's town centres is the aim of local Town Centre Partnerships that bring together local business representatives with the community and voluntary sectors and key public agencies. Each partnership is supported in their work by a town centre manager

In addition, local partnerships currently oversee and deliver SRB- and NRF-funded regeneration in East Battersea (East Battersea Powerhouse Board), Wandsworth Town Centre (Wandsworth Challenge Partnership), Tooting (Young People - Agents of Change) and Roehampton (Roehampton Partnership).

Cultural activities are important in many of the formal partnerships mentioned in this strategy. In addition the Sports Strategy Consultation Group provides a forum in which joint sports initiatives can be developed and Management Advisory Committees have been established for the Commons.

## What are the key Strategies and Plans?

There are already key strategies and plans in place which are currently contributing towards making Wandsworth a more prosperous place to live and work. The Economic Development Plan (EDP) and the Neighbourhood Renewal Strategy (NRS) are the most important plans. These are supported by a number of related local plans which can be seen in Appendix 3.

The EDP is produced by the Council's Economic Development Office. It sets out a detailed programme of cross-cutting and multi-agency objectives and specific actions that aim to promote the economic development of the borough. The EDP was developed through extensive consultation with partners and local businesses to ensure it meets the needs of local business and the community.

The NRS was published by the WLSP in September 2002. Based on extensive consultation and analysis, it sets out multi-agency initiatives to tackle deprivation in our most needy neighbourhoods of Roehampton, Tooting and Battersea.

The Unitary Development Plan provides the key statutory land use plan for the borough.

'Enriching Lives – a strategy for Culture in Wandsworth', aims to provide an overview and framework for more detailed plans for arts, sport and exercise, heritage, entertainment and festivals and play.

## What Residents and Businesses Think

There has been extensive consultation with both residents and businesses over the previous 3 years.

### Business and Employment

Encouragingly, 40% of Wandsworth's local businesses expect to expand. The non-retail service sector continues to show the greatest confidence with 45% saying they expected to expand, compared with 32% in the retail sector. Larger firms (11+ employees) are also more optimistic with 59% of them anticipating expansion.

However, Black and Minority Ethnic-owned businesses (which are concentrated in the retail sector and tend to have fewer employees) are less buoyant, with only 28% expecting to expand and 16% anticipating contracting over the next year or two. Parking and access are major issues for businesses.

### Regeneration

A lot is known about the deprived areas of the borough from a variety of consultation exercises which have been undertaken over the last few years. Problems surrounding parking, traffic congestion, abandoned vehicles and rubbish are the main issues common to most parts of the borough. Issues surrounding crime (particularly street-crime) and anti-social behaviour are usually regarded as a slightly lower priority issue, though significantly, are often perceived by residents as getting worse. Residents consider that young people, racially motivated incidents, and drugs and alcohol are the major causes of crime and general antisocial behaviour. Across the borough, residents favour a balance between diversionary measures and punitive measures for dealing with youth-related crime. For diversionary approaches, increases in youth-related sporting activities are regarded as the most effective, whilst housing patrols, policing, CCTV and curfew orders were all cited as important amongst the more punitive crime preventative measures.

### Culture

A survey of residents showed that many people already participate in a wide range of leisure and recreational activities. Three quarters of residents had visited a park or open space in the preceding month and many had visited a library or played sport. Lack of time and awareness of the opportunities, together with cost, were the barriers mentioned most frequently as reasons for not being more active. Parking difficulties, the fear of crime and poor public transport were also factors. Of concern is that most of the black residents questioned said that they had experienced a feeling that 'some things were not for them'.

## The challenges ahead

Wandsworth faces several key challenges to fostering a prosperous borough. Many originate from outside the borough boundaries though still impact on the local economy and residents' way of life. In summary, the challenges we face are:

- ◆ Ensuring that local firms, especially small firms, are able to continue to start-up and grow.
- ◆ Continuing to provide responsive business and employment support in a rapidly changing business and economic climate.
- ◆ Keeping Town Centres vibrant commercial shopping and cultural places and viable in face of competition from out of town and regional competition.
- ◆ Dealing with the short supply of vacant commercial property which makes it difficult to attract inward investors and retain existing expanding businesses.
- ◆ Encouraging the take-up of business and employment support services by all groups, including BME and other small businesses and residents, people with disabilities, long term unemployed and other deprived groups.
- ◆ Responding to Government plans that would reduce the share of public resources available to London and Wandsworth.
- ◆ Reducing the levels of crime, health, and education-related deprivation in our priority neighbourhoods of Roehampton, Battersea and Tooting.
- ◆ Reducing unemployment-related deprivation. This was a significant problem in the 1970's. Since this time, significant small business formation and associated employment growth means that Wandsworth currently ranks around average within London for employment-related deprivation, though remains 55th worst district out of 354 districts in England. Despite this recent stabilisation in the jobs market, there remain wards within Wandsworth where employment deprivation remains disproportionately high compared with the rest of the borough.
- ◆ Overcoming the trends towards a more consumerist lifestyle which mean that fewer people are prepared for involvement in voluntary and community activity.
- ◆ Dealing with the impact of the Mayor of London's and the LDA's new regional Economic Development Strategy, Cultural Strategy and the Mayor's Transport Policy (including the recently introduced congestion charge).
- ◆ Meeting the workforce skills requirement in a changing, high value added knowledge economy.
- ◆ Overcoming barriers to participation in the arts, sport and leisure. Consultation in 2001 revealed that lack of time, cost and lack of awareness were the main barriers to greater participation.
- ◆ Raising the level of residents awareness of the heritage of the borough in which they live.
- ◆ Maintaining voluntary and community groups providing arts, sporting and leisure activities access to adequate funding.
- ◆ Maintaining children and young people's access to safe, secure and stimulating opportunities for play.

## Our vision for the future

The WLSPP has agreed that by 2013 Wandsworth should be an even more prosperous and vibrant borough. It has adopted 6 strategic objectives that it would like to achieve within the next 10 years:-

- ◆ Encouraging a viable and prosperous economy in Wandsworth, particularly with respect to small enterprises.
- ◆ Working together to coordinate and deliver targeted regeneration programmes in our priority neighbourhoods.
- ◆ Stimulating a thriving community by encouraging a diverse and strong community and voluntary sector.
- ◆ Stimulating and maximising the potential of our five town centres for local businesses and residents
- ◆ Developing the skills and supporting the capacity of Wandsworth's adult workforce.
- ◆ Fostering vibrant, attractive, creative and responsive cultural activities so that all residents have the opportunity to take part in high quality services.

## Objective 1

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### Encouraging a viable and prosperous economy in Wandsworth particularly for small enterprises

#### Why is this important?

Wandsworth is predominantly a small firm economy in terms of size of firms with 89% of firms having ten or less employees. Residents living in disadvantaged neighbourhoods have told us that they want better access to good jobs, products and services, together with a higher standard of living. Enterprise in or near to these neighbourhoods can help generate these. But generally fewer people living in disadvantaged neighbourhoods run enterprises and fewer enterprises operate in the vicinity. Some of these issues apply to the borough as a whole and thus there is a view that long term lasting regeneration will only occur where local economies can be put into good health.

#### What are we doing about this now?

- ◆ Providing locally relevant business information (e.g. vacant property) and the Business Charter of the Council's services to businesses.
- ◆ Working with Business Link for London (BLfL) and Wandsworth Chamber of Commerce to provide a locally relevant business support service, especially for start-up businesses and micro-businesses.
- ◆ Offering loans and grants through the Council's Town Centre Improvement Scheme in the five town centres, important shopping parades and in the East Battersea Development Area.
- ◆ Delivering a workforce development scheme for small independent traders in the borough including a self-employment service for young people in Tooting.
- ◆ Developing a project to promote small enterprise development in Roehampton.
- ◆ With sub-regional partners delivering an inward investment and business retention programme.
- ◆ Keeping council tax and other costs as low as possible for Wandsworth people.
- ◆ Encouraging take-up of benefits and grants available to local people and bodies, and pressing for more to be available.
- ◆ Freeing surplus public sector sites as quickly as possible for conversion or redevelopment.
- ◆ Jobcentre Plus has established a specialist Small Medium Enterprise (SME) Team (Local Account Team) in Wandsworth giving additional support to the SME which is funded by the
- ◆ Dealing with the recruitment needs of employers with less than 250 employees.

**What are our objectives over the next 3-5 years?**

- ◆ To facilitate and support the growth of the local and London-wide economy in a sustainable manner whilst maintaining and improving environmental quality.
- ◆ To support Jobcentre Plus' work with employers to develop a more demand-led and responsive approach to filling vacancies.
- ◆ To ensure that jobs and homes are accessible to each other thereby enhancing local employment opportunities, reducing the need to travel and encouraging development in areas served by energy efficient patterns of transport.
- ◆ To safeguard land and buildings and encourage new development and investment within the Industrial Employment Areas.
- ◆ To safeguard and promote retail, office and other commercial activities within our town centres and new commercial development within town centres.
- ◆ To develop quality business support services for local business.

**What will we do to ensure we achieve our objectives?**

We will:-

- ◆ Lobby for a greater share of public spending to be allocated to London in general and to Wandsworth in particular.
- ◆ Ensure surplus and under-used public assets are promptly identified and put to good use.
- ◆ Continue to encourage take-up of benefits and grants available to local people and bodies, and press for more to be available.
- ◆ Seek to improve public services where they impact upon local businesses, including improved take-up of business support services by racial minorities.
- ◆ Keep Wandsworth's council tax distinctively low.
- ◆ Explore, with Business Link for London, how new online services can be made available to local businesses, especially small firms.
- ◆ Work with Business Link for London to help local firms access the 'Supplychain' project so that firms are assisted in becoming suppliers to large public or private purchasing bodies.
- ◆ Work in co-operation with Business Link for London to enhance the Wandsworth Business Support network.

## Objective 2

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### Delivering coordinated regeneration initiatives in our priority neighbourhoods

#### Why is this important?

Ensuring all of our neighbourhoods are places with low crime, good quality housing, quality educational opportunities, good access to health care and access to employment is essential for the overall prosperity and well-being of the whole borough. Roehampton, Tooting and Battersea are currently being targetted as part of the new Neighbourhood Renewal Strategy, in addition to the major regeneration schemes currently being undertaken in Wandsworth Town Centre.

#### What are we doing about this now?

We are contributing towards improving the quality of life for our residents by:

- ◆ Implementing the multi-agency Neighbourhood Renewal Action Plans for our priority neighbourhoods of Roehampton, Battersea and Tooting, ensuring the targetted expenditure of Neighbourhood Renewal Funds (NRF) on projects in Roehampton.
- ◆ Complementing the NRS by implementing the Delivery Plans for the three Single Regeneration Budget (SRB) regeneration programmes in Wandsworth Town Centre, Battersea and Tooting.

#### Wandsworth Town Centre

- ◆ Working with Portfolio Holdings to complete the redevelopment of the Wandsworth Shopping Centre.
- ◆ Completing the refurbishment of the Arndale Housing Estate.
- ◆ Completing a programme of environmental improvements in the town centre and along the River Wandle.
- ◆ Working with Transport for London to improve the flow of traffic in the town centre.
- ◆ Continuing to build the capacity of the residents of the Arndale Estate.

#### East Battersea

- ◆ Working with major developers, including Parkview (the owners of Battersea Power Station), to bring forward developments which ensure local residents and businesses benefit from these developments.
- ◆ Supporting plans to ensure the long-term future of New Covent Garden Market.
- ◆ Investigating ways of improving the access to and within and the environment of the Stewart's Road industrial area.

#### Tooting

- ◆ Developing the key town centre flagship one stop shop facility for young people, including a web site and up to 40 community based satellites, as part of the new Connexions service.
- ◆ Implementing the Youth Inclusion and Youth Involvement Projects.

#### Roehampton

- ◆ Funding additional police officers 'earmarked' to the area to tackle crime and the fear of crime.
- ◆ Commissioning a regeneration study of the area, looking at economic activity, the physical environment and transport.
- ◆ Setting up a 'one stop shop' for multi-agency advice and information using London Development Agency and other funding.

### **What are our objectives over the next 3-5 years?**

- ◆ To investigate alternative sources of regeneration-linked and other funding to win more income to the borough.
- ◆ To implement the Neighbourhood Renewal Strategy (NRS) and bring about significant improvements in Roehampton, Battersea and Tooting.
- ◆ To create more businesses and encourage existing employers to increase employment in NRS target areas.

### **What will we do to ensure we achieve our objectives?**

We will:-

- ◆ Continue to review the services provided by the Council and key partners to regenerate and renew the boroughs deprived areas.
- ◆ Complete the 3 SRB funded programmes for Wandsworth town centre; East Battersea and Tooting.
- ◆ Implement the Neighbourhood Renewal Strategy Action Plan for East Battersea, Tooting and Roehampton.
- ◆ With key partners, prepare a long term regeneration and renewal as the basis for bidding for additional funds from other agencies, to support the priorities included in the Community Strategy.
- ◆ Seek to agree and implement a Local Public Service Agreement with the Government to increase employment in Roehampton and Latchmere.

## Objective 3

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### Stimulating a thriving community by encouraging a diverse and strong Community and Voluntary sector

#### Why is this important?

Wandsworth has a large and diverse community and voluntary sector of over 600 groups. They play a unique role in supporting the community, at neighbourhood and community of interest level. The sector traces its origins back through the centuries before public services were established to meet the wide range of people's needs. Community and voluntary groups make a valuable contribution to the well-being of individuals, families, groups with a shared geographic or other interests, through their activities (services, social, education, leisure).

Community and voluntary organisations vary in size, complexity, organisation and structure. They also have a variety of roles from advocate to employer to campaigner. As well as helping disadvantaged people link with service providers, they may also provide services alongside the public and private sector.

The work of the Wandsworth Community Empowerment Network supports co-operation between community and voluntary groups and helps groups undertake consultation with their members, users and residents through which new needs and ways of working can be identified. This information and feedback will be useful to the WLSP.

The continued development of thriving community and voluntary sector will improve the ability of public and private sector organisations to contribute to the achievement of the Community Strategy's principles and objectives and building a healthy civil society in which there is a higher level of participation by Wandsworth's citizens.

#### What are we doing about this now?

- ◆ Wandsworth Volunteer Bureau is delivering the voluntary sector information service and a volunteering service with financial support from the Council.
- ◆ A voluntary sector Compact is being discussed for agreement between voluntary bodies, the Council and other public agencies
- ◆ The Wandsworth Community Empowerment Fund Network is supporting the voluntary sector to contribute to the Community Strategy and the Wandsworth Local Strategic Partnership.

## What are our objectives over the next 3-5 years?

- ◆ To help voluntary and community groups to provide better services for Wandsworth residents.
- ◆ To help voluntary and community groups to access borough and external sources of funds.
- ◆ To help the voluntary sector to provide the borough's residents with access to quality information and advice services.

## What will we do to ensure we achieve our objectives?

We will:-

- ◆ Secure agreement from relevant funding agencies to provide additional resources to help support and develop the borough's voluntary sector and ensure the borough receives its fair share of national and regional funds.
- ◆ Continue to review the services provided by the Council to voluntary organisations and community groups.
- ◆ Work with other agencies to ensure they deliver quality services to Wandsworth's voluntary organisations and community groups.
- ◆ Work with the community and voluntary sector to build its capacity to provide services to borough residents, and help them to access external funding eg through the Voluntary Sector Information Service.
- ◆ Adopt a compact in agreement with the voluntary sector and other public agencies.
- ◆ Ensure that funded advice agencies are integrated with the Council's own advice services.
- ◆ Help the sector to provide improved advice and volunteering services for Wandsworth's residents.

## Objective 4

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### Maximising the potential of our 5 town centres for local businesses and residents

#### Why is this important?

The role of Wandsworth's five Town Centres - Balham, Clapham Junction, Putney, Tooting extends beyond the provision of shopping facilities to include important sources of local employment and entertainment providing an important focus for community life.

Retailing is a major source of employment and business opportunity, and it continues to be one of the most dynamic sectors of our economy.

As such, the Council and Partners are committed to maintaining and improving these facilities so that Wandsworth remains an attractive and convenient place to live, work and invest.

#### What are we doing about this now?

We are contributing towards improving the quality of life for our residents by:-

- ◆ Maintaining the Town Centre Management Initiative, with 5 town centre managers in each of the 5 town centres supporting five town centre partnership boards
- ◆ Carrying out a town centre enhancement programme, such as for the Putney Gateway feature or improvements to the Hildreth Street area in Balham.
- ◆ Implementing a scheme to improve the workforce of Small and Medium Enterprises (SMEs) in town centres by way of the Learning and Skills Council's (LSC) 'People make a Difference' project.
- ◆ Developing and implementing town centre business plans for each of the town centres. Key features of the town centre business plans are:-

##### **Balham**

To secure prosperity and quality in Balham in which the community can take pride.

##### **Clapham Junction**

To ensure that Clapham Town Centre is accessible, safe and attractive for all sections of the community at the heart of Battersea.

##### **Putney**

To operate an effective public/private partnership which ensures that Putney is a destination that people put first for living, working, visiting and investing, now and in the future.

##### **Tooting**

To maintain the growing confidence in Tooting through strategic improvement initiatives, which make our town centre an attractive, clean and safe choice for businesses, shoppers and residents.

**Wandsworth**

To build on the SRB Programme and the current major refurbishment of the Wandsworth Shopping Centre and agree a Forward Strategy for Wandsworth Town Centre.

All five town centre business plans include measures to promote and market each town centre; attract new investment; encourage environmental improvements; promote high standards of maintenance of the public realm; safety and security; high levels of participation in the management of the town centres; improved access, and encouraging and helping businesses and developers.

**What are our objectives over the next 3-5 years?**

- ◆ To seek to enhance the attractiveness, safety, convenience and accessibility of shopping centres in the borough and seek where possible to protect local shopping facilities within easy walking distance of people living and working in the borough.
- ◆ To promote a mix of uses in the Town Centres including retail, business, financial and professional services, leisure and recreation uses, food and drink, hotels, community uses, education, health care, and residential uses in environmentally suitable locations.
- ◆ To encourage investment in the Town Centres, local centres and important local parades through environmental improvements and by promoting other complementary activities.
- ◆ To promote development on opportunity sites that become available in the town centres through the preparation of development briefs.

**What will we do to ensure we achieve our objectives?**

We will:-

- ◆ Continue to provide financial assistance to businesses, particularly in town centres.
- ◆ Improve the vitality of the borough's town centres by developing new Town Centre Management Initiatives to meet competition from other forms of retailing.
- ◆ Develop the unique character of each town centre.
- ◆ Retain the current five town centre partnership boards as the key partnerships to develop and implement the Town Centre Business Plans.
- ◆ Investigate means of improving technical support from all relevant services and agencies to realise the town centres' business plans.

## Objective 5

# Developing and supporting the capacity of Wandsworth's adult workforce

### Why is this important?

Despite earlier falls in unemployment and the stabilisation of the last two years, certain Wards (Latchmere, Furzedown, Tooting and (formerly) St. John closely followed by Roehampton and Bedford) still have relatively high numbers of unemployed. When the number of dependants of these claimants is also considered Latchmere is the worst, followed by Roehampton, Queenstown and (formerly) St. John. Out of the 354 districts in the whole of England, Wandsworth is placed at the 55th worst district in terms of deprivation linked to unemployment. Moreover, certain groups of the population suffer disproportionately from unemployment (the long-term unemployed, people from black and minority ethnic and people with a range of physical and learning disabilities.) This shows that employment should be a major consideration and priority in the borough.

Improving the skills and abilities of the borough's workforce is important to ensure that local small and medium sized businesses maintain their competitiveness and contribute to the borough's prosperous economy.

### What are we doing about this now?

- ◆ Developing, with key partners a project to increase employment in Roehampton.
- ◆ Developing new projects to meet specific local need e.g. Thessaly Community Project on the Patmore Estate.
- ◆ Delivering the Learning and Skills Council (LSC) funded project to improve the skills of small firms' workforce.
- ◆ Preparing for the development of the Battersea Power Station to ensure local people and businesses will benefit from the opportunities there.
- ◆ Implementing local employment agreements with other major developers in the borough, for example at the former Shell Depot, Hardwick's Way and Gargoyle Wharf.

- ◆ Working together with mainstream Government Agencies to ensure the borough receives its fair share of funding.
- ◆ With Social Services, developing and implementing the Welfare to Work Joint Investment Plan for people with disabilities to deliver improved training and employment opportunities.
- ◆ With Education and Libraries securing funding to create an Information and Communications Technology (ICT) Neighbourhood Learning Network that will improve access to ICT skills in Battersea, Tooting and Roehampton.
- ◆ Jobcentre Plus has set up key sites to offer an enhanced range of services with advisers providing both employment and financial benefits advice in new one-stop high street offices.
- ◆ Through Jobcentre Plus, supporting and encouraging a much wider range of people, particularly those who face barriers to securing and retaining employment. For example:-
  - Jobcentre Plus offers New Deal (ND) provision to its Wandsworth customers comprising of New Deal for Lone Parents (NDLP), New Deal for Young People (NDYP) and New Deal 50+, New Deal for Partners, New Deal for Disabled and New Deal 25+
  - NDLP Advisers offer Jobsearch help, in work support and tailored courses to get clients into the work place and even self employment. Lone Parent Advisers offer intermediary help to lone parents in dealings with Housing Benefit Income Support and even Inland Revenue.
  - Jobcentre Plus employs a Childcare Partnership Manager to improve the coordination of, and access, to childcare information for Jobcentre Plus advisers, jobseekers and employers. Their role is to help identify gaps in local childcare provision, and to influence growth of childcare to meet those needs by working with childcare partners.
  - NDYP addresses the problem of long term unemployment for young people aged 18-24 through the provision of high quality training, education, work experience and jobsearch support.

- New Deal 25 plus offers an enhanced service to long term unemployed adults moving people into work quickly wherever possible, and provide those who need it with extra help to improve their employability.
- Jobcentre Plus also provides training for its customers under Work Based Learning for Adults scheme.

### **What are our objectives over the next 3-5 years?**

- ◆ supporting Wandsworth's adult workforce, especially those with special needs and those excluded from mainstream Government Programmes to find and stay in work.
- ◆ Working with others, in particular Jobcentre Plus, to ensure their mainstream services support Wandsworth's adult workforce, particularly those who face barriers to securing and retaining employment.
- ◆ Through Jobcentre Plus, to work with employers to develop a more demand-led and responsive approach to filling vacancies.

### **What will we do to ensure we achieve our objectives?**

We will:-

- ◆ Provide training for companies and their workforce, especially in key sectors such as retailing and hospitality
- ◆ Review the adult and community education services to ensure the needs of the local economy are taken into account.
- ◆ Provide quality job placement service for those who wish to return to work, including outreach work in areas of deprivation.
- ◆ Work with others to ensure their mainstream services supports Wandsworth's adult workforce to find and stay in work.

- ◆ In supporting Wandsworth's workforce, Jobcentre Plus will:-

- continue offering the use of the Clapham Junction Employer Suite to employers to interview applicants, display their vacancies, host open days and drop-in events.
- further improve employer account management, including better use of technology to strengthen work with employers on manpower planning, retention and aftercare.
- further improve the Employer Direct service in advising and taking vacancies from employers.
- launch Ambition Programmes to provide a customised recruitment service in the energy, IT, retail and construction sectors.
- offer employers an open file vacancy service so that jobseekers can apply direct to their vacancies.
- offer employers a new service enabling them to input their vacancies directly onto the Job Bank via the internet.
- implement significant changes to our key Labour Market System (including an enhanced facility for recording where vacancies are seen and how people are submitted to them).
- build robust employer consultation and engagement strategies, including closer working relationships with the National Employment Panel.
- build a greater awareness of employers needs amongst all of our staff, particularly Local Account Managers and Vacancy Service Managers.

## Objective 6

### Fostering attractive, creative and responsive cultural activities

#### Why is this important?

Culture is a vital ingredient in everyone's life and is of growing importance to the future well-being of the borough. It is important for the sheer enjoyment it brings and its innate value in enhancing the quality of life for individuals. It can also have indirect benefits such as leading to healthier lives and lower levels of heart disease and stress. Being engaged and involved, particularly as a member of a group, helps to give a sense of purpose and belonging, and is a fundamental part of sustainable community life. It also links the past, present and future and so gives a sense of perspective to the everyday events of life.

Culture can be a particular mix of older buildings, cultural organisations, open spaces, events and traditions; a mix that helps a community develop its own identity and character. This is particularly important in a large urban area such as London, where residents might identify with their local town centre or neighbourhood to a greater extent than with an entire borough. The benefits of a vibrant cultural sector to the local economy are also important, particularly in the five town centres of the borough, where cultural activities are now increasingly complementing established local businesses.

#### What are we doing about this now?

- ◆ Maintaining a high quality borough Museum and Local History Service
- ◆ Organizing the annual Wandsworth Arts Festival, together with other arts competitions and exhibitions;
- ◆ Supporting Battersea Arts Centre at Clapham Junction as the principal performing arts venue in the borough.
- ◆ Supporting over 40 groups and events through the 'Arts About Wandsworth' grant scheme.
- ◆ Providing six leisure and recreation centres, which have just been expanded and refurbished at a cost of £10m.
- ◆ Providing training and courses through an active Sports Development Unit.
- ◆ Maintaining over 60 open spaces including Battersea Park, Wandsworth and Tooting Commons, King George's Park and many local parks and play areas

- ◆ Providing over 170 playgrounds in parks and on housing estates together with 11 One O'clock Centres, three Adventure Playgrounds, and two Activity Centres.
- ◆ Providing twelve libraries throughout the borough giving free and impartial access to information and the world of ideas and imagination.
- ◆ Providing some 35 community centres, community clubrooms and tenants' clubrooms where a wide range of leisure and recreational interests can be pursued.

#### What are our objectives over the next 3-5 years?

The Council and partners are committed to specific actions to meet the following objectives:-

- ◆ To expand the opportunities for all residents to participate in cultural activities and to ensure they are made aware of those opportunities by effective publicity.
- ◆ To increase the number of young people helped to achieve their potential through participating in cultural activities.
- ◆ To ensure that cultural activities contribute to:-
  - improving the health of residents;
  - reducing crime and the fear of crime;
  - promoting sustainable regeneration and social inclusion;
  - promoting a sustainable environment; and
  - the care and support of those in need.
- ◆ To improve the local environment of the borough for outdoor recreational and leisure activities.
- ◆ To provide high quality cultural venues and facilities for local residents, that are both easily accessible by public transport and in locations appropriate to the nature of the activity, and preferably within the town centres.
- ◆ To promote an individual identity for each of the five town centres in the borough.

## What will we do to ensure we achieve our objectives?

We will:-

- ◆ Pilot a Wandsworth Heritage Fortnight in 2003.
- ◆ Continue to promote public artwork to enliven the environment of the borough
- ◆ Assess the need and potential for a multifunctional community arts venue in Tooting.
- ◆ Investigate the need and potential for a multi purpose arts venue in Roehampton.
- ◆ Continue a programme of modernisation of library buildings and keep options to improve library facilities in Tooting Town Centre under review.
- ◆ Continue our sports pitch refurbishment programme
- ◆ Look for ways to develop Barn Elms Sports Centre to provide high quality facilities for a range of sports.
- ◆ Continue to develop a network of footpaths for informal recreation and the completion of the Thames Path within the borough.
- ◆ Continue a programme of playground improvements.
- ◆ Continue to work with Wandsworth Shopping Centre ("Southside") through the Wandsworth Challenge Partnership to develop a mixed leisure, recreational and retail complex linked to other cultural facilities in the town centre.
- ◆ Work with the owners of Battersea Power Station to develop a major leisure and entertainment complex.

## How will we measure our success?

Please refer to Appendix 1 to view the Performance Indicators and targets associated with this chapter

## Who will make this happen?

**Mike Brook**, Wandsworth Council Economic Development Officer

**Peter Brennan**, Director of Leisure and Amenity Services

**Chris Nicol**, District Manager, Jobcentre Plus

# *Improving education for all*

Education plays a major part in the life of the borough –

in developing the potential of individuals, providing a skilled workforce to the economy, reducing the risk of offending and helping people move out of unemployment and low income. Education does not just mean schools and examinations – it is also about under 5s who need the right start in life, young people and adults moving on to further and higher education and a range of Lifelong Learning Opportunities including work based learning. Moreover, in schools and colleges, changes to the 14 - 19 curriculum mean the traditional division required between academic and vocational study is being challenged in order to develop the skills and knowledge young people need in a modern and fast changing world.

## Under 5s

There are about 16,600 under 5s in Wandsworth. Many of them are cared for each day in pre-school registered settings like childminders or nurseries, playgroups or crèches. By March 2004, 1,798 new childcare places will have been created and every lone parent in the most disadvantaged areas entering employment will have access to a childcare place, narrowing the childcare gap between disadvantaged areas and other areas of the borough. Part time early years education places are available for all 3 and 4 year olds whose parents want one and a number of children attend full time.

Sure Start programmes have been set up in the Battersea and Roehampton areas to improve services for pre-school children and their families. These offer a co-ordinated range of education, social and health services.

Planning is underway to establish Children's Centres in the two most disadvantaged areas of the borough. Children's Centres provide under fives and their parents with multi-agency co-ordinated support including childcare, early years education, family education and health services.

## *Raising Education Standards in Wandsworth*

### 5 to 16 year olds

For children aged 5 to 11 years, Wandsworth Local Education Authority has a key role to play along with the independent sector providers in the area. In 2002 there were 17,650 pupils in 57 primary and 3 nursery schools, 10,049 pupils in 9 secondary schools (10 from September 2003 with the opening of St Cecilia's, Wandsworth), 734 pupils in 10 special schools, 103 pupils in 2 pupil referral units, 1 City Technology College and 4 Independent schools with approximately 2,600 pupils.

Over the last five years the borough has witnessed dramatic improvements in the education service and the achievement of local pupils. Wandsworth LEA has been confirmed by nationwide schools' league tables based on GCSE results as the fastest improving education authority in the country. Nevertheless, standards of achievement at all key stages, including GCSE still need improving and this has been the focus of much of the LEA's activity.

Another priority has been meeting the different needs of different pupils- those with special educational needs, with English as an additional language, refugees and asylum seekers, pupils out of school and young people looked after by the Council.

### Young people.

The Council's Youth Service provides a wide range of recreational activity through its youth clubs and sports development work. These activities are offered in a way which promotes social education.

The Connexions service went live in Wandsworth in June 2002 with a network of Personal Advisers to provide advice and guidance for 13 to 19 year olds years about education and employment choices, as well as more specialist advice support services to give them the best start in life. Access to the service is via their schools, colleges and at three locations in the borough in partnership with Prospects, the careers service (the 'Bases').

### Adult education

Wandsworth Council contracts out the majority of adult and community learning. Funding is allocated by the Learning and Skills Council (LSC) and distributed to providers according to the proposals in the Adult Learning Plan. The Council has a unique 'Federation Agreement' with South Thames College, which both ensures a commitment to adult learning and allows the planning of progression routes. South Thames College has eight sites offering a programme of over 950 classes though sizeable parts of the programme are also provided by Westminster Kingsway College, Putney School of Art and numerous smaller providers.

Participation in further education, higher education and training opportunities is lower than the national average and varies greatly between wards. Wandsworth has developed its activities in the community to offer flexible, locally based learning, which provides the opportunity for adults to 'have a go' at different activities in a place and manner most suited to their circumstances or interests. These activities include workshops and taster sessions, computer drop-in sessions and loans of computer equipment to organisations. The family learning initiative based in primary schools is designed to support the learning needs of parents. Through these experiences and information, advice and guidance, learners have the opportunity to progress onto courses run through main contracts or to go on to other further education provision.

### Resources for improving education

The Local Education Authority employs 220 administrative and support staff. There are 1289 teachers and 1674 support staff employed in LEA schools and educational establishments.

The Council's budget for Education in 2003-04 is £116.8 million with £98 million of this delegated to schools. In addition external funding for schools is received from the Department of Education and Skills through Standards Fund Grants for specific projects and initiatives. The majority of this is also delegated to schools. The number of grants has reduced from 67 to 33 for 2003/04 and the Council contribution for some grants has increased to 50%. Funding will total approximately £15.5 million for 2003/04 (£16.7 million in 2002/03) with a Council contribution of £3.7 million (£4.4 million in

2002/03). In addition, the DfES capital programme allocation will amount to approximately £5.3 million (£4.2 million in 2002/03). Funding is also received through the Learning Skills Council for post-16 adult and community learning.

## National Priorities and Targets

The provision of high quality education and the raising of standards has been a key policy commitment for successive governments. There have been a number of wide-ranging reforms of the education system, including early years and childcare, special educational needs, higher and further education and more recently the Education Act 2002.

### The Government's key targets include:-

- ◆ Increasing the educational achievement of children in Key Stage 2 and Key Stage 3 tests.
- ◆ Increasing the percentage of pupils achieving 5 or more GCSEs at grades A\*-C.
- ◆ Reducing school truancies by a further 10% from 2002 level.
- ◆ Improving the level of education, training and employment outcomes for care leavers in relation to all young people in the same area.
- ◆ Increasing numbers in higher education

The Local Education Authority, which is accountable to the Department for Education and Skills and directly to the electorate has its own Educational Development Plan to achieve higher educational attainment.

## Key Agencies and Partnerships

**There are a number of bodies that contribute towards achieving an improvement in educational standards in Wandsworth:-**

- ◆ The DfES is responsible for overall education policy and the funding of LEAs, though government grant is paid to the Council via the Office of the Deputy Prime Minister. The Learning and Skills Council (LSC) is responsible for funding and planning education and training for over 16-year-olds in England.
- ◆ The Office for Standards in Education (Ofsted) is a non-ministerial Government department whose main aim is to help improve the quality and standards of education and childcare through independent inspection and regulation.
- ◆ Other Council Departments such as Social Services have an important role to play in relation to some children with special needs or children looked after.
- ◆ A new strategic forum for lifelong learning, the Lifelong Learning Development Group, comprising council officers, headteachers, the LSC and further education and business representatives, provides the borough's strategic vision for lifelong learning. It develops, monitors and reviews the implementation of the Lifelong Learning Plan.
- ◆ The Early Years and Childcare Development Partnership is made up of Council staff and representatives from private and maintained early years education provider, childcare providers including childminders and local parents. It is responsible for preparing an Early Years and Childcare Development 3 year Strategic Plan and an Annual Plan monitoring its implementation.
- ◆ Children and Young People's Strategic Partnership - The Government has required the production of a Local Preventative Strategy for children and young people at risk including coordination of the processes for the identification referral and tracking of at risk children throughout the borough.
- ◆ A range of other partnership bodies established by statute such as the Schools Organisation Committee, Admissions Forum and Schools Forum also have roles to play in the education life of the borough.

## What are the key Strategies and Plans?

The LEA's Education Development Plan (2002 –2007) (EDP) sets out the key themes and national and local priorities for the next five years to improve educational opportunities for children, for schools and colleges and for the wider community. Appendix 3 sets out the many other plans which support the Strategy.

## What Residents Think

Most feedback from users or parents is received at the local level by heads, teachers, childminders and tutors. Individual schools and providers carry out surveys of users and parents to inform their own development, policy and service provision. However, more formal consultation and external validation supplement this local information so that the LEA in particular is aware of the priorities of its parents, schools and other key agencies.

Consultation is undertaken on specific topics. Over 800 parents were consulted on their experience of the process of transferring their child from primary to secondary school. As a result the Council agreed to pursue a coordinated application process with a common form and confidential preferences leading to a single offer. This will be implemented in September 2004 in advance of a Government requirement to make such a change. Extensive public consultation with both parents and children was undertaken prior to developing the Children's Fund projects. Local consultation occurred prior to developing both Sure Start projects.

Additionally there are informal and formal consultations on the pattern of school provision with the Planning for Inclusion initiative and a primary places review currently being undertaken.

## The challenges ahead

### Wandsworth faces a number of challenges:-

- ◆ Matching the supply with the demand for places due to demographic changes and increasing numbers of refugee and asylum seeker pupils and relatively high levels of mobility. There is a gradual downward trend in the primary school population with surplus primary places located mainly in the Battersea and Southfields/Wandsworth planning areas. The secondary school population is expected to increase until 2006 and will place pressure on available places. The new St Cecilia's School, opened in September 2003 with an additional 900 (11-18 year old) places will help the situation but pressure is likely to remain for several years. At the same time the Council is committed to continuing to improve the administration of admissions especially at secondary transfer and is taking the lead in coordinating pan-London arrangements.
- ◆ The increasing number of children with statements of special educational need included in mainstream schools and the increasing complexity of needs in the 10 Council's special schools. The Council needs to plan for increasing inclusion and manage declining numbers in some special schools as well as to plan for some more specialist provision, particularly for children with some form of autism.
- ◆ Improving educational attainment. Primary school examination results vary across the borough and between schools and in subject areas at both Key Stage 1 and 2. At KS1 the results for level 2 or better were below the national average for reading and writing and at the national average in mathematics. The KS2 results showed English at the national average, mathematics above and science below the national average. Key Stage 3, level 5 results have improved considerably in English, (ahead of national improvement) and are now just below the national average. There was an improvement in results for mathematics and a slight decrease in science (both in line with national trends) but both remain below the national average. GCSE results continue to improve with an increase in the number of pupils attaining 1 or more A\*-G grades and 5 or more A\*-C grades, although the percentage of 17 year old pupils attaining 2 A levels or A/S equivalents reduced. The level of pupils leaving school (including special schools) with no GCSE passes reduced from 20% to 6.1%. The level of 5 or more A\*-C passes (including special school pupils) is below the national average but the rate of improvement is faster than the national rate. There is particular work to do in enhancing pupil performance in a minority of schools where attainment is low and in improving attainment amongst specific groups of pupils including children looked after.
- ◆ Raising standards across all schools. Whilst Ofsted inspectors indicate that the borough is well served by its schools, continued effort is required to ensure the quality of teaching and learning in all schools matches that of the best.

## Raising Education Standards in Wandsworth

- ◆ Capital investment in school buildings. Through careful management of its property portfolio the Council has invested £60m in the last 12 years in improving the fabric and learning environment of schools. Maintaining and improving this accommodation remains a real challenge which will be tackled through the Education Asset Management Plan process.
- ◆ The recruitment and retention of teaching staff, especially in secondary provision where turnover is nearly double the London average continues to be an issue for many schools. To ensure a steady supply of new recruits the Council maintains close contact with the University of Surrey Roehampton and runs two very successful teacher training schemes in schools. The Council is also providing low cost housing for teachers to aid recruitment by the Council.
- ◆ Changes in education funding arrangements have stretched resources available to Wandsworth. The cessation of some Standards Funds has had a significant effect on some Schools. This trend is set to continue. In addition unfavourable grant settlements have reduced the amount of general grant available to support education spending while the DfES continue to indicate that the level of need in Wandsworth schools remains high.
- ◆ Improving the life chances for children looked after whose educational attainment is often below that of the borough average.

### Our vision for the future

The WLSP has agreed that by 2013 Wandsworth should improve the availability and standard of education available to all residents. It has adopted 6 strategic objectives that it would like to achieve within the next 10 years:-

- ◆ Providing high quality early years education and childcare.
- ◆ Improve educational standards and attainment.
- ◆ Excellence for all.
- ◆ Choice and diversity.
- ◆ Supporting young people.
- ◆ Improve opportunities for lifelong learning.

## Objective 1

## *Raising Education Standards in Wandsworth*

### Providing high quality early years education and childcare

#### Why is this important?

The provision of effective early years education gives the best preparation for future learning particularly for children from less advantaged backgrounds. It also links the Foundation Stage to help to raise attainment in later Key Stages.

More childcare places need to be created to allow more parents access to training and employment opportunities, particularly for lone parents entering employment and in disadvantaged areas. In practice the education/care distinction is blurred as childcare should be structured and stimulating and reflect best early years practice. By working closely together, parents, schools and providers in the maintained private, independent and voluntary sectors are aiming to improve the quality and quantity of support available for the youngest members of the community.

#### What are we doing about this now?

- ◆ Creating additional early education places for 3 year olds.
- ◆ Improving the learning environment in the Foundation Stage, particularly in reception classes by providing a best practice guide and training on outdoor learning and play.
- ◆ Helping Special Education Needs Coordinators (SENCOs) identify potential problems at an early stage.
- ◆ Creating 264 childminder places, 140 pre-school childcare places, and 303 out-of-school care places in the borough, in 2003-04, including targeted provision in disadvantaged areas.
- ◆ Ensuring sufficient training is available for childcare providers to meet national standards and accredited by a Quality Assurance scheme.

#### What are our objectives over the next 3-5 years?

The Council and other partners are committed to specific actions to meet the following objectives:-

- ◆ To provide sufficient educational places for all 3 year olds.
- ◆ To provide the best possible educational start to children.
- ◆ To improve the training and development of staff providing teaching and learning in early years provision and Foundation subjects.

#### What will we do to ensure we achieve our objectives?

We will:-

- ◆ Establish at least 2 Children's Centres in disadvantaged areas with the long term aim of reaching all children in those areas, and their families, before they start school.
- ◆ Maintain and create more affordable childcare places in disadvantaged areas - linking with Sure Start and Children's Centres to further integrate services and improve opportunities for young children and their families.
- ◆ Provide intensive advisory, training and SEN support to Social Services child care centres.
- ◆ Develop links with further education and higher education to improve training opportunities and ensure a common thread of early years best practice.
- ◆ Develop non-accredited childminder networks to share best practice and resources through toy libraries and encourage new childminders to open in disadvantaged areas.
- ◆ Support the development of wraparound early years care and education places and before and after school care schemes - especially in disadvantaged areas.
- ◆ Provide advice and information for parents on childcare provision, the quality of provision and the key guidance materials e.g. Birth to Three Matters.

## Improving educational standards and attainment

### Why is this important?

A good education with evidence of good performance and attainment will help young people gain a good start in life, transfer skills, and gain employment and training. Some children underachieve for a number of reasons and there is a need to help schools strike an appropriate balance for enriching the curriculum for all pupils – one which develops all their skills, abilities and talents as well as promoting high standards in core subjects. There is also a wide variation between school results and actions are required to reduce these variations, and improve results to national standards.

### What are we doing about this now?

- ◆ Raising standards of attainment in numeracy and literacy at Key Stage 2, implementing centrally organised and school based training and in-school support.
- ◆ Evaluating the impact of provision on pupils' achievement, especially in geographical areas facing significant social and economic deprivation.
- ◆ Providing training for Ethnic Minority Achievement (EMA) support staff, teachers and classroom assistants on tackling the underachievement of pupils in particular English as an additional language groups.
- ◆ Improving the academic achievement of young people who are missing school or attending an alternative education provision.

### What are our aims over the next 3-5 years?

The Council and other partners are committed to specific actions to meet the following objectives:-

- ◆ To develop strategies to maximise the educational of all underachieving children.
- ◆ Improve performance in Key Stage 1 and 2 results and KS3 where attainment is weakest.
- ◆ To develop initiatives to promote and protect a broad and balanced curriculum to encourage engagement and participation.

- ◆ To improve the availability of A and A/S level courses across the borough - broaden Post-16 provision and widen participation through the introduction of new vocational courses and qualifications.
- ◆ To reduce the level of exclusions and also school non-attendance.
- ◆ To implement the Behaviour Improvement Plan.

### What will we do to ensure we achieve our objectives?

We will:-

- ◆ Narrow attainment gaps and address under-achievement through the provision of training, guidance and support to schools.
- ◆ Provide training for teachers to improve provision in the early years and primary education, especially literacy and numeracy.
- ◆ Arrange the provision of training, advisory visits and teaching programmes to support schools raise standards and attainment at Key Stage 3, particularly in literacy and numeracy.
- ◆ Secure approval of the Behaviour Support Plan and support schools in its delivery.
- ◆ Work with primary and secondary schools, including the use of ICT learning and teaching tools available, to develop curriculum continuity between the key stages and particularly between Key Stage 2 and Key Stage 3.
- ◆ Implement the Post 16-Action Plan. A common framework for entry criteria for all courses will be put in place. Audit current provision and identify areas for development.

## Delivering excellence for all

### Why is this important?

The Council is committed to increasing the opportunities for all pupils, including under-achievers, the gifted and talented, children looked after and pupils with SEN. Additional educational activities are therefore important to address possible underachievement, help personal development and maximise life chances.

### What are we doing about this now?

We are supporting excellence for all by:-

- ◆ Providing specific training for teachers to address the needs of all pupils, including those with SEN, the gifted and talented, and pupils of different ethnic and cultural groups in literacy, numeracy, and science ensuring effective liaison among LEA providers.
- ◆ Working with 10 secondary schools to establish individual Excellence Challenge Action Plans to promote excellence amongst gifted and talented pupils.
- ◆ Strengthening links with schools and carers through the Personal Education Plan process to ensure all children looked after due to sit Statutory Assessment Tests are assisted if they need extra tuition or resources to achieve their targets.
- ◆ Improving the attendance of children looked after and ensuring all children leaving care achieve adequate GCSE or GNVQ qualifications to enable them to go on to further education, training and/or to gain appropriate employment.
- ◆ Commissioning a range of services to overcome the adverse effects of social poverty for 5-13 year olds in the areas around the 12 primary schools with the highest disadvantage indicators. The services include family support, transition to secondary school, sport, music and drama activities and a junior Youth Inclusion Project to provide constructive alternative activities to avoid children being drawn into youth crime.

### What are our objectives over the next 3-5 years?

The Council and other partners are committed to specific actions to meet the following objectives:-

- ◆ To provide training and advisory visits to support schools to set targets for pupils, including those with special educational needs (SEN), the gifted and talented, and develop appropriate teaching programmes.
- ◆ To monitor and evaluate the effectiveness of SEN provision in schools, particularly for pupils with statements.
- ◆ To promote the use of Information and Communications Technology to develop the teaching and learning of pupils with SEN.
- ◆ To support schools to meet the educational needs of the full ability range.
- ◆ To promote the use of self-evaluation by schools when assessing how they identify and provide for the full range of SEN.
- ◆ To ensure that as many children looked after as possible have a school place and attend regularly and have their studies supported appropriately.

### What will we do to ensure we achieve our objectives?

We will:-

- ◆ Support schools with guidance and training to ensure education provision is effective and support the use of Accredited School Self Review & Evaluation.
- ◆ Disseminate examples of good inclusive practice where the needs of all children are recognised and met.
- ◆ Monitor and review SEN provision so that pupils' needs are properly met.
- ◆ Work with all secondary schools to produce Excellence Challenge Action Plans.
- ◆ Work with all schools to maximise opportunities for gifted and talented students.

## Objective 4

## Raising Education Standards in Wandsworth

### Promoting choice and diversity

#### Why is this important?

There is a history of low achievement in a minority of schools and a wide disparity between the performance of the highest and lowest performing schools. Low performing schools tend to be those with vacancies while higher performing schools are oversubscribed. This in turn affects the admissions arrangements in some schools and a minority of parents are not able to secure places for children at the school of their choice. Maintaining a balance between competition created in part by offering parents and pupils choice within the school system and support for those schools that are under performing will continue to be part of the overall strategy to raise standards. The Council has a policy for the majority of pupils with SEN to experience a mainstream education with their peers but some parents will continue to choose a special school for their child.

#### What are we doing about this now?

- ◆ Maintaining 10 secondary schools which include schools which select some pupils on grounds of ability, others select some pupils on the basis of specialist activity. Others offer a specialism but do not select.
- ◆ Promoting the Specialist Beacon and Leading Edge School initiatives.
- ◆ Developing collaborative arrangements between schools to share more widely specialist expertise and to provide support where needed.
- ◆ Providing regular monitoring and support visits to schools and developing Accredited School Self Review & Evaluation processes.
- ◆ Reducing the number of surplus places in schools.
- ◆ Establishing a training programme for heads of department to improve the quality of teaching and leadership and management.
- ◆ Providing training and advice for the 18 pilot schools using the Index for Inclusion (IFI) self evaluation materials.
- ◆ Supporting schools with the recruitment and retention of effective staff.

#### What are our objectives over the next 3-5 years?

The Council and other partners are committed to specific actions to meet the following objectives:-

- ◆ To provide education placements to meet identified needs.
- ◆ To support low performing schools improve levels of achievement.
- ◆ To support mainstream schools in developing their provision to meet a wider range of needs.
- ◆ To support special schools in developing their areas of specialist expertise with a view to sharing this with other special and mainstream schools.

#### What will we do to ensure we achieve our objectives?

We will:-

- ◆ Continue to offer choice in the provision of educational places, balancing the supply of places against demand, reducing the number of spare places in schools and the disparity of performance across the borough.
- ◆ Develop the Leadership Incentive Grant arrangements whereby secondary schools are committed to increasing their capacity for collaborative working.
- ◆ Back, where appropriate, the submissions made by secondary schools for specialist school status.

## Objective 5

## Raising Education Standards in Wandsworth

### Supporting young people

#### Why is this important?

Young people need the best start in life to help equip them for the life challenges ahead. School education gives a sound base but advice and support is needed to help young people through the transition from school to further and higher education or employment. Additional support is needed for children looked after as educational achievement is often below the borough average and they may come from disadvantaged backgrounds. Support can also be enjoyable – the youth service for example offers a range of clubs and activities, including sports activity, to provide recreation in an informal social education setting.

#### What are we doing about this now?

We are contributing towards opportunities for young people by:-

- ◆ Implementing the Connexions Strategy to provide advice and guidance for young people aged 13 to 19 years to give them the best start in life.
- ◆ Implementing the Wandsworth Post-16 Area Inspection Plan to provide a cohesive, coordinated strategy for post-16 education and training.
- ◆ Improving curriculum provision through support and advice for the introduction of new vocational qualifications at Key Stage 4; and the establishment of collaborative planning at Post-16 to avoid gaps and duplication.
- ◆ Setting standards for advice and guidance for students and establishing a common framework for entry on Post-16 programmes.
- ◆ Ensuring at least 90% of care leavers are in contact with the department and in suitable accommodation; 70% in employment, education or training at age 19 years; and meeting the national targets to ensure they achieve as well as their peers.
- ◆ Offering a wide range of recreational, social and sports activities in a network of youth clubs, leisure centres and pitches across the borough.

#### What are our objectives over the next 3-5 years?

The Council and other partners are committed to specific actions to meet the following objectives:-

- ◆ To provide advice and guidance for young people to give them the best start in life.
- ◆ To develop post-16 education and training opportunities supporting young people with additional needs to match the performance of peers.
- ◆ To support young people looked after to become independent.

#### What will we do to ensure we achieve our objectives?

We will:-

- ◆ Review the range of services and facilities provided for young people.
- ◆ Complete the capital project and open the First Stop Shop 'Bases' in Roehampton and Tooting.
- ◆ Finalise recruitment to the Connexions Teams.
- ◆ Implement the Post-16 Action Plan and the Connexions Delivery Plan.
- ◆ Introduce a quality assurance scheme in the Youth Service including OFSTED preparation training for part time staff and volunteers.
- ◆ Launch local youth service recruitment fairs to attract staff.
- ◆ Improve the training for staff working with disabled young people.

## Improving opportunities for lifelong learning

### Why is this important?

Learning doesn't just happen at school. There is a need to encourage all learners to have the highest possible aspirations whatever their background or circumstances. This can be done by providing educational opportunities in various settings. In this way it is possible to raise levels of motivation and increase opportunities for choice and involvement to allow learners to reach their full potential in life.

### What are we doing about this now?

We are contributing towards raising attainment by:-

- ◆ Supporting schools to develop creative partnerships with a wide variety of adults beyond the school, exploring local partnerships to extend the range of complementary study support for pupils, including the gifted and talented, especially through links with colleges of Further Education and Higher Education.
- ◆ Improving curriculum provision through support and advice for the introduction of new vocational qualifications at Key Stage 4; and the establishment of collaborative planning at Post-16 to avoid gaps and duplication.
- ◆ Developing links for all secondary schools with at least one higher education (HE) institution.
- ◆ Implementing and monitoring the Adult and Community Learning Plan.

### What are our objectives over the next 3-5 years?

The Council and other partners are committed to specific actions to meet the following objectives:-

- ◆ To improve work-related learning strategies.
- ◆ To improve the direction and cohesive planning of 16-19 education programmes.
- ◆ To develop and provide opportunities for continuing education and learning.

### What will we do to ensure we achieve our objectives?

We will:-

- ◆ Widen participation in learning, build on the increases already achieved and develop replacements for the existing contractual arrangements for the provision of adult education.
- ◆ Improve curriculum provision through introduction of new vocational qualifications, key skills, unified guidance and the establishment of collaborative planning at Post-16 to avoid gaps and duplication.
- ◆ Commission and coordinate interagency support to develop the extended school initiative for the provision of community-based activities.
- ◆ Strengthen the links between the schools, Further Education and Higher Education sectors.
- ◆ Work at maximising the size of grants from the Learning & Skills Council and other bodies to support Lifelong Learning.

### How will we measure our success?

Please refer to Appendix 1 to view the Performance Indicators and targets associated with this chapter

### Who will make this happen?

Through the various partnerships described above, many different agencies and departments will be involved in helping to deliver the objectives set out in this chapter.

Reflecting the responsibility placed on the LEA and the Local authority by the Education (Schools) Act 1992 to improve educational attainment, responsibility for making sure that planned improvements in this Chapter happen rests with the Director of Education:-

**Paul Robinson**, Director of Education,  
Wandsworth Council.

# Improving health and social care

Indicators of health in Wandsworth place it close to the London and national average

However, there are significant inequalities between different wards within the borough, with more deprived wards generally having a higher incidence of health problems. In five of the wards existing prior to the 2002 boundary review there were Standardised Mortality Ratios (the greater the SMR, the greater the likelihood there is of the problem occurring) for under 75 year olds that were statistically significantly greater than the rate for England and Wales: Queenstown, St Mary's Park, Latchmere, Earlsfield, and West Hill. In three of these wards (Earlsfield, Fairfield and Queenstown) rates had increased over this period.

There are also significant variations between wards in the ill health attributable to certain specific conditions. The rate of deaths from Coronary Heart Disease was above the national average (1994-98) in sixteen of the twenty-two wards in Wandsworth, with Fairfield, Latchmere, Roehampton, St John and Earlsfield ward all having standardized mortality ratios for coronary heart disease of more than

125 (25% above the England and Wales average). Earlsfield, Roehampton, St Mary's Park, Queenstown and Thamesfield all had a relatively high incidence of lung cancer (1995-97). Roehampton has a rate of hospital admissions for accidents almost half as high again as that for any other ward (1996-99). This may be linked to the high proportion of the borough's older population and the high level of child deprivation in that area.

One area of particular concern is teenage pregnancy. Wandsworth has teenage conception rates significantly above the national and London rates. This remains the case, although a significant fall in the teenage pregnancy rate in 2001 has improved Wandsworth's position from sixth highest to ninth highest of the London boroughs. The wards with the highest rates of teenage pregnancy are Nightingale, Latchmere, St. John, Roehampton and Queenstown (the high rate for Nightingale reflecting the presence of a large homeless families unit in this ward).

## Life Expectancy - Men (1997-99)

Wandsworth	London	England
74.69	75.12	75.20

## Life Expectancy - Women (1997-99)

Wandsworth	London	England
79.77	80.37	80.10

## Infant mortality

### per 1,000 live births (1993-98)

Wandsworth	London	England
5.5	6.1	6.0

## Management of the health service in Wandsworth

The management of health services in Wandsworth, as elsewhere in the country, has been subject to major recent change. From April 2002 the Wandsworth Primary Care Trust has been responsible for providing primary care services for a population of 320,000 people resident in Wandsworth or registered with Wandsworth general practitioners and commissioning health care services from hospitals, mental health trusts and other primary care trusts. The PCT manages Queen Mary's Hospital, Roehampton, and is responsible for its redevelopment. The main provider trusts from which the PCT commissions services are the St George's Healthcare NHS Trust (responsible for St George's Hospital) and the South West London and St George's Mental Health NHS Trust (responsible for Springfield Hospital and community mental health services). However, Wandsworth residents make use of service provided by many other hospitals, including Kingston, Chelsea and Westminster and St Thomas's.

The Council's Social Services Department also has an important role in maintaining health and well being through its social care provision. For example, by helping older people to live independently at home with support. In addition, other Council services like sports, play and cultural facilities make a contribution to health and well-being.

## Performance measures

Department of Health performance indicators published in July 2002 show that health services in Wandsworth generally compare well with those in other parts of the country. Wandsworth is shown as being amongst the best-performing areas of the country for effective treatment of asthma and diabetes in general practice and in effective GP prescribing. Waiting lists are shorter than average and access to most planned hospital treatment (with the exception of joint replacement surgery) was rated as good. Areas of concern that were evident from these performance indicators were poor take-up of immunisation and screening services and a very high and increasing incidence of sexually transmitted disease.

The performance of Social Services in Wandsworth is assessed through the Department of Health's Performance Assessment Framework (PAF). A key component of this framework are a set of 50 statistical indicators, collected by all Social Services departments in England and Wales, that measure performance in key areas of children's and adults' services. A number of these indicators also relate to 'interface' services with local health provision. These are known as the PAF indicators. Several of these PAF indicators will be used to help monitor our progress in implementing this Strategy (appendix 1). Wandsworth Social Services perform at a very high level. Based on performance and inspection the department was awarded the three star rating by the Department of Health in May 2002 – currently one of only eight departments in the country to achieve this top rating. Despite this endorsement, there are areas where we are working hard to make improvements, for example, increasing the education and qualifications of children looked after, increasing the number of children adopted, increasing the stability of children looked after and improving the arrangements for assessment and reviews of adults. These areas are reflected in the priorities set out in this chapter.

## National Priorities and targets

**In developing local priorities, account has been taken of Government priorities for health and social care. Health-related targets for neighbourhood renewal areas include:**

- ◆ To increase life expectancy, focussing particularly on the areas which currently have the lowest life expectancy.
- ◆ To reduce infant mortality rates, giving particular attention to reducing the gap in mortality rates between manual groups and the rest of the population.

**Public Service Agreement targets put forward by the Government are:-**

- ◆ To reduce teenage pregnancy rates, with the biggest reductions being achieved in those areas which currently have the highest rates;
- ◆ To reduce drug misuse and the social problems associated with it; and
- ◆ To double, by 2008, the number of drug users in treatment.

**Specific Government targets for health and social care services are set out in the NHS Plan and the Department of Health Policy and Planning Framework for 2003-06. These cover:-**

- ◆ Improving access to all services through:-
  - better emergency care
  - reduced waiting, increased booking for appointments and admission and more choice for patients

- ◆ Focusing on improving services and outcomes in:-
  - cancer
  - coronary heart disease
  - mental health
  - older people
  - improving life chances for children
- ◆ Improving the overall experience of patients
- ◆ Reducing health inequalities
- ◆ Contributing to the cross-government drive to reduce drug misuse
- ◆ Increasing capacity in the workforce, physical facilities and information technology.

A number of these priorities are shared with the Social Services Department . Both the Council and the Primary Care Trust have the shared lead on the priorities for mental health and older people whilst the Council leads on improving the life chances for children. Linking with these priorities the government has in place a number of National Service Frameworks with timetables for service enhancements. Currently these cover older people, people with long term mental illness and people with learning disabilities. A new National Service Framework for children is in the process of implementation. Following the Laming report into the death of Victoria Climbié, there is renewed emphasis on protection of children and preventing them from harm. A Green Paper has now been issued by the Government setting out potentially far reaching proposals for how children's services across health and local authority services will be delivered in the future.

## The key agencies and partnerships

Lifestyle is one of the key determinants of health. Addressing this is a very complex issue, particularly the relationship between deprivation, lifestyle and inequalities. Apart from genetic inheritance, individual lifestyle choices (e.g. diet, whether or not to smoke) are the most important determinant of expectation of healthy life.

Environmental and social conditions (e.g. employment and housing) have an impact on the likelihood that people will make healthy lifestyle choices and have some direct impact on population health. These conditions are dealt with in other chapters of the community strategy.

The promotion of healthy living is a responsibility for the Council, the voluntary sector and the health service. Relevant measures include education about health (either in school or through community initiatives), opportunities to participate in activities that promote health (e.g. undertaking exercise), screening and immunisation, and clinical interventions to help people change aspects of their lives that are causing them harm (e.g. smoking cessation clinics, treatment for drug or alcohol addiction).

Treatment of illness is primarily the responsibility of local health service bodies and in particular the Wandsworth Primary Care Trust (PCT). The PCT works closely with the Council's Social Services Department which is responsible for the provision of social care to people who require additional support with activities of daily living.

In January 2003 the Council assumed responsibility for scrutiny of the health service. The power to undertake health scrutiny was conferred on local authorities under the Health and Social Care Act 2001. In June 2003 the Council agreed its first Annual Plan for Health Scrutiny, and in July 2003 it established a committee with specific responsibility for health scrutiny. Under the new scrutiny power the Health Overview and Scrutiny Committee is entitled to require managers of local NHS bodies to attend and respond to questions about their activities, to make recommendations about the functioning of the National Health Service, and to be consulted over significant changes. The Council is concerned to use the power in a way that will establish democratic accountability of local NHS bodies to the population they serve, but will do so in a way that avoids unnecessary bureaucracy and duplication of work undertaken by the various health service inspectorates.

## What are the key Strategies and Plans?

The new multi-agency Children and Young Person's Partnership have overseen the development of a new Preventative Strategy for Children at Risk. This is a key strategy aimed at promoting the well-being of children in Wandsworth through improved integration, involvement and coordination of services.

The PCT Local Delivery Plan is the overarching plan that sets out delivery of local health and some key social services in Wandsworth. It includes section on services for older people and children, together with detailed plans on how the PCT will achieve the national NHS targets.

**Other key plans are shown in Appendix 3.**

## What Residents Think

The PCT is completing a strategy for patient and public involvement which will be concerned both with residents' views of health services and, more generally about their health and well-being.

It has undertaken several 'participatory needs assessments' of the views of residents in more deprived parts of Wandsworth. These have focussed on the environmental factors that affect the health of the community, include housing, rubbish, traffic, crime and safety, and social engagement/isolation. In some areas anti-social behaviour by teenagers and drug users has been identified as a particular problem. Residents in these areas have also emphasised issues of mental health and substance misuse. Suggested ways of improving health include practical support for groups on low incomes like sessions on healthy eating, availability of cheap local fresh food, more education on health, additional support for vulnerable groups, improvements/access to local facilities to promote social interaction and economic activities to support local areas

### Surveys of residents' views of health services show that:-

- ◆ GP services are generally rated well as are services provided by pharmacists. Optometrists, dentists and physiotherapists are also highly regarded;
- ◆ Residents are concerned about finding a GP and the length of time it takes to get a routine appointment;
- ◆ Waiting times are too long for hospital appointments and in Accident and Emergency Departments;
- ◆ There should be more written self-help and patient information in the waiting rooms and given out by GPs and nurses;
- ◆ Some surgery premises are poor/stuffy/dirty;
- ◆ Some experiences in hospital were poor (mostly cleanliness, food, staff attitude); and
- ◆ In some areas, communications need to be improved between medical staff and patients from minority ethnic groups through the provision of interpreting services.

From April 2003, the PCT will be required to commission an annual patient satisfaction survey. This will provide a more comprehensive picture of Wandsworth residents' views.

## The challenges ahead

- ◆ Ensuring that services develop to meet the challenges of demographic change in Wandsworth, taking account of the very high proportion of young adults within the population, as well as the ethnic mix and the arrival of new refugee and asylum-seeking communities.
- ◆ Analysing information on health and illness and taking more effective and co-ordinated action to promote healthy lifestyles and to address the preventable causes of illness and disability.
- ◆ Recruitment and retention of staff.
- ◆ Developing new ways of working for primary care, reflecting the need to provide a greater proportion of services within primary care settings and the anticipated retirement of a high proportion of local GPs.
- ◆ Acquiring and redeveloping premises to enable the implementation of new models of services.
- ◆ Improving the way in which services are provided so that they are as effective and efficient as possible and provided, as far as possible, in a community setting. This may mean that some services currently provided in an acute hospital are provided locally and provided by a greater range of staff including nurses and specialist GPs.
- ◆ Establishing opportunities and structures for patient and public involvement in promoting their own well-being and influencing the development of health and social care services
- ◆ Developing new ways of working which link health and social care provision. For example single assessment processes for older people and children, joint equipment services, pooling budgets for services and investigating the potential for Care Trusts
- ◆ Working with the Council to improve services which ensure a swift and safe discharge from acute hospital care and prevent unnecessary admissions.

## Our vision for the future

The WLSP has agreed that by 2013 Wandsworth should be an even healthier borough. It has adopted 7 strategic objectives it would like to achieve in the next 10 years.

- ◆ Improving life chances for children.
- ◆ Improving services and outcomes for cancer and coronary heart disease.
- ◆ Supporting people with mental health problems.
- ◆ Reducing health inequalities.
- ◆ Improving access to all health services.
- ◆ Reducing drug misuse.
- ◆ Providing for adults who need care and support.

The following sections outline what actions key partners are undertaking in order to secure improvements for each of the main objectives.

## Objective 1

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### Improving life chances for children

#### Why is this important?

Every child and young person deserves the best possible start in life and the opportunity to achieve their potential. Most children obtain what they need through their family and social network and mainstream services such as education and health. Some children face particular problems such as low educational achievement or family conflict which can have the effect of placing them at risk of adverse outcomes such as truancy or offending. This will substantially limit their life chances. Identifying those at risk and taking suitable action to prevent the adverse outcomes can improve their life chances and help them to grow into responsible and independent adults.

#### What are we doing about this now?

- ◆ Introducing Sure Start schemes in Battersea (linked to the Health Action Zone) and Roehampton (linked to Neighbourhood Renewal) to give children aged 0-4 years a better start. These schemes work with parents and children with the aim of breaking deprivation cycles.
- ◆ Implementing a teenage pregnancy strategy to reduce the number of teenage conceptions through improved education and strengthened young people's sexual health services and to ensure that all teenage parents unable to live with their families are offered individual support.
- ◆ Using Children's Fund resources to provide family support, health education, speech and language development, leisure, sports and play activities for vulnerable 5-13 year olds and their families. These services are based around school communities in Battersea, Tooting and the west of the borough.
- ◆ Providing the Connexions service for 13-19 year olds. This offers each young person a Personal Adviser who can get access to a range of support services to help them meet their potential.
- ◆ Putting an increased emphasis on preventing youth crime by identifying youngsters at risk of offending and diverting them away from crime.
- ◆ Using Neighbourhood Renewal money to fund extra services in Roehampton such as teenage pregnancy prevention and extra support for children struggling to learn.
- ◆ Improving the way in which we can identify children at risk and thereby offer the services which could prevent them from adverse outcomes.
- ◆ Developing integrated mental health services for children who need them, including specialist input to some schools, directly with young people, with GP practices and in residential schemes.
- ◆ Reviewing health issues for looked after children and improving life chances generally for children looked.

## What are our objectives over the next 3-5 years?

To enable children and young people to:-

- ◆ Receive services which enable them to maintain a healthy lifestyle and achieve optimum health and well being.
- ◆ Have the opportunity to achieve success in their academic, social and cultural development and engage in play and leisure activities to fulfill their personal ambitions.
- ◆ Get involved in the life of their community, express their views and be active citizens who understand their role in a democratic society.
- ◆ Be free from violence, abuse and harassment at home, school and in the community.
- ◆ Have access to education and services that will help them to avoid unwanted early pregnancy.
- ◆ If they become pregnant, receive the support that will help them to cope with their responsibilities and to re-engage in education, training or employment.
- ◆ Experience the benefit of living in a diverse society where the experiences and attitudes of others are valued.

## What will we do to ensure we achieve our objectives?

We will:-

- ◆ Introduce systems to identify children and young people at risk and target services to avoid adverse outcomes.
- ◆ Pay particular attention to preventing young people committing crimes and re-offending.
- ◆ Reduce the amount of crime committed by young people.
- ◆ Improve educational achievement by addressing all aspects of education from early years through to secondary and further education and reducing truancy.
- ◆ Put in place nursery education for all 3 year olds by September 2004.
- ◆ Protect children from harm through the continued development of our child protection procedures and the implementation of the recommendations of the Laming Enquiry into the death of Victoria Climbié.
- ◆ Strengthen sex and relationships education and access to sexual health services for young people, focusing especially on vulnerable young people.
- ◆ Reduce the proportion of young people using drugs which cause the greatest harm.
- ◆ Reduce smoking amongst young people.
- ◆ Increase the rate of immunisation against childhood diseases.
- ◆ Continuing to develop integrated mental health services.
- ◆ Pay particular attention to the stability of placements and life chances of children looked after who are the most vulnerable of all children.
- ◆ Have no households with children placed in bed and breakfast accommodation.
- ◆ Improve how our services work together in line with the proposals in the Green Paper 'Every Child Matters'.

## Objective 2

## *The health of Wandsworth residents*

### Improving Services and Outcomes in cases of Cancer and Coronary Heart Disease

#### Why is this important?

Coronary Heart Disease (CHD) is one of the leading causes of death in the UK. Data shows that there are high CHD needs in Wandsworth with several parts of the borough having CHD rates significantly above the London average. CHD is strongly associated with smoking and with a sedentary lifestyle. Revascularisation procedures are highly effective in reducing deaths and morbidity from CHD but admission rates for these procedures in the Wandsworth population are lower than expected.

Cancer, like CHD, is a leading cause of death both nationally and locally. The term “cancer” encompasses a large number of conditions, and their distribution, treatment and associated issues vary enormously. Lung cancer is strongly associated with smoking. Overall, rates of lung cancer in Wandsworth are high, and significantly above those of London in several parts of the borough. Breast and cervical cancer are both potentially preventable, and national screening programmes exist, with the aim to identify changes at a stage at which disease is preventable using effective treatment. The effectiveness of both the breast and cervical screening programmes in Wandsworth is hindered by the low

uptake rates. Low uptake is associated with social deprivation, ethnicity and mobility issues, and requires very careful attention.

#### What are we doing about this now?

- ◆ Offering smoking cessation services.
- ◆ Extending the Rapid Access Chest pain Clinic from 3 days to 5 days per week.
- ◆ Improving Accident and Emergency procedures for those suffering from heart attacks.
- ◆ Encouraging physical activity.
- ◆ Promoting healthy eating.
- ◆ Extending and improving registers in primary care to identify those most at risk.

#### What are our objectives over the next 3-5 years?

- ◆ To save more lives.
- ◆ To reduce the risk of CHD and cancer.
- ◆ To identify and treat cancer and coronary heart disease earlier.
- ◆ To ensure the right professional support and care as well as the best treatments are available.

#### What will we do to ensure we achieve our objectives?

- ◆ Implement the South West London Cancer Network Plan, for example, develop preventative work on smoking with young people, more effective screening.
- ◆ Promote the LEAP physical activity programme.
- ◆ Set and measure targets for people with cancer and heart disease to be diagnosed and treated quickly.
- ◆ Improve the identification of people with heart failure and their management.
- ◆ Continue to develop systematic programmes of care for people with heart disease and diabetes and for those at high risk of developing these.

## Improving services and outcomes in mental health

### Why is this important?

Mental illness is common with an estimated one in six people of working age having a mental health problem of some kind, depression being the most common. One in three young people are affected by depression. Our priority is to promote mental health, reduce suicides and improve services for drug users.

### What are we doing about this now?

- ◆ Adding the provision of hostels and staff training to the services included within the formal Partnership arrangements between South West London and St. George's Mental Health Trust and Social Services which integrate health and social care provision for people who are mentally ill.
- ◆ Developing a 'beacon' assertive outreach service for adults with severe mental health problems.
- ◆ Running a young people's counselling project as part of the Battersea Healthy Living Initiative.
- ◆ Establishing courses on stress management in partnership with South Thames College.

### What are our objectives over the next 3-5 years?

- ◆ To ensure the right professional support and care as well as the best treatments are available.
- ◆ To reduce suicide rates.
- ◆ To ensure people with less serious mental health problems receive help and support.
- ◆ To support people with mental health problems to get help early.
- ◆ To help people with serious mental health problems to get help when they need it.
- ◆ To improve mental health services for older people.
- ◆ To improve mental health care in prisons.

### What will we do to ensure we achieve our objectives?

- ◆ Support general practice in providing care for people with less serious mental health problems by developing graduate workers in primary care.
- ◆ Provide more systematic and standardised care for older people with mental health problems by using protocols that define and describe how people should be cared for.
- ◆ Ensure young people with a severe mental health problem are diagnosed and treated early and provide ongoing support, including providing more local services for young people with a more acute problem.
- ◆ Offer 24 hour support to people in a crisis.
- ◆ Provide proactive care to people with severe mental health problems who would otherwise not remain involved with services.
- ◆ Ensure that all prisoners with severe mental health problems have a care plan and ensure appropriate use of secure and forensic facilities.

## Objective 4

## *The health of Wandsworth residents*

### Reducing health inequalities

#### Why is this important?

Both nationally and locally there are big differences in infant mortality, life expectancy and teenage pregnancy rates. These differences can be accounted for by a variety of individual, psychological and environmental factors. People living in the most deprived areas generally have the least healthy environment, are more likely to smoke and less likely to enjoy a healthy diet, and are least likely to take advantage of preventive healthcare such as childhood immunisation and screening. The three most deprived areas of Wandsworth are Battersea (especially Latchmere Ward), Roehampton and Tooting. As is evident from the data presented in the introduction to this chapter, these are also the areas with most health problems. The promotion of healthy lifestyles and prevention of illness is of course relevant to all parts of the borough, and is one of the PCT's primary objectives.

#### What are we doing about this now?

- ◆ Setting up Healthy Living Initiatives in Tooting and Battersea, offering a range of health promoting services to the population of these areas.
- ◆ Focussing on the health of young people as one of the four main themes of the Tooting SRB programme.
- ◆ Establishing Sure Start programmes in both Battersea and Roehampton.
- ◆ Setting up Youth Inclusion or Junior Youth Inclusion Projects, to provide positive activities for vulnerable young people, in Roehampton, Tooting and Battersea.
- ◆ Commissioning a street dependency service for people with chronic drug or alcohol problems in Roehampton.

#### What are our objectives over the next 3-5 years?

- ◆ To maximise take-up of the opportunities offered by healthy living initiatives.
- ◆ To give young people from the most deprived parts of Wandsworth an improved start in life.
- ◆ To engage more young people at risk of social exclusion or offending in positive activities.
- ◆ To reduce problematic drug use by young people from deprived parts of Wandsworth.
- ◆ To reduce the prevalence of smoking, especially by people in more deprived areas.
- ◆ To reduce differences in health across groups and areas and to improve the health of those groups whose health outcomes are poorer than average.

#### What will we do to ensure we achieve our objectives?

- ◆ Continue to implement Healthy Living Initiative, Sure Start and SRB programmes.
- ◆ Secure funding for at least one 'positive futures' programme to provide diversionary activities for vulnerable young people.
- ◆ Develop work with young people to address substance misuse.
- ◆ Focus smoking cessation work on more deprived areas.
- ◆ Increase the rates of breast-feeding, particularly in women from disadvantaged groups.
- ◆ Improve the take up of immunisation and vaccination, and of screening, particularly for children, older people and women from disadvantaged groups.
- ◆ Improve access to antenatal and child health screening, particularly for people from disadvantaged backgrounds.
- ◆ Improve the diagnosis and treatment of TB.

## Objective 5

## *The health of Wandsworth residents*

### Improving access to health services

#### Why is this important?

Residents in Wandsworth, like health service users everywhere, want fast, safe and high quality emergency care and convenient access and choice for planned care. As well as accessible local services, like GPs, residents want to know that waiting times for inpatients and outpatients are kept to a minimum.

#### What are we doing about this now?

- ◆ Employing an Access Co-ordinator to work with GPs to achieve targets for rapid patient access to GPs.
- ◆ Carrying out detailed research into demand, procedures and resources.
- ◆ Measuring and improving waiting lists for planned hospital care by employing more doctors, nurses and health professionals, providing more clinics and operating times, making systems and processes more efficient.
- ◆ Improving staffing in Accident and Emergency Departments and improving systems and processes.
- ◆ Running a walk-in centre and minor injuries unit for people with less serious problems.
- ◆ Beginning work with the London Ambulance Service to treat more people at home or outside acute hospitals.

#### What are our objectives over the next 3-5 years?

- ◆ To reduce waiting times in A and E.
- ◆ To reduce the number and waiting time for inpatients.
- ◆ To develop a one-stop gateway to out of hours care.
- ◆ To reduce the number and waiting time for outpatients.
- ◆ To develop community located and primary care focused diagnostic and treatment centres.
- ◆ To improve access to GPs and primary care professionals.
- ◆ To ensure equity of access to services for all parts of the community, for example by implementing the PCT Race Equality scheme and action plan.
- ◆ To work with patients and the public to enable them to have more information and control over their health.

#### What will we do to ensure we achieve our objectives?

- ◆ Increase day case procedures.
- ◆ Develop local out of hours service to link with NHS Direct.
- ◆ Develop outpatient referral and booking systems.
- ◆ Develop GP, nurse and other health specialists.
- ◆ As part of the primary care strategy, work with existing staff to identify how the workforce is best used in primary care and what else needs to be done.
- ◆ Continue to strengthen chronic disease management.
- ◆ Develop the expert patient scheme, which provides patients with training and support in managing their long-term health conditions.
- ◆ Look at providing more services outside hospitals.
- ◆ Review the accessibility of GP premises to ensure full compliance with the Disability Discrimination Act by October 2004.

## Objective 6

### Providing for adults who need care and support

#### Why is this important?

For various reasons there are many people living within the Wandsworth community who need care, help and support in their daily living to maintain their independence and still others who need long term care arrangements. These reasons may relate to aging, disability and long term illness (including mental illness). The Government has established a set of National Service Frameworks (NSF) which describe the expected standard of care and support to be available nationwide, including standards for care of older people and people who are mentally ill. A set of standards for people with long term care needs is expected later in the year. Additionally the Government has published a national strategy for learning disability, "Valuing People". The Council and health care Trusts are working together with other relevant agencies and organisations, service users and carers to make sure that the principles enshrined in these are delivered. For example, for older people they are working to deliver :

- ◆ Person centered care respecting dignity and promoting choice.
- ◆ The promotion of independent living and health and an active life.
- ◆ User satisfaction through timely access to high quality services that meet people's needs.
- ◆ More effective links between services.
- ◆ Partnership with service users and carers.

#### What are we doing about this now?

Services and support vary according to the nature of a person's disability and their particular circumstances. The main areas of work currently are:

- ◆ Improving rehabilitative and intermediate care services for older people to improve their independence and avoid unnecessary periods of stay in acute hospitals.
- ◆ Increasing the number of people who are receiving intensive packages of care in their own homes thereby reducing the need for them to be admitted to residential care or nursing homes.
- ◆ Improving the integration of services and assessment processes to reduce the boundaries that can slow down and reduce the quality of care provision.
- ◆ Ensuring that a suitable range of supported housing options are available for people who need the additional support that they can provide.
- ◆ Enhancing community mental health services to reduce reliance on hospital based services and to promote independence.
- ◆ Supporting carers (mainly relatives and friends).
- ◆ Ensuring timely access to assessment and services.
- ◆ Developing services that promote health, e.g. further developing services that are provided to prevent falls.
- ◆ Producing a long term strategy for housing of people with learning disabilities; the number of whom is predicted to grow.

### **What are our objectives over the next 3-5 years?**

- ◆ To promote independent living and of those who need more intensive services, to increase the proportion of people who are being supported at home rather than in long term residential or nursing care.
- ◆ To avoid people staying unnecessarily in hospital.
- ◆ To extend service integration, including community equipment and occupational therapy services.
- ◆ To increase the breaks available to carers. Introduce extra support for the carers of mentally ill people
- ◆ To introduce a long term strategy for housing of people with learning disabilities.

### **What will we do to ensure we achieve our objectives?**

- ◆ Expand and develop the Intermediate Care programme; both beds and community packages.
- ◆ Develop rehabilitation programmes at Bolingbroke.
- ◆ Review all services currently provided under the Supporting People Programme to ensure that they meet the needs of borough residents in a cost effective way.
- ◆ Improve the range and delivery times for community equipment.
- ◆ Appoint a support worker for the carers of mentally ill people.
- ◆ Ensure that adequate capacity is in place in the care system to meet the deadlines for hospital discharge.
- ◆ Ensure people with learning disabilities who also have mental health problems have access to the most effective support and treatment.

## Objective 7

## *The health of Wandsworth residents*

### Reducing drug misuse

#### Why is this important?

Misuse of drugs (whether illegal or legal drugs such as alcohol or cannabis) entails a range of health risks, including overdose, mental health problems, transmission of blood-borne viruses such as HIV and Hepatitis C, and impacts of long-term use such as lung cancer, heart disease. Drug use is a major factor in crime. There has been a rapid increase in crack use in recent years, which has a particular association with mental health problems.

#### What are we doing about this now?

- ◆ Investing in a major expansion of drug treatment services, with an emphasis on strengthening effective interventions for crack.
- ◆ Coordinating work with young people through a 'virtual team' of young people's drug workers.
- ◆ Supporting intensive action to close down crack houses and disrupt drug markets.

#### What are our aims over the next 3-5 years?

- ◆ To reduce the proportion of under-25s using illegal drugs, with a particular emphasis on reducing the use of heroin and cocaine.
- ◆ To reduce levels of repeat offending amongst drug-misusing offenders.
- ◆ To double, by 2008, against a 1998 baseline, the number of problem drug misusers in treatment programmes.
- ◆ To reduce the availability of illegal drugs, especially to young people.
- ◆ To develop shared care schemes for drug misusers between general practice and specialist drug services.

#### What will we do to ensure we achieve our objectives?

- ◆ Establish coordinated interventions to encourage drug users in contact with the criminal justice system to seek and engage in treatment.
- ◆ Continue work to tackle drug dealing.
- ◆ Increase targeted work to divert young people away from drug misuse.

## How will we measure our success?

Please refer to Appendix 1 to view the Performance Indicators and targets associated with this chapter.

## Who will make this happen?

Through the various partnerships described above, many different agencies and departments will be involved in helping to deliver the objectives set out in this chapter. They include:-

- ◆ Wandsworth PCT
- ◆ South West London and St. George's Mental Health Trust
- ◆ St. George's Healthcare
- ◆ Kingston Hospitals NHS Trust
- ◆ Wandsworth Council
- ◆ Voluntary sector agencies

Responsibility for making sure that planned improvements in this Chapter happen rests with

**Helen Walley**, Chief Executive, Wandsworth Primary Care Trust.

**Peter West**, Director of Social Services, Wandsworth Council.

# Meeting Housing Needs

Wandsworth has a thriving housing market. It remains one of the most popular destinations in London for people to live,

stimulated by the wide range of dwelling types available, from Victorian terraces to new developments and council estates. In common with the rest of London Wandsworth has seen house prices increase by around 20% in the last year. The London housing market remains dynamic with a rapidly changing population who exhibit a very high degree of mobility.

This chapter sets out a vision and set of actions to ensure our residents' housing needs are met. This is about maintaining Wandsworth's dynamic housing market; meeting people's aspiration to be home owners; making best use of the borough's housing stock and keeping it in a good condition; ensuring the borough is a safe place to live; and, continuing to meet the housing needs of our residents.

There are around 124,000 properties in Wandsworth. Around 18,000 of these properties are council rented properties, 9,000 are housing association properties, nearly 15,000 are council leasehold properties and 82,000 are privately (owner occupied and privately rented) dwellings.

The housing needs of the Wandsworth population are changing. For example, in the period between 2001 and 2006 there is expected to be an additional 3,400 single person households in the borough. Over the same period there is also expected to be a decrease in married couples and an increase in the number of lone parent and shared adult households, with single person households continuing to be the most frequently occurring type in the borough.

Whilst the majority of households in the borough can meet their own housing need there are a number of people who rely on the Council for housing assistance, either through housing benefit to help meet private rent payments, or through the allocation of council or housing association tenancies.

## Homelessness

Levels of homelessness in the borough have been increasing over the last five years with 1,071 households being accepted as unintentionally homeless and in priority need in 2002/03. Whilst it is difficult to predict future movements it seems likely that these numbers will continue to increase, with an estimated 5% increase in 2003/2004. There is no single or simple explanation for the increase in homelessness. Dispute with family/friends has long been the most common reason cited by homeless applicants themselves. However, it may be due in part to changes in the Homelessness Act 2002 expanding the groups to which the Council has a duty to assist.

## The Social Housing Sector

There are over 27,000 rented social housing properties (Council and housing association owned) in Wandsworth and, at the end of March 2003, there were 6,303 assessed cases on the Council's various housing registers. Wandsworth's supply of social housing in relation to the extent of local housing need is very healthy, especially when compared to the position for the rest of London. In April 2002, Wandsworth had a housing register equal to 21% of total Council stock. This was the fifth lowest ratio in London and compared very well to the London average of 44%.

The Council's stock is generally considered to be in good condition due to previous sound investment, and a stock condition survey currently being undertaken is expected to confirm this view.

## The Private Housing Sector

It is estimated that there are around 70,000 owner-occupied properties in the borough, some 56% of the total stock. This includes nearly 15,000 council leasehold properties, more than most other boroughs, which has an important impact on the property market. Around 14% of owner occupied properties changed hands during 2002, more sales than in any other London borough, indicating a strong housing market in Wandsworth. Of these around 16% were Council leasehold properties, the average prices of which are substantially below average prices in the borough as a whole.

There are thought to be around 25,000 privately rented dwellings in the borough, of which around 8,000 are re-let every year. Around 3,000 private rented dwellings are occupied by households who claim housing benefit to assist with rental payments. In December 2002, the average weekly rent in the private sector (based on housing benefit applications) was £113. In reality it is likely that average private sector rents in the borough are considerably higher than this as tenants applying for housing benefit tend to reside in less expensive properties.

Results from the latest private sector stock condition survey carried out in 2002 are currently being analysed but are expected to show an increase in both levels of unfitness (to around 9%) and levels of disrepair (to around 42%). However a high proportion of the unfitness identified relates to relatively minor defects such as food preparation arrangements (55% of dwellings) and, if confirmed, still compares favourably with a figure for London boroughs with a similar stock age profile of 13.2%. As a rule, unfitness and disrepair are disproportionately and significantly worse in the private rented sector.

## Affordable Homeownership

For the majority of households whose aspiration is home ownership, it will be vital for the Council to ensure that the various Council-assisted routes to house purchase are fine-tuned to provide the maximum possible assistance. The Council's sales policy seeks to strengthen and encourage inclusive communities by ensuring a better social and tenure mix. The Council's promotion of homeownership has created a large housing market that yields up to 2,000 affordable properties for sale each year (this is around 20% of annual sales).

The Council operates a number of schemes to assist tenants and first time buyers (including key workers) wishing to purchase. These schemes include:

- ◆ Right to Buy
- ◆ House Purchase Grants (Portable Discounts)
- ◆ Priority Group Sales Scheme (PGSS)
- ◆ Shared Ownership
- ◆ Homebuy
- ◆ Starter Home Initiative (Key Workers)

Demand for the various schemes from purchasers continues to be strong (4,162 people were registered for PGSS and Shared Ownership in March 2003) and is expected to continue to increase.

## Resources for Meeting Housing Needs

There is a rolling capital programme for improving the physical condition of the Council's housing stock. In 2003/04 over £34m has been allocated for works to the Council's stock, with £32m projected for 2004/05. Within the capital programme, there are also funds allocated for the Council's Hidden Homes programme that aims to redevelop suitable sites on existing estates into new homes. The Council also provides funds for improving the private sector with £100,000 capital allocated for this purpose in 2003/04.

The Housing Corporation provides funding for the provision of affordable homes through grants to housing associations. £21m has been allocated by the Housing Corporation to Wandsworth in 2003/04 to provide 331 additional affordable homes. In addition the Starter Home Initiative has provided £6m between 2002/03 and 2003/04 to assist key workers in Wandsworth to purchase a home.

The Council has also received money through the Communities Against Drugs initiative to help tackle drugs on estates and from the Bed and Breakfast Unit to reduce the use of this form of temporary accommodation.

## National Priorities and Targets

The Council, with its partners, is working hard to take into account local housing problems in Wandsworth, as well as meeting national priorities set out by the Government. The key national priorities are set out in legislation such as the Homelessness Act 2002, and other documents such as the March 2003 Anti-social behaviour White Paper and the Sustainable Communities Statement published in January 2003. Some of the key national priorities that affect the way housing services are delivered in Wandsworth are summarised below:-

- ◆ Decent homes. The Government requires that all social rented housing meets certain standards of decency by 2010. These standards involve ensuring that all houses are maintained in a good state of repair, have modern facilities and provide good thermal comfort. The Government is also committed to tackling housing conditions in the private sector, particularly for vulnerable people.
- ◆ Supporting people. The Government has announced changes to the way support costs for those in supported housing are funded, for example wardens in sheltered housing, floating support services, living support. Previously any tenant receiving support paid for this as part of their rental payments. Under Supporting People where a tenant had this paid by housing benefit this will now be paid from the Supporting People Grant of £10 million.
- ◆ Antisocial behaviour. The Government sees tackling anti-social behaviour as a key part of regenerating our neighbourhoods. The Homelessness Act 2002 gives powers to exclude those guilty of such behaviour from applying for housing whilst the recent Anti-Social Behaviour White Paper proposes a series of additional powers for tackling these problems.
- ◆ Reducing the use of bed and breakfast. Bed and Breakfast accommodation is used by most London councils to accommodate homeless households on a temporary basis. However, it is often expensive and inappropriate to the needs to the household. The Government however has made a commitment to

## Meeting Housing Needs

end the use of this form of accommodation for families with children, except in an emergency, by April 2004.

- ◆ Empty homes. There are an estimated 40,000 properties in the South East which have been empty for over 6 months, around 1,700 of these are in Wandsworth. The Government is committed to bringing these houses back into use.
- ◆ Fuel poverty and energy consumption. The Government's Fuel Poverty strategy is intended to focus on measures to improve energy efficiency and reduce the costs of heating for fuel-poor households.
- ◆ Increasing the supply of housing using the planning system to maximise affordable housing provision. The Government requires planning authorities to take account of changing housing needs and encourage mixed, sustainable communities by providing affordable housing as part of larger private developments. There is however inconsistency between Government guidance and the GLA's London Plan as to the levels of housing that should be provided.
- ◆ Rent restructuring. The Government is committed to reducing differentials in rent between landlords of similar properties and as such has introduced plans for all social housing rents to be set in the same way. Under the plans rents will be set by a formula which takes into account average property prices and earnings in an area as well as property size. The weighting of the formula, coupled with caps on levels of individual rent increases is likely to have the additional effect, particularly in London, of substantially reducing rent differential between larger and smaller properties. The government expects this restructuring to be completed by 2012 and will allocate funding assuming that this has been done. The Council will continue to review rents on an annual basis.

**Our performance in contributing to the national priorities above is monitored against a series of national targets. The Government's key targets relating to housing and land-use, which are cascaded down to the local level to both the Council and other key agencies, include:**

- ◆ Ensuring all social tenanted homes reach the Government's Decency Standard by 2010
- ◆ Reducing the numbers of families with children in bed and breakfast accommodation by 2004
- ◆ Ending the problem of fuel poverty by 2011
- ◆ Increasing the energy efficiency of dwellings in all sectors by 30% to 2012
- ◆ Restructuring social housing rents by 2012.

**The Government is increasingly targeting resources at regional rather than local priorities and this was reflected in the subsidiary regional statements that complemented the Sustainable Communities Statement which, amongst other things, outlined plans for regional strategies to be drawn up by new regional housing boards involving key partners. In addition the latest London Housing Statement and London Investment Strategy published by the Housing Corporation focus on achieving cross-borough housing solutions. Together with the Government's national priorities, the London-regional priorities include:-**

- ◆ Increasing the supply of affordable housing.
- ◆ Reducing homelessness and the use of inappropriate temporary accommodation.
- ◆ Developing the private rented sector.
- ◆ Reaching the decency standards in social housing.
- ◆ Promoting regeneration to achieve sustainable communities.

## Key Agencies and local partnerships

The Office for the Deputy Prime Minister (ODPM) is responsible for overall housing policy and funding through the Housing Investment Programme. In addition the Home Office is responsible for wider issues such as tackling anti-social behaviour and the Department of Health for issues around supported housing for specific groups. They are supported by a number of regional Government Offices. In London Councils must also work with the Greater London Authority who provide guidance on policy from a London-wide perspective.

The Housing Corporation is responsible for regulating housing associations and provides grants to help them develop new housing and renovate existing properties. The Council works closely with the Housing Corporation in order to develop additional housing in the borough and with its partner housing associations to ensure existing properties remain of a good quality and to develop new housing.

The borough Residents' Forum, which consists of representatives of residents associations, co-operatives and resident management organisations, plays an important part in local decision making, particularly with regard to investment in council stock. It is consulted regularly as part of the committee cycle and its views are fed into the Council's Housing Overview and Scrutiny Committee meetings.

## What are the Key Strategies and Plans?

The Government requires that the Council produce two main housing documents, a Housing Strategy and a Housing Revenue Account Business Plan.

In addition, the Unitary Development Plan (UDP) provides the key statutory land use plan for the borough.

**These strategic documents are informed by a number of other corporate documents produced by the Council and also feed the Council's strategic housing position into other corporate strategies. The main documents which either inform or are informed by the housing strategy are shown in Appendix 3.**

## What Residents' Think

### Residents across the borough

During the recent Community Strategy consultation, residents have shown that they regard the availability and condition of housing in Wandsworth as priorities for improving their local neighbourhoods. In fact, higher than usual proportions of residents who took part in this survey stated that the availability of housing is the most important priority for the next 2-3 years.

The availability of housing is a particular concern for both young people aged 16-24 and residents from Black and Minority Ethnic communities, whilst the condition of housing was raised as more of a concern amongst older residents.

Concern was voiced not only for participants' own future housing needs, but also for those of their children, local key workers and fellow community members. It was felt that in order for a sense of community spirit to be built or maintained (another long term priority mentioned by participants in all three workshops) it is essential for the borough's young people to be able to afford to remain in the area.

Residents have told us that in ten years' time, they hope to see better use of the housing or disused housing that is available. Concerns were also raised over the planning of new housing developments and participants were hopeful that they would be included in consultation prior to new developments being permitted.

### What our tenants and leaseholders have told us

The Council operates a panel of tenants and leaseholders known as Housing Link. A recent survey in December 2002 has told us that overall residents were satisfied with both their accommodation and their area as a place to live. Main problems highlighted were around issues of crime and anti-social behaviour such as vandalism, graffiti and rubbish.

## The challenges ahead

Wandsworth faces several key challenges over the next few years to meet the borough's housing need:-

- ◆ Identifying sites suitable for development of new housing.
- ◆ Balancing local planning priorities with the regional planning framework set out by the GLA in the London Plan.
- ◆ Increasing levels of homelessness and demand for affordable housing.
- ◆ Working with neighbouring boroughs to identify common priorities.

## Our vision for the future

The WLSP has adopted 6 strategic objectives relating to housing that it would like to achieve within the next 10 years.

- ◆ Improve and maintain the physical condition of housing in the borough.
- ◆ Make best use of the housing stock in all sectors and ensure social housing is allocated in a fair and equitable way.
- ◆ Tackle anti-social behaviour on our estates and enhance community safety.
- ◆ Tackle homelessness and reduce the use of bed and breakfast accommodation.
- ◆ Increase the overall supply of housing, ensuring a well-balanced mix of housing across all tenure types, including affordable housing.
- ◆ Promote a range of housing for people with special needs and ensure housing support needs are met.

## Objective 1

## Meeting Housing Needs

### Improving and maintaining the physical condition of housing in the borough

#### Why is this important?

Wandsworth is a largely residential borough and the quality of housing is crucial to the quality of life in the borough.

#### What are we doing about this now?

We are contributing to improving and maintaining the physical condition of housing in the borough by: -

- ◆ Pursuing a comprehensive re-generation programme on council estates, looking at both individual blocks and the surrounding areas.
- ◆ Working to achieve the decent homes standard for Council tenanted properties.
- ◆ Progressing the Hidden Homes initiative which converts redundant spaces on estates into residential units.
- ◆ Consulting with residents of council estates on a regular basis about works to be carried out on estates.
- ◆ Analysing the results of the private sector stock condition survey carried out in 2002.
- ◆ Developing a Private Sector Renewal Strategy and consulting with residents on this strategy.
- ◆ Providing a Home Improvement Agency to advise and assist homeowners in improving their property.

#### What are our objectives over the next 3-5 years?

The Council and partners are committed to specific actions to meet the following objectives:-

- ◆ To improve security to Council blocks and estates.
- ◆ To improve the energy efficiency of dwellings.
- ◆ To improve the standard of Houses in Multiple Occupation in the borough.
- ◆ To improve the condition of houses in the private sector.
- ◆ To implement the new Private Sector Renewal Strategy.
- ◆ To work to ensure all Council tenanted properties meet the decent homes standard by 2010.

## Objective 2

Making best use of the housing stock in all sectors and ensuring social housing is allocated in a fair and equitable way

### Why is this important?

In order to ensure all households in the borough have access to housing of their choice it is important that the use of stock in all sectors is maximised. As demand for social housing increases the Council will continue to monitor its housing to ensure that it is allocating properties in a fair and equitable way.

### What are we doing about this now?

We are contributing to making the best use of the housing stock by: -

- ◆ Providing a Home Improvement Agency to advise and assist homeowners needing adaptations to their properties.
- ◆ Reviewing the Empty Property Strategy.
- ◆ Reviewing nominations agreements with Registered Social Landlords (RSL).
- ◆ Supporting home ownership initiatives to assist households wishing to move into owner occupation.
- ◆ Promoting the under-occupation scheme for Council tenants.
- ◆ Monitoring allocations of social housing.
- ◆ Developing a Black and Minority Ethnic Housing Strategy.

### What are our objectives over the next 3-5 years?

The Council and partners are committed to specific actions to meet the following objectives:-

- ◆ To reduce the number of properties in the borough which are empty for over 6 months.
- ◆ To make best use of the existing affordable housing stock.

### What will we do to ensure we achieve our objectives?

We will:-

- ◆ Work with owners to bring empty properties back into use.
- ◆ Ensure that Council properties remain void for as short a time as possible.
- ◆ Minimise the number of squatters and unauthorised occupants in Council properties.
- ◆ Review our allocations policy and monitor the implementation of this policy.

## Tackling anti-social behaviour on our estates and enhancing community safety

### Why is this important?

Antisocial behaviour has been identified as an increasingly important issue for residents on Council estates. It is recognised that a minority of residents can disrupt life for other residents and therefore it is a priority to tackle this behaviour.

### What are we doing about this now?

We are contributing towards tackling antisocial behaviour and enhancing community safety by: -

- ◆ Providing CCTV on estates and controlled entry systems to blocks.
- ◆ Taking action against tenants convicted of dealing drugs and/or causing anti-social behaviour through such activities.
- ◆ Removing graffiti from estates.
- ◆ Training specialist housing officers to deal with anti-social behaviour on estates.
- ◆ Ensuring that non-residential units in Council estates are used effectively and appropriately.
- ◆ Working on a joint programme of action and training with the police to tackle drug issues on estates.
- ◆ Providing street wardens who now patrol Clapham Junction and Tooting.

### What are our objectives over the next 3-5 years?

The Council and partners are committed to specific actions to meet the following objectives:-

- ◆ To reduce crime and anti-social behaviour on estates.
- ◆ To reduce the amount of graffiti in the borough.

### What will we do to ensure we achieve our objectives?

We will:-

- ◆ Continue taking action against tenants and leaseholders causing anti-social behaviour.
- ◆ Campaign for a ban on spray cans.
- ◆ Increase the number of estates with CCTV and controlled door entry systems.
- ◆ Continue to work with the police on joint action in respect of drug issues.

## Tackling homelessness and reducing the use of bed and breakfast accommodation

### Why is this important?

Bed and Breakfast accommodation is often used by Councils, particularly those in London, in order to accommodate homeless households whilst they are waiting for permanent accommodation. However, this form of accommodation is often expensive and not appropriate for the needs of many residents.

### What are we doing about this now?

We are contributing towards tackling homelessness by:-

- ◆ Increasing the range of alternative housing options available to households threatened with homelessness .
- ◆ Providing support to households to assist them in maintaining their current tenancies.
- ◆ Assisting households threatened with homelessness to access the private rented sector.

### What are our objectives over the next 3-5 years?

The Council and partners are committed to specific actions to meet the following objectives:-

- ◆ To develop a homelessness strategy for the borough.
- ◆ To reduce the time that families with children have to spend in Bed and Breakfast Accommodation.
- ◆ To provide support to homeless households.

### What will we do to ensure we achieve our objectives?

We will:-

- ◆ Increase the supply of more suitable forms of temporary accommodation.
- ◆ Develop floating support schemes to assist households in temporary accommodation and help them to settle in their tenancy when they are housed.
- ◆ Provide advice and assistance to prevent homelessness where possible.

## Objective 5

## Meeting Housing Needs

Increasing the overall supply of housing ensuring a well-balanced mix of housing across all tenure types, including affordable housing

### Why is this important?

There are a growing number of households in Wandsworth and additional housing is needed to meet the needs of this increasing population. A mix of housing to buy and rent at a variety of prices will ensure that its communities remain balanced and that everyone in the borough has the opportunity to access housing in the tenure of their choice.

Some members of the WLSP do not fully support all parts of the Council's housing policy and would like to see the Council take an even stronger role in earmarking more properties in new developments for rent by those on low incomes.

### What are we doing about this now?

We are contributing towards increasing the supply of housing across all tenures by: -

- ◆ Pursuing planning policies which encourage development of additional housing .
- ◆ Working with RSL (Registered Social Landlords, for example, Housing Associations) partners to provide additional affordable housing for rent and purchase.
- ◆ Providing new homes on estates through the Hidden Homes initiative.
- ◆ Supporting the Council's homeownership initiatives.
- ◆ Seeking the provision of affordable housing in new housing developments on suitable sites.

What are our objectives over the next 3-5 years?

The Council and partners are committed to specific actions to meet the following objectives:-

- ◆ To ensure continued housing development opportunities once the minimum that the strategic planning guidance for London total of 7,700 additional dwellings (1992-2006) has been achieved.

- ◆ To promote a range of new housing development to meet different needs and demands, including that for affordable housing.
- ◆ To provide an additional 1,000 affordable homes between 2002 and 2006, with a guideline of 25% affordable housing on suitable sites
- ◆ To encourage a mix of different dwelling sizes and types to meet the housing demand in the borough.
- ◆ To increase the number of properties developed under the Hidden Homes initiative

### What will we do to ensure we achieve our objectives?

We will:-

- ◆ Continue working with RSLs and developers to deliver new affordable housing for rent and purchase as part of larger developments.
- ◆ Work with partner boroughs to maximise grant funding for new housing from the Housing Corporation.
- ◆ Continue with spatial awareness surveys to identify additional sites for development of Hidden Homes
- ◆ Through the planning system:-
  - Support the residential use of upper floors above shops.
  - Prevent the loss of existing accommodation to other uses.
  - Allow for the conversion and sub-division of suitable properties.
  - Encourage new housing development on sites throughout the borough, except for a limited number of protected industrial areas.
  - Encourage the re-use of land for housing and a mix of different dwelling sizes and types to meet the housing demand in the borough.
  - Seek the inclusion of affordable housing in suitable sized developments.

## Objective 6

## Meeting Housing Needs

Promoting a range of housing for people with special needs and ensuring housing support needs are met

### Why is this important?

Many people with special needs need specialist accommodation that is not always available in from the private sector.

### What are we doing about this now?

We are contributing towards ensuring that there is a range of housing for people with special needs by:-

- ◆ Supporting bids to the Housing Corporation to develop specialist housing schemes (funding for schemes for people with learning disabilities in 2002/03 and for people with mental health problems and the frail elderly in 2003/04).
- ◆ Supporting a number of floating support services providing assistance to tenants in their own homes.
- ◆ Providing a Home Improvement Agency to advise and assist homeowners needing adaptations to their properties.
- ◆ Implementing the Council's review of sheltered housing to ensure that this form of accommodation continues to meet the needs of tenants in the future.
- ◆ Developing a Supporting People Strategy to identify future needs for supported accommodation.

### What are our objectives over the next 3-5 years?

The Council and partners are committed to specific actions to meet the following objectives:-

- ◆ To ensure that no lone teenage parents aged under 18 are living in unsupported accommodation.
- ◆ To increase the supply of accommodation for the Council's priority community care groups.
- ◆ To increase the supply of property adapted for the physically disabled.

### What will we do to ensure we achieve our objectives?

We will:-

- ◆ Work with the Supporting People team to identify the housing and support needs of vulnerable groups.
- ◆ Develop floating support services to allow households to be supported in their existing accommodation.
- ◆ Make all lone teenage parents aged under 18 presenting to Homeless Persons Unit an offer of supported housing.
- ◆ Work with partners to adapt existing properties, enabling existing residents to remain in their homes.
- ◆ Develop a number of cross agency strategies to identify the housing and support needs of people with special needs (people with learning disabilities, people with physical disabilities, teenage lone parents).
- ◆ Review the adaptations service.

### How will we measure our success?

Please refer to Appendix 1 to view the Performance Indicators and targets associated with this chapter.

### Who will make this happen?

Through the various partnerships described above, many different agencies and departments will be involved in helping to deliver the objectives set out in this chapter.

However, overall responsibility for making sure that planned improvements in this Chapter happen rests mainly with the Director of Housing:-

**Chris Buss** Director of Housing, Wandsworth Council

# *Appendix 1*

## *Community Strategy Performance Indicators*

The following table of indicators will be used by the Council and the WLSP to monitor how we are performing in the delivery of the Community Strategy. The table is divided into six sections reflecting each of the Strategic Priorities in the main Strategy.

The indicators have been developed in conjunction with the partner agencies on the WLSP. Therefore there are key Council, Health (Primary Care Trust), Learning and Skills Council and other indicators that combine to comprehensively monitor performance on the main Community Strategy objectives. A key to the various indicators types can be found below.

Three-year targets have been developed for most of the indicators. Our performance on meeting these targets will be regularly reported. However, in some cases, completed targets or 2002/03 baseline figures have not been entered and appear blank in the following tables. This is because the required data was not available at time print. However, we will continue to ensure that these data are available for future monitoring reports to the WLSP. For some indicators, for example the LPSAs (see key below), it is appropriate to only target for the 2005/06 year. Where this is the case, targets for the intervening years have been shaded. Further information on these indicators can be obtained from Jon Evans on (020) 8871 7813.

## Community Strategy Performance Indicators

### Key to indicators

<b>LPSA</b>	Local Public Service Agreement Indicators. Wandsworth Council is currently in the advanced stages of negotiations on agreement of a set of LPSA targets with the Office for the Deputy Prime Minister. These are indicators with challenging targets which are negotiated between individual Councils and Government departments. The aim of the LPSA is to secure an enhanced level of performance in key areas in return for financial incentives from the Government. The position on LPSAs in the table below reflects the latest negotiated position at the time of print (November 2003). As such, the targets and definitions of these indicators could change with on going discussions with the ODPM.
<b>BV</b>	Refers to the Council's statutory Best Value Performance Indicators that are set annually by the Office for the Deputy Prime Minister and reported as part of the Council's Best Value Performance Plan (BVPP). They cover all of the Council's main service functions, from housing to social services and education to leisure.
<b>Top line</b>	These are non-BV indicators, but ones which the Council considers important for Wandsworth. They are monitored and reported annually in the BVPP.
<b>T</b>	These refer to health indicators set out in the PCT's Local Delivery Plan
<b>PAF</b>	Performance Assessment Framework indicators. These are part of a comprehensive set of indicators covering all children's and adults' services set by the Department of Health. All Social Services departments in England have to report on these indicators.
<b>LSC</b>	Refers to indicators reported on by the Learning and Skills Council who are responsible for post-16 education in Wandsworth.
<b>QoL</b>	Quality of Life indicators. These have recently been developed by the Audit Commission to help LSP's monitor their Community Strategies.
<b>Local</b>	These generally refer to non-statutory indicators which are important for the local area, some of which have been developed specifically to monitor an aspect of the Community Strategy.
<b>UDP</b>	A target within the Council's Unitary Development Plan, a new version of which was formally adopted in 2003.

## Making Wandsworth Safe

Indicator	2002/03 Baseline	Target 2003/04	Target 2004/05	Target 2005/06
<b>BV126</b>				
Domestic burglaries for every thousand households	24.9	22.9	22.0	21.1
<b>BV127</b>				
Violent crimes per 1000 population broken down as follows:	20.0	19.62	19.42	19.42
violent offences committed by a stranger	15.41	15.11	14.95	14.95
violent offences committed in a public place	18.42	18.13	17.95	17.95
violent offences committed in connection with licensed premises	<i>A baseline and associated targets for these indicators will be produced for 2003/04 subject to further Government guidance.</i>			
violent offences committed under the influence				
Robberies for every thousand population	6.01	5.71	5.43	5.15
<b>BV128</b>				
Vehicle crimes for every thousand population	19.97	18.98	18.03	17.49
<b>QoL</b>				
Percentage of residents surveyed who feel fairly safe or very safe a) after dark, and b) whilst outside in Wandsworth	<i>This question is included within the 2003/04 BVPI User Satisfaction Survey. The Community Strategy baseline will therefore use 2003/04 data.</i>			
<b>Local</b>				
Percentage of residents who responded that they felt "very safe" or "fairly safe" in their own homes	86%	<i>Question asked in Crime Survey 2001. It is planned that the survey be repeated in 2004/05.</i>		
<b>Local</b>				
Young offender reconvictions for:-				
those at pre-court stage	39%	36%	34%	31%
those subject to community penalties	65%	62%	60%	57%
those who were in custody	67%	64%	62%	59%
<i>The baseline figure is based on cohort of young people monitored over a two-year period from October - December 2000.</i>				
<b>Local</b>				
Adult offender reconviction rates for:-				
those subject to Community orders (2 yrs from commencement of community sentence)	12%			
those released from custody (2 yrs from release)	24%			
<i>Provisional data subject to confirmation by Wandsworth Probation Service. Targets will be set on confirmation of data.</i>				
<b>top line</b>				
Number of households in neighbourhood watches	43%	43%	39%	40%
<i>Service changes are scheduled to take place in 2004/05 which may temporarily reduce take-up.</i>				

## Community Strategy Performance Indicators

Indicator	2002/03 Baseline	Target 2003/04	Target 2004/05	Target 2005/06
<b>Local</b>				
Percentage of targeted young people participating in Youth Inclusion Programmes (YIP).	56%	70%	75%	80%
<b>BV174</b>				
The number of racial incidents recorded by the Council per hundred thousand population	50.84	n/a	n/a	n/a
<i>Number of racial incidents are not targetted-indicator is used for monitoring purposes only. Please refer to outcome indicator (BV175) below</i>				
<b>BV175</b>				
The number of racial incidents reported where further action has been taken	100%	100%	100%	100%
<b>Local</b>				
Percentage of graffiti calls dealt with in target time:-				
racist/abusive (24 hours)	92.7%	100%	100%	100%
other (48 hours)	97.9%	100%	100%	100%
<b>LPSA</b>				
Incidences of fly-posting and abandoned vehicles on Wandsworth roads, measured by:-				
Voluntarily abandoned vehicles	1000			1250
Annual numbers of abandoned vehicles removed from the borough within 24 hours of expiry of the removal notice	1600			2400
Percentage of offensive fly-posters removed within 2 hours of report and receipt of property owners permission	0%			100%
Percentage of other fly-posters removed within 24 hours of report and receipt of property owners permission	0%			100%
Number of prosecutions for fly-posting	12			16
<b>Improving the local environment</b>				
<b>OoL27(a)</b>				
Number of days per calendar year when air pollution is moderate or higher for fine particles (PM10) - Roadside Site, South Thames College	17			
<b>OoL27(b)i</b>				
Annual average concentration of nitrogen dioxide (microgrammes/m <sup>3</sup> ) - Roadside Site, South Thames College	44			<40
<b>OoL27(b)ii</b>				
Annual average concentration of nitrogen dioxide (microgrammes/m <sup>3</sup> ) - Urban site, Wandsworth Town Hall	52			<40

Indicator	2002/03 Baseline	Target 2003/04	Target 2004/05	Target 2005/06
<b>QoL29(a)</b>				
The percentage of main rivers of good or fair quality	100%	100%	100%	100%
<i>There are 20km of rivers in Wandsworth with two monitoring stations. Wandle scored B (good) and the Beverley Brook a C (fairly good) in 2001 survey (A-F scale).</i>				
<b>QoL29(b)</b>				
Percentage of main rivers of good or fair biological quality (scoring A-D on the Environment Agency scale – Score in brackets)	100% (D)	100%	100%	100%
<b>QoL30</b>				
Energy use per household -				
gas (KHW)	19,132			
<i>Baseline relates to 2001 data from Transco</i>				
electricity	<i>The Government is investigating the feasibility of electricity data available at local level.</i>			
<b>QoL32/BV82</b>				
Percentage of household waste that is recycled or composted	10.5%	16%	19%	24%
<b>QoL33(a)</b>				
Area of Wandsworth which is identified as 'derelict land and buildings' as a percentage of the total area of land within Wandsworth	42			32
<i>Baseline sourced from Government's National Land Use Database (NLUD)</i>				
<b>QoL33(b)</b>				
The percentage of new homes built on previously developed land	100%	100%	100%	100%
<b>QoL34</b>				
Percentage of highways of a high or acceptable standard of cleanliness	96%	99%	99%	99%
<b>BV199</b>				
The percentage of land and highways that is assessed as having combined deposits of litter and detritus across four categories of cleanliness		15%	10%	5%
<i>This is a new BVPI for 2003/04</i>				
<b>QoL35</b>				
Annual average traffic flow per 1000km principal roads	212			
<i>Targets will be dependent on measures contained in the Mayor's revised transport strategy, expected mid-late 2004</i>				
<b>LPSA</b>				
Proportion of school journeys to Wandsworth Schools made by car				-3% from baseline
<i>Baseline to be established pending negotiations with the Government. Target refers to a 3% reduction in journeys made by car from this baseline</i>				

## Community Strategy Performance Indicators

Prosperous Wandsworth				
Indicator	2002/03 Baseline	Target 2003/04	Target 2004/05	Target 2005/06
<b>Local</b>				
The average Wandsworth Band D council tax as a percentage of England's Band D average	53%			<65%
<i>Baseline refers to 2003/04 council tax</i>				
<b>QoL1</b>				
Proportion of people of working age in employment	77.8%	80%	80%	80%
<b>QoL2/top line</b>				
Proportion of people claiming unemployment benefit who have been out of work for more than a year	19.8%	20%	20%	20%
<b>QoL3</b>				
Proportion of young people (18-24 year olds) in full-time education or employment	85.6%	87%	88%	91%
<b>QoL4/top line</b>				
Percentage increase or decrease in the total number of VAT registered businesses in Wandsworth	+3.7%	+2%	+2%	+2%
<b>QoL5</b>				
Percentage increase or decrease in the number of local jobs	-3.0%	-2.0%	-1.0%	0%
<b>LPSA</b>				
Unemployment differential in Roehampton and Latchmere, measured by:-				
The number of lone parents placed into work in Roehampton and Latchmere wards by Jobcentre Plus in a year	65			84
The percentage excess of the mean of the unemployment rates in Roehampton and Latchmere wards over the borough average unemployment rate.	85%			70%
<b>QoL7</b>				
Percentage of population of working age who are claiming key benefits	10.8%	11.10%	11.0%	10.8%
<b>Local</b>				
The number of ground floor units being used as a percentage of all ground floor units in the following town centre partnership areas: -				
Balham	92%	93%	93%	94%
Clapham Junction	98%	98%	98%	98%
Putney	96%	96%	96%	96%
Tooting	97%	97%	97%	97%
Wandsworth	76%	76%	80%	85%

Indicator	2002/03 Baseline	Target 2003/04	Target 2004/05	Target 2005/06
<b>Local</b>				
Total number of crime allegations in each of the following town centre areas:-				
Balham	1397	1330	1270	1200
Clapham Junction	2177	2100	200	1900
Putney	1673	1600	1550	1500
Tooting	1628	1600	1550	1500
Wandsworth	809	800	800	750
<b>BV117</b>				
Number of physical visits to public libraries for every thousand local residents	10232	9346	10019	10243
<i>Target level in 2003/04 reflects two libraries closed for refurbishment.</i>				
<b>BV170</b>				
The number of visits/usages to museums for every thousand local residents	132.5	135	134	136
The number of those visits that were in person for every thousand local residents	109	111	110	112
The number of pupils visiting museums and galleries in organised school groups	6751	6750	6800	6850
<i>Reduced Saturday opening hours take effect in 2004/05 and targets set to reflect this change.</i>				
<b>top line</b>				
The number of times people used the Council's swimming pools and sports centres for every thousand residents	10065	10281	10383	10486
<b>Improving education for all</b>				
<b>QoL3</b>				
Proportion of young people (18-24 year olds) in full time education or employment	85.6%	87%	88%	91%
<b>QoL20</b>				
Number of childcare places per 1,000 population aged 0-5 not in early education	349	382	383	384
<b>Local</b>				
The number of early education places for 3 year olds:-				
childminder places	996	1200	1446	1693
day care places	2678	2818	2893	2969
out of school care places	3828	4131	4378	4625

## Community Strategy Performance Indicators

Indicator	2002/03	Target	Target	Target
<b>LPSA</b>				
The average points score achieved in end of Key Stage 2 assessments in maintained schools (including special schools but excluding pupils who are recent arrivals from abroad with low fluency in English) in:-				
Mathematics	26.6			
English	26.6			
<b>BV40/BV41</b>				
Percentage of KS2 pupils achieving level 4 or above in:-				
Science	83.1%	83%	85%	87.1%
Mathematics	72.5%	79.0%	83.0%	
English	73.8%	81.0%	83.0%	
<b>BV181</b>				
The percentage of 14 year old pupils achieving level 5 or above in KS3 tests in: -				
English	64.0%	70.0%	73.0%	
Mathematics	60.0%	65.0%	69.0%	
Science	59.0%	63.0%	66.0%	
ICT	60.0%	63.0%	66.0%	
<b>LPSA</b>				
The percentage of pupils in local authority schools achieving 5 or more A* – C grade GCSEs or equivalent (excludes ADT results and pupils who are recent arrivals from abroad with low fluency in English, but including special schools)				
	44.6%			
<b>BV39</b>				
The percentage of pupils in local authority schools achieving 5 or more A* – G grade GCSEs or equivalent including English and Maths				
	83.70%	88.0%	90.0%	
<b>BV50</b>				
The percentage of young people leaving care aged 16 or over with at least 1 GCSE at grade A* to G or a GNVQ				
	54.5%	55%	57%	60%
<b>BV161</b>				
The percentage of 16 year olds who were looked after on 1st April who were engaged in education, training or employment at age				
	64%	75%	77%	79%
<b>BV44</b>				
The number of pupils permanently excluded during the year from all local authority schools for every thousand pupils				
	2.3	2.1	1.7	1.7

Indicator	2002/03 Baseline	Target 2003/04	Target 2004/05	Target 2005/06
<b>top line</b>				
The percentage of permanently excluded pupils with an offer of provision of alternative tuition of 20 hours or more	96.43%	97.0%	98.0%	99.0%

## LPSA

Percentage of half-day absence missed due to unauthorised absence in (percentage attendance in brackets):-

special schools	0.6% (93.3%)
local authority secondary schools	1.3% (89.8%)
local authority local authority primary schools	4.5% (84.9%)

## top line

The percentage of pupils with a first time statement of SEN placed in a mainstream school

74.6%	70%	71%	72%
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*Baseline figure is high due to unusually high number of placements in final quarter of 2002/2003.*

## LSC

Adult learners

Enrolments per 1000 population	88	90	92	94
Number of learners	10657	11890	12615	13000
Percentage of learners with disabilities/ learning difficulties	6.5%	9%	11%	14%
Percentage of learners who are male	24.8%	25%	27%	30%
Percentage of learners from ethnic minorities	25%	29%	29%	30%
Percentage of learners aged 60 and over	24.2%	24.5%	25%	26%

## Making Wandsworth healthier

### Local

Life expectancy (years) at birth:-

Males:	75.2	Greater London:- 75.6
		South East region:- 76.7
Females:	80.2	Greater London:- 80.6
		South East region:- 81.2

*Baseline data refers to a 'rolling average' for 1998-2000. Targets set to make improvements towards the Greater London and South Eastern regions' life expectancies at birth.*

### OoL11

Infant mortality rate per 1000 live births (excludes still births)

5.1	4.1
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*Targets are awaited from the Wandsworth Primary Care Trust (WPCT)*

## Community Strategy Performance Indicators

Indicator	2002/03 Baseline	Target 2003/04	Target 2004/05	Target 2005/06
<b>BV197</b>				
The percentage change in the number of conceptions to females under 18 years living in the borough, per 1000 females aged 15-17 living in the borough, compared with the baseline year of 1998	-15.79%	-18%	-24%	-30%
<b>QoL10</b>				
Death rate by cause (DSR per 100,000 population in the following categories):				
Cancer in the under 75s	131.80 (1999-01)	119.0 (2002-04)	116.0 (2003-05)	110.3 (2004-06)
Circulatory diseases in the under 75s	132.58 (1999-01)	112.6 (2002-04)	109.8 (2003-05)	107.0 (2005-06)
Suicide and undetermined injury all ages	12.65 (1999-01)	11.63 (2002-04)	11.30 (2003-05)	10.96 (2004-06)
All accidents – all ages	14.86 (1998-00)	13.00 (2002-04)	12.38 (2003-05)	11.75 (2004-06)
<i>Targets are for calendar years not financial. The latest data available has been used for the baseline position, typically a rolling average for 1998-00. The targets relate to projections for years in question.</i>				
<b>T37</b>				
Percentage of women who continue to smoke during pregnancy	11.1%	10.0%	9.0%	8.0%
<b>T9</b>				
Percentage of relevant population (woman 65-70) taking up breast cancer screening				
<i>Targets and baseline data are awaited from the Wandsworth Primary Care Trust (WPCT).</i>				
<b>T8</b>				
Number attending smoking cessation services and who successfully quit at 4 weeks	224 (Mar-03)	514 (Mar-04)	1,317 (Mar-05)	2,278 (Mar-06)
<b>T7</b>				
Percentage achievement of the targets set for rapid access to cancer treatment				
<i>Targets and baseline data are awaited from the Wandsworth Primary Care Trust (WPCT).</i>				
<b>T12</b>				
Percentage of patients seen within 2 weeks in rapid access chest pain clinics after decision to refer	100%	100%	100%	100%
<b>T13</b>				
Percentage of people receiving thrombolysis (clot dissolving therapy) within 60 minutes of call for professional help	54.5%	63.6%	72.7%	81.8%

Indicator	2002/03 Baseline	Target 2003/04	Target 2004/05	Target 2005/06
<b>T16</b>				
Number of people receiving early intervention services (duration of untreated psychosis)	168 (Jun-03)	295 (Mar-04)	410 (Mar-05)	
<i>Target for 2005/06 is awaited from the Wandsworth Primary Care Trust (WPCT).</i>				
<b>T1</b>				
Proportion of patients to A and E seen within four hours	93.7%	100%	100%	100%
<b>T3</b>				
Percentage of patients seeing:-				
primary health professional in 1 working day	77.0% (Mar-03)	96.0% (Mar-04)	100% (Mar-05)	100% (Mar-06)
GP in 2 working days	81.1% (Mar-03)	91.9% (Mar-04)	100% (Mar-05)	100% (Mar-06)
<b>T4</b>				
Outpatients waiting:-				
over 17 weeks for appointment	395 (Mar-03)	0 (Mar-04)	0 (Mar-05)	0 (Mar-06)
13-17 weeks for appointment	640	951	195	0
<b>T17</b>				
Number of residents receiving crisis resolution services	10 (Mar-03)	192 (Mar-04)	192 (Mar-05)	780 (Mar-06)
<b>T20</b>				
Percentage of prisoners with an Severe Mental Illness Care Plan	73% (Mar-03)	100% (Mar-04)	100% (Mar-05)	100% (Mar-06)
<b>T5</b>				
Maximum waiting times for inpatient admissions:-				
over 9 months	226	5	0	0
over 6 months	735	462	130	0
over 3 months	1905	1920	1462	1205
<b>Local</b>				
Number of people participating in healthy living initiatives in:-				
Tooting	400			
Battersea	796	1200	3105	
<i>Targets are awaited from the Wandsworth Primary Care Trust (WPCT)</i>				

## Community Strategy Performance Indicators

Indicator	2002/03 Baseline	Target 2003/04	Target 2004/05	Target 2005/06
<b>LPSA</b>				
Increase the number of over 50s participating in Council and PCT sponsored physical activities and Council-run IT courses in the following areas:-				
People attending a minimum GP scheme referrals sessions per year	44			400
People attending healthy living scheme sessions a year	345			640
People over 60 attending swimming sessions a year	148			300
People participating in agility exercise sessions at clubs and lunch clubs per year	96			1800
People participating in learning in libraries	0			700
<b>LPSA</b>				
Increase the physical activity of children aged 7 to 16 and encourage increased use of libraries by under 15s by increasing the numbers of:-				
7-11 year olds achieving at least 2 hours per week of physical activity at schools	9265			11581
12-16 year olds achieving at least 2 hours per week of physical activity at schools within and outside curriculum time	6551			7559
7-16 year old children looked after/Special School and PRU students achieving at least 2 hours per week of physical activity	93			186
Regular library users under 15 years old	10300			11330
<b>BV198</b>				
The number of problem drug misusers in treatment per 1000 population aged 15-44		6.98	7.86	8.72
<i>This is a new BVPI for 2003/04. Data are awaited from the Government</i>				
<b>Local</b>				
Annual percentage cover of childhood immunisations, at ages 24 months:				
Diphtheria	91.2%	92%	93%	95%
Pertussis	90.7%	92%	93%	95%
Tetanus	91.3%	92%	93%	95%
Polio	90.7%	92%	93%	95%
Hib	91.0%	92%	93%	95%
MMR1	66.9%	70%	73%	76%
Meningitis C	88.2%	92%	93%	95%

Indicator	2002/03 Baseline	Target 2003/04	Target 2004/05	Target 2005/06
<b>PAF D42</b>				
Number of informal carers receiving an assessment	21.5%	25%	31%	40%
<b>BV56</b>				
The percentage of items of community equipment delivered within seven working days (including non-structural private sector housing adaptations)	61.5%	93%	96%	98%
<b>BV54</b>				
The number of adults aged 65 or over whom the Council helps to live at home out of every thousand adults aged 65 or over in the borough	145.8	146.0	148.0	150.0
<b>top line</b>				
The number of adults under 65 who the Council helps to live at home in the groups below per 1000 adults under 65:-				
Physical disabilities	4.5	4.5	4.6	4.7
Learning disabilities	3.4	3.5	3.6	3.7
Mental health problems	3.5	3.6	3.7	3.8
<b>BV53</b>				
The number of households receiving intensive home care more than 10 contact hours and 6 or more visits for every thousand adults aged 65 or over	29	27	26	25
<b>LPSA</b>				
The number of intermediate care community based places for the elderly	675			689
<b>PAF D41</b>				
Percentage of people in 'acute' hospital beds whose discharge was delayed	81			<40
<b>BV49</b>				
The percentage of children looked after at 31st March with 3 or more placements during the year	7.95%	<10%	<9.8%	<9.6%
<b>LPSA</b>				
The number of children looked after for six months or more adopted between 1.4.03 to 31.3.06	0			64
The number of children looked after aged 8-12 years who had been looked after continuously for at least 4 years who were currently in a foster placement where they had spent at least 2 years as at 31st March	15			21
<b>Local</b>				
Percentage of targeted young people participating in Youth Inclusion Programmes (YIP)	56%	70%	75%	80%

## Community Strategy Performance Indicators

Indicator	2002/03 Baseline	Target 2003/04	Target 2004/05	Target 2005/06
<b>QoL8</b>				
Percentage of children under 16 living in low income households	33.3%			
<b>PAF C18</b>				
Percentage of children looked after over 10 years old who were given a final warning/reprimand/caution or convicted during the year for an offence committed whilst they were looked after, expressed as a ratio of all children over 10 years receiving similar treatments.	2.5%	2.3%	2.1%	2.0%
<b>Meeting housing needs</b>				
<b>LPSA</b>				
The average SAP energy rating of Council owned dwellings.	52			58
<b>BV64</b>				
The number of private sector vacant dwellings that are returned into occupation or demolished during 2002/03 as a direct result of action by the Council	55	50	100	100
<b>BV106</b>				
The percentage of new homes built on previously developed land.	100%	100%	100%	100%
<b>UDP</b>				
Percentage (cumulative) of target achieved for 1000 affordable homes between 2002 and 2006	5%	35%	70%	100%
<b>top line</b>				
The percentage of 1992-2006 target for additional housing achieved	97%	100%	105%	110%
<b>BV184</b>				
The percentage of council homes which were non-decent at 1st April 2002 and subsequent years thereafter	17.42%	10.7%	6.4%	1.1%
The percentage change of non-decent council homes between 1st April 2002 and 1st April 2003 and subsequent consecutive years thereafter	13.26%	40.9%	82.4%	86.5%
<b>BV62</b>				
The proportion of unfit private sector dwellings made fit or demolished as a direct result of action by the local authority.	6.0%	1.0%	1.1%	1.2%
<i>Targets set to reflect a substantial increase in unfit dwellings identified in the House Condition Survey 2002.</i>				

Community Strategy Performance Indicators

Indicator	2002/03 Baseline	Target 2003/04	Target 2004/05	Target 2005/06
<b>BV185</b>				
The percentage of responsive (but not emergency) repairs during 2002/03, for which the authority both made and kept an appointment	68.4%	72%	75%	78%
<b>top line</b>				
The percentage of homelessness applications which the Council makes a decision on and issues written notification to the applicant within 33 working days.	63%	70%	72%	75%
<b>top line</b>				
The average length of time (in days) the Council taken to decide whether to accept people as homeless	57	48	45	42
<b>top line</b>				
The percentage of family households with dependent children (inclusive of pregnant women) in B&B accommodation for more than six weeks	62.7%	0%	0%	0%
<b>BV183</b>				
The average length of stay (weeks) in B & B accommodation	13	6	5	5
The average length of stay (weeks) in hostel accommodation of households which include dependent children or a pregnant woman and which are unintentionally homeless and in priority need	45	50	48	46
<b>Local (BVPP)</b>				
The number of lone parents under 18 who live in unsupported housing	1	0	0	0

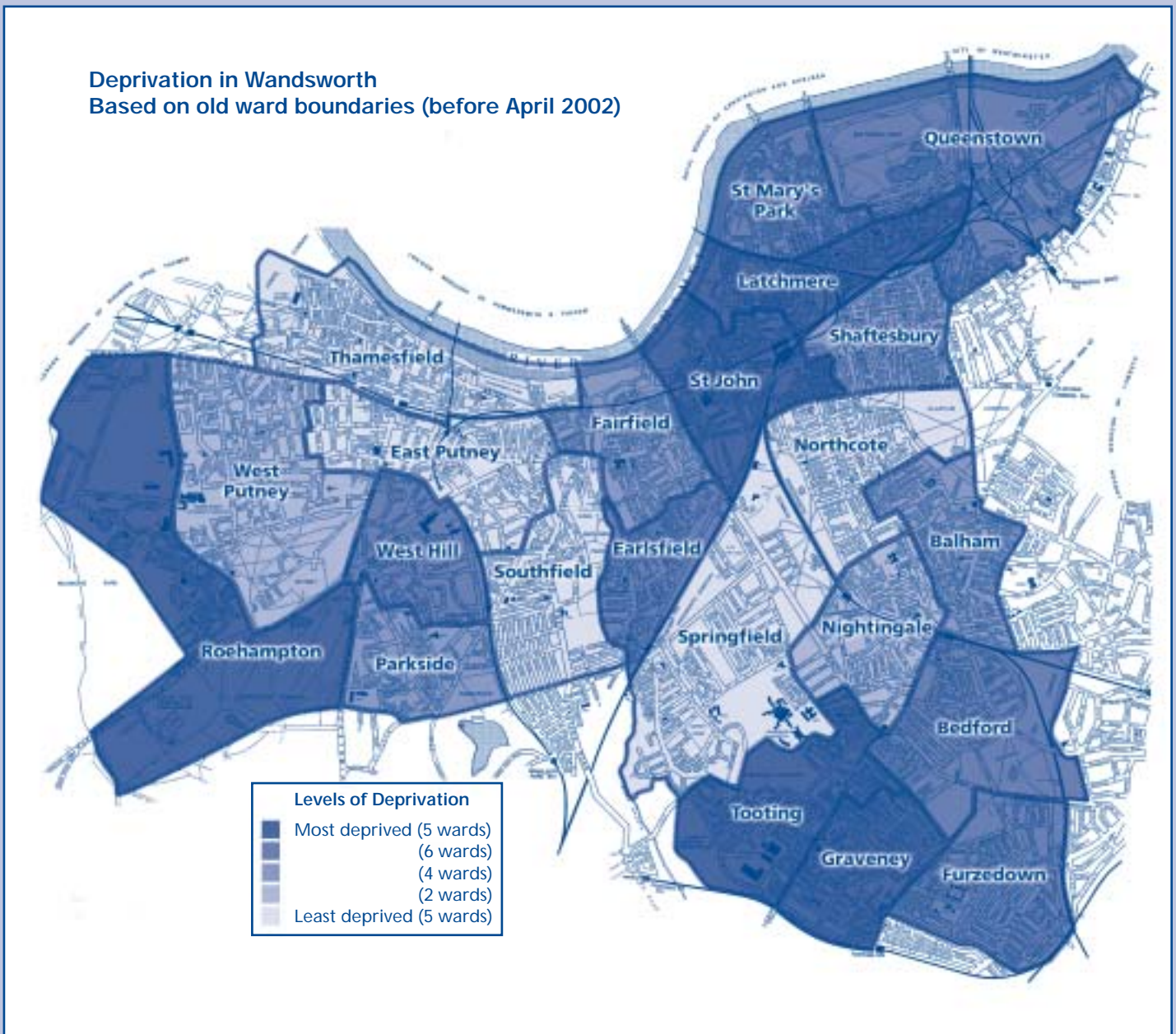


## Appendix 2

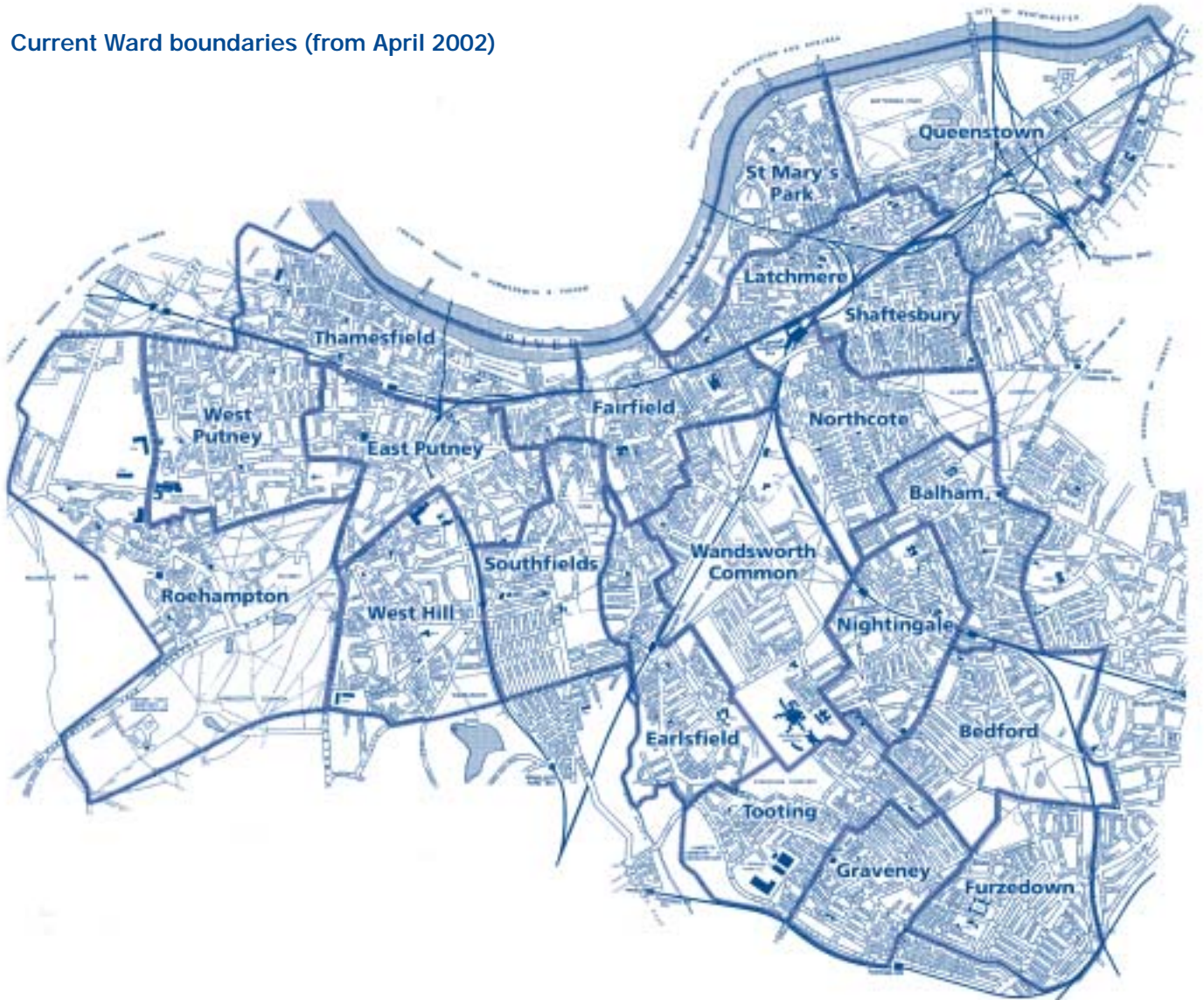
# Deprivation in Wandsworth

The following map shows the relative degree of deprivation by (old) ward in Wandsworth across a suite of deprivation linked indicators (for example, crime levels, health and educational attainment).

This 'needs analysis' was used by WLSP to help identify the priority neighbourhoods of Tooting, Battersea and Roehampton. These areas are now receiving targeted and coordinated regeneration activity through the Neighbourhood Renewal Strategy (NRS). More information can be found by visiting [www.wlsp.org.uk](http://www.wlsp.org.uk)



Current Ward boundaries (from April 2002)



## *Appendix 3*

# *Plans and Strategies which support the Wandsworth Community Strategy*

The priorities and objectives highlighted in this document are those of most interest to residents. However, the Council and its partners have other important commitments at a national and local level and these are set out in many other supporting plans and strategies. These other plans and strategies are the 'building blocks' for the Community Strategy. You can look at any of the following plans to find out more about detailed plans for particular services or client groups.

The table shows where you can get a copy of these plans, many of which are available to download online from the Council and other partners' websites.

*Plans and Strategies which support the  
Wandsworth Community Strategy*

Major Strategies	Where to find it
Crime and Disorder Reduction Strategy	<a href="http://www.wandsworth.gov.uk/communitysafety">www.wandsworth.gov.uk/communitysafety</a> (020) 8871 6588
Local agenda 21 Plan	<a href="http://www.wandsworth.gov.uk/agenda21">www.wandsworth.gov.uk/agenda21</a> (020) 8871 6182
Unitary Development Plan	<a href="http://www.wandsworth.gov.uk/planning/udp">www.wandsworth.gov.uk/planning/udp</a> (020) 8871 8871
Neighbourhood Renewal Strategy	<a href="http://www.wlsp.org.uk">www.wlsp.org.uk</a> (020) 8871 7813
Economic Development Plan	<a href="http://www.wandsworth.gov.uk/business">www.wandsworth.gov.uk/business</a> (020) 8871 6884
Education Development Plan	<a href="http://www.wandsworth.gov.uk/education/resources">http://www.wandsworth.gov.uk/education/resources</a> (020) 8871 8013
PCT Local Delivery Plan	<a href="http://www.wandsworthpct.nhs.uk">www.wandsworthpct.nhs.uk</a> (020) 8682 6170
Housing Strategy	<a href="http://www.wandsworth.gov.uk/housing">www.wandsworth.gov.uk/housing</a> (020) 8871 6800
Best Value Performance Plan	<a href="http://www.wandsworth.gov.uk/performance">www.wandsworth.gov.uk/performance</a> (020) 8871 7813
Strategy to Promote the Wellbeing of Children at Risk 2003-06	<a href="http://www.careline.org.uk">www.careline.org.uk</a> (020) 8875 0500

## Other Plans and Strategies

### Making Wandsworth Safer

Youth Justice Plan 2002/03 to 2004/05	<a href="http://www.careline.org.uk">www.careline.org.uk</a> (020) 8871 6209
Drug Action Plan	<a href="http://www.wandsworth.gov.uk/dat">www.wandsworth.gov.uk/dat</a> (020) 8871 6020
Youth Crime Reduction Strategy	(020) 8871 6209
Building Safer Communities Action Plan	(020) 8871 6603
Street Crime Action Plan	(020) 8871 6603
Domestic Violence 2003-2005	(020) 8871 7547

### Improving the Local Environment

Contaminated Land Strategy	<a href="http://www.wandsworth.gov.uk/contaminatedland">www.wandsworth.gov.uk/contaminatedland</a> (020) 8871 7874
Air Quality Action Plan	<a href="http://www.wandsworth.gov.uk/agenda21">www.wandsworth.gov.uk/agenda21</a> (020) 8871 8196
Interim Local Implementation Plan	(020) 8871 6661
School Travel Strategy	(020) 8871 7984

Major Strategies	Where to find it
Road Safety Plan	<a href="http://www.wandsworth.gov.uk/roadsafety">www.wandsworth.gov.uk/roadsafety</a> (020) 8871 6670
The Walking Strategy	<a href="http://www.wandsworth.gov.uk/travel">www.wandsworth.gov.uk/travel</a> (from Jan 2004) (020) 8871 6674
Fuel Poverty Strategy	(020) 8871 6135
Recycling Plan	<a href="http://www.wandsworth.gov.uk/recycling">www.wandsworth.gov.uk/recycling</a> (020) 8871 8506
Tree Strategy	<a href="http://www.wandsworth.gov.uk/trees">www.wandsworth.gov.uk/trees</a> (020) 8871 6631
The London Plan	<a href="http://www.london.gov.uk">www.london.gov.uk</a> (020) 7983 4100

## Building a Prosperous Wandsworth

LDA's Economic Development Strategy	<a href="http://www.lda.gov.uk">www.lda.gov.uk</a> (020) 7680 2000
Business Support Strategy for London	<a href="http://www.lda.gov.uk">www.lda.gov.uk</a> or <a href="http://www.bl4london.com">www.bl4london.com</a> (020) 7680 2000
Jobcentre Plus Business Plan and Vision	<a href="http://www.jobcentreplus.gov.uk">www.jobcentreplus.gov.uk</a> (020) 8918 2620
LSC London Central Strategic Plan	<a href="http://www.lsc.gov.uk/londoncentral">www.lsc.gov.uk/londoncentral</a> 0845 019 4144
Cultural Strategy	<a href="http://www.wandsworth.gov.uk/culture">www.wandsworth.gov.uk/culture</a> (020) 8871 6365
Annual Library Plan	<a href="http://www.wandsworth.gov.uk/libraries">www.wandsworth.gov.uk/libraries</a> (020) 8871 6369
Sports Strategy	(020) 8871 8114
Arts Strategy	(020) 8871 7380
Community Legal Services Partnership Strategy	<a href="http://www.legalservices.gov.uk">www.legalservices.gov.uk</a> (020) 8871 6202

## Improving Education for all

Behaviour Support Plan	(020) 8871 8786
Adult and Community Learning Plan	<a href="http://www.wandsworth.gov.uk/education/resources">www.wandsworth.gov.uk/education/resources</a> (020) 8871 8491
Early Years and Childcare Development Plan	<a href="http://www.wandsworth.gov.uk/education/resources">www.wandsworth.gov.uk/education/resources</a> (020) 8871 8328
School Organisation Plan	<a href="http://www.wandsworth.gov.uk/education/resources">www.wandsworth.gov.uk/education/resources</a> (020) 8871 8311

*Plans and Strategies which support the  
Wandsworth Community Strategy*

Major Strategies	Where to find it
Connexions Delivery Strategy	(020) 8871 8280
Youth Service Plan	(020) 8871 8112
Asset management Plan for education	<a href="http://www.wandsworth.gov.uk/education/resources">www.wandsworth.gov.uk/education/resources</a> (020) 8871 8311 (Council's Asset Management Plan available from (020) 8871 8193)
Accessibility Strategy	(020) 8871 8311
Children Looked After Plan	<a href="http://www.careline.org.uk">www.careline.org.uk</a> (020) 8875 0500

Making Wandsworth Healthier	
Teenage Pregnancy Strategy 2001-2011	<a href="http://www.wandsworth.gov.uk/socialservices">www.wandsworth.gov.uk/socialservices</a> (020) 8871 6020
National Service Frameworks (NSF)	(020) 8682 6170
PCT Annual Delivery Plan	(020) 8682 6170
Physical Activity Strategy	(020) 8682 5937
Mental Health Promotion Strategy	(020) 8682 6131
Area Children Protection Committee Business Plan	<a href="http://www.careline.org.uk">www.careline.org.uk</a> (020) 8875 0500

Meeting Housing Need	
Housing Strategy	<a href="http://www.wandsworth.gov.uk/housing">www.wandsworth.gov.uk/housing</a> (020) 8871 6800
Empty Property Strategy	<a href="http://www.wandsworth.gov.uk/emptyhomes">www.wandsworth.gov.uk/emptyhomes</a> (020) 8871 6127
Homelessness Strategy	(020) 8871 6800
Private Sector Renewal Strategy	(020) 8871 6800
Supporting People Strategy	<a href="http://www.spkweb.org.uk">www.spkweb.org.uk</a> (020) 8871 7268
Sheltered Housing Strategy	(020) 8871 6800
South West London Housing Strategy	(020) 8871 6802
'Homes and Communities in London' - London Regional Housing Strategy	<a href="http://www.housingcorp.gov.uk">www.housingcorp.gov.uk</a> or <a href="http://www.go-london.gov.uk">www.go-london.gov.uk</a>

*Plans and Strategies which support the Wandsworth Community Strategy*

Major Strategies	Where to find it
<b>Local Implementation Plans</b>	
Wandsworth Council Race Equality Scheme	<a href="http://www.wandsworth.gov.uk/raceequality">www.wandsworth.gov.uk/raceequality</a> (020) 8871 6180
NSF – Mental Health	
NSF Older People	<a href="http://www.careline.org.uk">www.careline.org.uk</a> (020) 8875 0500
NSF Learning Disability Joint Investment Plan	
SRB Delivery Plan Round 3 Wandsworth Challenge Partnership	<a href="http://www.wandsworth.gov.uk/towncentres">www.wandsworth.gov.uk/towncentres</a> (020) 8871 7806
SRB Delivery Plan Round 6 Young People Agents for Change in Tooting	<a href="http://www.wandsworth.gov.uk/towncentres">www.wandsworth.gov.uk/towncentres</a> (020) 8871 6203
SRB Round 4 East Battersea powerhouse Partnership	<a href="http://www.wandsworth.gov.uk/towncentres">www.wandsworth.gov.uk/towncentres</a> (020) 8871 7807
Wandsworth Town Centre Business Plan	<a href="http://www.wandsworth.gov.uk/towncentres">www.wandsworth.gov.uk/towncentres</a> (020) 8871 1283
Tooting Town Centre Business Plan	<a href="http://www.wandsworth.gov.uk/towncentres">www.wandsworth.gov.uk/towncentres</a> (020) 8682 3658
Balham Town Centre Business Plan	<a href="http://www.wandsworth.gov.uk/towncentres">www.wandsworth.gov.uk/towncentres</a> (020) 8675 5472
Clapham Junction and East Battersea Town Centre Town Centre Business Plan	<a href="http://www.wandsworth.gov.uk/towncentres">www.wandsworth.gov.uk/towncentres</a> (020) 7978 7127
Putney Town Centre Business Plan	<a href="http://www.wandsworth.gov.uk/towncentres">www.wandsworth.gov.uk/towncentres</a> (020) 8785 0374
Housing Business Plan	<a href="http://www.wandsworth.gov.uk/housing">www.wandsworth.gov.uk/housing</a> (020) 8871 6800
BME Housing Strategy	(020) 8871 6800

English

If you have problems understanding this in English please contact  
Wandsworth Interpreting Service  
Bedford House  
215 Balham High street  
SW17 7BQ  
Tel: (020) 8672 1043/3649

Hindi

यदि आपको इसे अंग्रेजी में समझने में कठिनाई होती है, तो कृपया सम्पर्क करें:  
वॉन्डज़वर्थ इन्टरप्रिटिंग सर्विस  
Bedford House  
215 Balham High Road  
SW17 7BQ  
टेलीफोन: (020) 8672 1043/3649

Bengali

এই লিফলেটটি বুঝতে অসুবিধা হলে দয়া করে যোগাযোগ করুন:  
ওয়ান্ডসওয়ার্থ ইন্টারপ্রিটিং সার্ভিস  
Bedford House  
215 Balham High Road  
SW17 7BQ  
ফোন: (020) 8672 1043/3649

Gujarati

જો આને અંગ્રેજીમાં સમજવી તમારા માટે મુશ્કેલ છે, તો મહેરબાની કરી સંપર્ક સાધો:  
વોન્ડસવર્થ ઇન્ટરપ્રિટિંગ સર્વિસ  
Bedford House  
215 Balham High Road  
SW17 7BQ  
ટેલિફોન: (020) 8672 1043/3649

Punjabi

ਜੇਕਰ ਇਸ ਨੂੰ ਅੰਗਰੇਜ਼ੀ ਵਿਚ ਸਮਝਣਾ  
ਬੁਝਾਏ ਲਈ ਮੁਸ਼ਕਿਲ ਹੈ, ਤਾਂ ਕਿਰਪਾ  
ਕਰਕੇ ਸੰਪਰਕ ਕਰੋ:  
ਵਾਨਡਸਵਰਥ ਇੰਟਰਪ੍ਰਿਟਿੰਗ ਸਰਵਿਸ  
Bedford House  
215 Balham High Road  
SW17 7BQ  
ਟੈਲੀਫੋਨ: (020) 8672 1043/3649

Urdu

اگر اسے انگریزی میں سمجھنے میں آپ کو کوئی  
مشکلات ہیں تو براہ مہربانی رابطہ قائم کریں:  
وانڈزور تھ انٹرنیٹنگ سروس  
Bedford House  
215 Balham High Road  
SW17 7BQ  
ٹیلی فون: (020) 8672 1043/3649

# community strategy

for wandsworth 2003



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