

## Wandsworth Key Issues 2021/22

Code	Key Issue	Update
WKI001	Maintain a distinctively low Council Tax.	Wandsworth is the only London borough to have agreed to reduce Council Tax for 2022/23 and continues to have the lowest average Council Tax bill in England.
WKI002	Take a report to July 2021 FRCSOSC on the next stages of plans to introduce a voluntary contribution scheme.	Following approval from Executive and FRCSOSC in July 2021, the Wandsworth Community Trust was established and registered with the Charity Commission (charity number No.1197849). The Trust is overseen by an independent board of trustees, chaired by the Deputy Lieutenant for the borough, Colleen Harris. The Trust's first appeal was launched in March 2022, and in the first year the Trust will distribute funds raised to projects which improve the lives of children and young people in Wandsworth. Three specific areas have been selected for funding: Enabling children to thrive in their education, and supporting young people into employment; Supporting children and young people's mental health, and Supporting healthy choices and activities.
WKI003	FRCSOSC consideration of full business case and financial model for Town Hall proposals (November 2021). Completion of RIBA Stage 3 for the Town Hall proposals (TBC). Submission of planning application for the Town Hall and wider masterplan proposals (TBC).	Update report was presented to November 2021 FRCSOSC (Paper No.21-277) with agreement that a business case decision will be scheduled for OSC in July 2022.  RIBA Stage 3 for the Town Hall proposals was completed in April 2022.  Submission of the planning application for the Town Hall and wider masterplan proposals is linked to the decision to approve the business case.
WKI004	Working with services deliver the COVID building recovery plan across all FM managed operational buildings ensuring accommodation is compliant and fit for agile working.	The building recovery plan has been implemented in line with guidance. Following relaxation of COVID restrictions work is progressing with services to ensure buildings are suitable for agile working to suit service delivery requirements.
WKI005	Ensure that Social Value is embedded into the evaluation criteria for procurement activity.	It's a mandatory requirement for Social Value to be considered for all procurement activity and is part of the Procurement Board template meaning that commissioners need to comply or explain.
WKI006	Deliver all actions in the Council's Information Governance Improvement Plan relating to Records Management.	Significant progress is now being made on this area following the appointment of a new Records Management resource last Summer. Much of this is being driven through the corporate Records Management Working Group set up earlier in the year, six meetings of which have now taken place. The Working Group has a broad remit to identify, and prioritise, the work required in relation to the retention and deletion of records held across the Council. There is an initial focus on the electronic data held on One Drives, SharePoint and other IT applications. A work programme has been

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		<p>developed and four Service areas were identified to undertake pilot studies, all of which have now been completed and lessons learnt reviewed.</p> <p>A comprehensive review of Information Asset Registers is well underway. This started with four pilot teams referred to earlier and the information assets of the entire Wandsworth Children's Services are currently under review.</p> <p>A two-year Records Management Strategy has been approved which gives a clear direction of what needs to be accomplished to maintain and improve Records Management compliance across the Council, and also ensure compliance with ISO 27001 accreditation requirements. It is currently envisaged that the bulk of this activity should be completed by July 2023.</p>
WKI007	<p>Continue to develop our offer to employees of being an Employer of Choice, in particular ensuring that our increasing focus on staff wellbeing during the coronavirus pandemic continues.</p> <p>In particular we will focus on staff returning to the workplace as the pandemic eases, enabling an appropriate balance of workplace and home working for staff with service delivery needs continuing to be the overriding factor.</p> <p>Our continuing work on staffing equalities, diversity and inclusion will remain a priority, including participation in the Workforce Race Equality Standard.</p>	<p>A comprehensive review of our offer to employees is under way under the banner of becoming a Great Employer. During this work we will be focussing on:</p> <ul style="list-style-type: none"> <li>• Staff wellbeing</li> <li>• Our evolving approach to agile working, always prioritising service delivery whilst enabling staff to work flexibly and improve their work life balance where possible</li> </ul> <p>Equalities, Diversity and Inclusion, ensuring it remains a priority for senior managers and maintaining the various forums and mechanisms that are in place to drive progress.</p>
WKI008	<p>Implement an ambitious programme of migration of core IT infrastructure to the cloud in line with the December 2020 IT Strategy, thus ensuring more cost effective, greener and resilient IT services for the Council and all services users.</p>	<p>The procurement phase of this programme is now largely complete and we are on target to achieve the majority of infrastructure migration as set out in the <u>IT Investment Strategy</u> agreed by Finance, Resources and Climate Sustainability Overview and Scrutiny Committee in December 2020</p>
WKI009	<p>Building on the recent implementation of a CRM, ensure that the resultant significant improvements in the Corporate Contact Centre are embedded, and also carry out a comprehensive review of resident and service users contact options, improving and simplifying these for all services as needed.</p> <p>This programme of work will continue to deliver the Council's commitment to its "Online First" policy, including addressing digital exclusion and improving the quality of the Council's</p>	<p>The introduction of the Customer Records Management system [CRM] has been a success and has led to the main KPI for the corporate contact centre of the % of calls answered within 20 seconds rising from around 30% per month to 60% plus.</p> <p>A comprehensive Customer Contact Improvement Programme is now underway which is looking at all aspects for all services of how customer interact with us, including</p> <ul style="list-style-type: none"> <li>• All contact, whether made to corporate customer services or direct to the service concerned</li> <li>• All channels – in person, by phone and online</li> </ul>

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	interaction with residents, and will include the enabling of end to end self-service via web forms with minimal back office administration where possible integrating web forms with online payments.	The programme is prioritising highest volume services and is expected to take a year to complete, making improvements to each service along the way.																				
WKI010	Continue to work collaboratively with suppliers to ensure that their rollout plans for fast and reliable full fibre broadband are assisted by relevant Council services enabling street works in accordance with agreed procedures, and to seek to influence those plans and ensure that the Council continues to have one of the highest level of full fibre broadband in London.	<p>We continue to have high level contact with providers to ensure that we are facilitating their roll out plans wherever possible in terms of providing support for the necessary street works etc.</p> <p>It remains the case though that we have relatively little influence over the scale and pace of those roll out plans, which are largely driven by the provider’s commercial intentions</p> <p>Openreach have recently announced a further tranche of areas in which fibre will be rolled out to as follows:</p> <table border="1" data-bbox="1043 715 1742 874"> <thead> <tr> <th>London Borough</th> <th>Exchange</th> <th>Build Start</th> <th>Build ECD</th> </tr> </thead> <tbody> <tr> <td>Wandsworth</td> <td>Balham</td> <td>comp</td> <td>comp</td> </tr> <tr> <td>Wandsworth</td> <td>south clapham</td> <td>21/22 Q2</td> <td>22/23 Q4</td> </tr> <tr> <td>Wandsworth</td> <td>streatham</td> <td>21/22 Q2</td> <td>22/23 Q2</td> </tr> <tr> <td>Wandsworth</td> <td>Wandsworth</td> <td>21/22 Q4</td> <td>22/23 Q3</td> </tr> </tbody> </table>	London Borough	Exchange	Build Start	Build ECD	Wandsworth	Balham	comp	comp	Wandsworth	south clapham	21/22 Q2	22/23 Q4	Wandsworth	streatham	21/22 Q2	22/23 Q2	Wandsworth	Wandsworth	21/22 Q4	22/23 Q3
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WKI011	Explore opportunities to tackling digital inclusion in the borough	<p>The Partnerships Team have mapped out the digital offer across the Council and the support available from community-based groups. This is an ongoing piece of work that is regularly being updated as new projects or offers of support are developed.</p> <p>Wandsworth Council is an active member of the Wandsworth Digital Partnership, actively informing the group of non-council funding opportunities and providing support to the group when submitting an application through data gathering, connecting partners and reviewing applications. A Project Officer attends a quarterly pan-London working group on digital inclusion, whereby we can learn best practice, share challenges, gather advice, and provide insight to any funding we are aware of. This information is regularly shared with Wandsworth digital.</p> <p>Since September 2021, the Wandsworth Grants Fund has funded £6,867.38 to the CARAS Digital Literacy and Employability Programme. This project led by CARAS aims to address a critical need and support 50 Afghan Refugee and Asylum Seeker individuals (40 based in Wandsworth) by providing 34 x 1 hr computer class sessions</p>																				

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		<p>on-site, in group sizes up of 9 per week. Course content will be built around the UK Government's Essential Digital Skills Framework and cover e.g., form filling, job searching, creating and using an email account, online safety, and making use of local resources such as Wandsworth's Thrive portal. It is anticipated the new digital skills will help the 50 Refugee and Asylum Seekers (RAS) secure employment. Also, RAS will have access to CARAS casework support, supplementing the I.T classes: hopefully ensuring tangible progress for RAS participating on the digital course.</p>
WKI012	<p>Deliver actions to progress the Wandsworth Data and Analytics Strategy including the delivery of at least two data science projects and the launch of a second round of data science apprenticeship.</p>	<p>Delivery of the action plan is progressing well, including:</p> <ul style="list-style-type: none"> <li>• Delivery of a number of data projects including: <ul style="list-style-type: none"> <li>○ Added Unique Property Reference Numbers (UPRNs) to Wandsworth Council Tax and Benefits system to allow for better data linkages between systems e.g. to aid update of the Electoral Register, fraud detection.</li> <li>○ Work underway to support council tenants in sustaining their tenancies.</li> <li>○ Exploring climate change projects, including identifying communities in the borough that are at particular risk to climate-related and air pollution hazards.</li> </ul> </li> <li>• Launch of a second cohort of the data apprenticeship programme (Level 3 and Level 4) in January 2022 for 28 members of staff from across all directorates, including managers, at no additional cost to the Council.</li> <li>• Developed an Analyst Recruitment Toolkit for hiring managers and HR to guide the recruitment process, to ensure the Council is hiring data and analytical staff with skills fit for the future, remains an attractive employer of choice, and is getting the best value for money.</li> <li>• Work underway to develop a Data Quality Policy and Data Standards, which will help ensure that the Council collects, stores, and analyses high quality data that enables us to deliver quality analyses and services to our residents.</li> <li>• Power BI adopted more widely across the Council to produce interactive dashboards, helping to communicate data effectively, create better engagement with data at all levels, and inform decision-making.</li> </ul>
WKI013	<p>Through Work Match, deliver 200 jobs for local people during 2021/2022 with targeted skills training and pre-employment support to create a supply chain of skilled job ready candidates with a particular focus on Care/Healthcare, Security, and Constructions roles.</p>	<p>The final month of the year resulted in 21 job starts bringing the total for 21/22 to 302. This exceeds the annual target by 102 jobs. 74% of job starts were in construction.</p> <p>17% of job outcomes were for residents residing in the Latchmere ward, the ward with the highest proportion of job starts for the year, followed by 16% in Queenstown Ward. The wards with the fewest outcomes were Balham and Northcote Wards</p>

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WKI014	Support 300 residents through Work Match to complete training that will help them to gain new skills, knowledge and abilities to re-enter the jobs market.	March 22 there were 45 training completions, the most successful month this year. This brings the total to 306, exceeding the annual target of 300 by 6. Construction Training made up 57.52%
WKI015	Support local young people affected by COVID crisis to access the government support such as the Kick Start scheme as well as through the SSA's Apprenticeship and Graduate placement schemes	A total of 18 Kick start places were offered and 7 places were taken up. Which is consistent with national numbers as engagement from young people was below expected numbers.
WKI016	Engage with 400 residents who are disadvantaged in the labour market with at least half of clients achieving a meaningful progression into work or training, in line with Smart Growth objectives by: <ul style="list-style-type: none"> <li>• working with other Council teams to target priority groups such as those with health conditions and care leavers</li> <li>• supporting older workers into work / training</li> <li>• working with external partners to ensure residents are able to access specialist/tailored support, including the Central London Forward (CLF) - commissioned Work and Health Programme</li> </ul>	There were 496 engagements during the year exceeding the target by 96, the total includes 14 commissioned engagements (482). There were 39 engagements in the final month, the annual target was achieved in January 22 this year 2 months early.
WKI017	Through our contract with Citizens Advice Wandsworth, to provide information, 'gateway' advice and more in-depth support to 9,500 unique clients by telephone, online or face-to-face support through offices in Battersea and Roehampton and via outreach in other parts of the borough.	In Quarter 4 CAW supported 3,196 residents through a combination of Adviceline calls, advice centre visits and referrals in from other agencies. Since the reporting of Quarter 3, CAW have identified that their reporting methodology was underreporting the number of advice centre visits and calls to the Adviceline. This was due to several default settings on their online database ignoring some calls and contacts made. They have rectified this issue and refreshed their methodology for Quarter 4 and retrospectively for the previous three quarters. This has resulted in the earlier quarters figures for clients supported to have increased to a total of 11,182 residents which equates to 118% of the annual target. CAW has just agreed with the Council a deep dive into supporting the Ukraine community with benefits and settling advice. This program is just about to commence and follows CAW taking a leading role supporting the Council led Ukraine Supporters event on 25 <sup>th</sup> April.
WKI018	Review the support service provided for EU citizens to ensure that needs are understood and met in the most effective way.	During the quarter, 85 residents accessed services relating to EUSS, through 5 outreach and engagement events including one in a primary school, a drop-in session specifically addressing issues of upgrading from pre-settled status to Settled Status. The project also continues to advise and update community professionals and

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		<p>community leaders who can support and signpost individuals to support. Referrals continue to be received of rough sleepers from SPEAR and well as applications for joining family members, managing ongoing applications or applications for British Citizenship. During the period, 6 cases were referred to SWLLC as these were complex cases of vulnerable adults or children applying and joining family members who applied after arriving in the UK. The SWLLC continues to support complex cases which were made before the 30 June 2021 deadline, with 16 applications still pending an outcome. The EUSS project has also been successful in obtaining further funding from the Home Office to continue the project until the end of September 2022, though at a reduced level.</p>
WKI019	<p>We will continue to build on the success of the work of the department to support lifelong learning activity. Our programmes offer and outcomes for adult learners will be seen as a success by our external regulators in future inspections. We will:</p> <ul style="list-style-type: none"> <li>• Continue to address digital poverty for adult learners</li> <li>• enhance the apprenticeship offer</li> <li>• Expand and diversify the curriculum</li> <li>• Target those most in need, particularly 50+</li> </ul>	<p>The service has continued to develop provision to maximise participation through the continuation of loaning equipment and supplying data cards to disadvantaged adult learners.</p> <p>The service was inspected in November 2021 and successfully retained Grade 2 (Good). Lifelong Learning will build on this outcome and implement further improvement actions towards achieving Outstanding.</p> <p>Although this has been a highly challenging year for recruitment, the service is well positioned to achieve recruitment targets. In non-accredited Adult Education, a total of 1,232 (academic year target 2,075) adults have participated. In accredited Adult Education 260 (academic year target 595) adults have participated. The final term is traditionally the busiest term, particularly for accredited provision.</p> <p>Recruitment to apprenticeship opportunities remains challenging with 26 apprentices recruited against a target of 70. It is envisaged that an agreed increase in pay for Wandsworth apprentices and additional marketing of these opportunities will increase the number of applications. School recruitment for apprenticeships and standalone qualifications has also been challenging, however the service is in the process of contacting all schools.</p> <p>Equalities and Diversities is at the heart of service delivery. There continues to be a focus on the most vulnerable groups and those most impacted by the pandemic.</p> <p>In terms of outputs for the Adult Education Budget participation of priority groups for 20/21 academic year is as follows (this level of performance is being sustained into 21/22): Declared disabilities and learning difficulties 13%, Male 23%, BAME 59%, 60+</p>

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		<p>12%, Aspiration areas 29%. In looking forward there will be a closer focus on increasing the percentage of Wandsworth residents. Since the introduction of online learning, the proportion of Wandsworth learners has declined, however there is a target to maintain this at least 60%.</p> <p>Outturn for Apprenticeships include: Employed in Wandsworth 89%, Learners with Learning Difficulties and Disabilities (LLDD) 21%%, BAME 49%, Male 28%.</p> <p>BEST, the Education Business Partnership, continues to support the work of the Virtual school and there has been a particular focus on SEN work experience through ESF project Pan Out 2. Generally, the work experience service has resumed physical work experience placements and almost back to pre-pandemic participation levels with a forecast to deliver 1,500 work experience placements for the 21/22 academic year.</p> <p>Achievement rates are either at national averages or above (adult learning) or well above (apprenticeships). Apprenticeship success is at 76% which is above the national average which has declined from 64% to below 60%.</p> <p>In addition, securing suitable education, employment and training for our 16/17 year olds has been a priority, particularly given the impact of the pandemic on opportunities for this cohort. The Post 16 Participation team tracked its largest cohort to date of 4,035 young people and achieved a September guarantee figure of 97.7%. This is 3.5% improvement over last year's result and a significant development from the 92.4% figure of five years ago. We also made significant progress in respect of our 3 month average achieving a NEET and not known figure of 3.76% compared to 6.49% in 2021.</p>
WKI020	Support local employment and business workspace growth opportunities in line with the current and future employment land policies and area strategies, including taking forward the Battersea Design and Technology Quarter, supporting new enterprise space in town centres and working with providers, developers and local agents.	Work has continued with developers on Section 106 obligations to develop affordable workspaces in the borough. Work is also ongoing on 7 affordable workspace projects, including within our own Putney and York Gardens libraries, under the Stride cross borough programme, to the value of £1.3 m. Consultation work is also underway with consultants to develop the vision for the Battersea Design and Technology Quarter into a practical 3 year action plan, together with the establishment of a Partnership Board to help drive it forward.
WKI021	Support economic recovery and investment in the borough's town centres working with BIDs, business associations, investors and other stakeholders to identify challenges and	Diwali event held in Tooting on Totterdown Street in November 2021 to test the street as event space. Multi-cultural event to bring people together post-pandemic.

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	<p>effectively promote the borough as a place to invest, trade and visit.</p> <p>Develop and implement placemaking initiatives with business associations and networks in non-BID areas and support similar in BID areas through partnership.</p> <p>Promote town centres and district centres as the unique and distinctive heart of a community.</p>	<p>Small Business Saturday took place on Saturday 4 December. This included a video, poster and sticker campaign at various town centres around the borough to promote small businesses and to raise awareness of the Shop Local Campaign.</p> <p>Supported/organised/staffed 10 Christmas events in town centres and district centres.</p> <p>Supporting The Junction BID with the delivery of their GLA Challenge Fund project to generate ideas for a more cohesive and connected town centre – Round 2 bid for further funding will be submitted on 13 May 2022.</p> <p>Both Positively Putney BID and Wandsworth Town BID's re-ballot's were successful and will therefor continue for the next 5 years.</p> <p>Specialist Independent Shops Directory developed and distributed in March 2022 to promote local shops.</p> <p>Pedestrianisation program managed on Battersea High street – regeneration programme on the street ongoing – 2 new businesses opened, 1 new market stall. Bee Battersea event held in February 2022 to promote green initiatives, raise awareness of air quality, bee keeping, etc. Community seed planting supported.</p> <p>Programme management, co-ordination and governance of the Future High Street Fund programme in Putney ongoing. Completion end of March 2024.</p> <p>Leading on a Night-Time Strategy for the Borough – on-line consultation ongoing, engagement and outreach sessions held, night time drives to gather information on the town centres at night.</p> <p>Vacancy monitored in town centres.</p>
WKI022	<p>Engage with businesses on the borough's business parks and industrial estates to understand their challenges and to identify ways in which to support economic recovery.</p> <p>Develop bespoke area-based approaches to support the adaptation of industrial areas and business parks to changing economic requirements.</p>	<p>Vacancy on Industrial Estates monitored and details passed to enquirers looking for space.</p> <p>Assisted Garratt Business Park BID with the development of a controlled parking scheme on the estate.</p> <p>Liaising with AFC Wimbledon and Galliard Homes regarding housing development which borders Garratt Business Park.</p>

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WKI023	<p>Work to keep Wandsworth as the safest inner London borough by tackling priority crimes and anti-social behaviour, seasonal volume crimes and issues in key locations through problem solving with partners.</p> <p>This will include prevention, support to vulnerable victims, communications and enforcement.</p>	<p>The Community Safety Service has worked hard through the pandemic to maintain Wandsworth as the safest inner London Borough.</p> <p>During Q4, there were 6 problem-solving plans open covering a range of crime or persistent ASB.</p> <ul style="list-style-type: none"> <li>• Southside Shopping Centre</li> <li>• Battersea Park</li> <li>• Wandsworth Common</li> <li>• Furzedown Rec</li> <li>• Brocklebank Estate</li> <li>• Potters Lane</li> </ul> <p>The problem-solving model used by the Community Safety Service identifies the victim, offender, location and time through analysis and then develops a robust multi-agency action plan to tackle the issues.</p> <p>The borough-wide Wandsworth Public Spaces Protection Order (PSPO) has been in place since October 2020 and is enforced through Parks Police and the Metropolitan Police. There have been 21 breaches recorded and served in Earlsfield, Latchmere, Northcote, Shaftesbury, St Mary's Park and Wandsworth Common wards.</p> <p>The Community Safety Service manages the issues associated with high risk ASB through professional's meetings, the Community Multi Agency Risk Assessment Conference (CMARAC) and the Community Trigger.</p> <p>CMARAC: In Q4 9 new cases were included onto the CMARAC cohort. 26 were accepted over 21/22.</p> <p>Community Trigger: In Q4 2021/22, 14 applications received, 4 declined and 10 outstanding. 51 were received over this financial year.</p>
WKI024	<p>To develop, promote and increase membership of Neighbourhood Watch with the expansion of the Online Watch Link (OWL) through training and 2 recruitment campaigns.</p>	<p>The OWL app has been launched and we are supporting its development. The performance of the OWL project is monitored through the Wandsworth Safer Neighbourhood Board. There are currently:</p>

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		<ul style="list-style-type: none"> <li>• 1338 addresses are signed on the Neighbourhood Watch function with 1369 members.</li> <li>• 103 addresses are signed up to the Community Messaging function on OWL in the borough with 106 members</li> <li>• Total – 1441 addresses with 1475 members</li> </ul>
WKI025	<p>Ensure that the Council meets its statutory obligations in respect of Prevent and that a programme of activity is delivered to prevent radicalisation.</p> <p>Review approach to Prevent one year on, following the withdrawal of Home Office funding by September 2021.</p> <p>Work with sectors and institutions where there are potential risks of radicalisation, in particular with schools.</p> <p>Safeguard people that are at risk of radicalisation through effective multi-agency working including monthly Channel Panel meetings.</p>	<p>Prevent is one objective within the national CONTEST strategy. The Channel Panel meets on a monthly basis to agree safeguarding actions for vulnerable people at risk of radicalisation.</p> <p>The Prevent approach will reviewed as part of the refresh of the Community Safety Partnership and Community Safety Plan.</p>
WKI026	<p>Increase the targeting of offenders for burglary, robbery and moped crime via a hot spot approach using police data, community intelligence and cross borough work.</p>	<p>In addition to the problem-solving plans, a winter nights plan was put in place to combat seasonal hot spots with locations identified through Police data and intelligence. It included partners such as the police and community groups at hotspot locations actions include locality-based work, target hardening, crime prevention and contextual safeguarding. The plans focussed on crimes including robbery, burglary, vehicle crime and ASB and contributed to the following reductions:</p> <ul style="list-style-type: none"> <li>• Burglary-Down by 6.3%</li> <li>• Robbery-Down by 18.98%</li> <li>• Vehicle offences-Down by 2.96%</li> </ul>
WKI027	<p>Tackle serious violence through the delivery of the Violence Reduction Plan through enforcement, diversion, prevention and early intervention, including:</p> <p>Pathway 2 Progression - aimed at violent cohort aged 17 to 30 years in the community and in prison.</p> <p>In conjunction Children’s Services deliver:</p>	<p>The Community Safety Service has restructured its approach to Serious Violence with the appointment of a Serious Violence Manager who manages a small team. The funding for these posts has been secured from the Violence Reduction Unit.</p> <p>A critical incident group has been organised to respond to local incidents of serious violence. Partners include police, Community Safety, Children’s Services, Housing, Education, NHS, Probation, Community-leaders/organisations and Business representatives.</p>

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	<ul style="list-style-type: none"> <li>Ending Gang and Youth Violence - aimed at children and young people up to 24yrs in school and out of school</li> <li>Young researchers and Youth Independent Advisory Group - working with young people in the community to research their experience of violent crime with a resulting qualification.</li> <li>Community Mentor Scheme, through Knife Crime Forum; Continue to support the Wandsworth Knife Crime Forum and its on-going community-based work to prevent and reduce serious violence.</li> <li>Launch the website by August 2021.</li> </ul>	<p>Pathways2Progress:</p> <ul style="list-style-type: none"> <li>Works with 18-35year-olds at risk of violence and/or gang affected aimed at boosting aspirations and reducing reoffending</li> <li>The Prison Programme is live and will continue to engage and support suitable referrals.</li> </ul> <p>Young Researchers and Youth Independent Advisory Group Recruitment for the next cohort of young researchers has been completed. Participants will receive a research certification and conduct research on gendered violence in the public place.</p> <p>The Wandsworth Knife Crime Forum consists of community organisations, the voluntary sector, local authority partners and Met Police £48,222 has been provided to community-led projects via the Forum. The Forum website has been completed and is now being populated. It will be administrated by Shapeways, a Tooting based technology hub for young people.</p>
WKI028	Lobby the Mayor and GLA to reverse any planned police station closures announced or consulted on in 2021/22	The Council has continued to lobby the police regarding police station closures. Lavender Hill Station remains open and with a public front desk.
WKI029	<p>Develop a new Violence Against Women and Girls Strategy including a co-ordinated community response to domestic abuse, harmful practices including so-called Honour-Based Violence, Female Genital Mutilation (FGM), sexual violence and the safety of women in public places.</p> <p>The Strategic Group to ensure:</p> <ul style="list-style-type: none"> <li>A programme of prevention, education and awareness raising</li> <li>Achieving White Ribbon Accreditation</li> <li>The start of the new recommissioned services by November 21</li> <li>Service delivery for those with complex needs from March 2021.</li> <li>Improve service delivery to under-represented groups including LGBT people and men.</li> <li>A comprehensive approach to perpetrators of domestic abuse.</li> <li>A comprehensive review of the MARAC to be completed</li> </ul>	<p>The new VAWG Strategy was launched in March 2022 and has four main priority areas of: Changing attitudes and behaviour (Early Prevention); Early identification and help; Safety and support; Perpetrators. This is underpinned by a comprehensive action plan including:</p> <p>Changing Attitudes and Behaviours</p> <ul style="list-style-type: none"> <li>The council has secured White Ribbon accreditation and recruited 44 volunteer white ribbon ambassadors/champions.</li> <li>The opening of a local one stop shop on 27<sup>th</sup> April 2022 through local residents and community organisations in Roehampton</li> </ul> <p>Early Identification and Help</p> <ul style="list-style-type: none"> <li>Working with a local University, an educational programme for 200 secondary school teachers on stalking/harassment has been delivered (November/December 2021)</li> <li>The council has secured funding to support locally provided counselling and therapeutic services</li> </ul> <p>Safety and Support</p>

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	<p>between April and Sept 2021.</p> <ul style="list-style-type: none"> <li>• Actions from Domestic Homicide Reviews are completed by milestones and a learning event is held with the LSCB.</li> </ul>	<ul style="list-style-type: none"> <li>• The council has achieved Domestic Abuse Housing Alliance accreditation, that ensures the housing needs of survivors of domestic abuse are met, are of a high standard</li> <li>• The council has successfully bid for Safer Accommodation funding, that allows for the recruitment of staff to co-ordinate the housing response to those fleeing abuse</li> <li>• The volume of cases heard in the MARAC (multi agency risk assessment conference) is now 50% higher than 18 months ago.</li> <li>• Complex Needs advocacy and emergency accommodation continues to be provided with funding from the Greater London Authority.</li> </ul> <p>Perpetrators</p> <ul style="list-style-type: none"> <li>• The most prolific offenders have been identified a pilot of interventions is taking place for some of the most prolific offenders Demand for advocacy service remained elevated at around +25%</li> </ul> <p>Domestic Homicide Reviews</p> <ul style="list-style-type: none"> <li>• Two reviews are nearing completion.</li> <li>• A third is about to be commissioned</li> </ul>
WKI030	<p>To develop a comprehensive Hate Crime Strategy that informs a range of activity to achieve cultural change, raise awareness, prevent crime and increase the confidence of communities to report including:</p> <ul style="list-style-type: none"> <li>• Commission StopHateUK as a third-party reporting service</li> <li>• Awareness raising and communications programme aligned to significant anniversaries, such as the murder of Steven Lawrence, Hate Crime Week, etc.</li> </ul>	<p>The local Hate Crime Forum chaired by the council is now established and the community membership reflects the diverse communities across the Borough.</p> <p>Stop Hate UK has delivered services, though third-party reporting numbers remain low.</p> <p>A 'Task and Finish' group is carrying out a deep dive on wards where hate crime levels/rates are elevated. The findings of this work will inform the overall strategy and plan to address Hate Crime</p> <p>A communications and engagement plan has been developed which included:</p> <ul style="list-style-type: none"> <li>• Let's Talk about Hate Crime – community conversations</li> <li>• 'Stand by Her' training to empower men to support women in addressing misogynistic behaviours</li> <li>• Bystander Intervention Training – for residents and organisations know how to report hate crime and practical skills to act safely.</li> </ul>

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		<ul style="list-style-type: none"> <li>Holocaust Memorial Day- A remembrance event tackling prejudice and discrimination.</li> <li>EXIT UK far- right awareness training - understanding far-right ideology and supporting individuals vulnerable or at risk of extremism and radicalisation and training for community champions.</li> </ul>
WKI031	Continue to lobby hard for additional police resources in the borough.	The Council has continued to lobby the police regarding additional police resources. The Safer Neighbourhoods Teams are now well staffed.
WKI032	Support the Safer Neighbourhood Board (SNB) and the Police to establish effective ward panels that cover the whole borough. Help develop the Safer Neighbourhood Board to take a robust scrutiny role to local crime priorities.	The Safer Neighbourhood Board is set up and funded by MOPAC to scrutinise local police performance. Community Safety Officers attend many of the Ward Panels which are police led.
WKI033	<p>The Integrated Offender Management Scheme manages a cohort of repeat offenders in partnership with the Police, Probation, and Prisons.</p> <ul style="list-style-type: none"> <li>To expand the IOM cohort in line with the new London framework from 35 to 100</li> <li>The threshold for referral has changed in line with national guidance to include the offenders who cause the most harm and in particular violent offenders.</li> </ul>	Police and Probation are now accepting new referrals into the IOM scheme as required by MOPAC. There are now 52 offenders on the scheme which include high harm offenders including domestic abuse.
WKI034	<p>Improve the energy efficiency of our buildings and increase renewable energy generation across our corporate estate by:</p> <ul style="list-style-type: none"> <li>Developing long term decarbonisation plan for the operational portfolio subject to approval at committee in September 2021</li> <li>Subject to FRCS Committee approval and funding, in September 2021 procure contractor for phase 1 works and commence phase 1 projects by Q4 2021/22</li> <li>Investigate external sources of funding to deliver projects and ensure the Council is well placed to apply where possible</li> </ul>	<p>A decarbonisation plan for 2020-2024 has been developed and was approved at FRCSOSC in September 2021 (Paper No. 21-278). The plan outlines the route to achieving a reduction of nearly 700tCO2 from operational buildings through elimination of energy waste and implementation of low and zero carbon technologies. Phase 1 works have commenced.</p> <p>The Council successfully bid for £3.5m in grant funding to deliver works to the Council portfolio and schools from the public sector decarbonisation scheme.</p>
WKI035	Develop a plan for the reduction and removal of single use plastics from Wandsworth Council sites, to be reviewed end of March 2022.	The plan for the reduction and removal of single use plastic from Wandsworth Council sites will now be reviewed at the end of September 2022. This has been delayed due to some capacity and operational issues following on from the COVID 19 pandemic.
WKI036	Develop a plan for all Council vehicles to be powered by	Consultancy Cenex have been approached to provide a quote for fleet review and

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	electric or renewable fuel sources by 2030.	plan development, including an assessment of infrastructure requirements. A Council-wide EV group has been established to lead work on decarbonising the fleet and to provide a strategic approach to EVs.
WKI037	Incorporate actions to address areas identified with high pollution as part of the planning for the 2021 Air Quality Plan.	Current actions on target. Consultation on the new air quality action plan has now closed. The resultant new Air Quality Action Plan will be taken back to Committee with changes, additions and costed measures set out. <i>Strategy to be discussed with Cabinet Member and timeline for Committee schedule to be agreed.</i>
WKI038	Develop and deliver a new Air Quality Action Plan	Current actions on target. Consultation on the new air quality action plan has now closed. The resultant new Air Quality Action Plan will be taken back to Committee with changes, additions and costed measures set out. <i>Strategy to be discussed with Cabinet Member and timeline for Committee schedule to be agreed.</i>
WKI039	Establish the Air Quality Action Plan Partnership Group. Move to formalise this group as part of the Health Streets Forum.	Consultation on the new air quality action plan has now closed.
WKI040	Develop the carbon literacy of the organisation, becoming a Bronze level Carbon Literate Organisation by June 2021, Silver level by June 2022 and Gold level by June 2023.	Online Carbon Literacy training modules are with Carbon Literacy Project for final sign off, with training due to be launched over the summer. 4 officers are already trained in the delivery of Carbon Literacy training. Delays to implementation have been caused by disruption to original delivery model of face to face training by COVID and the need to build an online course from scratch.
WKI041	Ensure robust measurement of carbon emissions and reporting on progress in delivering the WESS.	<p>An update on the Council's Scope 1 and 2 emissions was reported to the Finance, Resources and Climate Sustainability Overview and Scrutiny Committee in February 2022 as part of an update on progress against delivery of the Wandsworth Environment and Sustainability Strategy. Ongoing monitoring is carried out by the Climate Change Steering Group, a group of senior officers.</p> <p>The 2022 submission to CDP has started, using a new questionnaire for 2022. Submission is due at the end of July 2022.</p> <p>As a representative on the London Councils Emissions Accounting Task and Finish Group, the council is actively contributing to the work of this group to determine the main use cases for emissions data, identify and endorse an updated approach for borough Scope 1 and 2 emissions accounting, understand the different methodologies for capturing scope 3 emissions, identify a shared borough approach to carbon emissions accounting, including an agreed methodology for council estate scope 3 emissions. The group made a recommendation to London Councils Transport and Environment Committee (TEC) on 14 October 2021 on the adoption of an updated,</p>

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		shared approach to emissions accounting.
WKI042	Develop and deliver a communications and engagement plan around climate change, including increased information, a series of Council co-ordinated events around climate change and a week-long climate change in November to link with COP26.	<p>Communication and engagement on Green Homes Grant has led to significant take up of the Phase 2 offer, with an online resident engagement event, direct mailouts to targeted households and a focused communications campaigns to encourage residents. Direct letters and a targeted social media campaign for the Solar Together offer resulted in an increase in the number of residents signed up for Solar Together.</p> <p>The Wandsworth Together on Climate Change Festival took place in November 2021 at the same time as COP26. The week was highly successful with a mix of online and in-person events held throughout the week, organised both by Council teams and by community organisations. Highlights included the Schools Day, which involved 3500 pupils from across over 30 schools in the borough, and a large in-person event to finish the week that was held at Battersea Arts Centre and featured local community groups and Council teams.</p>
WKI043	Work with schools and young people to promote carbon reduction and climate change action.	<p>A Schools Resource Hub has been developed and launched, which provides information for schools on key areas of climate change as well as links to organisations delivering learning activities for schools.</p> <p>A Schools Decarbonisation Group has been established, which will drive forward work on decarbonising school buildings, including disseminating energy audit findings to schools, identifying effective projects and supporting schools with funding.</p> <p>A climate change working group for school leads has been established and meets regularly, which includes headteachers, eco-school leads and curriculum leads and provides direction in our work with schools.</p>
WKI044	Consult further on next stage of bikehangars rollout across the Borough.	Installation of 106 hangars approved by SO83 (A) procedure. Installation started spring 2022 and will run through to summer 2022; Issues with the global supply chain and material procurements have led to some disruption in provision from the supplier.
WKI045	Continue discussions for the potential introduction of Dockless e-bike Hire Scheme within the borough and facilitate an increase in e-bike availability in order to enable take up in use	Discussions with Lime about actively deploying their e-bikes in the borough are ongoing and work has begun in identifying potential locations for designated parking bays. 3 further companies have now launched (or are about to launch) dockless e-bike schemes in London and have approached the Council with a view to operating in Wandsworth. Subject to appropriate approvals, an operator could be in place later in 2022.
WKI046	Continue to support existing school streets and expand	Public consultation has been completed at 5 further schools, and initial engagement

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	provision to 40% of primary schools during 20121/22	with 2 others. Officers are reviewing consultation results with a view to agreeing next steps in May/June 2022.
WKI047	Increase prioritisation for sustainable modes of travel along major routes (Nine Elms Lane, Queenstown Road)	Public consultation was undertaken in November 2021 for Queenstown Road stepped cycle paths north of Queens Circus. Responses show strong majority support. Detailed design is continuing and detailed costings being prepared; update report expected for September SPT OSC
WKI048	Develop a new Walking and Cycling strategy, including a detailed review of existing walking and cycling capacity, the vision for walking and cycling in Wandsworth as well as consideration of potential financing sources.	Consultation on Walking and Cycling Strategy was completed in late 2021. Findings discussed with Healthy Streets Forum in March 2022. <i>Strategy to be discussed with Cabinet Member and timeline for Committee schedule to be agreed.</i>
WKI049	Continue to support the Wandsworth Healthy Streets Forum chaired by Chair of the Strategic Planning and Transport OSC.	The Healthy Streets Forum continues to meet regularly and last met on 2 March 2022.
WKI050	Install additional cycle parking facilities at key locations including tube and rail stations and high streets.	Programme of cycle parking (£70,000) delivered boroughwide, with emphasis on Battersea Park.
WKI051	Carefully explore the installation of further contra flow cycle lanes on roads in the Borough.	The Local Implementation Plan allocation to 11th December 2022 included amounts for Boroughwide cycle schemes, with an amount set aside for planning associated with possible 11 contraflow cycle schemes identified to be across the Borough. Further update will be available upon receipt of funding.
WKI052	Continue to review suspended and reintroduced Low Traffic Neighbourhoods and options for any future LTNs.	Funding has been allocated for the investigation of an ANPR solution for the Elmbourne Road area. Consideration for further LTNs will either require a local petition to trigger an investigation or it will form part of a corridor study / scheme where local residents will be consulted in advance of implementation.
WKI053	Collect and analyse data on council-maintained road network to determine proposals for further rollout of 20mph speed limits. Lobby TfL to reduce speed limits on red routes.	20mph boroughwide implemented on borough's road network as reported in the update of 20mph on Classified Roads to SPTOSC (Paper No. 21-235). Note Tibbet's Ride was reverted to 30mph as it is a dual carriageway connecting onto the A3 and the existing mean speed was not appropriate for a signed 20mph limit.
WKI054	Accelerate the delivery of temporary key town centre urban realm improvements such as Putney High Street, Bedford Hill, Southfields and Lavender Hill.	The works at Bedford Hill is now completed and the works at Southfields are rescheduled to be completed by end of Aug 2022. Improvement works on Putney High Street is going, an update via a committee paper is scheduled for June 22
WKI055	Continue to support experimental road closures with limited / no vehicle access so that road space can be repurposed for pedestrians / cyclists and for further alfresco dining	All 3 pedestrianisation schemes are now permanent following the trials. Further consultation is planned on Battersea High Street to see if the timing of access can be amended for the benefits of pedestrians, al-fresco dining opportunities and market

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	opportunities to support recovery from COVID-19.	traders, there is also funding available to remove redundant parking bays and for new power sockets for market traders. Northcote Road has received funding for the provision of street furniture. Old York Road is scheduled for public realm improvements following recent public consultation and approved funding.
WKI056	Review of existing parking policies and the impact from COVID-19 on transport and travel to encourage a modal shift in transport from cars to alternative options. Including exploration of differential parking charges to discourage higher polluting and carbon emitting vehicles.	Review and further consideration was ongoing during Q3/4 2021/22, including assessment of the parking permit system and technical capabilities.
WKI057	Pilot reallocation of kerbside on-street car parking to alternative uses, such as cycle parking and storage; parklets and trees.	106 bikehangars being installed, starting spring 2022. 135 Liberty Charge electric vehicle chargepoints installed in spring 2022. 10 parking bays adjacent to lamp column chargepoints have been designated for electric vehicles only.
WKI058	Introduce on-street split recycling bins to encourage recycling within the Borough.	Split bins have been procured and implementation is ongoing with trials in conjunction with Parks and complimentary servicing activities with contractor.
WKI059	Work with council contractor to develop an Open Spaces Sustainability Plan.	The sustainable planting plan for the borough's parks and open spaces was presented to CSOSOSC and approved on 1 <sup>st</sup> July 2021 (Paper No: 21-168)
WKI060	Work with contractors to develop a sustainable planting action plan for the Borough parks and open spaces, to deliver a planting scheme that includes wildflower elements and ecological features with planting to focus on sustainability and plant selection.	Sustainable planting principles applied to all planting decisions. Wildflower provision increasing across the borough in addition to bulb planting.
WKI061	Plant 600 trees (net 100).	The target for 2021/22 of 600 trees was exceeded, with 696 planted. In addition the target of a net increase of 100 trees was exceeded with a net increase of 218 trees.
WKI062	Produce a refreshed Tree Strategy.	The Action Plan is in development, to be finalised in 2022/23, and further reported to Feb 23 CSOSOSC for approval.
WKI063	Low-rise weekly food waste trial service provision prior to commencement of new contract in April 2024 to help inform scoping decisions for that contract.	Since November (discounting the first week) this service has averaged 1.52kg food waste recycled per household served per week against a target of 1.4kg. Weekly performance has ranged between 1.72kg/hh following the Christmas/New Year period and 1.35kg/hh. This is broadly in line with anticipated performance based on WRAP data which also suggests that this performance is likely to reduce over the first year of operation. Reports of missed collections have been rare and no issues with contamination have been reported by the processing plant.
WKI064	During 2021/22 undertake a stock condition survey to provide	The stock condition survey has been awarded to Pennington and commenced in

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	accurate baseline data on condition of stock and identify potential opportunities for energy efficiency improvements.	February 2022; site surveys are due to complete in autumn 2022 with the results available by the end of the calendar year. The survey will encompass 20% of external Council managed stock and 10% of internal dwellings.
WKI065	<p>Improve the energy efficiency of council housing stock and estates by:</p> <ul style="list-style-type: none"> <li>• Continuing the move to LED lighting where appropriate.</li> <li>• Delivering energy efficiency improvements to Longhedge Street properties identified through Phase1a of the Green Homes Grant Local Authority Delivery Scheme.</li> <li>• Further to the completion of the Technical Assistance Programme exploring options to install new technologies to improve energy efficiency in council owned housing blocks.</li> </ul>	<p>The LED lighting programme is ongoing and is now due to complete during 2022/23.</p> <p>The maximum Green Homes Grant Local Authority Delivery (GHG LAD) funding available (£5,000 per dwelling) has been utilised to contribute towards the cost of energy efficiency improvements at Longhedge Street properties; measures installed included improved heating controls, LED lighting, improved insulation and solar PVs. In addition, 16 tenanted houses have been identified for energy efficiency improvements, part funded by tranche 2 of the GHG LAD fund.</p> <p>The expert advice provided as part of the Technical Assistance Programme was to prioritise improving the thermal efficiency of dwellings, reducing heat demand and preparing homes for the installation of new technology later. Fabric improvements will therefore be the initial focus of retrofit works, however the Department is seeking to ensure appropriate technology is installed where viable, for instance through consideration of the viability of solar PVs as part of roof renewal schemes. The feasibility of new technologies such as heat pumps, combined with fabric improvements, will be considered for the tenanted houses included in the GHG LAD2 programme.</p>
WKI066	<p>In response to the Climate Emergency, to exceed Wandsworth's 35% CO2 reduction requirements on the Council's 1000 new homes development programme.</p> <p>An energy strategy will be produced for each housing development providing a full assessment of the benefits and viability of utilisation of cleaner and green technologies.</p> <p>The aim will be to seek to significantly exceed the baseline emissions requirement of 35 per cent vs Part L of the 2013 building regulations.</p> <p>This will include supporting fitting of communal forms of heating that utilise air source technologies at Randall Close and Patmore.</p>	<p>The housing development programme is on track to meet this objective. New sites are generally delivering approximately 50% CO2 savings vs the 35% mandatory target, with two sites in the pipeline forecasted to deliver more than a 70% reduction.</p>

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WKI067	In response to Wandsworth's Environment and Sustainability Strategy provide an update to June and September 2021 committees on the work of the Housing and Regeneration Department including the Technical Assistance Programme, updates on any bids for funding for environmental improvements, work targeted at addressing fuel poverty and to approve a Housing environmental action plan.	Updates were provided to June and September 2021 committees (Paper No. 21-144 and 21-247 respectively) on the work of the Department. Areas covered included the Technical Assistance Programme, Green Homes Grant Local Authority Delivery funding, the WRAP ("warm and well") pilot to address fuel poverty amongst Council tenants, consideration of the benefits of a strategic delivery partner model and, following consideration of in-house resources, approval to create two new posts focused on work around energy management.
WKI068	<p>To confirm the strategy on replacement of communal boiler systems considering individual metering through PAYG systems to encourage residents to understand and control their energy usage.</p> <p>To set up processes for metering and billing systems both in new builds and existing stock where boilers are replaced.</p> <p>To include procedures on tariff setting, debt management and handover arrangements. To report to committee in September 2021.</p>	<p>Individual metering and billing is in place at two new build blocks and procedures and processes have been implemented to ensure the smooth running of this, with the teams managing the blocks receiving training from the metering and billing contractor. Metering and billing is incorporated into the replacement of communal systems in existing stock. Work continues to assess the best delivery model for this and updates will be provided to committee as appropriate.</p> <p>Discussions are ongoing about the benefits of entering into a strategic delivery partnership with one provider versus engaging a consultant to lead on schemes on a long term basis.</p>
WKI069	<p>We will work with schools and community towards the Council's target to be a carbon neutral organisation by 2030 through:</p> <ul style="list-style-type: none"> <li>• Support schools to raise awareness</li> <li>• Produce resources for schools to use</li> <li>• Showcase positive steps and action taken by schools</li> <li>• Work with schools on energy audits</li> </ul>	<p>Energy audits have been completed (22 schools). In addition a decarbonisation report was also undertaken for these schools, setting out recommendations for improving energy efficiency and options for onsite renewable energy including insulation or double glazing. Currently these rank the schools that have the lowest energy efficiency to the highest. Work will now commence with the schools who have the lowest levels of energy efficiency, utilising the grant funding (£3.3m) for low carbon heating systems, LED lighting and solar power workstreams.</p> <p>There is a commissioning working group developing solutions for schools to help all schools move to LED lighting systems within the next 2 years as well as options for solar panel electricity generation. LED lighting systems will help schools save up to 60% on their energy usage. If combined with energy management software systems and solar panels this saving could be as high as 90%. This will not only support climate change but school budgets as well.</p> <p>The Schools Climate Change Day was the most successful event of the Wandsworth Together on Climate Change Festival, held in November 2021. Highlights include:</p> <ul style="list-style-type: none"> <li>• 39 schools from across Wandsworth signed up to take part in the first Schools Climate Change Day, as part of the Festival on Tuesday 9th November 2021.</li> </ul>

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		<ul style="list-style-type: none"> <li>• The biggest impact of the day was raising awareness of climate change amongst local students, and creating linkages between schools and climate change experts. The day was genuinely co-designed with our Schools Working Group.</li> <li>• Participating schools were provided with a resource pack with ideas for activities to run with their students. This will be a resource available to use all year round, not just during the Schools Climate Change Day.</li> <li>• External providers were also available to go into schools and deliver activities on the day including Earth Clinks, Ubuntu Museum and Global Action Plan.</li> <li>• An online launch event, where 100 different groups of children and young people joined on Zoom for the Mayor of Wandsworth to launch the event alongside speakers, two of whom dialled into the event from COP26. 2,318 students engaged during the Launch event at any given time (approximately).</li> </ul> <p>The resource pack forms the basis of the Online School Climate Change Resources Hub. Consultation took place with the Wandsworth Schools Climate Change Working Group (comprising of 27 teachers/headteachers/eco leads from Wandsworth schools – majority primary) on this hub, to ensure it is as beneficial for teachers as possible. They shared their feedback with us, and we incorporated it into the hub, including breaking down the curriculum links into subject categories and age groups.</p>
WKI070	Support the retrofit of eligible households across the borough through delivery of the Green Homes Grant Local Authority Delivery Scheme.	Phase 1B is nearing completion, with 52 properties completed by end May 2022. Phase 2, delivered via a West London consortium of boroughs, has closed for applications, with 150 applications for the scheme. Funding for Phase 3 has now been secured and applications will open for Phase 3 imminently.
WKI071	<p>Continue opposition to an expanded Heathrow. Work with other councils, Greenpeace and the Mayor of London to draw attention to the significant impacts an extra 250,000 flights per year will have on residents' lives.</p> <p>Supporting the Heliport Consultative Group's work in challenging the heliport operator, the Mayor of London and the CAA to work together to develop more sustainable options to mitigate the impact of helicopter noise on local residents in Wandsworth and neighbouring boroughs.</p>	<p>The Supreme Court judgement on the 16th December 2020 had the effect of 'reinstating' the Airports National Policy Segment (ANPS) and so paved the way for Heathrow to bring forward a Development Consent Order (DCO) for a third runway. There is no clarity on this and of course the Covid Pandemic has significantly affected the economics of the aviation industry. The council has previously written to the Secretary of State asking for the ANPS to be reviewed in light of climate change and Covid. The SoS has responded to say this isn't their intention but that their decision on this remains under review. The Council with its other Council partners continue to press for clarity on this. The Council also responded to recent NightFlights consultations.</p> <p>The Heliport Consultative Committee hasn't met during the pandemic period and helicopter movements have been very low throughout.</p>

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WKI072	<p>All children should achieve their best potential. We will narrow the gap from foundation stage for the most vulnerable groups especially Black African, Black Caribbean Mixed White and Black Caribbean pupils, White British disadvantaged boys, children receiving pupil premium and Children looked after, through a bespoke programme of support for schools and Private Voluntary Independent Nursery settings that takes into account children's readiness for learning, mental health and wellbeing programmes.</p> <p>Support will be provided to schools to identify and address disproportionality, especially for Black African, Black Caribbean, Mixed White and Black Caribbean pupils and White British disadvantaged boys.</p>	<p>The performance of pupils from vulnerable groups and disadvantaged backgrounds is a complex issue and remains a priority, particularly in light of the disruption to education throughout the pandemic as a result of school closures and the ongoing impact of Covid-19 on schools.</p> <p>In the absence of comparative assessment data at key stage 2 in 2020 and 2021, officers have kept a close oversight of primary school attainment through the link adviser programme and by discussing any concerns in health check meetings.</p> <p>Due to the impact of the pandemic and national lockdown, 2020 and 2021 KS4 attainment was based on teacher assessed grades, which across England resulted in large increases in GCSE attainment. Wandsworth followed this trend and continued to outperform the England average for Attainment 8. In 2020 the disadvantage gap in Attainment 8 narrowed so that it was smaller than the figure Nationally and placed Wandsworth 16<sup>th</sup> highest nationally for the Attainment 8 score of disadvantaged pupils. However, Attainment 8 in Wandsworth went down slightly in 2021 following the rise in 2020, while national was up further in 2021. The Attainment 8 drop in 2021 was more pronounced for disadvantaged pupils in Wandsworth than their peers.</p> <p>The performance of all groups should be robustly challenged by governors in all schools, and this is emphasised at governor briefings and training sessions. Wandsworth officers and link advisers work with school leaders and governors to raise the profile of different groups of pupils to ensure appropriate action is taken to raise attainment and the research and evaluation unit provides analysis of school data to support this work.</p> <p>Local children's centres continue to provide a school readiness programme each term to support those moving into formal education, with a more structured 12 week programme commencing in the Spring term. Promotion to social workers was increased this year, and there has been improved engagement to ensure our most vulnerable children and families are aware of how to take part. Complimenting this will be three virtual workshops on toilet training, speech and language and transitions for any parent across the borough. These sessions have been created to reflect continued and emerging needs of children following Covid-19 to ensure parents, carers and children feel school ready.</p>

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		<p>Schools have been able to access subsidised tutoring; additional activities including tutoring have been provided by the council to pupils in receipt of free school meals as part of the Department for Education funded, Holiday Activities and Food programme. The Virtual School is providing an extensive mentoring offer to looked after children in year 12 as well as to care leavers, and social care colleagues have developed a Grandmentoring scheme in collaboration with Volunteering Matters.</p> <p>The partnership between independent and state schools in Wandsworth, commenced in spring/summer 2021, and was launch through a collective creative arts project. This has been the first phase of the partnership programme opening up opportunities to children across the borough, with a particularly focus on fostering a sense of community with direct benefits for both children and staff and particularly those who need additional support the most. The partnership has already shown that it will serve as a platform for further collaboration.</p>
WKI073	<p>Access to education for all children is essential following an unprecedented year post COVID-19. We will work with schools to ensure all children have access to suitable education and attend school, particularly those with a Social Worker or an EHC plan who may require additional support to re-adjust and adapt to onsite learning. We will support upskilling to utilise technology and continue to enhance digital platforms for online learning to address digital inclusion.</p>	<p>Exclusion figures are collected monthly and circulated to the relevant officers and link advisors so that targeted support can be provided to schools. Clear expectations of ordinarily available provision for SEN pupils have been developed and published in conjunction with school leaders.</p> <p>Overall Secondary absence was tracking below Inner London and well below National over the last 8 years. At the end of last academic year it was at 5.0 compared to 5.2 for Inner London and 5.5 Nationally. It must be remembered that this last year was impacted by Covid absence significantly.</p> <p>In Primary Schools absence rates remained steady at 4.0% over the last 6 years, just below Inner London last academic year and nationally there was a small dip to 3.6%. Schools must be congratulated for keeping children in school through difficult Covid uncertainty and illness for both pupils and staff.</p> <p>A working group has been created to enable a department-wide approach to identifying and supporting those pupils with the lowest attendance. This work is intelligence-led, supported by the Research &amp; Evaluation Unit (REU), and involves key personnel from education, early help and social care. Several cross-departmental sessions have been held to under the banner of 'attendance is everyone's business', which is becoming a key feature of multi-agency partnership working.</p> <p>In September 2021, the top priority given to Looked After Children and Previously</p>

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		<p>Looked After Children was extended to children adopted from abroad who have been in the equivalent to state care. The number of applications given priority on this basis has been low with less than 10 applications granted such priority.</p> <p>For Primary National Offer Day on 19 April, 2091 of the 2534 resident applicants were offered their first preference school, 2397 one of their first three preferences and 2474 were offered one of their preferred schools (preference 1-6). The proportion of residents offered their first preference (82.5%) is the same as last year. The proportion of those offered one of their first three preferences (94.6%) or any preference (97.6%) are marginally up on last year – 0.5% and 0.3% respectively.</p> <p>This year applications were received for 2534 Wandsworth residents expressing 8831 school preferences. This is decrease in resident applications of 209 (7.6%) from last year. The decrease in applications is due to a range of factors including the decreasing birth rate (which is a national trend as well as a London one) families moving due to changes in their circumstances and working patterns, and the localised effect of the UK leaving the EU. The decrease in on-time applications is at least partly mitigated by the significant number of late applications received. 157 late applications from residents have already been received to date.</p> <p>Access to education has improved through the school expansion programme which is now 100% completed. Ark Putney, Chestnut Grove Academy and St Cecilia Secondary School expansions have been completed and handed over to each of the respective schools. The engagement of the design team for the delivery of the dining provision at St Cecilia has now commenced. A detailed programme, cost and procurement is continuing to be developed.</p> <p>The technical team leading the design of the new 2FE primary school at Nine Elms have been re-engaged following the planning approval for the discharged of the reserved matters. The team are in the process of confirming the appointment of the contractor via the SCAPE framework, the procurement framework used for the appointment of a contractor. The detail programme and milestones are being worked through, with completion likely in Autumn 2025, in readiness to open in 2026. The team have progressed the Wandsworth High Needs programme, working towards the appointment of contractors to deliver the required SEN provisions at Swaffield and Granard Primary School; and Burntwood School.</p>

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		<p>The Schools' ICT service has continued to improve digital inclusion by:</p> <ul style="list-style-type: none"> <li>• Developing the use of technology with schools to improve the impact on pupil performance and sharing the effective methods that have improved digital skills outside the classroom.</li> <li>• Monitoring how technology is being used, including checking that all learners have the skills they need to use it effectively.</li> <li>• Delivering twilight sessions at the City Learning Centre to build upon new ways of teaching and learning, to maintain the enthusiasm and disseminate ideas that engage learners in the curriculum.</li> <li>• Providing free family and parental digital skills sessions by targeting specific areas, families and needs to reach vulnerable and disadvantaged learners and offer pathways for additional learning and support</li> </ul>
WKI074	<p>We will continue to work on our School Support and Improvement agenda to ensure that our schools to be the best providers of education, to provide parents and carers have even greater access to diversity and choice for their children's education. We will endeavour to:</p> <ul style="list-style-type: none"> <li>• Enhance the partnership with the local teaching school alliance to develop staff and future leaders</li> <li>• Develop school improvement strategy with school leaders in peer clusters</li> <li>• Develop a cluster-based partnership model with independent and state schools</li> </ul>	<p>As of March 2022, 94% of schools in Wandsworth are judged by Ofsted to be good or outstanding, higher than the national figure of 89%.</p> <p>The inspection exemption for outstanding schools has now been lifted, and since the start of the academic year seven outstanding schools in Wandsworth which were previously exempt have received an inspection. Four have remained outstanding (57%), and three have been judged as good, above the national retention figure of 30%. This is in the context of a different and more rigorous inspection framework which OFSTED have advised will result in a reduction in the number of outstanding schools.</p> <p>A new school improvement strategy has been developed in conjunction with school leaders with an emphasis on utilising expertise in schools. So far 18 schools have agreed to host a reciprocal peer review, facilitated by a link adviser with each school's leadership team.</p> <p>The school improvement service continue to meet regularly with colleagues from the teaching school hub and are working together to support Early Career Teachers in Wandsworth schools.</p> <p>3 clusters of independent and state schools have been formed in Putney, Battersea and Tooting with Putney High School, Emanuel, and Thomas' acting as the coordinator in each area. The partnership has made a successful start with a collaborative art project, A Place to Call Home, bringing together 2000 pupils and 100</p>

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		<p>staff at schools from both sectors across the borough culminating in an exhibition in Southside at the end of the Spring term. Cluster groups have already begun work to identify their particular areas of strength and resources that can be shared, and in the Autumn and Spring term a number of additional joint ventures took place including revision sessions, shared careers fair opportunities and STEM and Media projects. They are continuing to work together with a 'festival of sports' planned for the summer term, supporting health and wellbeing.</p>
WKI075	<p>Our Early Help provision is targeted to the most in need, it reaches out into our communities and compliments the work of the voluntary and independent sector. We will embed a strengths-based approach model which has at the heart of it the evolving needs of the community, and will include:</p> <ul style="list-style-type: none"> <li>• Family support: including single family support, groupwork and community empowerment through Empowering Parents, Empowering Communities programme.</li> <li>• Single point of entry – at our front door</li> <li>• Targeted offer around Childrens centres with a focus on school readiness</li> </ul>	<p>The Early Help Delivery Board chaired by DCS oversees the transformation of early help services. Key updates include:</p> <ul style="list-style-type: none"> <li>• Following the launch of the Integrated Front Door to children's services in September 2021, there is now one single point of entry for statutory help and targeted early help for children and families. These arrangements will be further strengthened by the implementation of Early Help navigation at the front door.</li> <li>• Cluster Partnership Boards are now in place and board meetings have been held in Tooting, Roehampton and Battersea. There has been strong attendance from community organisations, health, schools, youth and faith groups with over 30 different organisation attending the in person series of meetings. Online subgroups have also taken place for each cluster based on age of provision, and a borough wide SEND subgroup has been established with over 25 attendees at the first meeting.</li> <li>• Key priorities have been identified that are important to our communities. One which has already been addressed is a request from partners to better understand the mental health offer across the borough. CAHMS colleagues provided a clear overview, with a visual map of provision. The next priority of focus is communications with partners supporting how we can make improvements to the accessibility of our Family Information website.</li> <li>• The Cluster Coordinators will continue to coordinate and support our early help offer of Children's Centres, Family Support, Community and targeted youth support, including targeted 1:1 interventions and group activities through the children's centres and youth clubs to families. This also includes integrating the Holiday Activities and Food Fund (HAF) support offer for providers across the borough. The offer is available to families who need an early help targeted response, following contact with the new integrated front door. An evaluation on the work of the clusters is now underway and will be reviewed by SMT by Spring 2022.</li> </ul>

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		<ul style="list-style-type: none"> <li>• The cluster model will ensure we take a ‘Think Family’ approach, putting families at the centre of our work. This framework and approach adopted by all of our early help practitioners is systemic in its approach. Early Help staff are part of the wider training and development offer being rolled out across children’s services.</li> <li>• The School Readiness programme has been delivered, with details in WKI0172 .</li> <li>• The local EPEC Hub, providing the expertise, organisation, ethos and oversight to ensure safe, high quality, and effective practice, has been set up with the Hub staff trained to deliver the Empowering Parents, Empowering Communities (EPEC) programme. There has been recruitment and training of a cohort of local Peer Group leaders. The ‘Being a Parent’ programme was postponed and was instead delivered from early 2022, by three Peer Group Leaders. This programme will finish mid June. Planning for a second group is underway, and will commence from early September 2022. A progress report will be provided by the Emotional Wellbeing Steering Group a SWL group also attended by the DCS, with further oversight at the South West London System Board co-chaired by the DCS and Chief Nurse of the Clinical Commissioning Group. EPEC provides local multi-agency partnerships that are ambitious to develop innovative, community-based parenting support with a robust, well tested approach. EPEC combines local professional parenting expertise using evidence-based methods with a parent-led approach that builds community resilience. We are ambitious to ensure this becomes embedded as a method of preventative and early intervention work with our families, with a further practitioner attending the ‘train the trainer’ course to increase capacity to deliver the programme. Practice and learning is strengthened through the attendance at the South London EPEC Coordinators group. Consideration is being given to where EPEC sits within the wider Early Help offer, enabling the programme to become a core offer for parents in Wandsworth.</li> </ul>
WKI076	We want our children with additional needs and disabilities to have access to resources, support and provision that meet their needs in the Local Area. We will work with our partners to deliver against the WSOA and ensure a successful Ofsted / CQC visit over the next 12-18 months.	<p>Our latest round of monitoring from the DfE and NHSE took place in March 2022 where we provided them with a report to look at our progress against the Written Statement of Action and our key developments in SEND. As part of this monitoring, our DfE and NHS advisors have attended our SEND Strategic Partnership Board (SSPB) and seen the presentations of our subgroups. Feedback for all visits has been positive as we prepare for our local area reinspection.</p> <p>Our 2021 yearly timeliness for the 20-week statutory deadline for EHC (Education, Health and Care) Assessments was at 88%, a very significant increase from our</p>

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		<p>performance in 2020 (46%). Remedial plans were put in place to improve the timeliness and quality of our advice from Social Care and Health which has had a positive impact. Our 20-week performance has been more mixed so far in 2022, factors include a pilot scheme for Early Years EHC assessments and an overall increase in the number of requests.</p> <p>We are now in the process of completing the fifth round of audits. From our initial four audit cycles, we have seen a steady increase in the percentage of our EHC plans graded 'outstanding' or 'good', coupled with a decrease in the number of plans found to be 'not adequate'. Any plans rated as 'not adequate' are then followed up internally by the SNAS team.</p> <p>All of our SEND subgroups have continued to progress their work, presenting key updates to both the SEND monitoring group on a monthly basis, and the SSPB on a yearly basis. The most recent of these to present at SSPB was the Early Years subgroup, which received much positive feedback from other board members.</p>
WKI077	<p>We want our Vulnerable Adolescents to be safeguarded and achieve the best outcomes. We will transform our practice model and approach, including working with partners to ensure an early identification of risks and needs, timely information sharing, appropriate care planning and management of risk. This will apply particularly to those going missing and at risk of criminal/ sexual exploitation and gang affiliation.</p>	<p><u>Update on service realignment</u></p> <p>In August 2021, services to support adolescents were brought together under the same leadership to further strengthen our work with the most vulnerable young people and their families. We now have one service with a clear vision. Our Adolescent Social Work Team, Evolve, Edge of Care, Social Care CAMHS and Systemic Family Therapists together form Specialist Service for Families.</p> <p>As part of the new offer, we have introduced a weekly Adolescent Resources Meeting – the meeting is held with colleagues from our targeted youth support, community youth support and youth offending services and ensures that we are able to collaborate and work creatively with the resources and services available to us across the system and the continuum of young peoples need. Ensuring that our service offer can be responsive not only when risks and concerns are heightened but also when there are indications that contextual harm may be emerging. The Adolescent Resources Meeting enables different teams working with adolescents within the Department to make quick transitions between services, timely responses, and appropriate support for our young people at the right time. Systemic Psychotherapy and Social Care CAMHS can collaborate quickly when service requests for consultations and clinical/therapeutic interventions are made, for children of all ages,</p>

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		<p>families, and networks in our services. Already we have found the reduction in duplication of services and reduction in delay in accessing the appropriate service has been positively received from colleagues within Children's Services as well as the families and young people we serve.</p> <p>The Vulnerable Adolescents Group (VAG) has now been subsumed into the Strategic Multi-Agency Child Exploitation (MACE) Group in order to minimise duplication and streamline strategic governance. The group aims to ensure strategic leadership for an effective and timely response from all agencies involved in managing children and young people missing from home, care or education and those at risk of sexual and criminal exploitation, radicalisation and extremism, sexually harmful behaviour, trafficking, serious youth violence, gangs, and substance misuse.</p> <p><u>Working with partners</u></p> <p>A contextual parenting course has been launched that will strengthen our ability to identify risks early and enable timely support for young people and their families in most need. This will be accompanied by increased visibility and relationship building with our community partners through coffee mornings, building on good developments in engagement we achieved during the Big Takeover in October 2021.</p> <p>The contextual parenting course offers structured Non-Violence Resistance based intensive support – for parents with children who have been impacted by extra familial harm. This approach has been transformational in other areas. We plan to assess the impact of the course after 6 months and consider whether investment in NVR training would enrich our service offer to vulnerable adolescents and their families.</p> <p>Externally, we have set up a cross border protocol with Lambeth, following incidents of serious youth violence involving Wandsworth and Lambeth young people to share intel, pool resources and collaborate. Cross Borough meetings continue to take place on a monthly basis (weekly for police colleagues).</p> <p>In Wandsworth we have set up a serious incident group with key multi agency partners and community organisations – the group enables us to act quickly across all key agencies when an incident related to serious youth violence is believed to have occurred. The group has been an extremely effective way for us to share sensitive information and key actions across the group members in order to ensure that any safeguarding issues and safety of the community is addressed without delay.</p>

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WKI078	<p>We want all our children to have forever homes in a timely fashion when they cannot live within their birth families. We will review and improve pathways to early permanence arrangements to ensure this conversation starts as early as possible in the care planning process.</p>	<p>Our Permanency Champion has now been in post for one year and learning episodes, feedback from practitioners and case file reviews evidence regular, purposeful, permanency planning meetings that add value and drive plans towards permanence for children and young people.</p> <p>We have developed a closer working relationship with partners at Adopt London South at an operational and strategic level, which has improved our adoption performance significantly. We currently have five children (including two sets of twins) in early permanence placements, another five children under Placement Orders placed with prospective adopters, and six children ready to be placed. This compares to just one child adopted in the previous 12 months.</p> <p>Family meetings are being embedded across the practice system so that family solutions are routinely explored. In the first instance to maintain children at home, or to offer alternative care within a child or young person's network if they cannot remain with their parents.</p> <p>During Spring Practice Week, we heard how families value the relationships practitioners build with them to support children and young people in care to thrive and have long and successful placements.</p>
WKI079	<p>We want children and families to receive the right level of support and social work intervention at the right time. We will work with partners, revisiting our threshold application at our front door (MASH) in readiness of the implementation of Family Safeguarding implementation.</p>	<p>A Practice Assurance Review of the Multi Agency Safeguarding Hub (MASH) was completed by the Deputy Director and Heads of Service in February 2022. The outcomes and findings now in the MASH Improvement Plan have been agreed, and are led by the Head of Service. These include:</p> <ul style="list-style-type: none"> <li>• Review and Update Wandsworth MASH Operational protocol to clearly set out timescales of communication and contact between referrers and contact with families and young people. Where families have been previously supported through Early Help the protocol now requires a conversation to be had with the parent (s) to understand what help is appropriate, considering also what has been offered before. This builds on the integration of our Front Door and Early Help service, ensuring that families get the right help, at the right time.</li> <li>• Identify agencies and settings where referrals are seen as best practice and where there is a need for training.</li> <li>• Continuing assurance that recording in the MASH is child focused and reflects the needs of the child, the risk to the child and MASH's work and assessment to agree the right framework and right service for the child.</li> </ul>

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		<ul style="list-style-type: none"> <li>• Supporting all MASH practitioners and managers to ensure they are clear on their roles and responsibilities regarding consent and the over-riding of consent</li> <li>• Ensuring all contacts where domestic abuse is a factor are reviewed taking into the child's age, previous incidents and a position of professional curiosity.</li> <li>• Agree the role of the MASH Housing Officer</li> </ul> <p>Multi-Agency MASH Operational Managers Group has been implemented these are chaired by the Head of Advice, Support and Help and will be embedded in the first quarter of 2022/23. This will provide effective scrutiny of and challenge to partners' practice, addressing any barriers to good quality practice and leading ongoing development of the service delivery in response to local need, national policy and legislative change. It will drive operational responses to gaps identified and recognise the risk across the agencies involved.</p> <p>Multi-agency audits will be reviewed in these meetings to identify good practice and where practice can improve, considering future developments and changes that are required to the MASH to ensure we are identifying the right services for the right children, young people and families.</p>
WKI080	<p>Improving the quality of social work practice with children and families to ensure good quality assessments, plans, robust risk assessments and quality decision making is consistently good across all our interventions. We will:</p> <ul style="list-style-type: none"> <li>• Ensure effective supervision with practitioners</li> <li>• Embed new Quality Assurance framework, including a Quality Practice Plan</li> <li>• Invest in the quality of our workforce – upskilling practitioners, growing talent, recruitment of a high level of talent</li> <li>• Ensure Childrens Plans are SMART</li> <li>• Ensure children's voice is at the heart of practice</li> </ul>	<p>A successful Practice Week was held in March 2022 which included a record number of completed observations. Partners and colleagues from Adult Services participated alongside Children's Services staff. Impact of Practice Week is multi-faceted. Importantly it gives the senior leadership team a direct line of sight to the quality of practice and the impact of strategic developments; multi agency partners and council officers gain enhanced understanding of each other's service offers and challenges; HoS are able to triangulate their understanding of strengths and weaknesses in their service delivery through objective feedback from practice observation; and people who use services have an opportunity to speak directly to senior managers and influence practice.</p> <p>The Outstanding Practice Framework (OPF) continues to be embedded into practice and efforts have been made to ensure the message is cascaded effectively across the directorate. This includes the development of a Practice on a Page poster that is being used to pin up across the Town Hall Extension for social workers to look at which supports their understanding of the golden thread of the OPF across all services. Feedback from people who experience practice is telling us that the OPF is having an impact on the quality of relationships they have with practitioners which provides the</p>

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		<p>platform for practice to make a difference to their lives in supporting them to make change that benefits their children.</p> <p>Our Working with Children and Families Group continues to run effectively and has incorporated a breakout session element over the last few months to encourage collaborative, practice-based discussions between all attendees. This has allowed members to reflect on their practice and decision making. An example of this was the group to providing additional moderation of Learning Episodes and discussion on 'what good looks like'. This builds consistency into our system and reduces variability in the quality of practice families experience.</p> <p>The new role of Participation Lead has continued to develop, and the leadership was evidenced in the Big Takeover when 60 young people worked alongside all parts of the service. This has fed into the Wandsworth Safeguarding Partnership (WSCP) as part of the Partnership's revised approach to communication and hearing the voices of children and young people. With the support of the Participation Lead, young people also contributed to the launch of the Family Safeguarding approach in Children's Social Care. The Participation Lead continues to proactively reach young people using a range of services across Wandsworth. A video has been produced with young /girls women to contribute to the training of schools /colleges and school nursing linked to the Ofsted review of peer on peer sexual abuse in schools. Learning from this has also been taken forward with CLCH to shape the relationship between school nurses and students.</p> <p>The Independent Reviewing Officer (IRO) service has successfully embedded reviews that are organised around the wishes and feelings of the child. The record of the review is written for the child to assist their understanding of the reasons for decisions and support life story work. CLICK actively support this work and consistently provide input into recruitment.</p> <p>The Mind of My Own (MOMO) application has gone through an expansion and review process since September 2021. The expansion into Early Help, led by existing "Champions" conducting training, has widened the remit of the app and enables a wider pool of young people to benefit from it. The review process has allowed us to critique the effectiveness of the app, leading to us addressing challenges there have been around embedding it and a revision of targets. We are currently exploring with Mind of My Own colleagues how the project can be extended to schools working with</p>

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		children open to Early Help and Childrens Social Care.
WKI081	Our workforce is the biggest asset and we want to attract, recruit, retain high level talent to meet the changing needs of children in Wandsworth. We will do this through an enhanced offer and a new defined career pathway which in turn will provide continuity in relationships for children and families.	<p>We have worked hard during 21-22 at reducing the number of agency staff we employ and proportion of social workers who are agency stands at 18% as of 31 March 2022, a significant reduction from 28% last year. However, our current recruitment issues are part of a wider London and national Recruitment and Retention crisis with all employers experiencing the highest ever number of leavers and few job seekers, alongside highly inflated agency rates due to market shortages. Recruitment campaigns highlighting the implementation of the Family Safeguarding Model have been successful. Two virtual recruitment events have generated high levels of candidates for key Family Safeguarding roles of Children’s Practitioners and Domestic Abuse Practitioners.</p> <p>Despite our challenges, a focus group was conducted to understand social worker views on our new local offer. Findings from the focus groups have identified a number of options which officers are exploring.</p> <p>During Quarters 3 and 4 we held 1 Career Progression Panel with 3 applications and 2 progressions agreed. We have a further panel in May 2022 with many interested applications. This career progression pathways is being received well by social workers.</p> <p>The Workforce Board has taken place four times since it launched in September 2021. Prior to the launch of the Workforce Board, much of the information that currently goes to the Board existed but instead went for discussion at the director’s management group.</p> <p>This group has considered staff progression; a new talent initiative for Black, Asian and Minority Ethnic Staff; EDI Safe Spaces established; systemic practice training and a new bespoke Children’s Services appraisal tool.</p>
WKI082	Transitions for children into adult life are critical, particular those with additional needs and leaving care. We will work with our adult colleagues to enhance the quality and timeliness of transitions, including appropriate resource allocations and management of information.	<p>Since December 2021 the 18-25 Team has operated in Adults’ Services.</p> <p>Children's Services established joint supervision with the Disabled Adults team in February 2022. This joint supervision includes partners from CCG and has a view to troubleshoot more complex health needs that need continued health care.</p> <p>Collaboration between Children's and Adults' Services continues to develop positively,</p>

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		<p>both in relation to disabled young people and young people leaving care. The transitions tracker continues to work effectively in enabling advanced planning, and the timeliness of transitions are improving.</p> <p>Our Children Looked After teams and Leaving Care teams are now paired, to allow for more effective joint working between PAs, social workers and young people between 16 and 18, and a seamless transition to leaving care services at 18.</p>
WKI083	<p>Relationship based practice model will be at the heart of working with children and families in Wandsworth. We will implement our new practice model - Family Safeguarding - during 2021. The success of the programme and its impact will be evaluated by What Works Centre as commissioned by DfE.</p>	<p>Wandsworth became the first London Borough to launch Family Safeguarding in January 2022. The Department for Education provided confirmation that the indicators required to 'go-live' had been satisfied. A soft launch in January took place to 'switch on' the key aspects of the model, including the new electronic workbook.</p> <p>A wider in-person and virtual celebration event took place in March to commemorate the launch. This was well attended by members of the new Family Safeguarding Teams, representatives from all key agencies (mental health, Probation and Substance misuse) as well as senior leaders including the Chief Social worker for England, representatives from the Centre for Family Safeguarding and Department for Education. The broadcast of the event will be publicised to support recruitment and retention objectives, making Wandsworth an employer of choice as the first London authority to implement this collaborative, nationally acclaimed approach.</p> <p>Going forward, the key focus is on ensuring this new way of working is well embedded and that the identified benefits and outcomes are achieved. To support this a new performance dashboard has been created and a review of governance arrangements has taken place to refresh the terms of reference and membership of operational and strategic boards. A 'next steps' plan has been drafted to provide a short, medium and long term framework for ensuring we embed and enhance the approach to provide consistency across the practice system and sustainability to achieve 'business as usual'. The 3 workstreams that underpin the 'next steps' plan are:</p> <ol style="list-style-type: none"> <li><b>1. Strengthening and developing Multi- agency relationships</b> Ensuring there is a strong, collaborative, high support, high challenge relationship between multi-agency partners involved in Family Safeguarding to ensure robust delivery and sustainability of the approach.</li> <li><b>2. Embedding practice and sustainability</b> Our practice in Family Safeguarding is strong and staff are well informed and</li> </ol>

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		<p>supported through training, practice guides, oversight, governance and opportunities for learning and development.</p> <p><b>3. Evaluation and Evolution</b></p> <p>Expanding the benefits and approach across the practice system and partnership to ensure consistency. Exploring opportunities for development and ensuring the service is evaluation ready.</p> <p>Regular reporting to the Department for Education continues fortnightly and quarterly. Evaluation data collection will commence at the end of May. Our approach as outlined above, will support effective reporting.</p>
WKI084	Support eligible children in care and care leavers to apply for EU Settled Status by the deadline of June 2021.	All children in care and care leavers eligible for settled status were supported to apply prior to the deadline of June 2021. Eligible children and young people who enter our care moving forward, who did not apply by the deadline, will be supported by their social workers to make a late application with reasonable grounds or seek appropriate advice.
WKI085	Increase the percentage of household waste recycled where it is cost effective to do so.	Confirmed full year data will not be available until late June 2022. During Q1-3, 22.7% of household waste was recycled and the provisional full year result is 22.8% against a target of 24%. During the year significant improvements to recycling services were made, including increased recycling sack deliveries, making them freely available in libraries again, allowing the use of other clear sacks for recycling and not requiring cardboard for recycling to be contained in sacks. Further efforts to improve recycling performance focussing on high-rise / directly managed estate premises are being planned for 2022/23.
WKI086	Reduce contamination of mixed recycling.	14.1% of sampled mixed recycling was found to be contamination against a target of 13%. The level of contamination in clear recycling sacks was only 12.3% and this accounts for over 70% of the total mixed recycling tonnage. However, 25.7% of the contents of communal wheeled mixed recycling containers was contamination. Interventions to improve high-rise recycling performance and quality are being planned for implementation in 2022/23.
WKI087	Reduce the quantity of household waste collected per household.	Confirmed full year data will not be available until late June 2022. 507kg household waste was collected per household during Q1-3 against a profiled target of 496kg. The provisional full year result was 665kg household waste collected per household against a target of 647kg and a pre-Covid (2019/20) result of 643kg. It is believed that

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		the additional waste compared to the target and pre-Covid levels relates mainly to continuing increased levels of home working.
WKI088	Increase enforcement actions against fly-tipping and littering through work of expanded enforcement team, the issuing of warning letters, enforcement notices and PCNs/FPNs to help maintain street cleanliness and reduce the abandonment of commercial waste.	Over 19,000 enforcement actions have been taken again this year which includes issuing 5,396 Fixed Penalty Notices and Penalty Charge Notices. The Caught-on Camera campaign has continued, and new initiatives have been launched including 'Dog Watch' an anti-dog fouling campaign, both tidy business and landlord pledges were launched, and Mega Skip Day was repeated and was very popular.
WKI089	As part of planning for letting of the catering contract; review appropriate café provision in Wandsworth Parks.	The procurement exercise has been completed and the contract will be awarded on 1st June 2022.
WKI090	Increase the number of Green Flag awards for our parks, including successful applications for retaining five green flags for Battersea Park, King Georges Park, Tooting & Wandsworth Commons and Wandsworth Park in 2021.	Applications submitted in March 2022 for award year 22/23. 5 Green Flag applications for Battersea Park, King Georges Park, Tooting and Wandsworth Commons and Wandsworth Park. For 23/24 Coronation Gardens will be included for submission.
WKI091	Install water fountains in Wandsworth Common, Tooting Common, Wandsworth Park, King Georges Park, Coronation Gardens, Battersea Park, Christchurch gardens and consider further provision of drinking facilities if appropriate.	Project completed, as per update for Q2 2021/22, which was Water fountains installed in all major parks and open spaces: Wandsworth Common, Tooting Common, Wandsworth Park, King Georges Park, Battersea Park, Garratt Park and Garratt Green. Water fountains also installed in neighbourhood parks and green spaces: Bramford Gardens, Christchurch Gardens, Coronation Gardens, Fred Wells Gardens, Roehampton playing fields and Fishponds playing fields.
WKI092	Continue upgrade of Coronation Gardens, including consideration for further investment in the children's playground, ornamental fountain and seating areas.	Consultation works are underway with planned roll out in July. Anticipated on site delivery May 2023.
WKI093	Implement improvements to Windmill playground on Wandsworth Common.	Successful tender exercise and contractor appointed for an 8-10 week build programme. Unfortunately, global supply chain pressures led to delays to receipt of materials and the start date was pushed back to April 2022. The build is due to be completed by mid-June 2022.
WKI094	Work with Leisure and Culture contractor to manage and deliver increased access to Roehampton playing fields.	Legal matters underway to conclude the lease with Roehampton Playing Fields Community Trust, in addition to liaison with the Department of Education for the required disposal approvals
WKI095	Use successful application funding to secure amenity value of Putney Park lane.	Works to improve drainage along Putney Park lane outside St Margaret's Church complete as per update in Q2 2021/22. Any further works required to be investigated and scheduled, subject to funding.
WKI096	Build on the success of Wandsworth Arts Fringe and other	WAF 2021 delivered 130 events and covered 19 out of 20 wards, ie 95% of the

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	arts programmes to support the recovery of the cultural and creative sector, ensuring a target of reaching 75% of wards.	borough's wards. The only ward missing from the WAF activity map was East Putney (as its only venue, the Scouts Hut, was closed due to Covid). WAF reached an audience of 13,706 people (this figure is much smaller than in previous years, but was due to most events only offering 50% capacity due to Covid-19 regulations). In addition, it is estimated that a further 50,000 visitors saw the <i>Dear Neighbour</i> exhibition of artwork created in Wandsworth primary schools at the 11 GLL-managed libraries, and tens of thousands of passers-by will have seen the <i>Greener Picture</i> exhibition on the Town Hall railings.  WAF 2021 worked with 732 artists. Of these 297 were from culturally diverse ethnic background, 85 were disabled artists (and 8 were D/deaf artists) and 37 artists identified themselves as LGBTQ+.
WKI097	To approve the final version of the Arts and Culture Strategy, Year 1-3 Action Plan and Joint Cultural Needs Assessment (JCNA) (a pilot programme in collaboration with the Arts Council England), to be presented to the OSC committee in November 2021.	The Arts and Culture Strategy and Year 1-3 Action Plan were both adopted at the OSC committee in November 2021.  The Joint Cultural Needs Assessment (a pilot programme in collaboration with the Arts Council England) was not presented to the OSC committee in November 2021, as completing this data dashboard was delayed due capacity issues at both Wandsworth Council and at the Arts Council. This will be completed in 2022-23 and then go live on DataWand.
WKI098	Guarantee the future of all 11 borough libraries and ensure Wandsworth has the best used network of libraries in London. Ensure that any proposed new library buildings are delivered to the highest standard, with cutting edge services and the most innovative and up to date technologies, through a programme of Council and commercially funded rebuilds and regeneration programmes. <ul style="list-style-type: none"> <li>• Wandsworth Town Library</li> <li>• Northcote</li> <li>• Roehampton</li> <li>• Winstanley York Road</li> </ul>	Wandsworth Town: Contractor appointed for fit out works following tender. Fit out works due to be completed August 2022.  Northcote: Construction delays due to asbestos found underground on site. Construction underway and completion now due May 2024.  Putney: Project progressing, designs agreed and completion due autumn 2022.  Roehampton/Winstanley York Road: Nothing further to report currently.
WKI099	Develop new Library Strategy to align with existing Arts and Culture Strategy and Beacon Library Programme.	Initial draft strategy, resulting in the development of the Beacon Libraries Programme, is being reviewed in light of the learning and development realised during COVID response and to be re-presented for discussion in mid-2022.

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WKI100	Atheldene development – Work for both phases to commence before Q4 of 2021.	Work on phase 1 commenced in October 2021 and phase 2 commenced in December 2021.
WKI101	Support the completion of the vision for a successful, sustainable, mixed-use neighbourhood in Nine Elms by ensuring ongoing investment, delivery and co-ordination of infrastructure projects within the Opportunity Area, including the NLE and social infrastructure, through both direct delivery and in partnership with internal and external partners working to a 5-10 year Programme to completion.	<p>The Northern Line Extension successfully opened in September, and a number of key projects were supported to complete or begin in line with this significant milestone.</p> <p>The final stage of the Thessaly Road Highways scheme has now completed and provides a significant improvement to the walking and cycling facilities in the area.</p> <p>Significant progress has been made with the completion and opening of 6 of the 8 play-spaces which are being improved in the local area.</p> <p>Following a successful procurement process, Allies and Morrison have been appointed to develop a vision of the extension of the Low Line from Southwark through Vauxhall and onto Nine Elms.</p> <p>Work is progressing with the Arch 42 Gateways project with the necessary approvals now received from Network Rail and the planning authority. Contractors have been appointed to fabricate the structures and these will be installed in 2-3 months.</p>
WKI102	Put culture and community at the heart of Nine Elms, working with partners to create a sense of place and neighbourhood, establishing a sustainable cultural eco-system which fosters community cohesion and supports residents' aspiration for access to high-quality facilities, culture and design.	<p>World Heart Beat Music Academy were awarded £800k by the Levelling Up Fund (LUF) and the funding agreements and payment triggers that arise from this have been agreed, with the grant managed through WBC and then onto WHB as per Government instruction. WHB have also successfully entered their lease with Ballymore and SVA with the Council; works have commence on site and the facility is expected to open later this year.</p> <p>Supported Nine Elms Arts Ministry in delivering an advent calendar trail of 21 windows across Nine Elms during the month of December.</p> <p>The Nine Elms Sessions, six music videos shot on locations across Nine Elms by World Heartbeat have been launched. The campaign launched on the 158th birthday of Battersea born Hilda Hewlett, aviator and entrepreneur and first British woman to gain a pilots licence in 1911, which gained the positive attention of her granddaughter who responded positively on social media. The Nine Elms session will be showcased at the Cinema in the Arches (near Battersea Power Station) to members of the public and personal guests/invitees as part of the WAF Festival on 14th and 21st June (1-2pm). The call-out for Make Art in Nine Elms, a series of community commission (s) on the theme movement + metamorphosis saw 21 submissions that met the criteria to be taken forward. These will be presented by the artists at an in-person event at the</p>

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		ROSE on Friday 25th March where the artists and creatives will propose their ideas to their peers and local residents, who will decide collectively on how the commissioning funds are to be deployed against the selection criteria. The selected works will be delivered between April and September.
WKI103	Campaign for improved public transport links to Queenstown. Support the development of the new Northern Line Tube station and campaign for improved bus services.	Some rail services removed during lockdown have been reinstated. Council has opposed proposed permanent reduction in level of service at Queenstown Road Station. Bus journey demand does not currently justify additional bus services.
WKI104	In the lead up to the NLE opening and Apple moving to the Borough, promote the realisation of the Council's vision for the Nine Elms area as a sustainable, distinctive, world-class business district in London with community, culture and creativity at its heart, attracting new residents, employees and visitors to the area.	To celebrate the opening of the Northern Line the Council led on the successful delivery of the Line of Light Festival over 29-30 October; the festival consisted of a trail of 11 skybeam lights and 9 projections over the route the route of the Northern Line tunnels, accompanied by soundscapes to capture the voices of the local area, two 'hubs' of entertainment, one in New Union Square and the other in Wilcox Road (Lambeth), a programme of business and community engagement and a supporting marketing and communications campaign which attracted 1000s of visitors to the area over two nights and wide reaching social media and press exposure. The event was delivered in partnership with Lambeth Council and supported by VSM, BPS, R&F, Urbanest, Ballymore and Greystar were event sponsor partners, with further support provided by Vauxhall One, Bloom and TfL, as well as Parni and Pronorm as technical partners.
WKI105	Continue consultation for the Local Plan, with an update for the reporting of the third consultation stage of the Local Plan to September 2021 SPTOSC.	Public consultation on the draft Local Plan (Publication Version) was held from 10 January to 28 February 2022. Submission of the Local Plan and associated evidence to the Planning Inspectorate (acting on behalf of the Secretary of State) for Examination in Public was completed on 29 <sup>th</sup> April 2022. 'The Secretary of State has now appointed an Inspector and Assistant Inspector to examine the plan'. I meant to look at the commentary but just not had time. <i>For LM only Options for the next steps on the Submitted Local Plan have been discussed with the Leader, this is with a view to making changes chiefly to the affordable housing policy. Legal advice will be needed before a formal decision can be taken by Cabinet as to which option to take given the impact on timescales and the fact that the current suite of documents which makes up the Local Plan is now out of date.</i>
WKI106	Progress major sites - Clapham Junction (Northcote).	Pre-application discussions have taken place with potential developer of One Stop site, and with Network Rail on improvements and changes to Clapham Junction Station, and with GLA/TfL with discussions around a potential framework masterplan given the Opportunity Area status confirmed in the London Plan.
WKI107	Progress major sites - Young's Brewery (Fairfield).	Heritage Centre now open. Greenland have also relocated their HQ to the Ram

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		<p>Quarter.</p> <p>Greenland has sold phases 2 and 3 to St George (Berkeley Homes). St George are aiming to commence works towards the end of 2022. Approval of details application have started to be submitted to the Council for consideration.</p> <p>Existing tenants on site required to be removed to allow for development to progress.</p>
WKI108	Progress major sites - Wandsworth Town Centre/Wandle Delta Area: all other sites (Fairfield).	<p><b>Gas Holder &amp; Calor Gas Sites:</b> A planning application for the Wandsworth Gas Holder and Calor Gas sites is expected to be submitted after the May local elections. This planning application will include c630 dwellings, 2,500sqm of commercial floorspace, river walk and open greenspace along the River Wandle, in buildings ranging between 11 and 30 storeys high.</p> <p><b>2 Armoury Way/ Former Hunts Truck site:</b> A planning application has been submitted for Backyard Cinema to relocate to this site on a temporary basis until January 2024.</p> <p>Pre-application discussions have commenced regarding the redevelopment of this site. At present, up to 1,000 student beds and co-living rooms, as well as 1,500sqm of light industrial floorspace in four buildings up to 18-storeys are proposed. These discussions are expected to take place throughout 2022.</p> <p><b>Morie Street Studios:</b> Pre-application discussions to provide 10,000sqm of office floorspace in a new building up to 14-storey building are proposed. A planning application is expected in mid-to- late 2022.</p> <p><b>Wandsworth Town Hall:</b> Negotiations are still at an early stage, however Officers are expecting a planning application/ listed building consent to be submitted in late 2022 for the refurbishment of the listed Town Hall and to provide open space to the rear. A separate application to redevelop the remainder of the estate to provide a residential-led development is expected in late 2023.</p> <p><b>B&amp;Q/Homebase:</b> Works have commenced on both sites since the end of 2021 to provide over 1000</p>

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		<p>new 'Build to Rent' units including 35% affordable housing and a new station entrance at Wandsworth Town in conjunction with the Council's 'Access for All' scheme.</p> <p>Ongoing application to increase height and numbers of units at B&amp;Q site. 2024 completion expected for both Homebase and B&amp;Q.</p>
WKI109	Progress major sites - Putney town centre sites.	<p>Awaiting update on commencement of 43-53 Putney High Street &amp; 327-339 Putney Bridge Road scheme.</p> <p>Platt South/Platt North (adjacent to Town Centre): Two Council Own sites granted permission in December 2021 as part of the Council's 1000 new homes programme.</p>
WKI110	Progress major sites - Clapham Junction/Riverside Housing Zone Sites, including resolution of the impact of Crossrail 2 and Station enhancement and regeneration proposals. Continue to promote and seek support for a new pedestrian bridge across the Thames to link the south riverside to Imperial Wharf Station.	In March 2022, the Council wrote to the Parliamentary Under Secretary of State in the Department for Business, Energy and Industrial Strategy and Minister for London to remind him that the Council supported a new Thames pedestrian bridge connecting to Imperial Wharf and could part fund it.
WKI111	Progress major sites - Springfield Hospital.	<ul style="list-style-type: none"> <li>• Phase 2 (delivery of infrastructure and new public park). Due for completion Q4 2022</li> <li>• Phase 3 (new hospital buildings) Due for completion September 2022</li> <li>• Phase 4b (new care home) commenced October 2022.</li> <li>• Phase 5A (227 new residential units and a commercial unit) and 5B (71 residential units) Commenced January 2021.</li> <li>• Phase 6A (conversion of part of Main Building into 72 residential units) works commenced Q1, 2021.</li> <li>• Phase 6B (conversion of part of Main Building into 109 residential units approved by PAC August 2021, works due to commence August 2022.</li> <li>• Phase 6C (conversion of part of remainder of Main Building into 80 residential units) approved at PAC February 2022..</li> <li>• Remaining part of phase 6C (conversion to 32 residential units) due to be reported to June 2022 PAC.</li> <li>• Next phase new build residential (phase 7- 50 private residential units, phase 8 - 95 private and extra care units and phase 10 - 89 private residential units).</li> </ul>
WKI112	Progress major sites - Nine Elms/Vauxhall Opportunity Area, including new developments and associated infrastructure	Development in Nine Elms continues on a number of key sites including Nine Elms Square, One Nine Elms, former Royal Mail sites. Approval of Future phases

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	requirements.	application for Battersea Power Station. Further element of Nine Elms Park at Ballymore Embassy Gardens, and Battersea Power Station Park and playground.
WKI113	Continue to work with Tideway, their contractors and other councils to ensure that the construction of the scheme has limited impact on the borough.	As the Tideway project heavy civil engineering works move towards completion, the Council continues active discussion with Tideway, Thames Water Utilities and works contractors regarding land hand back. Scheme completion expected in 2024, with selective land hand-back prior to that date. The Council meets with Tideway and all affected boroughs and stakeholders for quarterly monitoring and review of the implementation of Tideway's construction logistics plans, traffic management and possible interfaces with other projects in the vicinity of Tideway worksites.
WKI114	Ensure the effective delivery of the >£2m of NCIL schemes agreed so far in all parts of the borough. Ensure residents and members are engaged in identifying options for further neighbourhood improvements.	There were 29 Expressions of Interest for NCIL funding across the borough, of these 19 were eligible to go through to the application stage. During the application window a total of 19 applications were received: 9 applications for Battersea, 4 for Putney, 3 for Wandsworth and 3 for Tooting. All applications demonstrated improvements to the local area to address the climate emergency and mitigated against local developments. Out of 19 applications, 11 were recommended and were agreed in committee. Out of the 8 applications that were not recommended, 5 did not fit the NCIL criteria or better suited other funding pots and 3 could be further worked on for future waves. Officers have had discussions with these applicants on how to improve their applications for the next wave to meet all criteria. There will be a review held in the next quarter on the process and priorities of the fund.
WKI115	Work with key stakeholders for improvements to Battersea and Putney stations.	Network Rail has proposed that GTR could lead on the PACE 2 both to reduce the programme time and expected cost. PACE 2 has been split into three stages, value engineering the preferred option (stage 1), outstanding structural surveys (stage 2) and detailed design (stage 3). Stages 1 and 2 will be included in an initial DSA to be commenced in Qtr 1 of 2022/23 and the Stage 3 would follow. Network Rail are now proposing that funding will come from Renewals and Access for All budgets instead of the Rail Network Enhancement Programme. The design for an additional entrance to Queenstown Road station from Patcham Terrace has been finalised. A Listed Building consent application was submitted in March 2022. Works on site are now anticipated to commence from mid-June 2022.
WKI116	Work with key stakeholders to bring forward a planned series of major infrastructure projects at Clapham Junction station including Crossrail 2, and additional capacity on Gatwick line. Work with Network Rail to support long term redevelopment and improvement plans for the station as part of a broader	No further actions or update since Q1/2 update with Crossrail 2 on hold indefinitely and no realistic prospect of additional capacity on Gatwick Line.

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	<p>strategy for attracting investment to the town centre and delivering wider economic benefits including new jobs, homes and business growth.</p> <p>Ensure these plans are linked into delivery of Housing Zone objectives agreed with the GLA for the area.</p>	
WKI117	Work with TfL to make East Putney Tube station more accessible with less clutter, a new forecourt, appropriate new retail units and more cycle storage.	Council is still awaiting plans from TfL, which had been expected in Spring 2022.
WKI118	Lobby Department for Transport and Network Rail to co-fund with a Council a second entrance to Putney Station on Oxford Road.	As at the update for Q2 2021/22, there is no further update on this from DfT and Network Rail.
WKI119	Campaign for more seats, upgraded trains and improvements in overcrowded stations Balham, Tooting Bec and Tooting Broadway.	NLE opened November 2021. Works at Bank started in January 2022 and will run until May 2022, after which services to Battersea Power Station should increase and services to/from Morden through Balham and Tooting should be more reliable.
WKI120	Approach Network Rail and secure funding for a full upgrade of the prominent Balham railway bridge.	NLE opened November 2021. Works at Bank started in January 2022 and will run until May 2022, after which services to Battersea Power Station should increase and services to/from Morden through Balham and Tooting should be more reliable.
WKI121	Champion schemes to repaint and relight the East Putney Rail bridges and underpass.	Works are now substantially complete and have been well received.
WKI122	<p>Work with TfL on the development of the Crossrail 2 proposals.</p> <p>Ensure that the safeguarded alignment serves the borough, with a preference for stations at Clapham Junction and Tooting Broadway, while minimising the potential impact on the borough during its construction.</p> <p>Continue to lobby TFL to ensure that in Tooting, where there is a high proportion of small traders who are tenants, that their interests are fully considered at all stages of the process to avoid any disproportionate impact.</p>	Successful CIL bid for £400,000 to refurbish the rail bridges has been made and Network Rail has been approached for designs and costings.

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WKI123	Work with the DfT, Network Rail and borough partners to achieve Southern rail access from Clapham Junction to Heathrow.	HSPG met on 20 January 2022. Airport is recovering from economic effects of COVID. Improving non-car based surface access remains a key objective of the Airport but the development and funding of options is longer term. Another meeting of HSPG is planned in summer 2022 to discuss progress.
WKI124	Work with partners to promote the Diamond Jubilee cycle and footbridge.	In March 2022, the Council wrote to the Parliamentary Under Secretary of State in the Department for Business, Energy and Industrial Strategy and Minister for London to remind him that the Council supported a new bridge and could part fund it.
WKI125	Work with the selected joint venture partners to ensure the required transport improvements are achieved as part of the Alton and Winstanley/York Road masterplans. In particular seek to ensure improved public transport accessibility to Roehampton, working closely with TfL.	Planning Applications Committee resolved to grant consent in October 2020 for the regeneration of the Alton Estate in Roehampton subject to the applicant entering into a Section 106 legal agreement which would secure numerous transport obligations and conditions that promote walking, cycling and public transport, and require improvements to highways and which were required to make the development acceptable in planning terms. Stage 2 decision from the GLA was required in order for progression which was granted in January 2022, with the commencement of procurement for a development partner in March 2022.
WKI126	Work with TfL for the improvement of the Wandsworth One-Way System, including support for ongoing Major Road Network submission to DfT.	TfL has confirmed its support for the scheme but it does not have funding and the scheme is now reliant on a successful submission for Major Road Network funding. TfL has continued its work on producing a business case for submission to the DfT in mid-2022. The Council has received and commented on the draft strategic case. The version of the scheme that TfL is currently working upon requires land take from the northern side of Armoury Way. The owners/developers of sites to the north of Armoury Way have been informed of this requirement during pre-application meetings.
WKI127	Continue to support transport improvements, the creation of new green public squares and parks, including riverside paths, as well as leisure activities within the Wandle Delta Masterplan Area. Invest in heritage at the Huguenot Cemetery and Ram Brewery.	<p>The Wandle Delta Masterplan SPD has been used in pre-application discussions. Arrangements have been undertaken in respect to the hand-back of Tideway sites, including King Georges Park and Dormay Street/Causeway Island.</p> <p>Huguenot Cemetery Capital Works delivered. Interpretation works nearing completion with minor rectifications to small defects.</p> <p>The Wandsworth Town Delivery Framework was published in April 2022 and provides a strategic overview of the area and identifies specific actions and initiatives to be taken forward by the Council and partner organisations to aid positive place-making.</p>
WKI128	Work with TfL to progress schemes for the boroughs town centres to include the Tooting Broadway Pedestrian Safety	Main Putney High Street improvements are complete. Red route schemes are depending upon TfL programme and funding.

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	scheme and Putney High Street improvements	
WKI129	Continue the introduction of electric vehicle charging points across the borough to facilitate and encourage the take up of electric vehicles as an alternative to petrol / diesel vehicles.	The council has funded 5 EVCP for the council's grounds maintenance contractor; CLL: X3 depot: Doctor Johnson Avenue X1 depot: Wandsworth common X1 depot: Battersea Park  And for the Parks Police: X1 at Battersea Park staff yard
WKI130	Continue to support car clubs to manage the number of car journey, reducing congestion.	The Council is in discussions with an electric vehicle charging operator about delivering charging points adjacent to car club bays to enable the car clubs to go electric. The outcome of this review is expected in autumn 2022.
WKI131	Take forward findings of pilot studies to reduce rat-runs in Wandsworth Common.	Preparation and review for possible consultation of measures were ongoing during Q4. Options will be presented to the relevant Cabinet Member.
WKI132	Work with TfL to utilise funds from Springfield Hospital to improve the Trinity Road/Burntwood Lane junction layout and ease congestion.	The Council is still waiting on TfL to review its Trinity Road / Burntwood Lane proposal to improve traffic flow.
WKI133	Deliver the range of improvements identified within the Garratt Lane Corridor Study to public realm, better pedestrian and cycle accessibility, to support local businesses and improvement in road safety.	Consultants are developing permanent designs for Garratt Lane to imbed and enhance the improvements delivered by the pop-up scheme. A phased implementation is likely, subject to funding approval, starting at the northern end. A Committee Report updating on progress is expected to the September or November cycle.
WKI134	Continue to make improvements to the road layout on Bedford Hill, to make it more pedestrian and cycle friendly. Deliver a scheme to alter the road layout, plant more trees and improve cycle parking	Public realm works on Bedford Hill are now completed.
WKI135	To work with landowners as development sites come forward to improve links and connectivity to the river frontage and open spaces in St Mary's Park Ward.	Officers have written to Bridges Wharf to advise that the Council has now adopted the riverwalk near the development and heliport as public highway. The lighting has been repaired and will now be maintained by the Council.
WKI136	Install energy efficient underlighting to Wandsworth Bridge to make it a feature of the riverside.	Works are ongoing and are being carried out in conjunction with bridge refurbishment work.
WKI137	Working with TfL reduce casualty rates on TfL roads and in	The council has continued to work closely with TfL to support the improvement of

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	doing so help meet Mayor for London road safety targets.	safety across the Borough and on TfL roads. Activity during the year is set out within the annual road safety plan and has involved collaborative work with TfL on delivery of enhanced safety measures along key corridors and junctions.
WKI138	Deliver a programme of initiatives and schemes aimed at reducing traffic casualties amongst the most vulnerable road users.	New funding available for the purchase of 20mph speed indicator devices and will continue to prioritise their redeployment when speeding concerns are raised.
WKI139	Work with Police to progress soft trial of 20mph enforcement cameras on residential roads with target date of Summer 2021.	There are ongoing discussions with the DfT and Met Police regarding the council's proposed enforcement of 20mph. Officers however remain confident in the legality of the scheme and a trial is planned to commence in June 2022 with issuance of initial warning letters.
WKI140	Deliver the Wandsworth Decent Homes Plus Programme of works to improve Wandsworth's homes and estates to a decent homes plus standard. This will include the Environmental Estate Improvement Programme which will target areas of estates of poorer quality. This will include a commitment to spend £35m to be set out and monitored as part of the HRA Capital Programme arrangements including provision to improve green and open spaces particularly given the impact of COVID-19	The Department continues to undertake works to improve homes and estates. The 4-year approved programme for new kitchens and bathrooms has an estimated spend of nearly £34m, roof and window renewals are at £55m. The heating improvements and repairs budget stands at nearly £9m, the allowance for lift replacements and refurbishments is nearly £15m, £4.6m on adaptations for disabled residents whilst the environmental estate improvement programme has a budget of over £2.6m.
WKI141	Progress the regeneration of the Winstanley and York Road estate: <ul style="list-style-type: none"> <li>• Completion of resident moves to Mitchell House (May 2021)</li> <li>• Completion of replacement Multi Use Games Area ("the blue pitch") on Grant Road (June 2021)</li> <li>• Compulsory Purchase Order for first phase made (September 2021)</li> <li>• Completion of new Battersea Baptist Chapel building (August 2021)</li> <li>• Establishment of Cultural Strategy Steering Group (August 2021)</li> <li>• Commence development of Block 5 (August 2021)</li> </ul>	<ul style="list-style-type: none"> <li>• Residents moved into Mitchell House in April 2021.</li> <li>• The Multi Use Games Area on Grant Road has been completed.</li> <li>• The Compulsory Purchase Order (CPO) is dependent on the grant of planning permission and is linked to the JV successfully securing s.73 (planning) consent. Date will be revised once clarity received over planning timescales.</li> <li>• The new Battersea Baptist Chapel building was completed in summer 2021 and BBC are in occupation.</li> <li>• The establishment of the Cultural Strategy Steering Group has been delayed as this is dependent on the grant of planning permission and is linked to the JV successfully securing s.73 (planning) consent. Date will be revised once clarity received over planning timescales.</li> <li>• The start on site for Block 5 was delayed due to Thames Water's judicial review of the planning permission. This was resolved in October 2021 and the scheme started on site in February 2022.</li> </ul>
WKI142	Progress the regeneration of the Alton estate:	<ul style="list-style-type: none"> <li>• Stage 2 approval was received in January 2022</li> </ul>

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	<ul style="list-style-type: none"> <li>• Stage 2 approval from GLA received for masterplan (Summer 2021)</li> <li>• Commence procurement of new development partner (within two months of GLA stage 2 approval)</li> <li>• New Bessborough Road block completed and tenants/leaseholders in occupation (September 2021)</li> <li>• Engagement Strategy Action Plan prepared and approved by HROSC (November 2021)</li> <li>• Commencement of development on Fontley Way site (January 2022).</li> </ul>	<ul style="list-style-type: none"> <li>• Procurement for the new development partner commenced mid-March 2022.</li> <li>• All tenants are now in occupation at Bessborough Road. Terms agreed with South London Legal Partnership for three of the four shared equity units</li> <li>• The Engagement Strategy Action Plan was presented to November 2021 HROSC(Paper No. 21-341).</li> <li>• A contractor was appointed March 2022 for Fontley Way. S73 application required to vary planning permissions due to some design amendments and start on site is now expected in June 2022 following planning approval for some minor changes to the scheme.</li> </ul>
WKI143	Oversee the upgrade of the CCTV network in Wandsworth.	Despite delays caused by lockdown good progress continues to be made on work to upgrade the CCTV network and cameras across the borough with an emphasis on the main town centres but with housing estates now partly complete.
WKI144	Continue programme for retro-fitting sprinklers in sheltered and hostel accommodation. First Phase due to complete December 2021.	Good progress has been made despite delays with the programme because of access and supply issues. There are seven sites where the sprinkler installation is now complete and a further five sites where the supply of pumps has delayed completion, but these are all due for delivery in April / May. One sheltered scheme requires a new water main and work is underway with Thames Water who have advised they have a lead time of up to 4 months.
WKI145	Begin a programme of communal electrical testing and inspections, prioritised towards blocks of 10 storeys and above. This will inform electrical improvement works to blocks including emergency lighting. Programme to start July 2021.	<p>The domestic and communal electrical testing contract commenced in August 2021 and is currently concentrated on the west of the borough. Immediate improvement works are being carried out as they are identified by the contractor. Access to properties is proving a challenge as anticipated due to the ongoing impact of the pandemic.</p> <p>The emergency lighting programme is not part of the electrical testing contract, but a separate, phased programme. Consultants are currently working on the priced specification for the first phase and we anticipate the first stage of leasehold consultation will commence in the summer.</p>
WKI146	Update Committee on the implementation of the Social Housing White Paper, including the review of the decent homes standard, potential new benchmarking requirements and further measures to improve resident engagement. Dependent on easing of lock down requirements, hold resident conference and put in place a training schedule for	<p>A report updating on the Social Housing White Paper and setting out progress on the resident engagement action plan was presented to January 2022 HRSOC (Paper No. 22-06).</p> <p>Due to the ongoing coronavirus situation during the year, a large in-person resident conference was not held, online training was instead provided to Resident</p>

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	Resident Associations.	Associations. 2022 marks 50 years of resident engagement and further events will be planned for this during the year.
WKI147	Gain the domestic abuse housing alliance accreditation which recognises best practice in dealing with domestic abuse. To report progress to committee with accreditation due to take place summer 2021.	Domestic Abuse Housing Alliance accreditation was gained in July 2021. This was reported to HROSC in September (Paper No. 21-241).
WKI148	In Autumn 2021 report to committee on progress against actions monitored through the Housing Fire Safety Steering Group and provide further recommendations as appropriate to meet requirements of the new building safety regime. Complete procurement exercise for new fire risk assessments for low rise blocks. Complete new FRAs on all 146 high rise blocks.	A paper was presented to HROSC in November 2021 (Paper No.21-340) setting out updates on the fire and building safety regime. The paper also set out proposals to set up a new inspection team within Estate Services to deal with actions arising from the new fire risk assessments, this team will be recruited to during 2022.  FRAs have been completed for all 146 high rise blocks and work has begun on the low rise blocks with a new contract awarded.
WKI149	By the end of 2021/22 to put forward proposals for a review of the Council tenancy conditions, to include updates on fire safety and domestic abuse to align with the requirements of DAHA accreditation.	Proposed changes to the tenancy conditions were presented to HROSC in January 2022 (Paper No.22-07). The proposed changes were sent out to residents in March for consultation and will be further reported back to committee in September 2022.
WKI150	Housing – IT. Procure and install financial appraisal and cashflow forecasting software to improve budgeting and management of housing development programmes, thereby informing adjustments to unit mix and tenure balance. Estimated timescale for go-live in November 2021.	Software has been procured and installed, with the team fully trained by November 2021.
WKI151	Following work undertaken during the COVID-19 outbreak to aim to house all rough sleepers, work with partners to produce and deliver the Rough Sleeper Exit Plan, approved in Paper No 20-179A. Monitor activity under the successful MHCLG bid and SPEAR's performance against funding outcomes.	This work is ongoing, with numbers in the original cohort of rough sleepers accommodated under the everybody in diminishing. Since the start of the pandemic the Council has assisted 359 people off the streets and into temporary accommodation, with some 124 already moved on into settled housing or onto a pathway towards it and another 53 who left emergency accommodation voluntarily after finding their own housing solutions or for reasons unknown.  On the 31st March 2021, 183 rough sleepers remained in temporary accommodation. Of these 110 had welfare benefits in payment, 26 were believed to be entitled to welfare benefits but were not currently claiming them, 44 were believed ineligible for welfare benefits due to immigration status (41 EU nationals and three from outside the EU) and three were working.

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		Further detail and analysis will be provided in the Annual Resources report to the June cycle.
WKI152	In preparation for the anticipated increase in homelessness approaches as a result of the COVID-19 pandemic, review resources to consider how best to target these to prevent and alleviate homelessness where possible.	This review is ongoing and recommendations will be discussed with the Cabinet Member.
WKI153	<p>Deliver the Council 1,000 Homes Development Programme. Meet delivery plan forecasts by completing 93 units and commence works on 215 new homes.</p> <p>Progress designs on 150 new homes whose works are scheduled to begin in 2022/23.</p> <p>Identify opportunities to expand the Council Development Programme bringing forward proposals to the June 2021 HROSC.</p> <p>Meet budget forecasts and maximise grant funding opportunities.</p>	<ul style="list-style-type: none"> <li>• A total of 75 new homes were completed before 31<sup>st</sup> March 2022; covid-related delays have delayed 18 completions at Gideon Road into summer 2022. 148 new homes have started on site within the year. Works on with a further 106 new homes at Randall Close to follow in May 2022.</li> <li>• Design work is progressing well with over 150 new homes whose start on site is forecasted in 2022/23.</li> <li>• An update was presented to HROSC in June 2021 (Paper No. 21-142) confirming that feasibility studies are under way to potentially expand the housing development programme, subject to full consultation with local residents and other stakeholders and all necessary consents.</li> <li>• Grant allocations totalling £40m have been secured from GLA to date. Grant drawdown targets for 21-22 were exceeded – receipt of £7.3m vs start of year target of £6.9m</li> </ul>
WKI154	<p>Supported Housing Delivery – to complete delivery of 95 extra care homes on two developments at St Johns Hill and Pocklington Court by the first quarter of 2022/23.</p> <p>For the Council led development at Fordyce House to commence on site in October 2021.</p> <p>Work with ASS to consider requirements for supported housing for key ASS/CSD client groups and incorporate these into the Local Plan review process</p>	<p>Due to construction delays during the year St Johns Hill and Pocklington Court will be completed in 2022/23. St Johns Hill (Peabody) is now forecast for completion in September 2022 and Pocklington Court (Optivo) in May 2023.</p> <p>Fordyce House started on site in November 2021 and is currently forecast for completion in May 2023. Another Council led development for supported housing in Roehampton is under consideration, subject to feasibility.</p> <p>Adult Social Services colleagues contributed towards the evidence base for the Council's review of its existing Local Plan in relation to various client groups and the Plan is due to be subject to a Public Inquiry later this year.</p>
WKI155	<p>Work with partners, including developers, registered providers and the planning service enabling the delivery of 244 affordable homes in 2021/22.</p> <p>Continue to champion housing schemes where key workers,</p>	At the end of 2021/22, the Department had recorded the completion of 310 new affordable homes completed exceeding the start of year forecast by 66. This was in large part due to the Council's own scheme at Shuttleworth Road completing earlier than had been forecast at the beginning of the year.

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	<p>such as teachers, and local people on below average salaries are given priority this includes agreeing local marketing plans for Build to Rent and co-living schemes that are offering intermediate rent housing.</p> <p>As the opportunity arises work with public/private landowners to take forward development and regeneration opportunities which benefit Wandsworth residents and workers.</p>	<p>Two co-living schemes are under construction with the first in Trewint Street, Earlsfield due to complete in September 2022 and the second in Chatfield Road, Battersea later in 2022/23. The Council's first Build To Rent scheme will also complete in 2022 on the former Royal Mail Group site in Nine Elms.</p> <p>During the year two more co-living schemes planning applications were approved in Mendip Road and Culvert Road, Battersea.</p> <p>Marketing plans that will prioritise households living and/or working in Wandsworth are in the process of being agreed.</p>
WKI156	<p>In negotiations with the GLA seek to maximise grant allocations that assist in the delivery of affordable homes in the borough.</p> <p>To submit grant bids to the GLA for the 2021 -2026 affordable homes programme by April 2021 to help in the delivery of circa 300 council affordable homes.</p>	<p>The Council has claimed grant on all its GLA funded schemes that were forecast to meet their start on site or practical completion milestones in 2021/22. Towards the end of the year, it also sought additional grant from the GLA to accelerate delivery of one of the schemes in the 1,000 homes programme.</p> <p>The GLA has confirmed that the Council's bid for funding in the 2021-26 affordable homes programme was successful with a total of £23.355m grant allocated to support the delivery of 289 affordable homes.</p>
WKI157	<p>Ensure services previously provided by the Private Sector Housing Champion are continued to be offered and enhanced within existing and new roles across the Council. Including newly created Lead Officer for High-Rise Safety.</p>	<p>Support for tenants continues to be delivered by the Private Sector Housing Team. Safer London have also been commissioned by the Housing Directorate to provide specialist advice to private tenants around issues such as harassment &amp; illegal eviction.</p> <p>A new lead officer for the private rented sector has also been established (with a focus on high rise and empty developments) and is now in post. Several themes to be developed in line with emerging legislation and guidance from central government over the coming year.</p>
WKI158	<p>Continue the implementation of the Council's Prevention Framework</p>	<p>The Council's Prevention Framework 2015-2019 has been refreshed in 2022.</p> <ol style="list-style-type: none"> <li>1. <b>The Healthy Eating, Weight and Nutrition Plan</b> has been produced and it covers: healthy eating through awareness raising, healthy food and nutrition through catering and procurement in communities and healthy food promoted in environments.</li> <li>2. <b>The Physical Activity Plan</b> has been developed and it enables active individuals at home, outdoors and virtually, active communities, active environments through walking and cycling paths</li> <li>3. <b>Adult Weight Management</b> delivers to enable healthy active people on-line and</li> </ol>

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		<p>person, connected, and motivated communities to lose weight.</p> <p>4. <b>MECC</b> - The last 6 months have seen 156 MECC modules completed by SSA staff and 4 by external community/voluntary organisations. The 'Introduction to MECC' module was also incorporated within the mandatory training for new council employees in January 2022. The annual target of 250 completions across both boroughs has been achieved. One new course ('COVID-19 Vaccine Confidence') is close to completion and a second ('Air Quality') is also in development.</p> <p>5. <b>Healthy Workplace</b> - The GLA conducted an internal review on how to best support businesses as we recover from the pandemic. This was concluded in November 2021. They announced a continued health and wellbeing offer from the Mayor of London by integrating elements of the London Healthy Workplace Award (LHWA) into the Good Work Standard. The GLA were accepting LHWA applications during December 2021. Following the outcome of the review, it was agreed to take a hybrid approach to support businesses using the Good Work Standard and the London Healthy Workplace Framework as part of a local award. At the end of September there were 61 in progress and 39 completions of the coronavirus and 'Future of Work' online training. As of March 2022, there were 112 in progress and 63 completions of the coronavirus and 'Future of Work' online training. A Diabetes and the Workplace Workshop session was held in March 2022 for all staff at the SSA with 55 views.</p>
WKI159	Identify key factors contributing to poor health outcomes and missed opportunities for good health in Wandsworth, through the refresh of the Joint Strategic Needs Assessment and take forward actions to address them.	<p>The JSNA was completed in 2021, comprising of 7 chapters: People, Place, Start Well, Live Well, Age Well, Community Voice and Vulnerable Groups.</p> <p>Key factors that contribute to poor health outcomes have been identified and incorporated in the Wandsworth Health and Care Plan and a prioritisation exercise will be used for the development of the Joint and Health Wellbeing strategy.</p>
WKI160	Implement the Joint Wandsworth Learning Disability Strategy including emerging priorities from COVID-19.	<p>The working groups have made positive progress over the past 12 months to implement the priorities of the Joint Wandsworth Learning Disability Strategy. These include:</p> <p><b>My voice is heard:</b> At each LD Partnership Board, a 'big topic' has been introduced that is led and presented by service users. Topics have included technology, nutrition and keeping fit.</p> <p><b>Where I live:</b> A pipeline of new accommodation for people with Learning Disabilities is now well established. Stag Lane (10 flats) went live in January and another scheme (Colson Way) is due to go live in Jan 23.</p> <p><b>What I do:</b> The working group has informed the specifications and requirements of the</p>

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		<p>Sexual Health Services and supported employment contracts that are due to be recommissioned. The working group is exploring the creation of an internship for people with a Learning Disability.</p> <p><b>Becoming an adult:</b> Transition Protocol and Pathways developed in partnership with Children's Services with input from young people and parents and an animated video on Transition for young people is in development</p> <p><b>I am fit and healthy:</b> A range of initiatives introduced to promote the uptake of the COVID 19 vaccine including peer led awareness raising videos, bespoke clinics resulting in a strong uptake of the vaccine in Wandsworth by this particular group of vulnerable people</p> <p>Positive Behavioural Support training made available to local care providers to upskill the wider workforce in promoting positive behaviours/ managing behaviours that challenge</p> <p><b>I have choice and control:</b> Advocacy Services successfully recommissioned</p> <p>Currently reviewing respite offer following feedback from carers and providers.</p>
WKI161	<p>Continue to develop strategic partnerships with the NHS, both at a sub-regional level in SW London as a designated Integrated Care System (ICS), and at a borough level developing Integrated Care Partnerships (ICP) to achieve the best outcomes for local residents through the integration of health and care.</p>	<p>Strong partnership work continues under the shadow ICS arrangements, with senior representation from the Health and Wellbeing Board Chair, Director of Adult Social Care and Public Health and Director of Public Health at the Wandsworth Health and Care Board, which will become the Wandsworth Borough Committee in shadow form in June and formally launching in July, when the ICS comes into force. Work is ongoing to agree membership of the SWL ICS Board, including discussions about elected member representation on this Board. LA chief officers are continuing to engage and seek to influence more co-leadership and equality in the partnership. The Strengthening Communities Programme, initially set up to respond to the challenges of COVID-19, is closing on 1 July, with workstreams mainstreamed within the ICS. Wandsworth's Better Care Fund Plan was approved by NHS England in January 2022 as part of the regional assurance and approval process.</p> <p>The Health and Wellbeing Board Chair continues to influence and lead the place work to ensure alignment with the Borough-based Committee. Dr Nicola Jones, Vice-Chairman of the Health and Wellbeing Board and Clinical Lead for Wandsworth CCG will take up the new convenor role as Chair of the Borough Committee. Officers continue to progress partnership work to ensure local priorities remain in focus, including obesity in young people and adults, falls prevention in older residents, and long wait times for young people's mental health support.</p>

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WKI162	Continue to support the most vulnerable in society with the best care and help.	<p>The Council has continued to support vulnerable residents meeting increased demand in the community due to increased referrals where there is some pent-up demand due to the pandemic as well as further demand coming through for mental health services and people who have become less independent after 18 months shielding at home.</p> <p>The Directorate continues to build on learning from Covid-19 to transform adult social care services for the future, making use of digital technology and using a strength-based approach to support service users to remain independent or to gain independence.</p>
WKI163	Ensure improved access to effective support for carers and ensure carers are recognised and valued and can access support when they need it.	<p>Over the past year, 3 successful Carers Events have been held with the involvement of voluntary groups, an Unpaid Carer talking about their lived experience. In addition, a specialist event looking at the needs of the Hard to Engage LGBT+ and Asian Carers were held.</p> <p>A webinar has also been produced in February 2022 with positive feedback from participants and observers, as well as increased communication via the Loop and the Carers Share Point page.</p> <p>The Carers Improvement Plan will be reviewed by June 2022 to ensure that it continues to be relevant and can evidence achievements and timescales met.</p>
WKI164	Continue with the transformation of reablement, to develop an integrated, discharge to assess and community response model that is based on the principles of prevention, recovery, and strengths-based approaches to support as many people as possible to live independently.	<p>Health and social care staff continue to work in partnership to facilitate safe and timely discharges from hospital under the Discharge to Assess model and support people to recover in their own homes wherever possible. Reablement is offered at the end of this recovery period where it would be beneficial to the person.</p> <p>Following delays arising from the ongoing pressures during the pandemic, work on the longer-term integrated reablement model is restarting with the CCG in spring 2022 to ensure a sustainable delivery model for the future.</p> <p>Work continues to identify opportunities to increase capacity of the Council's in-house care provider KITE and to increase availability of community reablement.</p>
WKI165	Continue with the transformation of the front door, to implement a community-based service based on principles of early intervention and prevention, that will manage demand and meet more people's needs at the initial point of contact.	<p>The Front Door pilot demonstrated the benefits of taking preventative/strength-based approaches. Over 200 people were supported, via the positive conversation model during the pilot up to December 2021. The team took a multi-agency approach to explore community-based resources, enablement and digital solutions, with only 5 people requiring formal commissioned care and support.</p>

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		<p>We are now in the process of embedding these approaches across the team and develop further the preventative/ strength-based offer; with a robust commitment to multi-agency/partnership and place-based working. The new service will be launched in July 2022.</p>
WKI166	<p>Following publication of position statements on accommodation-based care, implement action plan covering development needs, service oversight and positive move-on.</p>	<p>Implementation of the action plan has commenced, and progress will continue to be monitored as part of the Departmental programme responding to the Social Care White Paper established in April 2022.</p> <p>Progress has been made against a number of actions including completed procurement for extra care, needs analysis for dementia provision and the review of mental health commissioning.</p>
WKI167	<p>Continue to improve and develop transition arrangements with Children's Services.</p>	<p>The Transitions Pathway and Protocol is firmly embedded into practice across all key agencies and supports the effective delivery of well-planned and timely Transition planning for young people.</p> <p>Pathways and Protocols are being kept under review to ensure they remain fit for purpose. As part of this process, a mental health pathway will be developed May 22.</p> <p>A series of pages including case studies and the Transitions video were published on the council's <a href="#">website</a> in March 2022 to improve information and advice for young people and parents.</p> <p>There is a greater emphasis on working together, to ensure that we deliver well planned, timely transition plans. This includes streamlining decision-making processes for young people who will be or wish to continue their education in Residential College settings. Rather than 3 separate decisions, Education, CCG and Social Care partners are collectively meeting to support more timely and robust decisions.</p> <p>Good progress has been made to restructure the social work resource. The 18-25 team moved from Childrens Services to Adult Social Care January 2022. 'The Preparing for Adulthood Team' are developing a clear vision, with an emphasis on good customer care, borne out of timely, well-planned interventions which support effective transition for our young people.</p>
WKI168	<p>Continuing to support and sustain the local provider market post COVID-19 to ensure sufficient capacity to meet demand delivered by a highly skilled and competent workforce</p>	<p>The Council has continued to support the local care provider market in partnership with the CCG and has passported grant monies to providers to maintain market stability in the face of their many challenges.</p>

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		<p>Whilst the mandatory vaccination status for the workforce has been removed, providers are still having to contend with staff choosing to leave the sector, a reduced recruitment pipeline and staff sickness.</p> <p>The Council has a market viability tool for all commissioned services which uses a mix of data and intelligence to identify risk of provider failure. A comprehensive provider failure protocol has been developed and used in the event that we are required to step in.</p>
WKI169	Continue to develop plans for expansion of fuel poverty programme, targeting energy efficiency measures for vulnerable residents' homes	<p>The Wandsworth and Richmond Assessment Point (WRAP) programme ensures that there is a single point of access for vulnerable residents to gain access to winter warmth services, including fuel poverty services, health care and social care service provision. It also promotes access to a wide range of health and wellbeing support.</p> <p>There were 511 Wandsworth referrals to WRAP over the period April to Jan 2021-22</p> <p>The current contract with Thinking Works comes to an end in September 2022. The WRAP service is due to be competitively retendered with the expectation that the winning delivery partner would be appointed in December 2022 with a new 4-year contract (subject to council approval).</p>
WKI170	Work with a range of Dementia stakeholders to review progress and refresh actions around Dementia prevention, support and care, for people living with dementia and their carers.	<ol style="list-style-type: none"> <li>1. <b>Dementia awareness training.</b> Two dementia awareness training webinars were delivered in December 2021 and February 2022 with 21 people in attendance across the SSA. At the end of the training, participants were encouraged to sign-up and become a 'dementia friend'.</li> <li>2. <b>The Dementia Awareness Measure (DAM1) survey</b> – 326 SSA staff completed the survey. An evaluation of the survey and its outcomes are currently in evaluation.</li> <li>3. <b>Relationships with key stakeholders</b> continue to be strengthened to begin to understand local dementia priorities outlined in the JSNA, and the prevention interventions needed to support the dementia offer to residents in Wandsworth. One area of work is the development of a <b>dementia campaign 'what is good for your heart is good for your brain'</b> focusing on midlife approaches to dementia prevention, with SWL CCG.</li> </ol>
WKI171	Maintaining a sufficient, diverse, professionally confident adult social care workforce to meet on-going statutory duties, complete restorative work and ensure consistency of practice.	<p>Recruitment and retention continues to be a challenging area, with frontline <i>qualified</i> staff being most difficult to recruit, including OTs. Initiatives include:</p> <ul style="list-style-type: none"> <li>• 'Return to practice' adverts for OTs</li> </ul>

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		<ul style="list-style-type: none"> <li>• Pay and grade review completed</li> <li>• Think Ahead programme expanded to include Learning Disability (additional 4 Newly Qualified SWs)</li> <li>• Retention working group looking at exit/stay interview themes</li> <li>• R and R payment agreed to support retention</li> <li>• Workforce Race Equality standard work completed phase 1 with action plan.</li> </ul> <p>National <i>SW Health Check</i> conducted in Dec 2021 surveyed social workers and asked why they liked working in Wandsworth. 92% agreed that they feel a sense of pride about their job; 83% would recommend their employer to a friend.</p>
WKI172	Embedding the immense learning from COVID-19 and adopt lasting improvements to the way residents are supported through changed approaches to service delivery, making full use of technological innovation and digital approaches, building on the strength-based approach.	<p>Following the publication of the Adult Social Care Digital Strategy in September 2021, the focus has been on modernising the Telecare and Assistive Technology offer to residents and embedding digital technology in service delivery:</p> <p>Care Technology is now offered to residents as a preventative service or as part of an ongoing package of care to allow people to live a full and independent life. Staff guidance and case studies developed to support staff to implement this new approach.</p> <p>New Digital Assistive Technology Service delivered by Age UK Wandsworth launched February 2022 as part of the Council's ongoing commitment to work with the voluntary sector to address digital exclusion in the borough.</p> <p>While good progress has been made, a Digital Care Demonstrator project was launched in April 2022 to achieve the level of culture change required to transform the way we support people with care and support needs with digital solutions.</p> <p>The Council continues to work in partnership with other Councils across Southwest London (SWL) and the CCG as part of the Strengthening Communities &amp; Integrated Care Digital Workstreams with the aim of developing an integrated approach to remote monitoring across SWL.</p>
WKI173	Restoration, development and transformation of Adult Social Care following the COVID-19 crisis. This includes workforce development and wellbeing and embedding, supporting and accelerating digital transformation.	Initial phase of the Transforming the Future Programme has now been completed to restore services after the pandemic. A programme review was completed in February 2022 to take stock of progress.

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		<p>Given large scale changes due to social care funding reform, health and care integration and “People at the heart of care” white paper, the transformation programme has been reset to change focus and reflect the new priority areas of work. The programme is being re-branded to signal this new phase of work, with existing transformation work incorporated within the new Social Care Reform Programme from April 2022.</p> <p>A paper is presented to this Committee setting out 1) Achievements of TTF programme and 2) Scope and objectives of the new reform programme, which is entitled ‘Transforming Social Care’.</p>
WKI174	To complete feasibility and viability study for new health centre on Battersea Park Road and if scheme is viable to agree terms of collaboration with Tesco and St Georges Trust.	The feasibility study was completed by the end of 2021 but the study proved to be financially unviable and may be revisited in the future if the economics of the scheme improve.