

PRIORITIES 2007 TO 2010

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

- (a) review progress on the Wandsworth Community Strategy, consult with residents and stakeholders on strategic objectives, conduct appropriate surveys and report on an interim update to the Wandsworth Local Strategic Partnership (WLSP) in October 2007;
- (b) ensure WLSP's links to other partnerships and appropriate voluntary and community sector networks function effectively and receive essential support, and develop the WLSP's links to business through the Wandsworth Business Board and other networks;
- (c) devise actions plans and monitor progress on the Wandsworth Local Area Agreement (LAA) on behalf of the WLSP in 2007/08 focusing in particular on the reward target for volunteering;
- (d) work with local people to prevent further closure of important local amenities such as post offices and chemists shops;
- (e) provide support to establish a programme of environmental improvements through Groundwork Trust in the Borough;
- (f) prepare a long-term economic development strategy as a basis for discussion with partners and ultimate WLSP adoption;

Small Business Support. The key priorities are:-

- (a) develop the Wandsworth Enterprise Bond and, if invited, submit a bid under the LEGI initiative by December 2007;
- (b) maximise local take up of funding under the London Development Agency's London South Central enterprise strand;
- (c) implement the LDA Cluster Action Team programme for London South Central;
- (d) continue to ensure Wandsworth's businesses have access to quality cohesive business support services through the Wandsworth Business Support Network;
- (e) continue to support proposals to bring forward more employment space in the Borough, especially the creation of business incubator space in the most deprived parts of the Borough (e.g. Roehampton and Battersea);
- (f) complete the EQUAL funded STRIVE project to promote entrepreneurship in London South Central and increase business formation

and entrepreneurship in the neighbourhood priority areas of Battersea, Roehampton and Tooting;

- (g) implement the Small Business Concordat to make contracting with local councils user-friendly for SMEs, through adding more information on contracts to the Council's web site; preparing a buyers guide; advertising the web-site information on contracts widely; and working with local small firms to help them win contracts;
- (h) continue to work with Garratt Business Park Management Limited to improve access via infrastructure and environmental improvements at the Garratt Business Park, SW17 (Earlsfield);
- (i) seek funds to implement the Buchanan proposals to improve the access to and within and to improve the environment of the Stewarts Road, SW8 (Queenstown) industrial area;
- (j) implement the revised Business Improvement Scheme in Garratt Business Park and Stewarts Road; and
- (k) assist in the implementation of the "Greening Business" project designed to encourage businesses to make sure efficient use of energy and other resources.

Regeneration projects in priority areas. The key priorities are:-

- (a) Tooting
 - (i) ensure the satisfactory closure of the SRB6 YPAC Programme for Tooting and implement the forward strategy from 1st April 2007;
- (b) Battersea
 - (i) agree with REO a revised Business Plan for the Power Station Opportunity Board in 2007/08, including the smooth running of the Job Shop (with Jobcentre Plus, and Peabody Trust's employment outreach service) to ensure delivery of the remaining SRB4 outputs to avoid grant clawback
 - (ii) support Covent Garden Market Authority to prepare a development brief and/or master plan to ensure that an operational composite market is at the core of any new development at New Covent Garden Market;
 - (iii) examine the scope for regeneration and improvements to the Battersea High Street Market and Battersea High Street area;
- (c) Roehampton
 - (i) continue to implement and review the Regeneration Framework for Roehampton, looking to increase private and other investment, economic activity, and improve the physical

environment and transport facilities and to widen the choice of housing in Roehampton; and

- (ii) complete the study to agree proposals to create a regenerated centre for Roehampton, reporting on options in terms of feasibility by June 2007.

Town centres initiatives. The key priorities are:-

- (a) Balham
 - (i) complete the refurbishment of Hildreth Street and Hildreth Mews, SW12 (Balham);
 - (ii) maintain the regular farmers' market and recruit an increased number of regular traders in Hildreth Street in conjunction with the Leisure and Amenity Services Department;
 - (iii) ensure the completion of the refurbishment of the pedestrian "tunnels" beneath the Bedford Hill railway bridge, SW12 (Balham and Bedford);
 - (iv) continue to pursue the removal of an illegal advertising hoarding and then undertake a community project on the bare wall – the 'Balham Ugly Wall' project;
 - (v) produce a revised version of the shopping and entertainment guide;
 - (vi) promote and support business security schemes in the town centre. A proposal to gate the alley next to the Balham and Tooting Social Club, SW12 (Balham) is currently being pursued with the Community Safety Projects Officer;
 - (vii) work with local schools to foster interest in, and commitment to, the town centre;
 - (viii) host a festive light switch-on event which will also be a late night shopping evening;
 - (ix) host an event during December to encourage local residents into the town centre;
 - (x) promote Balham as an ideal location for independent businesses and actively targeting key retailers;
 - (xi) launch the Retail Radio scheme in the town centre, in conjunction with Community Safety Division which has been delayed due to technical problems;
 - (xii) support Balham Festival Committee for their 2007 Festival;

- (xiii) actively seek improvement to all aspects of highway enforcement, in particular regarding TfL's responsibilities; and
 - (xiv) market and promote the town centre and the Balham Partnership;
- (b) Clapham Junction
- (i) complete the townscape improvements at Falcon Road Bridge, SW11 (Shaftesbury and Northcote);
 - (ii) complete the Northcote Road study, SW11 (Northcote);
 - (iii) hold the SW11 Literary Festival 2007, in partnership with Waterstones;
 - (iv) create four new heritage trails for Battersea;
 - (v) plant trees along Northcote Road SW11 (Northcote);
 - (vi) promote and support business security schemes in the town centre;
 - (vii) host two Festive Light switch-on events (one on Lavender Hill, SW11 (Shaftesbury) and one on Northcote Road SW11 (Northcote));
 - (viii) continue to develop and expand the Retail Radio scheme and develop closed circuit television cameras in the town centre;
 - (ix) develop the Food Festival and Calendar concept for Northcote Road, including a 2008 calendar containing recipes from local chefs and promote shops on Northcote Road;
 - (x) further develop the website www.clapham-junction.com;
 - (xi) continue to produce 3-monthly town centre newsletters;
 - (xii) facilitate the creation and growth of area business networks;
 - (xiii) assist the Technical Services Department (TSD) to work with TfL, Department for Transport (DfT) and other partners to progress the introduction of the East London Line through Clapham Junction as part of Orbirail and actively promote the case for improved services on the West London Line and the Airtrack proposals to provide a direct rail link from the Borough to Heathrow;
 - (xiv) assist TSD to progress the reopening of Brighton Yard, SW11 (Northcote) entrance to Clapham Junction Station and other accessibility improvements at Clapham Junction;

- (xv) assist TSD to complete a feasibility study for an exemplar streetscape scheme centred at the junction of St. John's Hill/St. John's Road/Lavender Hill/Falcon Road, SW11 (Shaftesbury and Northcote); and
 - (xvi) provide support for proposals to provide major new shopping and other facilities at Clapham Junction station.
- (c) Putney.
The priorities for Putney as described below are taken from Paper No. 07-554;
- (i) implement the revised Town Centre Business Plan;
 - (ii) implement the Putney Sculpture Trail project, including finalising the agreements with Alan Thornhill and Groundwork Trust;
 - (iii) work closely with Leisure and Amenity Services (LAS) Department to improve the standards of cleanliness in Putney (including street cleansing, refuse collection and graffiti removal) and explore other street scene improvements and lobby for gum removal, especially in Putney High Street;
 - (iv) promote hanging baskets and organise festive lighting;
 - (v) encourage improvements of shop units through the TCIS;
 - (vi) inform businesses (e.g. via the Putting Putney First newsletter and personal discussions) who to contact in the Council for a range of services and making businesses aware of their own responsibilities;
 - (vii) implement an environmental improvement scheme to improve the attractiveness of the High Street, including improving paving quality, reducing street clutter and improving pedestrian routes and signage;
 - (viii) bring forward measures to reduce crime and disorder, especially in relation to drink and drug-related crime;
 - (ix) discourage anti-social behaviour by, for example, providing intelligence to the Police to ensure their timely presence at known trouble-spots;
 - (x) promote closer interaction between the Police and shop owners and supporting and Pubwatch, Businesswatch, and Putney crime prevention meetings;

- (xi) extend Closed Circuit Television (CCTV), where appropriate, particularly to Putney Wharf;
- (xii) promote Retail Radio to both retail businesses and pubs;
- (xiii) secure increased Police and Police Community Support Officer presence and visibility in Putney town centre;
- (xiv) identify short-term measures to improve traffic flow in Putney High Street;
- (xv) seek improvements in public transport in Putney;
- (xvi) continue to monitor and seek improvements in parking provision and arrangements for shoppers, visitors and businesses;
- (xvii) develop, agree and implement an annual marketing plan;
- (xviii) promote Putney as a destination to visitors;
- (xix) hold a diverse range of markets and events (e.g. farmers' markets, continental markets, art, music and other suitable events), as appropriate;
- (xx) publish and distribute a high quality Putney Town Centre Guide;
- (xxi) promote Putney's retail offer, especially to those outside Putney and particularly to residents of SW6 and SW18;
- (xxii) promote awareness of www.putneysw15.com and the web-based business directory;
- (xxiii) secure resources and support for the Putney Music Festival during the weekend of the annual Boat Race;
- (xxiv) promote 'Jazz on the River' as a two-yearly event;
- (xxv) communicate the Partnership's actions through personal visits, phone, e-mail, the Putting Putney First newsletter, and other communication channels, etc. to engage with a wide range of retailers, other businesses, landowners and developers;
- (xxvi) refer Putney's businesses to appropriate sources of business information, advice and help to improve the skills of their workforce, marketing and to make them more innovative and profitable;
- (xxvii) hold one Wandsworth Business Forum meeting and quarterly Putney Town Centre Partnership meetings;

- (xxviii) continue with the forum for major retailers and for small business groups in Putney town centre;
 - (xxix) provide better signage, visibility and information about key businesses in Putney, including use of the Putney Guide and map; and
 - (xxx) ensure a considered response to the Council's Local Development Framework, including the future of Putney as an office location.
- (c) Tooting.
- The priorities for Tooting as described below are taken from Paper No. 07-555.
- (i) continue to pursue the possibility of a more detailed Walking Audit of Tooting town centre, following the University of Westminster-funded small scale survey, and seeking opportunities to implement suggestions from the latter;
 - (ii) continue to pursue implementation of the urban design proposals (including art features) identified in the University of Westminster's Urban Design Workshop by submitting proposals prepared by Design Services for inclusion in the Borough Spending Plan and bid to TfL for capital to implement this scheme;
 - (iii) work with TSD 'Bike Week' event in Tooting Town Centre ('Tooting's Cycle Corner' on 22nd June 2007);
 - (iv) encourage TfL to investigate the mis-timed traffic signals at Amen Corner, SW17 (Graveney) and other locations of concern;
 - (v) continue the excellent relationship with the Tooting and Graveney ward Safer Neighbourhood Teams (SNT), and support the formation of a separate town centre SNT;
 - (vi) seek opportunities to work with young offenders on Community Reparation schemes in the town centre;
 - (vii) closely monitor the growth of youth crime and disorder along Mitcham Road, and work with the police, local businesses, schools and Youth Services to achieve improvements;
 - (viii) continue to monitor the effects of the new licensing changes on crime and disorder in the town centre, and attend the Night Time Disorder meetings;

- (ix) continue to support business security schemes including Pubwatch and Retail Radio Users Group;
- (x) run a short campaign to encourage local shops to present a more welcoming face at night such as choosing mesh shutters and improving their lighting;
- (xi) organise meetings between local businesses and police/community safety when specific issues arise;
- (xii) seek opportunities to recommend new locations for gating schemes for problem rear alleyways;
- (xiii) continue to promote the Council's graffiti removal service;
- (xiv) actively pursue the opening of a bookshop in the town centre;
- (xv) build relationships with developers currently active in the town centre and encourage mixed-use developments to increase the amount and range of space available to attract a wider range of retailers to Tooting;
- (xvi) support the promotion of the TCIS in all eligible areas, and encourage businesses to take it up;
- (xvii) continue to encourage significantly better enforcement by TfL officers along the Upper Tooting Road and Tooting High Street stretches of the A24 (illegal street trading, forecourt sub-letting, and footway obstruction);
- (xviii) investigate environmentally friendly anti-pigeon measures such as pottery owls, and discourage persistent pigeon feeders;
- (xix) organise an anti-litter campaign working with local schools and support the Junior Citizenship programme;
- (xx) organise at least two lunchtime seminars on themes of interest to local businesses;
- (xxi) continue to develop the excellent relationship with partners including the Police, TfL, London Underground, TSD and LAS Department;
- (xxii) invite tenders for the annual maintenance contract of www.tootinglife.com;
- (xxiii) support Tooting Business Network's faith events such as Diwali, Eid and Christmas, as well as events and theatre projects organised by other groups or organisations which are of benefit

- to the town centre;
 - (xxiv) continue attempts to establish a panel of businesses to show quarterly trends in trade which can be used as a key performance indicator;
 - (xxv) review the Business Plan in late 2007 for the three year period 2008 - 2011;
 - (xxvi) continue to market and promote Tooting town centre and the Tooting Town Centre Partnership;
- (e) Wandsworth
- (i) update the Wandsworth Town Centre Business Plan;
 - (ii) support the work of the Wandsworth Town Centre partnership to complete the regeneration of Southside Shopping Centre;
 - (iii) work with Delancey and the Metro Fund to support their phased development plans for Southside;
 - (iv) provide support for proposals for the redevelopment of these and other major site redevelopment in Wandsworth town centre (eg Business Village, Riverside Quarter, etc.).
 - (v) with the TSD, work with TfL on the improved public transport access to Wandsworth Town Centre and on new options for improvement of the Wandsworth One-Way Traffic System and to identify an acceptable solution to the existing traffic congestion and its associated effects;
 - (vi) integrate the Wandle Delta within the Town Centre's development plans;
 - (vii) seek out opportunities to implement the 'Wandle Promenade', linking the Thames Riverside with the town centre;
 - (viii) highlight opportunities for working with other south London councils to enhance the River Wandle;
 - (ix) enhance links between Wandsworth Town Station and Southside, including via Ram Street SW18 (Fairfield);
 - (x) encourage more people to make wider use of King George's Park, SW18 (Southfields);
 - (xi) encourage the re-use of 5 Garratt Lane, SW18 (Fairfield);

- (xii) develop the town centre's cultural facilities and activities;
 - (xiii) commission a highly visible public art feature to act as a positive symbol of Wandsworth town centre's recent changes; and
 - (xv) work with the freeholders on Wandsworth High Street, SW18 (Southfields and Fairfield) to develop opportunities for investment and in the short-term encouraging themed visual displays in vacant properties.
- (f) Town centres general
- (i) implement the revised TCIS;
 - (ii) assist Leisure and Amenity Services Department to update the Council's tourism and arts and culture policies;
 - (iii) with Association of Town Centre Management develop an accreditation standard for town centre partnerships;
 - (iv) investigate means of improving technical support from all relevant services and agencies to realise the town centres' business plans and to make the Borough's five town centres smarter and brighter; and
 - (v) develop the Borough's five town centres' unique characters by considering improvements to the public realm, environment and shopping offer and reviewing of retail patterns and needs of residents in their catchment areas.

Employment in the rest of the Borough

- (a) establish an Employment and Skills partnership and strategy with key agencies – including JCP, the LSC, local colleges, and provider to secure consensus about key issues and commitment to the Council's vision objectives and targets (including LAA targets) to tackle worklessness in Wandsworth, especially in the three priority areas of Battersea, Tooting and Roehampton;
- (b) with partners, seek funds to implement the findings of the WLSP study of young black male unemployed and help more of this group to get work and stay in work;
- (c) with JCP, extend the concept of the Job Shop to other deprived parts of the Borough. Seek contributions from developers through Section 106 Agreements to contribute towards the costs of Job Shops. (The Job Shop works with employers to develop a more demand-led and responsive approach to filling vacancies.);

- (d) work with the Learning and Skills Council to ensure their mainstream services are both demand-led and reduce in qualities i.e. help employers by providing a Wandsworth adult workforce with the training and skills required by employers, but also focussing on those who face business to securing and retaining employment;
- (e) work to achieve the LAA target for reducing the proportion of people on inactive benefits from April 2007 onward in partnership with JCP and other WLSF partners, especially in the three priority areas of Battersea, Roehampton and Tooting.

Other priorities. The key priorities are:-

- (a) assist the TSD to monitor and report on the impact of existing and extended congestion charging scheme and other Mayoral policies that impact on local businesses;
- (b) assist TSD to lobby for the early construction of the Cross Rail 2 line linking Wandsworth and Clapham Junction to central and north-east London; with a safeguarded route through Wandsworth;
- (d) support the Borough Planner and Borough Valuer and Estates Surveyor to resolve issues within the Council's influence on key development sites, including Battersea Power Station; Clapham Junction; Springfield Hospital; sites in Wandsworth Town Centre and Wandle Delta Area (including Causeway Island); and Young's Brewery; New Covent Garden Market; and 28 Hildreth Street;
- (e) contribute to the preparation of Borough Planner's Local Development Framework to ensure the continuing development of the Borough's economy and town centres and the regeneration of the Borough's most deprived areas; and
- (f) support the new arrangements for the south London Partnership.

Quality. The key priorities are:-

- (a) implement Charter Mark Action Plan to ensure EDO's next submission is approved;
- (b) implement Customer First Action Plan to maintain accreditation:-
 - (i) introduce new guidelines to encourage staff to share good practice more widely;
 - (ii) review current arrangements for training and development in the EDO;

- (iii) review the EDO's procedures for identifying and keeping in contact with key customers and partners;
- (iv) investigate the merits of acquiring a new Customer Relationship Management system;
- (c) implement Investors in People improvement plan to ensure accreditation when the Finance Department next applies;
- (d) maintain and develop the EDO's web pages on the Council's web site and the town centre web sites;
- (e) progress the EDO's Equality Standard work programme with the aim of working towards BV2(a) level 4 by March 2008 and making contributions to attaining level 5 as soon as possible thereafter. In particular, implement the EDO's actions for race, gender and disability included in the Council's Corporate Equality Plan published in March 2006, including preparing Equality Impact Assessments for the voluntary sector in Quarter 2 and for the town centres programme in Quarter 4 2007/08;
- (f) ensure effective local take-up of businesses and employment services by all groups, including BME groups and in deprived areas of the Borough, in particular Roehampton, Battersea and Tooting;
- (g) ensure the EDO's communications materials and activities are accessed by BME groups;
- (h) measure the impact of the Economic Development Office's services on Wandsworth's residents, businesses and voluntary sector, particularly those from BME groups;
- (i) increase the awareness of EDO's role with businesses in the Borough;
- (j) improve the EDO's communication with users and customers and carry out further specific customer surveys;
- (k) prepare bids for external funds to achieve the Council's economic development and regeneration objectives; and
- (l) implement the review of the EDO establishment by June 2007.