

REF	KEY ISSUE	END OF YEAR UPDATE
FINANCE AND CORPORATE RESOURCES		
Council Tax		
~001	Maintain a distinctively low Council Tax.	Wandsworth council tax remains the lowest average bill in the country.
Shared Staffing Arrangement		
~002	Selection to new joint structures completed and savings commitment for 17/18 in Paper No. 16-138 delivered.	<p>A “stocktake” report on the one year impact and implementation of the SSA was submitted to FCROSC in November 2017.</p> <p>The majority of staff are in their posts save a small number of teams reliant on co-location or implementation of a single IT system - savings for these teams have been planned on late restructures. All staff are jointly employed. There are still small areas of the workforce where processes, including ICT arrangements, means that similar work functions (and specific staff) operate on a single borough basis –the possibility of further integration resulting in future efficiency savings is being examined where this can be achieved without affecting service quality or sovereignty principles.</p> <p>The establishment of the SSA has successfully achieved £17.3m savings across the two boroughs to 2018/19 with a further £3m profiled to be removed from budgets by 2020/21. The total annual budget reduction for Wandsworth by 2018/19 is £9.2m, increasing to £10.3m by 2020/21. Any savings from the WorkSpace Strategy will be in addition to these savings proposals.</p>

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~003	<p>Ensure that the process for the consolidation of key business applications continues with all necessary options appraisal and detailed proposals being completed for the most significant systems being in line with business-driven timetables to achieve required savings and efficiencies - to include:</p> <ul style="list-style-type: none"> • Planning: June 2018 • Housing: March 2019 • Social Care: June 2017 • Parking: July 2017 (on line parking permits) • Financial Systems: Additional functionality released April-June 2017 • Highways Maintenance: By March 2018 • Document management: Revenues and Benefits complete by September 2017 • Customer services: Mid 2017 - Sept 2018. 	<p><i>Planning</i> - the procurement was challenged by an unsuccessful bidder and following legal advice the procurement has been restarted. The tender documents are currently being reviewed.</p> <p><i>Housing</i> - Procurement has been successfully completed and implementation of the new system is progressing well.</p> <p><i>Social Care</i> - Wandsworth software has been upgraded to the latest release called Mosaic and adults business processes have been standardised.</p> <p><i>Parking</i> - the implementation of online permits has been delayed because of delays in implementing the new online payments system. The system is likely to go live in May 2018</p> <p><i>Financial Systems</i> - completed</p> <p><i>Highways Maintenance</i> -completed</p> <p><i>Document Management</i> - the implementation of a standard document management system for live cases is now complete.</p> <p><i>Customer Services</i> - The procurement of a new CRM is in progress.</p>
~004	<p>Ensure full implementation of the new finance transactional service system with Capita ("Integra") and outsourcing which went live April 2017, ensuring standards are reviewed and maintained as per contract.</p>	<p>All modules of the system and outsource are now live. There have been a number of issues with payment, income and budget monitoring elements of the system. A rectification plan is in place with the service provider, Capita, to improve performance. Performance at Q4 2017/18 was 84.4%, up from 81.6% in Q2.</p>

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~005	Review and re-align current investment allocation of the Joint Pension Fund in light of the merged fund's income and funding requirements by December 2017	A full asset allocation review was undertaken and a revised Investment Strategy Statement was agreed in May 2017. With the mandatory pooling requirements and the illiquidity of new asset classes it is envisaged that it will take a further 18 months before the benchmark allocation is fully achieved.
~006	Work with South London Legal Partnership (SLLP) to ensure effective delivery of high quality and resilient legal services for Wandsworth as the new 5-borough legal service launches on the 3rd April. Work with the head of the shared legal service to identify areas for improved efficiency through comparison with other councils' processes and demands.	SLLP, hosted by Merton, launched as a five borough service in April 2018. The service has bedded in well with a single structure and IT case work system, and has a significant office hub based in Wandsworth Town Hall close to key clients. Significant progress made towards savings target delivered in first year.. Service is seeing delivery of savings on external counsel costs, particularly in Childrens Services, through being able to tap into use of a team of internal advocates. In common with many council legal teams, challenges remain in terms of recruitment, particularly in property and commercial law, which is affecting capacity in some areas. However, Wandsworth maintains its contract with Ashfords LLP and this "mixed economy" helps to ensure consistent delivery of key legal work.

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~007	<p>Report to June 2017 Community Services OSC on outcome of due diligence work in respect to joining the Regulatory Services Partnership (Merton and Richmond). Implement agreed actions to create 3-Borough Partnership by 31st March 2018. Plan for the additional Environmental Services requirements that will be coming forward in respect of the developments in Nine Elms and put in place appropriate plans and resources.</p>	<p>Wandsworth staff TUPE transferred to Merton on 1st November 2017. A provisional staff consultation on a proposed management restructure took place in December. Formal consultation on the finalised management structure will take place in April 2018 with the new structure becoming operational in June 2018.</p> <p>The Environmental Protection Team are targeting resources towards ensuring construction compliance in order to protect the local community from potential poor air quality. A cross-council air quality task force is overseeing this work supported by professional officers. Going forward as the developments complete there will be a number of new businesses moving into the area which will need to be subject to regulation in respect of licensing and food and safety. The teams are already processing a number of new food business registrations and license applications. Resources are therefore being reallocated to the zone to ensure that all new high risk food premises are being inspected promptly and that all licence applications are scrutinised, representations made where appropriate and that the applications are processed within the statutory timescale. A number of business openings have been delayed as a consequence of wider issues on site and this situation is being monitored.</p> <p>In addition officers are meeting regularly with Battersea Power Station management to ensure that we are kept updated about future developments at the site. Staffing resources will also be kept under review going forward to ensure that the teams can properly respond to the increase in the number of premises that is likely to occur following completion of Phase 2 of the development.</p>
~008	<p>Ensure the exercise to give credit adjustments and refunds for water rates to tenants of most of our tenanted dwellings is completed by July 2017</p>	<p>All current tenants who had credits on their rent accounts and applied for a refund have had their refunds processed. As per the request made by Housing & Regeneration Overview and Scrutiny Committee in January 2017 former tenants who are now leaseholders were invited to apply for refunds, it was also agreed that any credit that remained unclaimed on these accounts at the financial year end would be transferred to the appropriate service charge account.</p>

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~009	Undertake a restructuring of Insurance arrangements including the restructuring of the Insurance Team and the Broker agreement to produce a joint approach/policy by April 2018	The Insurance Section has now been restructured to be fully in-house from 1st April 2018. Single insurance broker for Richmond and Wandsworth is now also in place and the main insurance contracts have been retendered with a new 5-year Long Term Agreement also beginning on 1st April 2018.
~010	Update and modernise desktop office systems via the roll out of Office 365 to all SSA staff by the end of December 2017.	The rollout of the new office system has progressed slower than expected, with 1,000 users now migrated. Delays have been caused by unexpected technical issues, which have now been resolved, and competing organisational priorities. The rollout will largely be completed by the end of the calendar year
~011	Implement a centralised and standardised telephony platform across the SSA - providing the capacity for cross borough internal calls and the ability for staff to logon to their extension from any handset in any Council office building.	Project completed on time which means that all officers can now log onto any phone in any office across the two estates and make and receive calls. Office phones can also be diverted to mobiles to facilitate mobile working.
~012	Deliver an initial phase of the SSA Joint Office Accommodation Programme following engagement with affected staff. Ensure that accommodation, ICT and flexible working enable effective service delivery and a more efficient use of office accommodation.	<p>The first four moves are now complete - Revenue Services & the Contact Centres have co-located in Twickenham and Financial Services & Financial Management have co-located in Wandsworth. The project team are now working on a number of other phases, including Adults & Children's (phased between March and Sept 18).</p> <p>The Flexible Working Policy and IT strategy have been successfully supporting these projects. Not all services have undergone a full IT refresh during co-location, but solutions have been put into place to ensure a flexible office environment.</p>

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Contact Centre Expansion		
~013	<p>Review contact centre process to improve first contact resolution, reduce back office hand off and improve the customer experience. First phase of reviews to include:</p> <ul style="list-style-type: none"> • Council Tax - Reviewed by end of September 2017 • Housing Benefits - Reviewed by end of September 2017 • Waste and Recycling services- Reviewed by end of September 2017 • Registrars - Reviewed by end of September 2017 • Parking Permits - Reviewed by end of March 2018 • Parking Appeals - Reviewed by end of March 2018 	<p>Reviews and implementation in progress for specific services as follows;</p> <p>Council tax and Housing benefits</p> <ul style="list-style-type: none"> • Initial changes to improve first contact resolution and reduce hand offs started roll out in December 2017. Half of team trained to update records directly with full read and write access. • Rest of team to be trained May / June 2018 <p>Registrars and Waste/recycling</p> <ul style="list-style-type: none"> • Review progressed and now pending Customer services IT platform implementation to start late summer 2018 to make changes including initial self-service and increase resolution at first contact. <p>Parking Permit and Appeals</p> <ul style="list-style-type: none"> • Review postponed due to delays in the implementation of single parking system. Testing of new parking system is in progress with go live date for WBC planned for End of May 2018.
Improving Access to Online Services and Information		

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~014	<p>To continue to deliver the Council’s commitment to its “Online First” policy, including addressing digital exclusion and improving the quality of the Council’s interaction with residents by completing a review of key services which will include:</p> <ul style="list-style-type: none"> • Enabling end to end self-service via web forms with minimal back office administration where possible • Integrating web forms with online payments • Reviewing web pages to ensure clear information is provided for key high volume enquiries • Tranche 1 services to be reviewed: • Council Tax - Reviewed by end of September 2017 • Housing Benefits - Reviewed by end of September 2017 • Waste and Recycling services- Reviewed by end of September 2017 • Registrars - Reviewed by end of September 2017 • Parking Permits - Reviewed by end of March 2018 • Parking Appeals - Reviewed by end of March 2018 	<p>Customer Services IT platform</p> <ul style="list-style-type: none"> • Progress continues for procurement of Customer Services IT platform. Procurement has commenced with assessment of stage 1 underway and stage 2 to start Summer 2018. <p>Service reviews</p> <ul style="list-style-type: none"> • All Service Reviews are progressing well. Top level reviews are complete, with potential changes identified. More detailed reviews are planned and dependent on IT platform procured and timescale for implementation. <p>Council tax and Housing benefits</p> <ul style="list-style-type: none"> • Initial review completed and agreed March 2018. • Further implementation over Summer 2018. <p>Waste/recycling</p> <ul style="list-style-type: none"> • Initial review completed. • Further reviews and implementation now pending decision on back office system, Customer Services IT platform. <p>Registrars</p> <ul style="list-style-type: none"> • Initial review completed with further reviews and implementation now pending decision on back office system, Customer Services IT platform. <p>Parking Permit and Appeals</p> <ul style="list-style-type: none"> • Review postponed due to delays in the implementation of single parking system. • Testing of new IT system for parking for is in progress with go live date planned for May 2018.

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~015	Work collaboratively with the industry to improve resident and business access to faster and more reliable broadband services.	<p>The council is working with Community Fibre to install broadband across its estates and as a result Wandsworth has over a third of its council housing with fibre optic broadband connections, more than any other London borough. The plans for 2018 will take this up to two thirds coverage.</p> <p>The council is also working with the industry to improve connectivity across Wandsworth. Recent examples of taking this work forward include</p> <ul style="list-style-type: none"> • working with BT to replace phone boxes with InLinkUK boxes, which provide gigabit wireless connectivity at these sites. BT have proposed the installation of 75 kiosks replacing 150 old style phone boxes. Planning applications have been received for half of these new sites and BT have started to install the new kiosks. • speaking to a range of providers to understand their intentions for development into the borough and what work the council could do to support them • engaging with Arqiva, a communications infrastructure company with whom the council has a concession contract giving them rights to market street furniture for 'small cell' investment in exchange for free public WiFi provision, to encourage further investment in small cell and improve the public WiFi offer available to residents. Arqiva have suggested 54 sites for the deployment of small cells and these are being considered by officers. • ensuring planning policies support the development of 'full fibre' broadband connections in new developments • submitting an expression of interest for funding from the national Digital Infrastructure Investment Fund, to support full-fibre roll-out and future networks such as 5G. The bid will be submitted in July 2018. <p>The council has also set up an Officer IT and Digital Board which will take a corporate oversight of digital developments across the council and developments in relation to connectivity for residents.</p>

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Council IT Infrastructure and Support		
~016	<p>Implementation of further contact channels for Public direct to Customer services including;</p> <ul style="list-style-type: none"> • Web chat initial trial end of August 2017 • Social media customer channel - live end of May 2017 - initially using Twitter 	<p>Web chat trial completed using parking applications page as agreed. Can go live depending on staffing resource to support. One possible use could be to cover key dates for local election enquires.</p> <p>Twitter for individual enquires is now live for Customers services.</p>
~017	<p>Make improvements to the automated switchboard (Contact Portal) in tandem with the Netcall system to ensure residents reach correct service without the need for operator intervention.</p>	<p>Call volume to the automated switchboard continued to reduce in the first half of the year to 34,894 in Q1 17/18 compared to 83,620 in Q1 2016/17, with work completed focusing on increased use of public with direct lines and call menus direct to service rather through a switchboard. This reduction has slowed but remains significantly lower than previously.</p> <p>Calls transferred to contact centre due to misrecognition continued to drop in numbers initially but have started to increase slowly, from 20.7% in 2016/17 to 22.9% in Q3 2017/18. This is mainly due currently having multiple single staff directories and a number of services changes. Both Customer services and Corporate IT are working closely on further improve automated switchboard functionality. Corporate IT are working on improving on staff directory with a programme of work to migrate all staff to a single directory.</p>
Facilities Management		
~018	<p>Establish a new joint SSA model for delivery of Facilities Management Services by 1st April 2018.</p>	<p>New joint Facilities Management model went live on 2nd April. Restructuring of teams completed, with some recruitment required to vacant posts.</p>
Major Sites: Progress on major projects >£3million plus council acquisitions, including		
~019	<p>By February 2018 complete the refurbishment of Wood House / Palladino House to provide temporary accommodation (Tooting).</p>	<p>There have been issues with contractor performance. These have been addressed with practical completion now expected June 2018.</p>

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~020	Atheldene development - Phases 1 and 2 (Earlsfield)	Contract has been completed and control now passed to Higgins Homes. Planning submitted and likely to be considered by PAC in June 2018. Delays due to negotiations around viability and planning obligations.
~021	Redevelopment of 129-139 Beaumont Road, SW19 (West Hill)	Sale completed and control has passed to new owners, Marshall. New planning consent obtained.
~022	Ronald Ross School / Greenmead School, SW19 (Southfields)	Greenmead handed over Q3 2017-18. Scheme now complete.
Aspirations Programme - Promoting aspiration and social mobility in our target neighbourhoods		
~023	Through a programme of targeted employment, training and health and wellbeing and other initiatives, improve the life chances and raise the aspirations of those residents who live in the most deprived areas, maximising the opportunities that come from the regeneration of the Alton and Winstanley / York Road estates, and neighbouring Nine Elms. See also KI24, 29, 30, 151-155	Work in the Aspiration areas continues across the council, with progress in specific areas described in KI24,29,30 and 151-155.

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~024	Develop and agree an approach to regeneration that continues to embed health and wellbeing and builds on the Aspirations work previously undertaken. To include area health profiles for Winstanley and Roehampton linked to regeneration, and plans created with the community to bring together services and local groups to improve health and wellbeing in their area.	<p>There has been substantial progress in embedding health and wellbeing in the Aspirations agenda, particularly focusing on Roehampton and Winstanley & York Road regeneration areas. There continues to be close and integrated working with Housing and Regeneration to ensure that health and wellbeing is integrated into the design process, with input at this crucial stage in both schemes to maximise opportunities around active travel, healthcare services and housing design.</p> <p>Public Health funded and jointly delivered the Roehampton 'Feel Good' Festival in summer 2017. This was well received by the local community and over 250 people accessed NHS health checks, stop smoking advice and sexual health checks.</p> <p>In Roehampton, Public Health has engaged widely with local community representatives, which has highlighted the need for capacity building. An event with local community and voluntary sector organisations is being organised which will focus on how we can address these issues together. Public Health has also engaged with the Big Local SW11, with opportunities identified for joint working in 2018/19.</p> <p>A health and wellbeing profile has been produced for Roehampton and is currently being completed for Winstanley and York Road as well as Latchmere as a whole. These profiles provide baseline data at a small community level as well as identifying key health and wellbeing challenges within these areas. Going forward in 2018/19, these profiles will assist to identify and bring together key service commissioners and local groups to focus on improving health and wellbeing priorities.</p>
Nine Elms/Vauxhall Opportunity Area Planning Framework (Queenstown)		
~025	Promote high-density development throughout the Opportunity Area by working in partnership to ensure that appropriate infrastructure is delivered to support the delivery of major regeneration and by working with landowners, etc. to secure and sustain	Key infrastructure programmes continue to progress well; the Northern Line Extension tunnelling completed in December 2017 and fit out work to the tracks continues. Planning approval has been granted for the eastern entrance to the Battersea Power Station NLE station. Riverboat services to Battersea Power Station have now commenced and after some programme delay the Thames Path improvements are expected to be completed in the Spring. TfL have published their consultation report on the Nine Elms Lane / Battersea Park Road

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	<p>development. Agree delivery plans accordingly that maintain delivery of approved requirements and resolve issues within the Council's influence on key development sites, maximising the delivery of housing to meet local resident demands.</p>	<p>Corridor scheme. This will inform further design work by TfL working closely with council officers. It is likely the scheme will be split, into an Eastern and Western section to allow the Eastern section to move forwards on detailed design and further design work on the Western section to resolve some of the issues raised in consultation. The scheme will be delivered in phases to align with individual developments and governance and reporting structures will be established to oversee construction phasing plans as it move towards delivery. The conclusion of the separate but related consultation on the P5 bus route was not to re-open Thessaly Road at this stage. The Council has welcomed this and will continue to monitor TfL's plans in relation to this route.</p> <p>The US Embassy opened in January 2018 with the Council holding extensive meetings with their security team together with Met Police, TfL and Lambeth Council before and after the opening to scope out short and longer term security arrangements. The latter has led to updated proposals for bringing forward investment in Nine Elms Lane, subject to the findings of a study to be undertaken in the coming weeks.</p> <p>Stage 2 Sleaford Street Health Facility – BPS have announced that Peabody will be the RP for the development of affordable housing at the Sleaford Street site, which will house the new Health Facility. Wandsworth Council is finalising its agreement with NHS Property Services to allow transfer of the first payment which would secure the lease for the Sleaford Street Health Centre with the landowner and fund initial design work.</p> <p>Education – February 2018 Executive has agreed to delay the commencement of the St George's 1FE expansion and the Nine Elms new school scheme (2FE provision initially), until such time as the school place planning data suggests these places are required. However some pre-development work will be required in 2018.</p> <p>Work on the Embassy Gardens District Heat Network continues to progress with partners expected to finalise commercial agreements in the coming months. All pipework for the surface water drainage network underneath the Nine Elms (Linear) Park has been installed and work is now underway on two key sections of the Nine Elms Park utility corridor.</p> <p>Officers and Developers continue to work in partnership to ensure the timely delivery of the Stewart's Road Sub-station by UKPN in line with demand for power; the CEO of UKPN attended the Strategy Board meeting in March 2018 to provide re-assurance as to the delivery timescales.</p>

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		A Development Infrastructure Requirements study will be undertaken in the summer of 2018 to update the programming and cost forecast base for infrastructure in Nine Elms. Officers have also been working to update internal management information in relation to development phasing so that it is well integrated with the Nine Elms Programme Processes
~026	Work up design options for a Nine Elms Pimlico pedestrian and cycle crossing with the aim of arriving at a preferred location and design by 31st December 2017.	The Nine Elms Pimlico Bridge Design Team started work in 2017 scoping out potential locations for the bridge identified in the original TfL business case. These locations were studied in more detail and included an extensive programme of engagement with statutory and community stakeholders on the assessment of crossing locations in order to arrive at a more limited number for further design development. The full option appraisal, including updated high level transport modelling and environmental impact assessment has been submitted to Wandsworth Council. Much of this work has brought forward work from future stages that will support any planning application. Recommendations on a preferred location as the basis for further detailed design will be put forward later in the year.
~027	Work with TfL and the appointed contractor in progressing the implementation of the NLE.	The Council has continued to work closely with TfL on the NLE. The tunnelling is now complete with the spoil removal having been undertaken by river from the Battersea Power Station site. In December 2017 the Council approved the planning application for the above ground details of the eastern entrance of the station at Battersea Power Station. Further payments of DIFS/CIL in excess of £14m were made in 2017/18.
~028	Promote the Council's vision for the Nine Elms area as a world-class, central London business location as the first choice for international company headquarters and develop and implement an inward investment strategy for Nine Elms. Working with partners, devise an agreed 'place-making' framework for Nine Elms to ensure it becomes a distinctive new district in London with community, culture and creativity at its heart.	Investor interest remains strong despite more uncertain market conditions. Penguin Random House has announced that it will occupy office space in the Embassy Gardens development in 2019, joining the US Embassy and Apple as the third major employer deciding to locate in the area. A number of new businesses have opened in Nine Elms over the year include the Source Café on Thessaly Road, CoffeeWorks Project, Wright Brothers Restaurant, Vagabond Wines and Fiume on the Battersea Power Station Phase 1 site. The US Embassy is now operational with 1,000 workers and 1,000 visitors arriving in the area each weekday. We expect this to lead to further demand for new local services and businesses.

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Supporting local residents into employment		
~029	Through Work Match, deliver 200 jobs for local people during 2017/18 focused on key growth sectors with targeted skills training and pre-employment support to create a supply chain of skilled job ready candidates for the construction, retail, and hospitality & catering, and business administration roles.	At the end of February, 173 local people had been placed into jobs by Work Match. It is expected that the 2017-18 target will have been met once the end of year management information has been received.

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~030	<p>Engage with at least 400 residents who are disadvantaged in the labour market with at least half of clients achieving a meaningful progression into work or training. This will be achieved through:</p> <ul style="list-style-type: none"> • Neighbourhood based outreach in Battersea and Roehampton with a particular focus on Council estates (extension of Quest project) • Work with other Council teams to target priority groups such as young people and care leavers • An initiative to support older workers into work / training • Working with external partners to ensure residents are able to access specialist/tailored support, including increased impact of the Central London Forward (CLF)-commissioned Working Capital project in Wandsworth 	<p>Work Match have engaged with 871 residents as of end of March 2018, 173 have entered work and over 200 have entered a training programme. Services are delivered from Lavender Hill and Bramlands Close offices. The main Work Match office will relocate to Nine Elms in April 2018. A new Jobs and Skills Hub in Ingrave Street on the York Road/Winstanley estate is due to be opened in September which will provide facilities to carry out training and services. Work Match Roehampton was launched in April 2017 with services being delivered from the Parish Hall location. Work Match officers work closely with the leaving care team to provide employment advice to their clients.</p> <p>Delays in securing European Social Funding via London Councils has meant that the Older Workers Employment Network, embedded in Work Match had to procure 4 service providers to deliver a number of training programmes for Older Works including Security, Construction and Employment programmes which started in January 2018.</p> <p>Working Capital ends in September 2018 and has been superseded by the new Work and Health programme “Central London Works” devolved to Central London Forward. This programme launched on 1st March 2018 and the Central London Works provider Ingeus have staff embedded in the Work Match service. The Head of Employment and Skills sits on the Operational group for both Working Capital and Central London Works ensuring benefit for Wandsworth residents. Working Capital is now in the winding down phase with evaluation of the programme taking place to inform the new Central London Works programme.</p>

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~031	<p>Through our contract with Citizens Advice Wandsworth, to provide information, 'gateway' advice and more in depth support to 7,000 unique clients by telephone or face-to-face support through offices in Battersea and Roehampton and via outreach in other parts of the borough. Proposals to re-commission service to be submitted to Finance and Corporate Resources OSC in September 2017.</p>	<p>Citizens Advice Wandsworth will exceed their targets in the provision of information and advice by the end of quarter 4. New advice services have been successfully re-commissioned from Citizens Advice Wandsworth starting on the 1 April 2018. CAW now also provides a specific advice service to EU nationals following additional investment from the Council.</p>
<p>Business Support</p>		

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~032	<p>Create an effective environment and framework to grow the Borough's business base and encourage more private sector investment and provide a strong Wandsworth voice for businesses. During the year:</p> <ul style="list-style-type: none"> • Engage with businesses through communications channels, events and other initiatives to understand and respond to their need. • Reach 2,000 local businesses through our e-newsletter and social media channels and attract 1,000 attendees to business events, including Wandsworth Enterprise Week in February / March 2018 • Identify opportunities to support the borough's businesses and entrepreneurs to grow and develop • Through the Employment Land Review and working with workspace providers, identify opportunities to protect, improve and develop business space in the borough • Complete the Your Business Your Growth programme of support to provide 200 local businesses with advice/support and help 50 new businesses to start trading over its duration. 	<p>Work to support the business environment and individual business people has progressed well in 17/18. Our New Homes Bonus -funded 'Your Business Your Growth' programme has been completed, focussing on food and digital enterprise, general start-up and growth support and Nine Elms supply opportunities. The programme has directly supported around 470 individual businesses through workshops, one to one sessions and other direct support and secured £1.5m of contracts in Nine Elms for borough businesses. 74 new businesses have started trading – including 30 in the food sector as part of the Wandsworth Foodies project. Two new networks have been established supporting food enterprise and digitech businesses, both with 1500+ businesses engaged providing the basis for sustainable business led networks. Our business newsletter is reaching 8000 recipients monthly.</p> <p>Wandsworth Enterprise Week was again successful, with 24 events. Highlights include Women's Enterprise Day and the new schools engagement programme. Attendance figures are being gathered. New Homes Bonus also funded an in-depth study on workspace and affordability issues, with some focus on digital enterprise. This is now informing the implementation of new employment planning policy considerations and will form the basis of engagement with developers, workspace operators and agents in the coming months. Our focus will now shift towards support for enterprise delivered in partnership with providers and partners that is not reliant on external funding.</p>

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Town Centres		
~033	Support the new Business Improvement Districts (BIDs) in Putney and Wandsworth Town to become fully established as sustainable business-led entities. Work with Balham, Clapham Junction and Tooting partnership boards to identify options for the future, including the feasibility of becoming BIDs. Continue to support a range of activities in town centres working with local businesses.	BIDs in Putney and Wandsworth were successfully established in April 2017 and are implementing their business plans. Following feasibility work in Clapham Junction, specialist consultants have been appointed to develop a BID in the town with a target of Nov '18 for BID ballot. Engagement on future town centre support options in Balham and Tooting proved inconclusive and further engagement work has taken place, in order to ascertain whether formal BID development is justified. Initial business feedback is generally positive but further work is needed to raise awareness of the future options. Final recommendations to proceed to BID or otherwise will be reported to committee later in the year. As well as supporting the above work, Town centre staff have maintained a range of events (Northcote Road, Falcon Road festival, St Johns Hill summer fair, Bellevue Road Fair, Balham Food Festival, Taste of Tooting, alongside an extensive programme of festive events) and support, engaging partners such as town centre boards, and Police on the Shopwatch and Pubwatch schemes. We continue to attend and support the meetings and activities of town and local centre business associations. A highlight has been Tooting's accolade by Lonely Planet as one of the top ten 'coolest neighbourhoods' in the world. Investment in the Mitcham Lane local centre is providing significant improvements to shop fronts and the public realm which should strengthen its role as a local economic and community hub.

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Aircraft noise		
~034	<p>Work collaboratively other councils opposed to a third runway at Heathrow and further night flights, including the potential use of legal challenge if needed. Continue to maintain awareness of environmental impacts within the local community. Respond appropriately to the major Airports NPS and Airspace consultation which closes in May 2017. Continue work with Gatwick and other South London councils to ensure that the potential benefits for jobs, transport and growth from Gatwick's expansion are maximised.</p>	<p>A report was made to FCROSC in February 2018 providing a full update. The Council responded in full to the Government's NPS consultation in May 2017 in conjunction with three other local authorities in a "legal coalition" making it clear the draft Airports NPS fails to provide sufficient evidence to make the case for Heathrow over Gatwick. A response was also made to the Government's follow up consultation later in 2017. Written evidence was supplied to the Transport Select Committee's (TSC) Inquiry on the NPS and the Leader of Richmond Council gave oral evidence at a hearing on the coalition's behalf. The TSC's report was released in March 2018 and made a series of significant recommendations. The final NPS is still expected to be laid before parliament in the summer, and designated by the secretary of state subject to a successful vote. At this point a 6-week window for legal challenge opens and, subject to leading counsel advice at that time, the councils may seek to judicially review the government's decision. The council continues to make the case that Gatwick can be delivered at a fraction of the cost of Heathrow, at far less environmental and social cost, and with more economic benefits.</p>

REF	KEY ISSUE	END OF YEAR UPDATE
Apprenticeships		
~035	<p>Ensure that the Council “grows its own” (in conjunction with Richmond Council through the SSA) through implementing a successful graduate programme and by meeting its duty to deliver its allocated target of 107 directly employed apprenticeships, as outlined in the Enterprise Bill with progress updates reported at appropriate points throughout the year.</p>	<p>Five high calibre graduates were recruited to the SSA Graduate Scheme in 2017 who are delivering excellent work as they undertake their four six month placements in a variety of services. Some graduates in their second year have left the programme early having secured permanent employment outside of the organisation – most commonly with the Civil Service Whilst this is to be expected to some extent, we are considering ways of enhancing pay and how we can offer extended employment beyond the initial two years of the programme to act as an incentive for graduates to remain with the Council as they progress through all of their placements and beyond.</p> <p>Additionally, a number of services, including finance and social care, seek to recruit graduate trainees on a regular basis, many of whom then complete further professional training as part of their employment. These arrangements generally work well and often lead to the staff concerned remaining employed by the SSA for a number of years.</p> <p>Numbers of apprentices are starting to build strongly quarter by quarter with the total number now standing at 42 against a target of 76 by end March 2019. Additional plans for apprentices as part of an accredited Leadership programme (starting April 2018) and a Social Work Programme (late 2018) will further accelerate intake. The SSA is on course to ensure target numbers and spend meets the critical two-year cycle to protect levy funds from being lost.</p>

REF	KEY ISSUE	END OF YEAR UPDATE
Staff Engagement		
~036	Implement a series of monthly short, focused surveys from April 2017 to get regular feedback from staff on a number of issues such as our communication and engagement approaches.	<p>Over the summer mini staff surveys were carried out on the following issues with results for each published on the Loop:</p> <ul style="list-style-type: none"> • Accommodation • Flexible Working Policy • Weekly news e-update <p>Additionally in the late autumn we carried out a wider staff engagement exercises branded as the SSA Stocktake which, one year on, sought to understand staff views across a wide range of issues including:</p> <ul style="list-style-type: none"> • The culture of staffing organisation • Decision making within the SSA • A range of support services and how they enable effective working, including: <ul style="list-style-type: none"> • The IT service • Workspace [our accommodation programme] • Integra [the new finance system] • The HR service <p>The results are being used to inform future thinking for the areas concerned and a summary of actions being planned if being provided to staff on a phased basis.</p>
~037	Implement the SSA structure for Revenues staff including co location and joint Document Imaging system by September 2017	Co-location and new structure effective from 9th October. Document Imaging System now implemented. Hot desking, clear desk policy and homeworking have all been successfully implemented and the joint service is running effectively. All major performance indicators are being met.

REF	KEY ISSUE	END OF YEAR UPDATE
~038	Ensure that staff are aware of and engaged with the new staffing Values and Behaviours and Appraisal Framework	<p>All staff had values and behaviour related objectives set for 2017/18 as part of their performance appraisal and will be assessed against these as part of their year end appraisal meeting</p> <p>A series of staff engagement campaigns has been held in recent months raising awareness for each of the staffing values and behaviours</p> <ul style="list-style-type: none"> • Being open • Being supportive • Being positive and helpful <p>All managers and staff have been encouraged to talk about the above in an open and constructive way as part of working towards embedding them within the staffing organisation. Further staff engagement is planned for 2018/19.</p>
~039	Prepare, analyse and produce the first gender pay gap report in line with legal requirements (publish by deadline of 30/3/18)	<p>The SSA's gender pay gap was reported to the Joint Staffing Committee with the figures published on the Government's viewing service in advance of the deadline. The data shows a pay gap of 6.8% between men and women, but that women make up 54.4% of the top quartile of staff according to pay. A topline monitoring the gender pay gap has been introduced for 2018/19 and a number of initiatives are in place to increase the number of women in senior roles including a mentoring programme and a Women's Network.</p>

REF	KEY ISSUE	END OF YEAR UPDATE
~040	Modernise our recruitment practices by 30 September 2017 to ensure we are able to attract and recruit from the best possible field of candidates.	<p>Our recruitment approach has been comprehensively reviewed and the following improvements implemented:</p> <ul style="list-style-type: none"> • More staff in HR are dedicated to each Directorate building up knowledge of service's needs and increasing market knowledge for specific hard to recruit areas • Our use of targeted advertising is improving • We are using social media much more frequently and are building a LinkedIn capability and following • Recruitment practices are now much more flexible, including the use of CVs rather than always requiring lengthy application forms • We are out to tender for an application tracking system which will automate and speed up via an online candidate portal much of the administration associated with recruitment. <p>The impact of these improvements will be closely monitored..</p>
~041	Ensure appropriate plans and procedures are in place to provide a high level of compliance with the Council's statutory duties under the Civil Contingencies Act 2004. Achieve this by regularly reviewing the emergency planning and business continuity arrangements for each authority and developing appropriate plans, policies and procedures. These arrangements include annual review of plans (Corporate and Service Level) and annual testing of the Corporate Resilience Plan.	Wandsworth Council complies with the CCA statutory requirements through the continual identification of potential risks to each borough, and the development of a series of plans, policies and procedures to ensure suitable preparedness. These ensure resilience against a broad range of potential incidents, and include business continuity arrangements at both a corporate and departmental level. These procedures have been recently reviewed as part of the Shared Staffing Arrangement (SSA), and function on a regular review cycle, particularly following any major incident or emergency taking place in either borough. The Corporate Resilience Plan and associated procedures were tested as part of Exercise Ronan in 2017 and Exercise Safer City in 2018. These exercises incorporated learning from a spate of emergency incidents affecting London throughout 2017, and were conducted in line with the councils' annual testing requirements.
EDUCATION AND CHILDREN'S SERVICES OSC		
Education, Performance and Planning		

REF	KEY ISSUE	END OF YEAR UPDATE
~042	<p>Support and challenge schools, to raise the attainment of vulnerable, under-achieving and minority groups (especially Black African and Black Caribbean pupils, White British disadvantaged pupils, children receiving the pupil premium and Children Looked After) resulting in the closing of attainment gaps. Support all Early Years Providers to narrow the EYFSP attainment gap between low scoring children and the median.</p>	<p>Gaps between underperforming pupil groups continue, with some closing and others widening. Validated data from 2017 shows that:</p> <ul style="list-style-type: none"> • The Early Years Foundation Stage Profile Attainment Gap for low scoring children has widened for the second year, with the gap between the lowest scoring 20% of children and the overall median increasing from 26.4% in 2016 to 28.4% in 2017. • The gap between disadvantaged pupils and their peers reaching the expected standard in the Year 1 Phonics screening has stayed at 12% for a consecutive year. • The gap between disadvantaged pupils and their peers reaching the expected standard in reading, writing and mathematics at Key Stage 2 has reduced slightly from 24% in 2016 to 23% in 2017. • At Key Stage 2, all ethnic groups achieved in line with or above the national average for the combined measure (reading and mathematics), except for the Black Caribbean pupil group. <p>At Key Stage 4, the gap between disadvantaged pupils and non-disadvantaged pupils nationally is smaller than other local authorities:</p> <ul style="list-style-type: none"> • At GCSE level, the different in average Attainment 8 score between disadvantaged pupils in Wandsworth and non-disadvantaged pupils nationally is 5.5 points (which has reduced from 6.3 points in 2016). • The proportion of disadvantaged pupils achieving the Ebacc with a 9-5 (strong pass) in English and mathematics is almost in line with the national benchmark of 25%. The proportion of disadvantaged pupils in Wandsworth achieving the Ebacc with a 9-4 (standard pass) in English and mathematics is 27.9%, which is similarly in line with the national benchmark of 28.0%. • However, the lowest performing ethnic group was Black Caribbean. This group's attainment as lower than all the other main ethnic groups and the national average. <p>Strategies to close attainment gaps were reported to the Educations & Standards Group in January 2018.</p>

REF	KEY ISSUE	END OF YEAR UPDATE
~043	Increase the proportion of schools judged to be good or better by Ofsted to exceed 50% outstanding subject to Ofsted inspections taking place, ensure that no schools are judged to be less than good and continue to support Wandsworth Special Schools to be judged "Outstanding or "Good" by Ofsted.	<p>As of March 2018, the published Ofsted outcomes have risen further and are as follows: 97.5% good or outstanding (45% of which outstanding), 1% requires improvement (1 school), 1% inadequate (1 school). This means that 78 out of 80 inspected schools in Wandsworth are now good or outstanding.</p> <p>5 schools are classed as 'not yet inspected'. This includes three converter academies that will be re-inspected as a new school (one of which was previously requires improvement, and two of which were previously inadequate), and two Free Schools that have never had an Ofsted inspection.</p>
~044	Support all Early Years providers in maintaining the number of Early Years settings at good or outstanding at 95%, including 20% outstanding, and ensure that none are judged to be less than good.	<p>At 31st March 2018, there were 384 settings and childminders registered with Ofsted. 145 of these were without grades (new provision awaiting inspection or no children on roll). Of the 239 graded by Ofsted, 233 (97.5%) are good and outstanding - 52 (22%) of which are outstanding. Six (2.5%) are graded Requires Improvement and no provision is currently rated Inadequate.</p> <p>Local Authorities have a statutory duty to support providers with Requires Improvement and Inadequate grades and this is achieved through planned interventions and support by the Council's Early Years Advisory Team.</p>
~045	Attendance: Further improve pupils' attendance at school, in particular by reducing the number of children out of school or missing from education and further enhance the quality of Alternative provision.	<p>At the March 2018 data snapshot, the number of children out of school has considerably reduced to 47 since the half year progress update (61 at September 2017). 25 children have been out of school for over 16 weeks and are deemed complex cases where key issues, such as housing, have delayed the start of school for this group. The whereabouts of all children out of school is known to the Education Welfare Service and support is being provided to resolve these issues.</p>
~046	Exclusions: Support schools to work collaboratively to reduce the number of fixed term and permanent exclusions especially in the primary sector and for looked after children.	<p>The academic year 2016/17 saw a reduction in both fixed term and permanent exclusions in the primary phase. There was also a reduction in fixed term exclusions in the secondary phase. However, there was an increase in the number of secondary permanent exclusions. The Primary and Secondary Pupil Referral Units offer both onsite intervention and outreach work to support schools in minimising exclusions. Additionally, two behaviour advisory teachers have delivered a wide range of support and training in schools across the Borough.</p>

REF	KEY ISSUE	END OF YEAR UPDATE
~047	<p>Ensure sufficient school places and develop the Schools System: Provide parents with even greater choice and diversity of schools by supporting the Wandsworth Free Schools and Academies Commission in identifying and quality assuring new promoters, and taking forward options for secondary schools to address expected long term increase in demand.</p>	<p>For 2017/18 sufficient places were available in primary schools to meet demand. January 2018 reception class rolls were down by 3.3% compared with the previous year, enabling all pupils to be offered a place with some spare capacity. Projections show that numbers will start to rise again after 2020 due to the long term growth in the London population. Although the redevelopment of Nine Elms is expected to generate an additional requirement for places, these are coming through slower than expected and the planned enlargement of schools in that area will be kept under review. The expansion of Brandlehow Primary School from 1 to 2 forms of entry (FE) from 2020 was agreed to meet local needs at February ECSOSC.</p> <p>Secondary school rolls continue to rise as projected, with January 2018 year 7 rolls up 7% on the previous year. An additional form of entry was opened at Chestnut Grove in September 2017, and Burntwood will take an additional form of entry from 2018. Proposals were agreed at February 2018 ECSOSC to create 4FE of additional permanent places at Ark Putney, St. Cecilia's CE and Chestnut Grove, with the option of bulge classes to ensure peak demand can be met in the early 2020s. The supply of places is kept under review to ensure that the Council's duty to provide sufficient places for its residents is always met.</p>
Capital Investment in Schools		
~048	<p>To secure the necessary capital resources to implement expansion projects as necessary in consultation with schools to provide sufficient secondary places to meet the identified need from September 2017 onwards.</p>	<p>In February 2018 the Council approved the allocation of £15.5m of capital expenditure to provide additional places at Ark Putney, Chestnut Grove, St. Cecilia's CE and to ensure high quality places are available at other schools. The appointment of architects to undertake detailed feasibility work is now proceeding with the expectation that the new places will be delivered by September 2020.</p>

REF	KEY ISSUE	END OF YEAR UPDATE
~049	Work with schools to minimise impact of implementation of national funding formula for mainstream and special schools.	<p>In addition to the £4bn funding uplift already announced, in late July the Secretary of State announced a further £1.3bn for schools nationally, with all schools generating a minimum of 0.5% per pupil uplift in each of 2018-19 and 2019-20 to their local authority's overall schools' funding. The Council has been working with schools to assist them in minimising any impact that may arise. A decline in pupil numbers in or fewer children entitled to Free School Meals will result in an overall budget reduction. For example, HR colleagues ran a workshop for Headteachers on approaches to restructuring and reviewing staffing structures. The Council also gives detailed support to schools in the budget setting process.</p> <p>The outcomes of the SEN Review were presented to ECSOSC in February 2018. Work is ongoing with the secondary Autism Spectrum Disorder resource bases at St John Bosco and Southfields to broaden the base of students they are able to support. A pilot to support students with more complex needs at St John Bosco is being planned to start in September 2018.</p> <p>In 2018-19, Wandsworth is a net beneficiary of the changes in legislation that govern funding for non-resident pupils in local special schools. Wandsworth supports a large number pupils with special needs who reside in other local authorities. As a result of these regulation changes Wandsworth will be compensated for supporting non-resident pupils. This extra income will help alleviate some of the funding pressures the borough faces supporting pupils with Special Educational Needs. A balanced budget has been set for 2018-19, as a result of changes agreed with the Schools' Forum.</p>
~050	Carry out a strategic review of their special educational provision, with full participation from parents/carers, children and young people with SEND, all providers of education for children with SEND resident in the borough, and in collaboration with other Local Authorities, and implement subsequent recommendations.	As indicated above, the outcomes of the SEN Review were presented to ECSOSC in February 2018. Plans have been brought forward to increase primary resource base provision (with an additional resource base at Riversdale Primary School) and to expand Paddock further in order to enable more children to have their SEN met in borough and to reduce the potential for further placements in the independent sector. Another strand of ongoing work will be with mainstream schools to ensure that wherever possible children / young people are enabled to access a mainstream education.

REF	KEY ISSUE	END OF YEAR UPDATE
Lifelong Learning and apprenticeships		
~051	Respond to, and appropriately act upon, any recommendations from the DfE's Local Area Review once the review has been undertaken.	<p>The Lifelong Learning service continues to participate in activities and transition grant projects, in preparation for the devolution of the skills budget to the Mayor of London in the 2019/20 academic year. A key document outlining current thinking is the Skills for Londoners draft strategy. The final document is expected during the Spring 2018.</p> <p>London Councils has led a piece of work on Adult Community Learning in London. This report outlines the findings and recommendations from a pan-London project about Adult Community Learning (ACL) in the capital. The project considered the future focus of ACL, how to measure its impact and how it might be commissioned, once the Adult Education Budget (AEB) is devolved to the Mayor from 2019/20.</p> <p>The report is an important piece of work which summarises ACL provision in London and the main beneficiary groups. Currently a block grant is made available to all local authority providers of Community Learning and there is widespread support that this should continue. If the funding methodology is revised in favour of the areas of greatest deprivation Wandsworth may be disadvantaged. Wandsworth currently has the 10th largest local authority grant at £1.4 million. There is a strong argument to focus funding on priority groups of learners, rather than focussing on areas of deprivation. Any agreed changes to the funding methodology will be phased in to ensure that incremental adjustments can be made and provision is not destabilised.</p>

REF	KEY ISSUE	END OF YEAR UPDATE
~052	<p>Following on from the Ofsted score of “good” for Lifelong Learning; implement further improvements to work towards achieving “Outstanding” by August 2018 (in time for next expected Ofsted inspection).</p>	<p>Lifelong Learning has carried out a full self-assessment of performance in 2016/17 and self-assessed overall performance as Grade 2 (Good). A new Self-Assessment report has been submitted to Ofsted and Quality Improvement Plan is in place. Key performance information includes:</p> <ul style="list-style-type: none"> • 3,750 adult learners participated in Community Learning across 12 subject areas. Success rates in Community Learning range from 85% to 100%. In the three largest subject areas, success rates were as follows: Arts, Media and Publishing 90%, Preparation for Life and Work 89%, Languages, Literature and Culture 87%. In terms of unique learner numbers, Wandsworth had the 4th highest participation rate. • In 2016/17 there were 422 accredited learners and 481 unaccredited learners. Around eight out of ten learners who take functional skills in English and mathematics achieve well and a high proportion of ESOL learners successfully complete their qualification. • The overall achievement rate for apprenticeships was 75%, up from 67.5% in the last academic year. The achievement rate of 75% is +7.3% above the national average. • The FE Choices survey data for 2016/17 was published in July 2017. The scoring places Lifelong Learning in the top 10% of providers nationally for positive learner feedback and response rate. <p>In the Self-Assessment Report Lifelong Learning has listed the following as the main areas for improvement:</p> <ul style="list-style-type: none"> • Continue to improve management impact on apprenticeship achievement rates. • Increase learner voice activities across the provision to ensure programmes are meeting learner expectations. • Improve initial assessment of learners’ existing knowledge and skills to ensure their programme is stretching. • E-Learning resources are underdeveloped and under-used. Development in this area will enable Apprentices to have access to learning materials which will support with meeting required 20% off the job training obligation. • More British Values workshops to be held for tutors and sub-contractors to improve their understanding and help build confidence to enable effective promotion and discussion with learners. • Continue to support learners to develop maths and English skills • Improve attendance on some community learning courses.

REF	KEY ISSUE	END OF YEAR UPDATE
Early Help		
~053	Work with Partners within and external to the Council to scope the vision for a coherent, comprehensive and responsive Early Help offer which aims to ensure that presenting issues relating to children young people and their families are dealt with at the earliest opportunity in a fashion that builds resilience within the family and improves outcomes for children and young people.	<p>The THRIVE Wandsworth Strategy and its associated implementation plan was approved by the Council's Executive on following its presentation to the February 2018 Education and Children's Services Overview and Scrutiny Committee. This included progress to date against key deliverables.</p> <p>The necessary changes to operational practice required to ensure the success of THRIVE Wandsworth have begun and the engagement of partners is under development. In April 2018, partners are meeting to pick five key issues and explore how to address them from an early help perspective together. This will form the basis of partnership actions to contribute to the vision for responsive early help across the whole borough.</p> <p>A 2017-18 Early Help impact report will be presented to ECSOSC during the June 2018 cycle, giving further details of progress and next steps.</p>
~054	Define and map Early Help services within the borough	<p>The Department has defined Early Help as below:</p> <p>Early help means being pro-active in providing extra help and support to children, young people and families using approaches that promote and strengthen resilience. By building on the strengths of individuals and communities to develop new ways of thinking about and responding to difficulties we can empower families to help themselves, be independent and THRIVE.</p> <p>In developing the THRIVE Wandsworth strategy, the current Early Help offer was mapped alongside identification of issues facing children and families in Wandsworth and a review of the evidence base for early help and intervention. One of the Department's commitments was to make information about the Early Help offer in Wandsworth more accessible. To achieve this, the Family Information Service is being reviewed and rebranded; with the refreshed website due to go live by end of July 2018.</p>

REF	KEY ISSUE	END OF YEAR UPDATE
~055	Review Early Help services with the aim of establishing a collectively owned brand, common objectives and an integrated offer	The Early Help strategy has set out changes planned to help the service deliver the THRIVE approach: Targeted, Holistic, Responsive, Innovative, Valued, Evidenced. Progress to date on delivering the strategy will be provided in the Early Help impact report to June 2018 ECSOSC.
Early Years and Prevention		
~056	Develop the new 30 hour model for eligible working parents across Private, Voluntary and Independent (PVI) Childcare Settings and Schools. Continue to ensure maximum uptake of the universal 15 hour entitlement across all provision. Lead on embedding the changes in the funding formula in-line with the statutory guidance; including the development of the new SEN Inclusion grant for 3 Year olds.	<p>At the launch of the 30 hour offer Autumn term 2017 the DFE/DWP estimated, that 1918 children of families in Wandsworth would qualify for 30 hour childcare offer.</p> <p>By the beginning of the Spring term, there were 1113 applications to the DFE/DWP portal deemed eligible for the extended 30-hour entitlement. Of these 1113, Local Authority has verified 962 valid codes and continues to deal with outstanding validation queries. At the end of the Spring term the Local Authority has placed 563 in PVI settings/childminder and 562 in Maintained schools, totalling 1125 receiving a 30 hour place. This represents 59% of the estimated annual total of 1918. This figure is likely to increase as applications top the PVI sector continue through the summer term.</p> <p>157 Inclusion grants have been given to PVI settings and Maintain schools to ensure inclusive support for children with low and emerging needs up to the end of the Spring term.</p>
~057	Support Private, Voluntary and Independent Childcare Settings and Schools in delivery of sufficient statutory part time Early Education Place for 2 year olds for those families that meet the eligibility criteria. Ensure take up, where appropriate, of places by vulnerable children known to Children's Social Services (children in need, subject to child protection, and looked after).	<p>As of December 2017, 1571 eligible applications had been received. Of this total, 1041 were placed in a PVI setting/childminder, which equates to 66.3% receiving a place. This exceeds the target of 60% set by DfE.</p> <p>Take-up of places for 2-year-olds continues to be actively encouraged by sharing the eligibility and take up data with Children's Centres and Health Visiting Teams on a locality basis, so they are able to actively recruit children to the initiative.</p>

REF	KEY ISSUE	END OF YEAR UPDATE
~058	Continue to monitor the existing Health Service Contract against the national “early years minimum data set” and relevant local targets. Prepare mobilisation plan to enable operational delivery of the Health Service Contract from 1st January 2018. Children’s Commissioning Team to monitor new contract.	Validated data on the performance of the contract will be published July 2018. The new delivery partner Central London Community Health Trust (CLCH) service went live 1st January 2018. All TUPE issues were resolved on schedule. Some data and estate issues with the previous provider have emerged post live date. CLCH have been robust and professional in handling these issues. All Health Visitors were issued with mobile working kit on 2 nd January and a single point of access to the Health Visiting Service established for clients and professionals. CLCH received a second ‘Good’ Care Quality Commission rating in February 2018.
Special Educational Needs and Children with Disabilities		
~059	To ensure that all appropriate steps are taken to complete the transfer of statements to EHCPs.	As at 6 th April 2018, 97% of 1318 statements had been transferred to Education, Health and Care Plans (EHCPs). There are 18 remaining to be completed. During 2017-18, 617 were transferred, compared to 304 in 2015-16 and 207 in 2016-17.
~060	Ensure that relevant Council Services and partners are aware of their responsibilities and making preparation for the 5 year programme of Ofsted/Care Quality Commission SEN Reform Local Area Reviews commencing from May 2016.	A report updating on the current position was presented to the Education Standards Group in March 2018. A former Her Majesty’s Inspector (HMI) reviewed the Wandsworth Self Evaluation Framework (SEF) related to the implementation of the reforms. Her feedback was received in March 2018 and confirms the strengths of the SEF and suggests further areas for development. The SEN Strategic Action Plan is being updated accordingly, with a view to a further briefing for parents and professionals in the Local Area in June 2018 and to plan for an onsite visit by the HMI later this year.
~061	Implement the strategy for SEN to address the shortage in places. In particular, for Ronald Ross/ Greenmead scheme and develop further strategies where gaps in provision remain.	The Greenmead / Ronald Ross development had a formal opening on 23 rd March 2018. The next stage of developments at Paddock School are being planned so that the majority of the work is completed over the summer holiday period in 2018; however, the deadlines for completion are very close to the beginning of the autumn term.

REF	KEY ISSUE	END OF YEAR UPDATE
Youth Offending Team		
~062	Develop and implement an action plan based on recommendations following the YOT external review in February 2017.	<p>The YOT external review in February 2017 evidenced high quality work by the team alongside a set of recommendations to further strengthen the service. A corresponding action plan was reported to Children's Social Care Group (CSCG) in October alongside progress updates. Actions implemented include:</p> <ul style="list-style-type: none"> • New case management system implemented in July 2017 • Increased management oversight on risk assessments for young people in custody • Additional case managers trained in court work, with another cohort planned for 2018 as well as refresher training • Breach reports reviewed to ensure provide consistent information • YOT Nurse position filled and two additional targeted mental health nurses have recently joined the team • Achieved the Restorative Service Quality Mark • Diversity screening tool reviewed and YOT staff have completed training • YOT/Children's Services task & finish group set up to review joint working protocols. <p>Whilst making progress with the recommendations from the review, several areas of practice have moved forward nationally, notably assessment and planning. In light of these changes, the management team continues to identify key areas for improvement and recently conducted a further independent audit of Asset Plus implementation and practice in March 2018.</p>

REF	KEY ISSUE	END OF YEAR UPDATE
Children's Social Care		
~063	Ensure the Council's Improvement Partner and DfE see evidence of significant progress across all area of work with vulnerable children and young people.	<p>The most recent visit by DfE and the Council's Improvement Partner Achieving For Children took place in February 2018 and reported <i>'we agree with Ofsted's view that significant progress has been made since the full Ofsted inspection of the authority. We have also seen significant progress since the last Department for Education six monthly review which took place in June 2017.'</i></p> <p>In reference to particular strengths and area for improvement, their feedback reported <i>'We believe that there is continuous improvement in children's services in Wandsworth with evidence of strong leadership, a more open and positive culture and significant investment in resources. This is laudable however, it is vital that there is ongoing focus on consistency of high quality service delivery and consolidation of what is working well.'</i> The Department is now re-prioritising the key elements of social work practice, such as assessment quality and timeliness, visiting children and ensuring action plans are SMART.</p>

REF	KEY ISSUE	END OF YEAR UPDATE
~064	Management oversight further strengthened so that thresholds and child protection procedures are applied appropriately and robustly, ensuring that all children in need of help and protection are seen promptly and given the right service at the right time (Ofsted Recommendation 1)	<p>In their visits Ofsted have found improved management oversight but continue to find inconsistencies. Ensuring consistent management oversight therefore remains an area for improvement for the Directorate. Ofsted's latest visit which looked at early help and front door services found strong management oversight and decision-making within the Initial Point of Contact (IPOC) and through the daily Multi-Agency Safeguarding Hub (MASH) meetings. However, they also reported inconsistencies in oversight of young people at highest risk. In response, a new risk and safety planning template has been agreed and is currently being completed for young people identified by managers as the highest risk and most vulnerable across the whole department. Fortnightly senior management sessions will provide oversight of progress on these young people's cases and drive forward improved risk assessments, safety planning and joined-up support offer.</p> <p>A potential barrier to consistent management oversight is change at a management level. To address this there is an on-going drive to recruit permanent managers which has resulted in a permanent Head of Service for Children Looked After who started in October and 2 deputy managers within the Safeguarding Standards Service who started in January. The workforce strategy has been refreshed and will be reported to June 2018 ECSOSC. A new recruitment agency has been engaged to replace Sanctuary.</p> <p>In addition, a comprehensive management development and culture change course facilitated by Youth at Risk has been rolled out across all managers in the Department. In total 115 managers from across the service have completed the Programme. Feedback has been positive, reflected in a more open culture and actions from the training being taken forward through the internal Improvement Group. Initial findings from the Social Work Health Check show more agreement that senior managers are visible (from 60% last year to 68% this year).</p>

REF	KEY ISSUE	END OF YEAR UPDATE
~065	Robust performance information is available to support effective management scrutiny and challenge to poor practice at all levels of the organisation. (Ofsted Recommendation 2)	<p>Following best practice identified by the Council's Improvement Partner a monthly Performance Board was put in place in September 2017 and has met on a monthly basis since. The Board reviews team level performance and audit themes and is attended by team managers from across the Department. In March 2018, the Board focused on performance-related strengths of the service as well as the 'Red-rated' key performance indicators. The weekly performance meetings held between the Assistant Director for Children and Families and her senior managers continue to support in-depth scrutiny of weekly performance.</p> <p>The February 2018 DfE Review found "<i>Performance data and intelligence is being 'owned' by most managers and is being driven by weekly meetings with the Assistant Director and newly established monthly Performance Board.</i>" In their March 2018 visit, Ofsted reported¹ "<i>Staff at all levels now have access to a suite of performance information and this is being used increasingly to identify areas for practice development and training delivery. A weekly performance meeting further strengthens the use of performance information and ensures that senior leaders are well informed of practice across the service and are able to respond effectively to fluctuating performance.</i>" Although strengthened performance management procedures have been implemented, work is still taking place to ensure the data and management information is consistently accurate and meaningful.</p>

¹ NB – Ofsted's letter will be published 9th May, before the publication of ECSOSC agenda on 11th June, which will include these key issue updates.

REF	KEY ISSUE	END OF YEAR UPDATE
~066	Quality of audit activity improved so that managers and elected members have accurate information about the quality of practice across all teams and can use the findings to strengthen organisational and individual performance (Ofsted Recommendation 3)	<p>In their visits Ofsted have commented on the quality and consistency of audits conducted by the Department. Case and service improvement plans are now prepared following audits to ensure that issues are addressed and learning embedded. In their March 2018 visit, Ofsted reported that audit activity is now well embedded with learning disseminated to staff, but that more focus is needed on children's experiences rather than compliance, including in case improvement plans developed in follow-up to audit.</p> <p>Audit findings are also reported to the Performance Board so that their findings can be triangulated with performance information. Quarterly reports on audit findings continue to be submitted to Children's Social Care Group in order that Members can have oversight of audit findings. In the most recent report (Quarter 3 2017-18), the majority of judgements were in the category Requires Improvement (69%) or Good (10%). This is a reduction in cases graded inadequate compared to Quarter 3 2016-17, from 32% to 21%.</p> <p>In January 2018, a successful pilot of 'Practice Learning' event took place. Over the course of two days senior managers (Service Managers up to DCS) audited a case, observed related practice and spoke to children and families about the service they received. Of 25 cases audited 44% were rated Good, 48% rated Requires Improvement (RI) and only 8% rated less than RI (2 cases). Positive feedback was received on the pilot and a second event is planned for June. At their most recent visit, Ofsted reported "<i>Learning from these days is collated well and shared. It is used effectively to identify further learning and the need for practice improvement, both within social care and across the wider partnership.</i>"</p>

REF	KEY ISSUE	END OF YEAR UPDATE
~067	All staff receive regular supervision, in line with the local authority's supervision policy, that provides direction and challenge to poor practice. (Ofsted Recommendation 4)	Whilst in their visits Ofsted have found examples of high quality supervision they are still finding inconsistencies in approach across the supervision they sample. Ensuring all staff receive high quality, reflective supervision therefore remains an area of focus. This is being followed up with managers via management supervision and training. The timeliness of supervision has improved on 2015 with the percentage of staff receiving supervision within agreed timeframes has been consistently at 88% or above in the past five months, with 91% on time in February 2018. Each month, this includes several teams with 100% performance.
~068	Strategy discussions comply with statutory guidance and that the skills and resources available in the MASH service are used more effectively to involve relevant partner agencies in information-sharing, planning and decision-making. (Ofsted Recommendation 5)	Considerable work has been undertaken with Partners on engagement with the MASH and in Strategy Discussions. Police are now consistently attending strategy discussions (97% so far in 2017-18). Improvements have been seen in health attendance, however at 44% in February 2018 this is still too low. In order to further improve partnership working with health, senior managers continue to liaise with relevant health colleagues, including regular meetings with the named Doctor for safeguarding and the new designated Doctor to look at how to work together better. Health colleagues have also visited the front door and received training from social care managers. In addition, the service is setting up two daily conference calls at agreed times where partners can join strategy discussions by phone.
~069	Any care leavers placed in unsuitable accommodation receive comprehensive support based on a robust assessment of risk and that plans are in place to move swiftly these young people to suitable accommodation. (Ofsted Recommendation 6)	No care leavers have been placed in Bed and Breakfast since 2015. St Basil's, a youth homelessness charity, have conducted a review of accommodation for care leavers in Wandsworth. The recommendations from this review have been fed into the sufficiency strategy action plan which was reported to November ECSOSC (Paper No. 17-366). ". In February 2018 Members agreed new 2 year contracts for housing for care leavers. In the December 2017 Ofsted visit, inspectors commented " <i>Senior managers have strengthened arrangements considerably to ensure that care leavers have access to sufficient, suitable and safe accommodation. Effective partnership arrangements are in place between the housing department and Future First and there is a clear corporate commitment to sustaining this offer. In October 2017, 90% of care leavers were deemed to be in suitable accommodation, demonstrating a significant improvement from the last inspection. The use of bed and breakfast accommodation has ended and the local authority has reduced its reliance on semi-supported and independent accommodation</i> "

REF	KEY ISSUE	END OF YEAR UPDATE
~070	A corporate parenting board is in place and dedicated to and accountable for improving outcomes for children in care and care leavers. (Ofsted Recommendation 7)	The impact of the Corporate Parenting Panel has been seen in the creation of 5 apprenticeships for care leavers within the Council, 2 care leavers employed by HR, in councillors attending foster carer recruitment events and in the use of former Housing Department properties to create supported accommodation for care leavers, a new Children's Home and a training flat for care leavers. The Housing and Regeneration Department has also increased its allocation of properties for care leavers and foster carers and all Directorates have nominated a senior manager to lead on corporate parenting.
~071	The quality of social work, early help assessments and direct work with children is consistent. All plans detail specific actions, timescales and responsible individuals and are subject to regular review (Ofsted Recommendation 8)	There has been a strong focus on improving social work practice. Practice Standards have been developed and have been rolled out across Children's Services and training and briefings have been held for staff on a range of practice issues. The quality and consistency of practice has been reviewed by Ofsted in each of their monitoring visits. In the course of their visits they have seen improvements in quality but note that there are still inconsistencies in practice with Ofsted noting in their last visit <i>"The key challenge for senior leaders is to further embed consistency of good practice across the service and to ensure that weaknesses in .. case recording and the quality of assessments and plans are addressed swiftly."</i> To address this Wandsworth Children's Social Care Academy is rolling out bite-size practice sessions in April 2018 on key issues and managers have been asked to ensure workers who need additional support with their practice are targeted to attend relevant sessions. This includes case recording and supervision, with good and poor practice examples used to ensure expectations of social workers and managers are clear. Alongside this work social workers who are strong on recording and practice are sharing their approach with colleagues. Each team is developing specific actions to address the inconsistencies pertinent to their team.

REF	KEY ISSUE	END OF YEAR UPDATE
~072	Children at risk of child sexual exploitation are consistently identified and protected. (Ofsted Recommendation 9)	<p>All referrals to SEMAP now require a CSE risk assessment to have been completed. The CSE Strategy and action plan is monitored quarterly by SEMAP and is currently being refreshed for 2018-19. Participation People have conducted research into CSE/Missing to gain the views of young people on the services they have accessed in Wandsworth, as well as gaining views from foster carers and practitioners. A Task & Finish Group is driving forward the recommendations from the report. However, Ofsted continue to report inconsistencies in risk assessments and management oversight for most vulnerable young people. To address this the HoS (Specialist Services) alongside the CSE/Missing Coordinator and CSE Consultant Social Worker now review young people's cases which have been red-rated by SEMAP for longer than 6 months on a quarterly basis, including reviewing risk assessments, care plans and supervision. As detailed in KI 64 new senior management fortnightly sessions reviewing risk and progress for young people identified as highest risk across the department have been put in place; this will include young people at risk of or affected by CSE.</p>
~073	All children missing from home and care are routinely offered return home interviews so that risk can be managed effectively and outcomes analysed to inform intelligence (Ofsted Recommendation 10)	<p>A dip sample looking at young people who have declined three or more return home interviews evidenced positive improvements in management oversight as recorded on Mosaic; there are plans for this to be repeated to ensure improvements have been sustained.</p> <p>Performance on offering RHIs has fluctuated partly due to issues with the Barnardo's contract and changes in workers / vacancies. As a result, the contract has been brought in-house. A new Business Support Officer also joined the team in February 2018 and is uploading missing reports sent from Police to the front door (via Merlins) directly onto young people's case files and reminding social workers to arrange an RHI. The Head of Specialist Services and CSE and Missing Team Manager now lead a weekly meeting to discuss up-to-date missing data provided by the Performance Team. This includes the Police, service managers and Missing workers. The aim is to ensure management oversight of missing young people, as well as providing relevant information to enable chasing of managers and social workers to ensure Mosaic is accurate and up-to-date. Performance is therefore expected to improve and be more consistent over the coming months.</p>

REF	KEY ISSUE	END OF YEAR UPDATE
~074	Where cases are being considered for closure or step down to early help or targeted services, decisions are based on a thorough assessment of need and risk (Ofsted Recommendation 11)	The last Ofsted monitoring visit found <i>“Senior leaders have made purposeful and well targeted progress in strengthening arrangements at the front door as well as in early help services. Pathways for referrals and early help have been more clearly defined and children now receive a swifter response to their needs.”</i> This reflects the joint working which has taken place between the Head of Service - Family and Communities, Service Manager for the Referral and Assessment Service and managers in the Early Help service to develop and implement an approach to providing early help where appropriate at the Front Door and also at the point of step down.
~075	Update the local authority sufficiency strategy to ensure it is effective and delivers placement choice, taking account of care leavers. In addition, in 2017/18 increase the number of in-house foster carers and ensure that the new children’s home is on track to open by February 2018 (Ofsted Recommendation 12)	<p>A refreshed Sufficiency Strategy with a 2017-18 action plan was reported to ECSOSC in November 2017 (Paper No. 17-366). Progress on actions includes:</p> <ul style="list-style-type: none"> • Staying Put Task & Finish group, including foster carer representative and Participation Officer representing young people, has reviewed the Staying Put policy and is planning how to promote Staying Put to young people, foster carers and social workers. There are now 13 young people in Staying Put arrangements. • Analysis on children coming into care for short periods conducted and led to targeted support offer for all 14+ year olds returning home after time in care. • Fostering recruitment strategy updated and shared with Members at December Children’s Social Care Group, with implementation now underway. See impact in KI 76 below. • Exploration of specialist fostering schemes including looking at good practice in other local authorities. Proposals are currently being drafted to support 7 existing in-house foster carers to become specialist carers for adolescents. <p>Also see progress against KIs 76-78 below.</p>

REF	KEY ISSUE	END OF YEAR UPDATE
~076	<p>Foster Carer Recruitment: Increase proportion of foster carers who are in-house foster carers from 45% to 65% by 2019-20 (55% by 2017-18, 60% by 2018-19). Target IFAs who are based in borough or in neighbouring boroughs to join in-house team. Ensure Wandsworth foster carers feel supported through comprehensive training and the provision of support, which is comprehensive and tailored to need.</p>	<p>There is an extensive range of training courses for foster carers, including on: allegations procedures, contact and carers' role, role of foster carers in life story work and Signs of Safety and direct work. Feedback from foster carer training survey in January 2017 found that 95% of respondents had attended formal training in past 12 months and 60% had used online training in past 12 months. In response to feedback on timing of training as a barrier, the fostering team are delivering more 'twilight' training sessions to improve foster carer attendance. The team has also increased E-learning training - currently over 25 E-Learning courses are available to carers covering core fostering role. Another survey will be undertaken in January to review the effectiveness of the current offer.</p> <p>The fostering team has focussed on recruiting new foster carers in 2017/18. A recruitment strategy was produced and submitted to Members in December. As a result of the team's work:</p> <ul style="list-style-type: none"> • 12-in house carers were recruited, assessed and approved between December 2016 and December 2017, who between them have a capacity to provide placements for 17 children/young people. • A further 18 potential carers are due to go to Panel by May 2018. • Seven of the 12 carers recruited are able to foster our targeted groups (i.e. adolescents, siblings and/or children with complex needs). <p>This increased focus on recruitment means that there are currently 85 mainstream foster carers, (excluding family links carers and family and friends carers). The focus is now on increasing the percentage of young people placed with an in-house foster carer.</p>

REF	KEY ISSUE	END OF YEAR UPDATE
~077	<p>Placement Commissioning: Continue to monitor the use of London Care Services Framework as the preferred framework for IFAs and children's home, including strengthening placement sourcing processes to make best use of the London-wide framework following review. Re-commission the care leavers supported accommodation provision for a contact start date of April 2018, considering the inclusion of semi-independent accommodation for 16-17 year olds within this commissioning exercise.</p>	<p>As previously reported, the Commissioning team alongside Corporate Procurement completed an updated options appraisal for Frameworks for CLA placements, recommending ongoing use of the London Care Services Framework, managed by London Councils, which includes all IFAs in the region, and a significant number of children's home providers. All external placements for 0-15 year olds use London Care Services, exceptions to this are emergency or hard to place children and young people where all options need to be considered.</p> <p>Meetings took place in March 2018 with all current young people and teenage parents supported accommodation providers. New contracts will be in place for all but one present provider from April 2018 under new Service Specifications with agreed Key Performance Indicators and regular contract/performance management by the Children's Services Commissioning Team and the Care Leavers' Service (Future First). Discussions will continue during the contract period with these providers on any reconfiguration of services required to ensure the support provided meets the needs of the young people in residence. A six month contract extension as opposed to a new contract has been agreed for the remaining service provider where quality and performance issues have been raised. The Children's Services Commissioning Team and Future First will continue to monitor performance and assess whether the necessary improvements have been made and can be sustained before a new contract is agreed at the end of the six month extension period. The new service specifications include encouragement to providers to identify further suitable properties during the two year contract period to help ensure the Council has access to sufficient property options for young people, including care leavers, older looked after children and homeless young people.</p>

REF	KEY ISSUE	END OF YEAR UPDATE
~078	<p>New Children's Home: Opening of a new Children's Home in Wandsworth by February 2018. To include the remodelling of Bridge House building to make it suitable for residential care and the commissioning of a specialist service provider to run the home, as an in-borough residential unit for 11- 17 year olds with medium to high needs. Capacity to offer emergency out of hours placements as well as planned placements.</p>	<p>Building works commenced in October with completion of full refurbishment by early summer 2018 after some initial delays with the tendering process. Site visits are taking place monthly to monitor progress.</p> <p>Young people continue to be fully engaged in the project. CLICK have visited the site to take photos for their storyboard of the refurbishment and children and young people have decided that the home should be called Luminous House.</p> <p>The successful service provider St Christopher's was awarded the contract in November, allowing for a lengthy implementation period with provider before the opening of the home in summer 2018. Two partner meetings have been held so far; at the January meeting St Christopher's representatives attended, including the Chief Executive and the implementation manager for Luminous House, to run through their expectations and plans for the home and the partnership. The Commissioning team receive a weekly update on St Christopher's mobilisation plan.</p>
~079	<p>Permanence decisions are implemented in a timely manner with regular scrutiny, challenge and oversight from managers and independent reviewing officers (IROs). (Ofsted Recommendation 13)</p>	<p>The fifth Ofsted visit focused on permanence and IRO oversight. While inspectors found some strengths, they also found a lack of timeliness in providing permanent alternative homes, an underdeveloped understanding and application of early permanence and insufficient consistent consideration of parallel plans for all children. The Department had already started work with Coram on improving early permanency planning and this is now being driven forward across Children and Families Services. This project is progressing well with weekly meetings taking place with Coram, the Assistant Director for Children and Families and relevant service managers to drive project forward, with actions logged and monitored by the group. Examples of work undertaken so far include: review of business processes, setting up joint tracking, and review of permanency training.</p>

REF	KEY ISSUE	END OF YEAR UPDATE
~080	Review family-finding processes to ensure that these are timely and make best use of internal and external resources to secure permanent homes for children. (Ofsted Recommendation 14)	The Adoption Team comprises of two teams under an overall manager with one team dedicated to Special Guardianship Orders (SGOs) and the other team dedicated to adoption/family finding. The number of children adopted increased in 2016/17 to 7% of the CLA population as compared to 4% the previous year. However, Wandsworth is below the statistical neighbour average and further work is needed to ensure family finding is timely. An adoption action plan, based on an external review by Coram, has been agreed in order to improve outcomes for children and is being implemented by the Adoption team in partnership with relevant stakeholders from across the Department. Concrete actions have been taken forward as a result: a newly established monthly forum is strengthening management oversight in the adoption process; stronger links have been developed with St. George's resulting in an increase in the number of prospective foster to adopt placements referred; PLO tracker is established and monthly tracking meetings in place; the adoption website has been refreshed and 11 adoptive families have been recruited so far in 2017/18 (compared to 5 in 2016/17); TPD training is being extended to adopters. There is still more work to do to reduce delays in the adopter recruitment process and to strengthen early permanency planning.
~081	Where there is a plan for a child to return home, assessments evaluate the impact of the work completed with parents and children and evidence how improvements are to be sustained. (Ofsted Recommendation 15)	A practice standard was developed which sets out that senior management sign off is required when a child returns home and that the checklist should be uploaded onto Mosaic. Heads of Service report that they are now signing off return to home, however there remains some inconsistencies in practice.

REF	KEY ISSUE	END OF YEAR UPDATE
~082	<p>The Council to provide a high-quality support for care leavers, in particular with regard to pathway planning and provision of a range of suitable accommodation and employment and training opportunities. (Ofsted Recommendation 16)</p>	<p>The service was brought in-house from 4th September 2017 and is now managed within the Children Looked After Service to ensure closer working between the two services. The Executive approved proposals for the reconfiguration of the service, including the creation of 2 additional Personal Adviser posts for the service, in order to ensure caseloads are manageable and pathways plans are kept up to date, and 2 additional Connexion posts in order to drive EET improvements. The Council continues to explore creating additional accommodation for CLA/care leavers locally. Proposals are being prepared with the aim of reporting to June OSC cycle.</p> <p>The December 2017 Ofsted visit focussed on the service provided to care leavers. The letter commented that <i>“The local authority has recently made purposeful and well-targeted progress in improving services for its care leavers... The quality of work in most areas has started to improve very recently. Senior leaders now need to increase the momentum of improvement so that good-quality practice is achieved as a matter of routine”</i>.</p> <p>Care leavers told inspectors <i>“that they have received a better quality of service since the inception of Future First. Most care leavers said that they feel well supported and spoke energetically and passionately about the overall improvements to their service. Most care leavers said that they feel safe in their homes and describe a significantly improved and varied offer of accommodation.”</i></p>
~083	<p>The electronic social care recording system promotes good social work practice, supports effective managerial oversight and provides accurate performance information. In 2017/18 ensure that Mosaic is implemented to timeframe and all staff are trained (Ofsted Recommendation 17)</p>	<p>Department has now moved to Mosaic. Initial issues with the system’s reliability have largely been resolved now. New functionality is being developed to enable good social work practice and clear recording. An external review of the system commissioned from Socitm will be reported to June 2018 ECSOSC, focusing on the need for strengthened contract monitoring.</p> <p>However, the Council’s IT system has impacted on day-to-day operations, for example communication issues between migrated and non-migrated users.</p>

REF	KEY ISSUE	END OF YEAR UPDATE
COMMUNITY SERVICES OSC		
Environmental Policy and Climate Change		
~084	Maintain a carbon reduction plan and governance board to achieve Carbon Reduction targets of 20% by 2025 (compared to a base year of 2008/09) and minimise the 'carbon tax' liability.	The target to reduce energy consumption by 20% by 2025 has already been met with the Council having achieved a 32% reduction on the 08/09 baseline figure. For 2018/19 the methodology has been reviewed and reset based on the office footprint at the end of 2017/18.

REF	KEY ISSUE	END OF YEAR UPDATE
~085	<p>Implement the actions set out in the Air Quality Action Plan for 2017/18, with a focus on areas of high impact, including:</p> <ul style="list-style-type: none"> • Implement a multi-disciplined air quality task force of officers to proactively take forward measures across the council and the borough. • Take forward interventions to reduce the impact of poor air quality on vulnerable residents and schools • Implement robust monitoring of construction sites in the borough to ensure that developers comply with regulations • Progress measures to encourage modal shift and address emissions from vehicles, including: <ul style="list-style-type: none"> ▪ Consider the implications of the ULEZ for Wandsworth, respond to the Mayors Consultation and prepare for its implementation ▪ Lobby TfL for the provision of more low emission bus routes ▪ Review the possibility of implementing a freight consolidation centre for the Borough & reducing the number of deliveries in the borough ▪ Progress the green fuelling infrastructure 	<p>A multi-disciplined air quality task force has been established with regular discussions from services across the council on addressing air quality.</p> <p>A number of visits have been undertaken at schools across the borough on advising about air quality including audits undertaken.</p> <p>Monitoring of air quality and visits undertaken by officers to ensure compliance with standards and compliance with agreed construction management plans.</p> <p>Committee paper 18-64 to the CSOSC in February 2018 set out the council response to the Mayor's consultation on Ultra Low Emission Zones.</p> <p>The Council continues to lobby TfL for changes to buses along Putney High Street and other areas such as Clapham Common being considered as part of the low emission bus zones.</p> <p>The review was completed with changes being identified in respect of the council's own practices in respect of the procurement of goods. Due to the lack of a business case the freight consolidation centre is unlikely to proceed, and a further update will be included in the annual air quality action plan progress report to CSOSC later in the year.</p> <p>Committee paper 18-63 to the CSOSC in February 2018 provides an update on the future strategy of charging points with over 100 currently installed.</p> <p>All enforcement officers are trained on vehicle idling and a programme of visits are scheduled across schools in the borough.</p> <p>Action plans for Tooting and Clapham Junction have been produced and agreed with relevant stakeholders. Next year will see implementation of the plans by working with stakeholders.</p>

REF	KEY ISSUE	END OF YEAR UPDATE
Waste Management and Street Cleansing:		
~086	Increase the percentage of household waste recycled where it is cost effective to do so.	<p>21.6% recycling of household waste was achieved during Q1-Q2 and 22.5% during Q3 (final results). The provisional result for Q4 is 22.9% up from 21.9% in 2016/17.</p> <p>Means of improving the recycling rate are under constant review and where appropriate actions are taken in support of this objective. Actions taken during 2017/18 included the relocation of communal recycling banks on large, directly managed housing estates to make them less convenient for people simply looking for the nearest bin for residual waste as well as the ongoing efforts of the “Recycle Western Riverside” campaign delivered by Western Riverside Waste Authority to encourage recycling across the region.</p>
~087	Reduce contamination of mixed recycling.	<p>During April 2017 – February 2018, 14.6% of material collected as mixed recycling was found to be contaminated, a 0.2% improvement compared to the same period 12 months before. The level of contamination in material collected in clear sacks fell by one percentage point to 12.9% however levels in orange-lidded banks increased by 2.5 percentage points to 20.9%. Following review, the planned trial non-collection of contaminated recycling sacks was not progressed further due to officer time implications; remedial collection costs and implications associated with FPN enforcement against recycling sacks wrongly placed on the highway. The focus and resources have been re-directed to dealing with orange-lidded bank locations on housing estates where contamination is particularly high and the programmes and proposals in response. The aim being to centralise these facilities in order to make them less convenient to persons seeking the nearest refuse bin. Such measures have been implemented at the Alton Estate, Lennox Estate and Winstanley Estate. Aboyne Estate is currently under review.</p>
~088	Preserve weekly bin collections.	<p>The Council’s contract with Serco for waste and recycling collection services has been extended until 31st March 2024 and secures weekly bin collections until that time.</p>

REF	KEY ISSUE	END OF YEAR UPDATE
~089	Reduce the quantity of household waste collected per household	Confirmed results for Q1-3 indicate that we are on course to achieve 524kg per household against a target of 527kg and the provisional result for Q4 indicates a final full year result of around 517kg per household, down from 533kg in 2016/17. National and local projects which aim to reduce the generation of residual waste are supported and where appropriate the opportunity is taken to communicate this with residents. These have included the “Recycle Western Riverside” campaign delivered by WRWA, which sought to encourage waste reduction across the region and was complemented by national campaigns delivered by WRAP such as “Love Food, Hate Waste”.
~090	Increase enforcement actions against fly-tipping and littering through work of expanded enforcement team, the issuing of warning letters, enforcement notices and Penalty Charge Notices/Fixed Penalty Notices to help maintain street cleanliness and reduce the abandonment of commercial waste.	From 1 st April 17 till 27 th March 18, the Council has issued 5051 FPNs / PCNs, up from 2,573 in 2016/17. The increase is attributed to more focus on commercial waste and the appointment of an external contractor to carry out littering enforcement.

REF	KEY ISSUE	END OF YEAR UPDATE
Leisure and Culture		
~091	<p>Deliver the final year of the 3 year Get Active Local programme on the Winstanley & York Road Estates, including:</p> <ul style="list-style-type: none"> • Maintaining 'Friday Night Live' sessions at Latchmere Leisure Centre with a local network of partners to help steer the project. • A referral programme to link to Wandsworth Young Offending Team. • Supporting Young Ambassadors to promote activities. • Continuing development of the Witness da Fitness brand (youth sports on the Winstanley and York Road estates) 	<p>The Get Active Local project has continued to deliver a localised programme in Winstanley and York Road. At the end of 24 months of delivery 1846 individuals have participated in an activity with a throughput of 11,029 attendances.</p> <p>This year we had 30 participants who came out with a qualification including a boxing tutor's course, football education programme and a personal training gym qualification which took place in conjunction with Probation Services and linked into local volunteering and employment opportunities.</p> <p>The focus for the third and final year of the funded programme is to integrate it further with the Regeneration team and look at how we can sustain the opportunities on an ongoing basis utilising further funding, working with local partners and seeing how volunteers and newly qualified staff can support ongoing delivery.</p>
~092	<p>Undertake a study for a major new Battersea Area Sports Facility in line with the Winstanley and York Road regeneration and improvement programme and the Active Wandsworth Strategy and make recommendations for Sports Facility provision in the Battersea area by March 2018.</p>	<p>This leisure facilities strategic review will now need to be conducted in line with the requirements and timescale of the Council's regeneration plans for the area. Study to be completed as part of the regeneration project by March 2019.</p>

REF	KEY ISSUE	END OF YEAR UPDATE
~093	Complete the new all-weather floodlit artificial pitch at Falcon Park by Spring 2018.	Funding applications were submitted to London Marathon Charitable Trust and Football Foundation. The timescales for the outcome of the funding applications are due by May 2018. Key partner organisations have been identified and discussions on a scheduled programme of use has been submitted.
~094	Work with South London Swimming Club and Sport England to deliver a new £897,200 pavilion at Tooting Bec Lido as part of the continued investment in quality sports facilities across the borough. Works to be completed by May 2017.	Site is open and available for hire. Final accounts to be finalised with building contractor, Operational Services by April 2018.
~095	Build on the success of Wandsworth Fringe both in terms of programme and audience, with a target of reaching 75% of wards	<p>Wandsworth Arts Fringe was great success, highlights include:</p> <ul style="list-style-type: none"> • 140 events across 65 venues in 17 out of 20 wards (85% of the wards) 15,313 participated in WAF events and activities. An additional 34,480 engaged with the individual events via broadcast/digital channels. • 317 artists were involved in WAF, working on 45 new commissions • 224 volunteers were involved in WAF, and 88 training, education or participation sessions were held before, during or after WAF for local residents involving 2100 people. • Ticket Sales - £22,000 • Additional funding brought into the borough £56,502 with an average spend (in addition to purchasing a ticket) by visitors in the local area of £8.21 per person. If we extrapolate this data to WAF live audience figures, the potential audience spending during the festival could be over £100,000, this is before we factor in the employability impact and the inward investment. • 95% of visitors rated their experience at a WAF event as excellent or good • 88% of visitors to WAF felt the festival was good to create a sense of community in Wandsworth, 86% that it encouraged people to participate to the borough's life, 89% that it was good for the borough's image and 92% that the festival was welcoming

REF	KEY ISSUE	END OF YEAR UPDATE
~096	In conjunction with the Planning Service, develop cultural planning guidance to direct cultural investment in the Lombard Road / York Road riverside focal point area	A draft cultural planning guidance document has been produced for the Lombard Road / York Road riverside focal point area, which is now with Planning Service for review. Enable are due to meet with Planners on 30th April to review the draft guidance and to progress a final and agreed version by the summer.
Events		
~097	Ensure reinstatement of Battersea Park Post-Formula E and develop a programme of improvements throughout the year, using Formula E and other available funding	Seating Shelters completed November 2017, Promontory Garden completed January 2018 with formal opening on 28/2/18. Tenders for repainting of park railing received by Design service March 2018 with start due early April.
Libraries		
~098	Contribute to the wellbeing of all residents by the provision of a range of appropriate book and other stock and the delivery of programme of events aimed at improving both mental and physical health by developing the Books on Prescription offer, organising displays to highlight relevant areas of library stock e.g. healthy eating, sport, exercise, mental health.	<p>Wandsworth Libraries have delivered on the following over the last 12 months:</p> <ul style="list-style-type: none"> • Health Boards in Libraries display a variety of information - recent displays have included: Keep Warm, Keep Well; Dry January and BHF Heart Month. • The Books on Prescription has been running in Wandsworth Libraries for over 10 years. This service provides a source of support to help people cope with many different emotional and mental health issues through bibliotherapy. <p>Wandsworth libraries offer a range of group activities which encourage good health and wellbeing for older people - from Silver Circle reading groups, to more specialist sessions such as the reminiscence group at Earlsfield Library which benefits sufferers of dementia. The library halls continue to provide a venue for a range of activities relating to health and wellbeing including:</p> <ul style="list-style-type: none"> • Balham - Pilates and Yoga • Earlsfield - Weightwatchers, Pilates and Yoga

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		<ul style="list-style-type: none"> • Southfields - Hestia older peoples exercise classes and NCT ante natal classes • York Gardens - Regular blood donation sessions, and has hosted Get Active sessions for mothers & babies <p>The co-location of services such as the Citizen's Advice at Battersea Library and the Putney School of Art and Design at Putney Library has also aided health & wellbeing by providing complimentary offers to users of both service providers. The contractor GLL is currently waiting to progress the proposed activities programme at Battersea Park Library as soon as the lease for the Learning Centre on the 1st floor has been completed which will tackle the issue of care in the community, encouraging independent living and combating isolation and loneliness.</p>

REF	KEY ISSUE	END OF YEAR UPDATE
~099	<p>To 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.</p> <ul style="list-style-type: none"> • Wandsworth Town: Building completion due October 2018; open in January 2019 • Northcote: Building completion due January 2020 • Roehampton: Building completion due January 2021 • Battersea Park: Building completion due June 2021 	<p><u>Wandsworth Town Library</u> - The shell and core is due to be completed and handed over to the Council in August 2019, with fitting out and completion expected May 2020. The shell and core is being delivered via a S106 agreement as part of the wider Wandsworth Town/South Thames College site being developed by L&Q. We are dependent on their programme for the handover date of the shell and core. However, plans are being progressed to ensure that fit-out works can start immediately the shell and core is handed over.</p> <p><u>Northcote Library</u> - The Northcote date is now July 2020, due to extended public consultation and the need to amend building plans.</p> <p><u>Battersea Park Library</u> – Currently awaiting confirmation from NHS on its preferred option. Thereafter proposal is to commence public consultation on the re-provision of the library and new doctors surgery.</p> <p><u>Roehampton Library</u> - There is no change on this date at present.</p>
Parks and Bereavement Services		

REF	KEY ISSUE	END OF YEAR UPDATE
~100	<p>Deliver quality in parks and recreation through continuing to improve our parks and green spaces through:</p> <ul style="list-style-type: none"> • A continuing leadership role in Living Wandle Landscape Partnership Scheme, aiming for project completion by Spring 2018. • Delivery of the Tooting Common Heritage Project, including a programme of improvements agreed with Enable 	<p>Living Wandle Landscape Project has been given formal approval by HLF to extend until 31st May 2018. All projects except Merton Priory Chapter House now completed. Final reports and evaluations in progress. Final approvals for legacy plans due for approval at LWLPS board meeting March 2018. Merton Priory Chapter House (MPCH) restoration in progress and due to complete mid-May. Project staff are due to remain in post until end of May to complete final claims & report submissions to HLF; if the MPCH project requires continuing supervision, HLF have confirmed that funding can be available for temporary staffing extension to November 2018.</p> <p>Tooting Common Heritage HLF have indicated temporary staffing extension may be appropriate, and can be HLF-funded, until November 2018 if the Merton Priory Chapter House project requires. Replacement of Horse Chestnut Avenue completed September/October 2018 with 62 trees planted to replace 51 trees removed. Works commenced on fossil tree restoration winter 2017. Creation of “Western terrace” commenced at Tooting Lido in February 2018. Works for renovation of Woodfield’s Pavilion due to be put out to tender in April 2018</p>
~101	<p>Progress the development of the Wandle Valley Regional Park (WVRP), including developing legacy plans, for the WVRP, following the completion of the Living Wandle Landscape Partnership Scheme</p>	<p>Final legacy plan for the Living Wandle project will be available for use by WVRPT from April, onwards. Staffing resource is now being given to the WVRP’s Steering Group for the HLF-funded Resilience Project.</p>
~102	<p>Create new burial space at Wandsworth Cemetery. By September 2017, complete a feasibility study into the use of paths/road ways in Wandsworth Cemetery as additional burial space and continue sensitive reclamation of graves over 75 years’ old.</p>	<p>The total number of graves that could be created with the removal of each path was established. WBC Design Services confirmed that further surveying was not required for these areas. It was agreed that some leftover funds would be allocated to survey an area of Wandsworth cemetery where a gas pipe runs under the area rendering is unfit for burial. Also, two areas at Putney Vale Cemetery are to be surveyed prior to use (one imminently). Awaiting these surveys to be completed.</p>

REF	KEY ISSUE	END OF YEAR UPDATE
~103	Conduct consultation on a draft update of the Active Wandsworth strategy and submit a revised strategy for approval in November 2017.	Following the consultation period, the Active Wandsworth Strategy went to the Community Services OSC in the February committee cycle and was widely approved. Partners are now being invited to fully sign up to the action plan and support the delivery of the new Strategy and the four strategic themes – facilitate, motivate, participate and advocate.
~104	Conduct consultation on proposals to introduce DCLG Model Bylaws in the borough's smaller parks and open spaces by autumn 2017.	This was completed, and the results reported and agreed by the June CSOSC in Paper No. 17-181. Subsequently Paper No. 18-90 approved that the Council adopt and seal the byelaws and advertise the public notice of the Council's intention to apply to the Secretary of State for confirmation of the byelaws.
Community Safety:		
~105	Work in partnership with the MPS, the Chamber of Commerce and local large retailers to help tackle preventable retail crime by identifying and taking advantage of crime prevention opportunities, and continue to support smaller retailers which can be at risk of higher impacts from retail crime.	The Community Safety team are working closely with our town centre managers and have recently launched a campaign to raise awareness of retail crime. The work will continue to develop and we will continue to support the use of Anti-Social Behaviour tools and powers for reducing crime and anti-social behaviour in town centres.
~106	Reduce crime and anti-social behaviour attributable to street drinking groups through an enhanced multi-agency approach.	We currently have public space protection orders in the areas of Queenstown which is proving successful, and the Tooting Designated Public Place Order converted into a Public Space Protection Order (PSPO) in October last year. The Battersea PSPO has just finished its consultation phase and its implementation will hopefully begin in July this year. All of these orders have street drinking and its associated anti-social behaviour at its core and we are developing the multi-agency protocols and review arrangements for these orders.

REF	KEY ISSUE	END OF YEAR UPDATE
~107	<p>Increase activity to safeguard people from radicalisation:</p> <ul style="list-style-type: none"> • Increase work with sectors and institutions where there are potential risks of radicalisation, in particular with schools. • Undertake activity that prevents people from being drawn into terrorism and ensure that they are given appropriate advice and support, including through the Channel process. • Respond to the ideological challenge of terrorism and the threat we face from those who promote it, by undertaking varied initiatives and delivering e-safety to schools. 	<p>Additional Prevent training has started to be delivered in the community and in faith based institutions to safeguard people from Radicalisation, and further outreach sessions have started in Wandsworth, including:</p> <ul style="list-style-type: none"> • Visits to community groups, Pupil Referral Units and Schools • Enhanced WRAP (Workshop to Raise Awareness of Prevent) training and an open forum with community leaders <p>Responding to ideological messages: Recently an extremist group has been distributing leaflets on Tooting Broadway to invite members of the public to an on-line conference, Prevent officers identified where the leaflets were being distributed and managed to connect with local businesses to counteract these ideological challenges and offer training and awareness to the business and members of the community</p>

REF	KEY ISSUE	END OF YEAR UPDATE
~108	<p>Deliver focussed work in priority neighbourhoods to tackle crime and anti-social behaviour, including drug supply, burglary, motor vehicle crime, and knife crime.</p>	<p>The Safer Neighbourhoods programme enables the delivery against these volume crime priorities:</p> <p>Despite the inclusion of sheds and communal hallways in burglary crime reporting, burglary figures in the Borough remain stable.</p> <p>Knife crime is a borough wide concern. The action plan to tackle this includes community-led activities in Battersea, on the Henry Prince Estate and in Tooting.</p> <p>Operation Venice is the community safety response to moped crime which is led by the police. A wide range of actions are now in place including regular property marking events. The positive impact of the work is being seen with 25% reductions in theft from motor vehicles.</p> <p>The Neighbourhood Watch programme continues to develop and grow, with work underway to revise the database and offer new and existing volunteers more support and training opportunities to support the local crime priorities.</p> <p>The community safety team have been revising and developing their roles in relation to strengthening the multiagency approach in relation to the priority crimes. There has been a period of adjustment due to Police restructuring and we are working to align our resources with this new approach. Neighbourhood-level work will be a key feature of the work going forward and will build on those relationships and actions that have provided strong foundations.</p>

REF	KEY ISSUE	END OF YEAR UPDATE
~109	<p>Improve and increase services to tackle Violence Against Women and Girls:</p> <ul style="list-style-type: none"> • Re-commission services to protect and support high risk victims of domestic abuse and VAWG across Wandsworth and Richmond • Develop a community based approach to tackle Female Genital Mutilation • Develop a new accommodation service to respond to victims of domestic abuse with complex needs 	<p>The VAWG commissioning project is underway and is seeking to commission a single development partner to deliver and develop VAWG services across for Wandsworth (jointly with Richmond) from April 2019. The service specification will be taken to Community Services OSC in June 2018. The current Wandsworth VAWG service providers will continue to deliver accommodation and Independent Domestic Violence advocacy (IDVA) services until the new service commences in April 2019.</p> <p>The FGM Task and Finish Group is now established and continues to work to establish links across children's services. The National Centre for FGM in partnership with the existing FGM Champions is planning a broader health forum with an emphasis on women's health and to include FGM and the consequences of living with FGM into older age. The St George's NHS Trust FGM Strategic Group continues to make progress with safeguarding Level 1,2,&3 training. A new specialist midwife has been appointed to start on April 1st 2018 and will run the Opal Clinic, which it has now been agreed will run weekly. The NCFGM bid, if successful, includes the provision of Health Advocates and Social Worker posts that will be based as outreach support at the Opal Clinic during opening times. St George's continues to ensure that the mandatory data collection is completed. An audit of how women affected by FGM are supported in the hospital is in planning stages. The FGM leaflet has been adapted for use by hospital patients, and will be available for distribution after 1st April.</p> <p>The Complex Needs Outreach Service run by the National Charity Refuge has developed well since its launch on 5th June 2017. Refuge has built effective working relationships with a large number of organisations including hard to reach groups in Wandsworth in a short space of time. The service has been able to reach, support and produce excellent outcomes for a wide range of survivors with additional needs. The target for June – December was to have worked with 20 clients. The service surpassed this and supported 37 clients, 85% above its target. The service is due to continue until July 2018 and plans are in place to extend this until December 2018.</p>

REF	KEY ISSUE	END OF YEAR UPDATE
Local Plan (Formerly Local Development Framework)		
~110	The full review of the Local Plan will proceed and include the informal scoping of issues to be reported to CSOSC in November 2017. A full review of the Planning Obligations SPD will be undertaken with a draft for consultation reported to CSOSC in November 2017	Due to further staff issues the full review of the Local plan has been reprogrammed and it is proposed to report the first stage of the full review to CSOSC in September 2018. It is not expected that this delay will create any problems as the timetable was largely set by the Council, rather than external requirements. The draft London Plan and revised National Planning Policy Framework (NPPF) have both been released for consultation. The Local Plan will now be able to incorporate changes brought about at the national and London levels. The Planning Obligations SPD was further delayed awaiting external inputs and is now programmed for CSOSC in June 2018. The Partial Review of the Local Plan is proceeding and was submitted to the Secretary of State for examination in October 2017 and the examination hearings were held on the 21st and 22nd February 2018. It is still on course to be adopted by the end of 2018.
~111	Identify the appropriate level of support and conformity with the London Borough Development Viability Protocol to ensure that the Council achieves a consistent approach to achieving the maximum reasonable level of affordable housing whilst maintaining housing delivery and transparency in terms of process and financial appraisal.	Provided comments on Mayor's Affordable Housing and Viability SPG. Met with GLA to influence final document. Modified approach to requiring viability assessments with focus on increased transparency and level of information. Comments submitted to GLA as part of the Council's response to the draft London Plan. Preparing comments in response to the draft Housing Delivery Test that has been published as part of the NPPF consultation.
Resolve key sites:		
~112	-Clapham Junction (Northcote)	Planning permission was approved for a revised Lidl store in Falcon Lane and Phase 0 of the Winstanley / York Gardens Estate masterplan in March 2018. Clapham Junction was identified as an Opportunity Area in the draft London Plan. The Council has responded to this proposal, questioning what the advantage would be of this designation with a baseline of only 2,500 homes and 2,500 jobs.

REF	KEY ISSUE	END OF YEAR UPDATE
~113	-Young's Brewery (Fairfield)	Phase 1 is substantially complete with occupation in the Spring 2018. Application approved for Church Row in July subject to a S106.
~114	-Wandsworth Town Centre/Wandle Delta Area: all other sites (Fairfield)	Homebase scheme (mixed use with 343 residential units) on Swandon Way was approved by the Mayor following its call in. Riverside Quarter (Phase 3) (mixed use), PAC resolved to grant permission subject to S106 in June 2017. Resolution to grant permission subject to S106 for the B&Q site (mixed use with 517 residential units) on Swandon Way. Construction progressing on 27 Garratt Lane.
~115	-Putney town centre sites	45-53 Putney High Street (mixed use with 122 residential units) was refused in January 2018. Planning application received for 31-43 Putney High Street (mixed use development with a 179 room hotel).
~116	-Clapham/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.	Continued work on Diamond Jubilee Bridge (see - 131). Contract let for survey work in river and identification of any unexploded bombs. Works have now commenced on these surveys. Crossrail 2 progress see below.
~117	- Springfield Hospital	Design Review Panel considered mental health facilities in September 2017. The detailed application for the erection of the replacement mental healthcare facility was approved at PAC in February 2018. The trust has announced its JV partners as Springfield and Tolworth Estate Partnership (STEP), a 50/50 partnership with Kajima Partnerships and Sir Robert McAlpine Capital Ventures Ltd.

REF	KEY ISSUE	END OF YEAR UPDATE
~118	- Nine Elms/Vauxhall Opportunity Area, including new developments and associated infrastructure requirements.	Northern Line construction is progressing well and the detailed application for the eastern entrance was approved. Revised applications from Battersea Power Station approved. The Flower Market has been demolished. PAC resolved to grant permission for Palmerston Court (mixed use with 174 residential units). The US Embassy was operational from January 2018. Work progressing on Battersea Power Station, the Gasholders site, Battersea Exchange, Embassy Gardens, New Covent Garden Market and One Nine Elms Lane etc. Initial feedback received on Nine Elms Lane and Battersea Park Road consultation. The eastern end is progressing to detailed design while the western end is to be reviewed in light of the comments received. The extension of the P5 has been placed on hold. Thames Tideway Tunnel are progressing their work at Kirtling Street where they have completed the shaft and are now constructing the boring machine. The main worksite is now enclosed within an acoustic shed.
~119	Ensure that all major sites have a robust Construction Management Plan in place that seek to minimise the impact of the construction works on local residents and businesses.	Continued to ensure that all major sites have a robust construction management plan. Addressed any particular issues as they arise.
Thames Tunnel:		
~120	Continue to work with Tideway, their contractors and other councils to ensure that the construction of the scheme has limited impact on the borough.	The Council has processed all DCO requirements within agreed timescales. Council officers have liaised with Tideway and its contractors to ensure that the River Strategy and 'More by River' initiatives are taken forward. Monthly monitoring reports on HGV and barge movements are analysed and also complaints reports are reviewed. Work has commenced or progressed at a number of sites. The Site in King Georges Park has been cleared as previously agreed. Works have commenced on strengthening the river wall at Dormay Street. The site set up has taken place at Falconbrook. For Kirtling Street see above under Nine Elms. Attending the Community Liaison Working Groups which enable the local community to liaise with Tideway and their contractors. Receiving monthly complaints reports and to date nothing of note has arisen.
Assets of Community Value:		

REF	KEY ISSUE	END OF YEAR UPDATE
~121	Work with local community groups to enable them to nominate properties of particular local importance to be included on a List of Community Assets.	Ongoing work on ACVs. 4 buildings/assets added to list, Flanagans, The Stag, the Prince of Wales and a section of Wandsworth Park to the rear of 105 and 109-115 Deodar Road. Progress made on local listing of buildings, parks and heritage features, using holistic city application. Reported in excess of 500 features to CSOSC in September 2017, which were then subject of local consultation.
Community Infrastructure Levy (CIL)		
~122	Ensure the smooth operation of the Community Infrastructure Levy (CIL) and the allocation of funds to infrastructure schemes as appropriate.	Annual CIL report was reported to November FCRSOSC. Total Borough CIL now is in excess of £92.3m (end of Q3 2017/18). The Judicial Review taken forward by the Council was delayed until July 2018, pending the introduction of revised regulations, which were enacted in February 2018. A consent order has been progressed which will enable the Judicial Review to be withdrawn. Produced responses to the consultations on the preliminary draft and draft Charging Schedules for a revised Mayoral CIL 2. Raised a number of concerns and included additional material to support the objection. Wrote to the Minister for London and Secretary of State for Housing, Communities and Local Government, seeking his support. On 5th March, the Government published a consultation on the reform of developer contributions and work began on producing a response.
Neighbourhood CIL		

REF	KEY ISSUE	END OF YEAR UPDATE
~123	Review the allocation process for NCIL and make recommendations to FCROSC in January. Continue to monitor the delivery of the >£2m of NCIL schemes agreed so far.	<p>Waves 4 and 5 were successful in allocating £2,331,300 of Wandsworth Local Fund (WLF) to 21 infrastructure schemes within the borough. Successful schemes included the introduction of Natural Play Equipment in Fishponds Playing Fields and design improvements to Doddington Square in Battersea. In Paper 17 – 423 a total fee of £88,700 was approved for Enable to recruit a full-time officer to take forwards several planned WLF schemes.</p> <p>Wandsworth Local Fund processes were reviewed in 2017/18 and changes recommended, which were agreed in FCROSC Paper No. 17-331. These included a new format for the application form and a “toll gate” process to ensure that consultation and engagement with stakeholders and Councillors is completed prior to and during the application. The Community Engagement Manager held several meetings with service leads to ensure that the process was embedded in applications which came forwards in wave 5. Quarterly meetings have been established with the Cabinet Member for Finance to review the progress and delivery of the WLF funded schemes.</p>
~124	Roll out energy efficient LED streetlights across the borough from June 2017 with the programme due to be completed by July 2018	The works are progressing well and the programme is expected to be completed by December 2018.
Rail Capacity Improvements – Access Improvements to stations		
~125	Work with Network Rail and other partners to expand capacity at local stations at peak hours, and seek improved access to all stations where necessary, with particular focus on much needed improved access and capacity at Clapham Junction, and Putney and Battersea Park Stations	<p>Continue to liaise with Network Rail on proposals to improve internal station circulation for period 2019 to 2024. Also, ongoing lobbying of DfT and Network Rail on potential for a second entrance to Putney Station. Site meeting at station has led to consideration of content of a Basic Service Agreement (BSA) to commission works from Network Rail.</p> <p>Ongoing discussions on potential development agreement between Network Rail and the Council for improvements to Battersea Park Station. Now also considering a BSA to move works forward.</p>

REF	KEY ISSUE	END OF YEAR UPDATE
~126	<p>Work with key stakeholders to bring forward a planned series of major infrastructure projects at Clapham Junction station including Crossrail 2, South London Heathrow Link 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 strategy for attracting investment to the town centre and delivering wider economic benefits including new jobs, homes and business growth. Ensure these plans are linked into delivery of Housing Zone objectives agreed with the GLA for the area.</p>	<p>Continuing liaison with Network Rail, TfL, GLA and the Innova partnership on long term improvements to Clapham Junction, funded through over-station development. Clapham Junction was identified as an Opportunity Area in the draft London Plan. Council response questioned need for Opportunity Area as the Housing Zone was expected to deliver more than the proposed OA. This will need to be co-ordinated with Crossrail 2 and other rail proposals.</p>
Transport initiatives:		
~127	<p>Work with TfL on the development of the Crossrail 2 proposals. 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. 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>	<p>Limited progress to date as TfL are still in discussion with DfT on funding and way forward for Crossrail 2. The expected announcement on the Outline Business Case from the SoS for Transport in October did not happen. TfL are now undertaking further work on the business case for a submission in the Summer 2018. An announcement is expected later in 2018 with further public consultation in early 2019. Continuing to work with TfL on individual issues at locations along the proposed route alignment. The council has raised concerns with TfL on the impact on Tooting Market. Officers are attending the Crossrail 2 Technical Planning Forum, which is undertaking the ground work for the preparation of a Hybrid Bill.</p>

REF	KEY ISSUE	END OF YEAR UPDATE
~128	Work with Network Rail and the new franchisee for SW Trains to ensure that 10-car trains are in use on the Earlsfield-Wimbledon routes at the earliest opportunity. Seek to minimise the impact of the works at Waterloo Station planned for 2017/18.	New South Western Railways (SWR) franchise operator commenced in August 2017. Met with them to discuss future service improvements. Significant works at Waterloo in August means that 10 car trains can now be rolled out on suburban lines through Earlsfield. Disruption during works was limited due to advanced warnings. Commented on the draft timetable changes for Winter 2018. Raised concerns about the loss of service at Queenstown Road and a reduction in faster services at Clapham Junction. In their response, SWR confirm that services at Queenstown Road will be maintained at current levels, but it intends to proceed with planned reductions to fast services calling at Clapham Junction.
~129	Work with the DfT, Network Rail and borough partners to achieve direct rail access from Clapham Junction to Heathrow in 30 minutes, which was demonstrated to be feasible by studies commissioned by this Council with Network Rail. This direct link to Heathrow was recommended by the Interim Airports Commission report as being required for a 2 runway airport.	Met with Network Rail and DfT on surface access works. DfT accept that rail access from South London is required irrespective of Heathrow expansion. TfL has included an alternative route from Heathrow to South London and Waterloo in the draft Mayor's Transport Strategy. Expressed concerns in response to TfL on the feasibility/affordability of this proposal. In March 2018, the Government invited the private sector to bring forward plans to build a new southern rail access to Heathrow.
~130	Work with TfL to ensure that areas with significant regeneration are adequately served by the London Bus network, with particular emphasis on Wandsworth Riverside, the York Road/Lombard Road Focal Point and the Nine Elms area	Continued to work with TfL on the provision of enhanced bus services to the Nine Elms Opportunity Area. Routes 436 and 452 have been extended to serve the area. TfL Consulted on extending the Route P5, but following a number of objections to the proposal it has been placed on hold. Some progress in proposals to bring the Route 485 into Wandsworth Riverside Quarter and a public consultation commenced in March 2018. Chariot commenced operation of the Wandsworth Flyer and Battersea Bullet and currently monitoring take up.

REF	KEY ISSUE	END OF YEAR UPDATE
~131	Work with partners to promote the Diamond Jubilee cycle and footbridge.	The Council has a let a contract for a range of technical surveys in the river and foreshore to better ascertain risks to construction and costs. These surveys would not negate the need for more detailed surveys later. These surveys have commenced, but completion requires legal agreement from Hammersmith and Fulham. A paper to the November CSOSC approved a commitment of £10m of CIL to the construction of the bridge. A number of approaches were made to secure additional funding but currently unsuccessful.
~132	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.”	Meeting with Taylor Wimpey who are undertaking the Winstanley York Road Masterplan. Assessed initial proposals to close Grant Road and divert buses via Winstanley Road via a new access road to Plough Road. Planning application for Phase 0 of the Masterplan has subsequently been approved in March 2018. Provided input to initial transport proposals from the Alton Masterplan.
~133	Work with TfL on options for improvement of the Wandsworth One-Way Traffic System, including land acquisition and commencement of a detailed scheme design for implementation in 2018/19.	Concept design now agreed and TfL are seeking internal approvals to move to detailed design and land acquisition. Some initial delay while TfL undertakes a review of all schemes for the new Mayor, although this was concluded with the retention of this scheme in the TfL Business Plan. Discussion commenced with TfL and land-owners on the required land acquisition which have required Council input. A number of property acquisition scenarios are being considered with a review to identifying the best value option. Unfortunately this has caused further delay to scheme implementation which is now set to commence in 2021. This is considered to be the worst case and the date may be brought forward if the property acquisition can be resolved. Reviewing the draft construction agreement that sets out how the Council would contribute to the detailed design and implementation of the scheme.

REF	KEY ISSUE	END OF YEAR UPDATE
~134	Work with TfL, through its Healthy Streets agenda to bring forward proposals for the boroughs town centres to include Tooting Broadway Pedestrian Safety scheme and Balham Boulevard.	Tooting Broadway Pedestrian Project and Balham Boulevard have been delayed due to TfL reviewing all schemes to assess value for money and priority. The Tooting Broadway scheme is still in the TfL Business Plan with a slightly reduced budget from £5m to £4.5m, although this should not have a significant impact on the scope of the project. It is understood that Tooting scheme will be presented to the Tooting Town Centre Partnership Board in early October 2018, prior to public consultation.
~135	Support greater use of the River Thames for passenger transport, including the provision of additional jetties, through liaison/negotiation with riverside developments. This will include the provision of a new jetty at Battersea Power Station and identified improvements to the Riverside Quarter pier.	Plantation Wharf jetty is now fully operational and Battersea Power Station Jetty commenced operation in late 2017. The council is working with Wandsworth Riverside Quarter to construct an improved jetty that can be accessed at all tides planning application. Recent concerns about the possible end of the TfL subsidy and access to the Putney Pier. The council is seeking to ensure that all parties work together to try and avoid any disruption to the river-bus service.
Cycling:		
~136	Monitor Mayor's Cycle Hire scheme and seek its extension to other parts of the borough.	The total number of hires and docks was 933,609 in 2017 compared with 865,676 in 2016, an increase of 7.8%. February Community Services OSC approved Dockless bicycle trial for the area outside the Santander scheme; procurement is currently taking place for launch in spring/summer 2018

REF	KEY ISSUE	END OF YEAR UPDATE
~137	<p>Implement the programme of cycle improvements as outlined in the approved cycle strategy, including a review of the Borough Cycle Route Network, to permit cycling more widely, identify and implement cycle route improvements and to provide better cycle route information.</p> <p>Implement Quietways in line with the objectives and ambitions of the Mayor's Vision for Cycling, taking into consideration local impacts of any such implementation</p>	<p>A review of the Borough Cycle Route Network is underway. Much of Quietway 4 (Clapham Common to Wimbledon) and Quietway 5 (Clapham Common to Croydon) has now been implemented. Public consultation was completed on the Wandsworth Common to Teddington Quietway as planned in Autumn 2017.</p>

REF	KEY ISSUE	END OF YEAR UPDATE
~138	Ensure that any council led development provides sufficient secure bicycle storage. Where appropriate utilise the council housing Small Improvements Budget to support the Council's Cycling Strategy to provide bike storage facilities on estates.	<p>Completed study of Burntwood Lane/Trinity Road junction with first phase of works to be delivered by June 2018. Also delivered a number of other traffic measures to aid pedestrian safety:</p> <p>Work is currently underway to test options for improving capacity and pedestrian and cycle safety at the junction of Tooting Bec Road/Balham High Road including the removal of a right turn ban from Tooting Bec Road to relieve through traffic on Elmbourne Road.</p> <p>A feasibility study has recently been initiated in order to improve pedestrian safety at the traffic light junction of Bedford Hill and Balham Station Road including a diagonal crossing.</p> <p>A zebra crossing was installed on Bedford Hill near the junction with Sistova Road in Spring 2017 improving pedestrian safety on a popular desire line. Bedford Hill acts as a pedestrian route for many bus, tube and rail passengers in the area.</p> <p>Work is currently underway to construct a zebra crossing at Bolingbroke Grove to help pedestrians. We are currently constructing informal pedestrian crossings at a number of locations along Battersea Church Road along with improved signage to assist pedestrians and vulnerable road users. We consulted on a proposal to install a zebra crossing on the approach to Albert Bridge. It is planned to take this forward early next financial year. We also plan to introduce a zebra crossing in Dover House road. We introduced an experimental road closure in Franche Court Road to address a number of residents issues, including safety concerns</p>
Road Safety		
~139	Working with TfL reduce casualty rates on TfL roads and in doing so help meet Mayor for London road safety targets.	Ongoing liaison with TfL on proposals for Burntwood Lane/Trinity Road, Upper Richmond Road, Roehampton Lane, Wandsworth one-way system and Nine Elms Lane. Public consultation completed in autumn/winter 2017 on proposals for a major improvement to Battersea Park Road and Nine Elms Lane
~140	Deliver a programme of initiatives and schemes aimed at reducing traffic casualties amongst the most vulnerable road users.	Two cycling Quietways implemented. Full programme of cycling and pedestrian training delivered. Supported schools in Walk on Wednesday and Walk to School Week initiatives. Series of Community/Police led local speed monitoring. Completed borough roll out of 20mph speed limit.

REF	KEY ISSUE	END OF YEAR UPDATE
~141	Implement the introduction of borough-wide 20mph speed limit throughout residential areas of Wandsworth - began in March 2017 and due for completion in May 2017 as a key Member priority.	Scheme went live in June 2017 and initial speed results are being analysed.
HOUSING AND REGENERATION OC		
Delivery of a Housing Strategy for Wandsworth		
~142	By November 2017, to review and update the "Wandsworth Housing Offer "(the housing delivery strategy). The focus of the review will be on resident housing offers that have been developed and what further options are available to increase choice to own and rent.	This work has been delayed due to the consultation on the Mayor of London's draft Housing Strategy (LHS). A consultation response was presented to November HROSC. The Mayor is yet to publish and adopt a London Housing Strategy although this is expected to happen in 2018. In the interim the Council is reviewing performance against previous Strategy objectives and will identify new schemes that the Council will support through the Affordable Housing Update Report. Other reports have been produced which are relevant to the overall Strategy review including the Council's preparations to implement the Homelessness Reduction Act. .
~143	Continue to promote and enable the development of diverse and innovative forms of affordable and low cost market housing. Including - completion of the Pocket Homes Mapleton Crescent scheme, 2 PRS schemes and a number of Intermediate Rent Schemes in the NEVOA and other schemes that come forward. The Affordable Update report will review and update on progress and promotion of these schemes	The Pocket scheme at Mapleton Crescent is on programme to be completed in mid 2018 and currently being marketed with a good take up of WBC households. The 32 intermediate rent scheme by L&Q at the Residence, Ponton Road has now been fully occupied with at least 28 of the households living and/or working in the Borough and the 14 x 3 bed intermediate rent at Vista Queenstown Road is currently being marketed. The Council's Homeownership Team continue to secure a very high take up of shared ownership with over 90% of sales being to Wandsworth residents and/or workers.

REF	KEY ISSUE	END OF YEAR UPDATE
~144	<p>Progress plans to deliver at least 300 homes over the next three to five years via the Council's self-build programme. To start on site with 74 homes and obtain planning permission for another 120 by March 2018. During the year continue to identify further Council sites either for market disposal or for Council use to provide low cost housing.</p>	<p>4 homes across 2 sites completed in the financial year with another 71 across six sites under construction and due to complete in 2018/19 - - this is the highest number of completions in the 10 years that the Council has been building homes. A further 125 units have secured planning consents and will commence on site in 2018/19. Four further sites delivering 24 homes have had planning applications submitted and are awaiting determination, with another 2 sites delivering 8 units at feasibility stage. During the year the Council approved a significant expansion of the Council's development programme adding an additional 800 plus homes to the programme. This was set out in a series of reports which established the policy objectives and approach, sites and estimated costs of delivery and finally in January 2018 a first phase of sites where it was proposed to undertake mixed tenure development. The overall Council development programme is now estimated to deliver some 1,000 homes in total over the next 8 years.</p>
~145	<p>Progress a modular build scheme on two Council owned sites with contractors procured to develop at least one site by September 2018. In June 2017 to report to HROSC recommendations on feasibilities being undertaken to purchase and develop modular homes for temporary accommodation use. As part of proposals to enable resident self-build bring forward proposals to procure a cost effective modular form of housing.</p>	<p>Since the last update, the Council has now decided that it would be more beneficial to have the selected contractor apply for the planning application. Design Services have completed their soft market testing of potential contractors and drawn up a shortlist of 6 companies. The tender specification has been completed and will be issued shortly with the contractor expected to be appointed by June 2018. Once the planning application is approved it is forecast the contractor will be on site before the end of 2018.</p> <p>A form of modular development is also being considered under the resident self-build scheme detailed in Key Issue 849.</p>

REF	KEY ISSUE	END OF YEAR UPDATE
~146	<p>Working with Adult Social Services by January 2018 to review and revise supported housing commissioning plans for key client groups - vulnerable older people, those with a learning disability, those with a mental illness and those with a physical disability. Additional to the 45 ECH units delivered in the last 2 years progress plans to deliver up to 90 units of Extra Care Housing for frail elderly over the period 2017-2021 on two housing association sites and delivering three learning disability housing support schemes over the next three years. As part of this work identify pipeline schemes and provide updates as required including - Extra Care Housing delivery options, progress on learning and physical disability new build schemes (Melody Road, Stag Lane and Fordyce House) and reconfiguration of existing supported housing schemes</p>	<p>Adult Social Services are currently drafting accommodation strategies for a number of vulnerable groups that will assist in giving guidance to the provision of new or refurbished/reconfigured supported accommodation needs.</p> <p>During the year, a revised planning consent, subject to the signing of a S106 legal agreement, was given to Peabody's at their St John's Hill estate regeneration, that include a 54 unit extra care scheme. A further planning application by Optivo HA, has been submitted for Pocklington Court, Alton Road, Roehampton for a mixed tenure scheme of 41 units. These schemes will effectively meet the objective to deliver up to 90 ECH homes in the Borough.</p> <p>The Stag House development is progressing with enabling works to commence shortly, with main works starting on site late summer and completion forecast for mid to late 2019.</p> <p>A planning application has been submitted for Fordyce House and subject to approval, a tender for a main works contractor will be sent out in early 2018/19.</p> <p>A further Council owned site has also been identified as potentially suitable for a children's home which is subject to feasibility.</p> <p>Finally a further housing association supported scheme that was earmarked for disposal by a housing association has been agreed to be retained for an alternative supported client group nominated by Adult Social Services</p>
~147	<p>To work with Children's Services to ensure that nomination arrangements to Independent Living Scheme homes are being met by participating housing associations and identify any requirements for additional units. To then assess opportunities to reconfigure existing supported housing schemes and council build opportunities (linked to 148 above).</p>	<p>The obligations to provide ILS units is being closely monitored and are being met. The annual resources and commitments paper sets out allocation priorities and identifies requirements for move on into social housing.</p>

REF	KEY ISSUE	END OF YEAR UPDATE
~148	By December 2017 to have completed a new targeted under occupation survey of family size (2 bedrooms minimum) Council housing to identify households who could be assisted to downsize.	This work was not undertaken by year end due to the need to focus the service on preparations for the implementation of the Homelessness Reduction Act 2017, coming into effect 3/4/2018.
~149	Launch the Council's Do It Yourself Shared Ownership Scheme with a target of delivering 10-15 DIYSO schemes by March 2018. For all homeownership schemes and initiatives monitor delivery against forecasts subject to resources and spend. For the HPG scheme continue to increase uptake, fully utilise budget and work to move toward meeting the target of 150 moves over three years (15/16-17/18). As necessary bring forward proposals to meet the objective of increasing low cost and assisted homeownership options by November 2017.	<p>Unfortunately, the current Council's Do it Yourself Shared Ownership scheme has not progressed as the preferred Housing provider, Metropolitan, advised after prolonged negotiation, the Council in late 2017 they were pulling out of delivery, as they could no longer make the scheme viable. In light of this situation, a report is being prepared for June 2018 HROSC to relaunch an alternative DIYSO scheme and to seek an alternative housing association.</p> <p>The HPG scheme has been very successful with funding fully committed. There have been 43 completions; with an additional two cases at the legal stage being carried forward into 2018-19's scheme. Interest in the HPG scheme has increased since the maximum grant amount rose to £80,000 in August 2016 and as a result there is now a healthy waiting list of interested tenants. There are currently 130 tenants registered with 9 tenants ready for initial interview as they have already found properties they wish to purchase. Effectively the scheme is oversubscribed with demand far higher than the resources that available to meet it.</p>
~150	Implement the provisions of the Self-Build and Custom Housebuilding Act 2015. Report to HROSC and Executive on resources required to deliver requirements of the Act and proposals relating to a Council sponsored self-build pilot utilising a Council owned site.	<p>Further guidance has been received from the DCLG during the year on the implementation of the Act. The Council is now in the process of establishing by June 2018 its own self build register of applicants who are interested in resident self build and meet the Council's eligibility criteria. This approach is being taken as previous registration arrangements could not provide the level of council/resident interaction and assessment that the Council is seeking.</p> <p>Once the register is in place, the Council will select the three households to take forward the Council's pilot scheme (3 x 2 bed houses) on Whitlock Drive.</p>

REF	KEY ISSUE	END OF YEAR UPDATE
Housing and Planning Bill:		
~151	As required bring forward reports and recommendations to amend policies and processes to ensure that the requirements and guidance contained in the Housing and Planning Act 2015, the Housing white paper 2017 and London Mayor affordable housing supplementary planning guidance (to be issued in 2017) are met and taken into account. This will include a review of the Tenancy Strategy and Policy to be concluded by January 2018.	<p>The Government has not published the codes of guidance required to implement provisions set out in the HPA 2015. This means that the Tenancy Strategy and Policy cannot be reviewed to align with the requirements to provide flexible fixed term tenancies to households moving into general needs social housing. The Council's response to the Housing white paper provisions has been a proactive one in relation to utilising its assets to significantly increase its own development programme.</p> <p>The Mayor of London's affordable housing SPG has been adopted and now forms a material consideration in respect to planning applications being submitted where a requirement to provide affordable housing is identified. As a material consideration the requirements of the SPG are being taken into account including an increased focus on setting start on site and completion review mechanisms where local and regional affordable housing targets are not being met. A review of the Council's planning obligation SPG (which includes arrangements in relation to assessment for affordable housing) will be reviewed in 2018 and, subject to consultation, is forecast for adoption in the Summer of 2019.</p>
Better homes and neighbourhoods by delivering the Wandsworth Decent Homes Plus Programme		
~152	Deliver and publicise the Wandsworth Decent Homes Plus Programme of works that will maintain and 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. Programme to be set out and monitored as part of the HRA Capital Programme arrangements	The Department continues to undertake works to improve its stock; the total approved repairs and improvement budget which includes works to upgrade homes, blocks and estates to the Decent Homes Plus standard is £151m. The allowance for environmental and estate improvements is £2.7m. Environmental works at Carey Gardens have finished; Ashburton South, Battersea High Street, Bellamy House, Fitzhugh and Waylands Road Estate are currently at the planning stage or due to be on site shortly. Works have included installing recycling bin stations, lighting, improvements to pathways, additional planning and redesign of parking and pedestrian areas and provision of fitness equipment on the Ashburton.

REF	KEY ISSUE	END OF YEAR UPDATE
Winstanley and York Road Estates:		
~153	By April 2017 finalise the bid for social housing grant to the GLA to support off-site Council led development on the Council's satellite decant sites.	The funding bid was submitted to the GLA in April 2017 and given approval in August 2017. The Council are now in discussions with the GLA regarding further funding for the Council's expanded Council led development programme that may lead to further bid submissions in 2018/19.

REF	KEY ISSUE	END OF YEAR UPDATE
~154	<p>Following planning approvals (for all satellite sites linked to the Winstanley and York Road regeneration) provide an update in the Affordable Housing Update report on appointment of contractors and a timetable for start on sites and completion. A similar programme and timetable will be provided for Bessborough Road, Roehampton site that will be a council led development as part of the Alton regeneration.</p>	<p>Work is continuing on each of the York Rd/Winstanley satellite sites: Rowditch Lane is on site and due to complete May/June 2018.</p> <p>Gideon Road, a contractor, Kind Diamond has been appointed to undertake Pre Construction Services work. This is on programme and due to complete in April 2018. An enabling contract, subject to SO83 approval, will then be awarded to Kind Diamond with these works taking place over the summer of 2018 with a main works contract commencing later in the year.</p> <p>Lavender and Tyneham Close sites will be progressed in early 2019 subject to Kind Diamond's performance on Gideon Road. Whilst it was originally envisaged that all three sites in this area would be developed together this has proved logistically not possible and thus delivery has now been staggered.</p> <p>Shuttleworth Road – Wates, the contractor appointed to take forward works, are on programme to complete the Pre Construction Services work by April 8th 2018. SO83A approval has been given to award Wates the enabling contract commencing on April 9th 2018 with the aim to have the main works contract starting on site later this year. Due to the sites proximity to a Network Rail line, and the need to undertake works to the embankment, the Council have now entered into an Asset Protection Agreement (APA) with Network Rail.</p> <p>Unfortunately it has taken significantly longer than envisaged to put the APA in place. This can be attributed to Network Rail processing arrangements for such agreements. However, as the APA is now in place officers and its' consultants are reviewing options to accelerate future phases of development to reduce the impact of the delay in agreeing the APA.</p> <p>A Planning application has been submitted for the Bessborough Road site. This is expected to be considered by the planning committee in June, Vacant possession of temporary accommodation units aimed for September handover to Redrow.</p>

REF	KEY ISSUE	END OF YEAR UPDATE
~155	Work to start on site for Inkster and Penge House in autumn 2017 subject to Section 20 consultation and approval of planning applications.	The works envisaged for the blocks in large part involved the blocks being re-clad and given the potential intrusive and disruptive nature of such works, alternative options for improvement have been explored. This means that studies are now being undertaken to determine whether the two blocks can be included in the broader redevelopment programme rather than to refurbish the existing blocks – meaning that new accommodation built would meet current/future building regulation requirements.

REF	KEY ISSUE	END OF YEAR UPDATE
~156	<p>For Winstanley and York Road:</p> <ul style="list-style-type: none"> • Secure Council approval to create and enter the Joint Venture arrangement with the preferred bidder. Joint Venture to be created by end of July 2017. • Introduce Joint Venture to residents via a summer 2017 programme of engagement. • Set up the Regeneration Aspirations Board to set targets for, prioritise and monitor the ongoing progress of delivering the socio-economic objectives of the regeneration proposals by September 2017. • Submit planning application for phase 0 of regeneration scheme by fourth quarter 2017. • Consult on detailed phasing and decant plan with local residents during autumn 2017. • Agree strategy for York Road crossings with GLA/TfL by March 2018. 	<ul style="list-style-type: none"> • Approved by Executive 2 July 2017 (17-174). JV created Sep-17. • Engagement/consultation event held in York Gardens July-17 • Aspirations Group established Jul-17. • Phase 0 application (2017/2864) submitted quarter 3 and approved by PAC 22 Mar 2018 • Four comprehensive engagement events held with residents including detailed engagement on phasing plan. • The York Road crossing plan has been produced and TfL have agreed to undertake a full study.

REF	KEY ISSUE	END OF YEAR UPDATE
Alton Estate:		
~157	<p>For the Alton Regeneration:</p> <ul style="list-style-type: none"> • Establish Regeneration Partnership Steering Group by the second quarter of 2017/18. • The Decant Strategy and the Development & Phasing Programme agreed by the joint council/developer partner in the third quarter of 2017/18. • Planning application submitted for the Bessborough Road satellite site in the final quarter of 2017/18. • Outline/hybrid planning application submitted for the development scheme in the final quarter of 2017/18. 	<ul style="list-style-type: none"> • Steering group established since June 2017 and meets monthly • Design development has taken longer than expected – mainly to ensure Council and planning requirements are fully met. Draft programmes substantially agreed and expected to be signed off in April 2018 • Application submitted December 2017 (2017/6977). Due to be considered by PAC Jun-18 • To ensure the application fully meets the Council's requirements, additional design work has been undertaken and the hybrid application is now expected to be submitted in June 2018
~158	<p>By June to August 2018 to have completed the first phase of infill development on three sites designated to provide 57 low cost rent homes. To establish a local letting plan which will prioritise moves for local residents living in the local area.</p>	<p>All three sites are now progressing well, with handovers expected of all units between August and December 2018. The Assistant Director of Housing Services is submitting a report to June HROSC in relation to the local lettings plan intended to prioritise those living locally to the developments with a housing need..</p>

REF	KEY ISSUE	END OF YEAR UPDATE
~159	By November 2017 bring forward development and improvement proposals in respect to three target sites - Blore Close Garages, former Patmore Centre Site and the Oasis site. For the latter options will be considered as to how to maintain space to ensure a sustainable and funded community use is achieved.	<p>The Patmore Centre was one of a number of Council owned sites approved by the Executive (Paper No 17/146) in November 2017 to be progressed as part of the expanded Council led development programme. In January 2018, the Executive (Paper No 18/7) approved the site as one of ten to be progressed as Phase 1 of that programme. Officers are currently preparing a specification for a tender to external consultants to draw up feasibilities prior to a planning application being submitted. Officers have also met with Patmore Co-op representatives who were broadly supportive of the plans to redevelop the site and have identified another site that will be included in the feasibility.</p> <p>On the Oasis and Blore Garage sites further meetings have taken place with LB Lambeth planning officers to move improvement and development of these sites forward. Progress has been made in that LB Lambeth have stated that if Wandsworth Council can amend the previous pre application scheme to ensure there is no net loss of “open space” across the sites, they will consider a fresh pre application. Officers have requested the Council’s consultants to prepare the necessary pre application documents and would be looking to submit them to Lambeth on the basis, across the two sites, of maintaining open space requirements. Further information is due to be submitted to Lambeth planners by May/June 2018..</p>
Meet Housing Management Service Standards and improve service response		
~160	To continue the roll out of the provision of Broadband to council managed blocks to further estates in the Battersea area and Roehampton including the Winstanley and York Road, where blocks are not affected by the regeneration, St James Grove and Alton estates.	<p>There are now 11,358 council properties in Wandsworth that have a full fibre-optic network available to them which is 8% of all households in Wandsworth. This is over double the 3% average for the UK as a whole. It is also over 1 in 3 (36%) of the properties owned by the council. Community Fibre’s plan is to double the number of properties in Wandsworth with full fibre in 2018 taking the total number of properties to over 20,000. They are currently working to connect 3,636 properties.</p> <p>Community Fibre has continued to work with Wandsworth Council in support of the Digital Engagement programme.</p>

REF	KEY ISSUE	END OF YEAR UPDATE
~161	Continue data collection and rationalisation of e-mail and mobile contact details and cleanse the data on the current housing management system (Saffron) for future use with a focus on significantly improving mobile and email contact details held on the new housing management system.	The new housing management system will allow residents to update their own contact details which will help improve the contact data held. It will also allow customers to upload documents directly onto the system. Currently the live date is May 2019.
~162	For non-residential properties continue to identify harder to let garages and store shed sites which may be suitable for development and/or environmental improvement. Ensure procedures bed in and complete review of other non-residential assets such as store sheds.	As part of the expansion of the Council's development programme a comprehensive exercise was undertaken of development opportunities that included areas providing garaging and store sheds. This has identified a potential capacity to provide just over 1,000 homes on 40 plus sites. It is recognised that identifying and bringing forward sites for development is an ongoing exercise which now includes identifying smaller sites which may be appropriate for disposal and/or to promote resident self build.
~163	During 2017/18 complete the specification and procurement of a new SSA CCTV/emergency control facility and to establish a new staffing structure including recruitment. This will also combine watch and Careline services. Report to be submitted to June HROSC with new structure and savings identified and a go live date of October 2018.	Due to procurement and legal delays due to the need to establish an appropriate process and documentation tender the timetable has slipped although the project is now out to tender. A go live date is now forecast in Spring 2019. The new staffing structure has been established in readiness for training and job shadowing over the next 9 months.
~164	During 2017/18 to continue review of asbestos register including further adjustments to the register to ensure the asbestos management plan aligns to that established in Property Services.	This was completed at the mid year point.

REF	KEY ISSUE	END OF YEAR UPDATE
~165	Ensure the exercise to give credit adjustments and refunds for water rates to tenants of most of our tenanted dwellings is completed by July 2017	All current tenants who had credits on their rent accounts and applied for a refund have had their refunds processed. As per the request made by Committee former tenants who are now leaseholders were invited to apply for refunds, it was also agreed that any credit that remained unclaimed on these accounts at the financial year end would be transferred to the appropriate service charge account.
Housing IT		
~166	In 2017/18 undertake a survey and research as to what aspect of service delivery positively and negatively impact on leaseholder satisfaction levels. The findings will be used to identify the key influences which affect leaseholder satisfaction and recommend actions that could be taken to improve leaseholder satisfaction	The survey has now been completed and the findings analysed with a report being presented to the June HROSC.
~167	During 2017/18 continue review of housing management webpages to encourage residents to use online services for advice and assistance.	This work is subject to continuous review. During the year the 'safety in the home' pages have been updated and further revisions to the leaseholder pages have been made including a page on fire compliant front doors
Affordable Housing to own and rent – delivering the Wandsworth Housing Offer		
~168	During 2017/18 purchase a new housing IT system to replace Saffron and begin implementation for a go live date of April 2019.	Meetings with Northgate Consultants have been taking place simultaneously to agree several modules within in NPS Housing covering: Estates Design (Properties and People), Service Charges, Rents and arrears, Repairs, Allocations, and Homeless and Temporary Accommodation. The Housing Advice module will begin from April 2018. The team have also worked on data cleansing in preparation for the dataload. The Project is progressing well and is due to go live in May 2019.

REF	KEY ISSUE	END OF YEAR UPDATE
~169	Enable the delivery of 390 affordable homes in 2017/18	<p>At the 2017/18 financial end, the number of affordable housing units forecast to be delivered, including on private development sites is 207. This is a revision to the mid-year forecast of 313 units, which itself was a revision from the start of year forecast of 390 units.</p> <p>These changes are entirely the result of individual scheme forecasts becoming more accurate as construction timetables and completion dates have become more firmly established and outstanding issues have been resolved.</p> <p>Compared to the mid-year forecast, a combination of schemes, totalling 106 affordable housing units provided by A2Dominion, Optivo, PA Housing and Thames Valley have had their delivery timetables revised and are now forecast to complete during 2018/19. This means that whilst forecast completions have been adjusted no affordable housing due to be provided has been lost to the programme.</p> <p>During the year, the GLA allocated £21.911m to deliver 954 homes in the borough from their 2016 -2021 Affordable Homes Programme.</p>
~170	By June 2017 bring forward recommendations in the Affordable Housing Update Report to continue to maximise the provision of resident focused housing options in the Borough.	Affordable Housing Update Report (Paper No 17-176) submitted to 20th June 2017 HROSC and approved by the Executive July 3rd, 2017. A further report will be taken to June 2018 HROSC.
~171	Utilise approved budgets to purchase housing for temporary and low cost rent use.	For the last financial year 12 properties have been acquired for Temporary Accommodation at a total cost of £4.45 million..
~172	Use agreed budget for 2017/18 of £500,000 to identify opportunities to extend and convert Council homes to provide larger low cost rent housing to meet demand	5 projects have completed this financial year at a cost of £448,000. A further scheme is currently on site, 2 are out to tender and 2 are being appraised.

REF	KEY ISSUE	END OF YEAR UPDATE
Housing Options and Housing Needs		
~173	Ensure that the projections for temporary accommodation use are monitored against actuals and mitigate as far as possible any rise beyond forecast.	Activity is monitored on a monthly basis and reported to each meeting of the Housing and Regeneration OSC. At the end of year there were 1884 households in temporary accommodation close to the forecast for the year of 1821.
~174	Co-ordinate multi agency work to develop action plans for entrenched rough sleepers to assist in minimising rough sleeping in the borough and monitor and report annually in the Annual Resources Report the percentage change year on year in the estimated number of rough sleepers in Wandsworth. Monitor activity under the successful CLG bid and SPEAR's performance against funding outcomes.	Monthly multi-agency task and targeting meetings continue. Activity under CLG bid monitored via quarterly multi-borough monitoring meeting, reviewing Spear's performance and progress. The street count undertaken in October 2017 identified 13 sleeping rough. This was an increase from 5 a year earlier although that was based on an estimate whereas 2017 was via an actual outreach street count
~175	During 2017/18 to successfully implement the Homelessness Reduction Act amendments, to homelessness legislation.	Major recruitment exercise undertaken between December and February with 28 posts advertised and 26 filled. New starters will be joining through April and May 2018. A new on line application form (HRA compliant) specified, created, tested and will be launched by 3/4/2018. This will be the same for a new online referral form. Positive feedback from MHCLG on the boroughs preparedness

REF	KEY ISSUE	END OF YEAR UPDATE
Private Sector Housing		
~176	Implement the regulations arising from the Housing and Planning Act and publicise the new requirements to landlords so that they are aware of their responsibilities.	Committee paper 17-172 advises on the necessary steps for implementation of the Housing and Planning Act 2016. The regulations are being issued in piecemeal and the team are familiarising themselves with the new legislation. For example the team has now set up procedures for issuing financial penalties which have been issued to a few landlords for failing to licence their properties. Publicity of the impact of the regulations was undertaken at the Landlords forum earlier this year and information is available on the website for others to view.
ADULT CARE AND HEALTH OSC		
Public Health		
~177	Become an exemplar employer through obtaining the 'excellence award' from the London Health Workplace Charter by April 2018, with the aim of increasing staff health and well-being and productivity, and thus enabling staff to champion the health and wellbeing of all our residents.	A workplace wellbeing framework with supported action plan and communications plan has been devised for the SSA. This included the launch of a Health Champions programme and further insight work to develop a targeted communications plan for non-desk based workers. The independent verifier for the London Healthy Workplace Charter recommended the SSA for excellence status in February 2018.
~178	Refresh the council's Joint Strategic Needs Assessment and bring a revised Assessment to the September Health & Wellbeing Board for approval.	The Joint Strategic Needs Assessment (JSNA) for Wandsworth has been refreshed for 2017/18. It provides a high-level summary of the top priority wellbeing needs of the borough, including an overview of how the Council, CCG and voluntary sector are addressing these needs. The refresh was undertaken with input from a wide range of stakeholders, including the voluntary sector, CCG, Council officers and senior management, and was presented to and approved at the 26th September Health & Wellbeing Board (Paper 17-329).

REF	KEY ISSUE	END OF YEAR UPDATE
~179	Implement the commissioning plan for public health prevention services in line with the council's Prevention Framework. Bring forward proposals for the approach to the September Committee cycle and to commence implementation thereafter.	<p>Public health prevention services continue to be reviewed in line with the approved Prevention Framework. Recent examples include:</p> <p>The referral criteria for weight management services have been amended to target the service at those most overweight.</p> <p>The stop smoking service has been aligned to take advantage of London-wide work on smoking cessation, including the provision of a universal telephone support service.</p> <p>Work has started to integrate the Council's health trainer service within the new Community Prevention Service to be commissioned by Adult Social Services.</p> <p>A Making Every Contact Count programme has been developed which provides training to frontline Council staff on how to identify potential health issues and take advantage of opportunities to talk to residents about the services available to help them improve their health. So far in 2017/18, 412 staff have attended the face to face training sessions.</p> <p>Wider conversations are underway with Council departments, partners and stakeholders to develop the Community Access Strategy to promote existing preventative interventions and opportunities to further build preventative approaches into services and contracts.</p>
~180	Ensure new hub site for substance misuse service in Battersea is open by September 2017	Building works started in January 2018, following delays with regards to modifications to planning permission. Further delays have been caused by unforeseen building issues which mean that the opening will not happen until mid-July 2018 at the earliest. This may subject to further change.
Integrated sexual health services:		
~181	Complete the procurement of GUM services in conjunction with neighbouring boroughs and as part of London Sexual Health Transformation Programme. Commence delivery of new services from 1st October 2017	The move to a single hub site has been delayed due to delays in another service vacating the identified premises. There have been some delays with moving drug and alcohol services off site which is now expected to occur in July 2018. The sexual health services is expected to open in September 2018, following alterations work to the premises. CLCH continues to explore alternative options, and will consider them if they offer improved space and/or location, with only a minor delay.

REF	KEY ISSUE	END OF YEAR UPDATE
Commissioning		
~182	Work with Housing and Community services to develop proposals for supported housing as an alternative to residential care.	<p>The Peabody scheme was granted planning permission in January 2018. The application included a 54 unit extra care scheme, 41 of which will be utilised by Adult Social Services. Further discussions to be held on the use of the remaining 13 units. Peabody expect to start on site late 2018/early 2019. The main works contract period is 110 weeks , with practical completion around early to Spring 2021.</p> <p>The housing association, Optivo, has submitted a planning application that includes an extra care scheme of 42 units and is due to go to Committee in May or June 2018.</p>
~183	Homecare services to be re-commissioned. In the interim work with existing homecare providers to establish interim arrangements ensuring quality standards are maintained	<p>Interim arrangements were put in place in October 2017 with providers and an interim rate agreed. The homecare market is stable at present following this work. Significant engagement has been undertaken with providers, service users and other stakeholders to inform the revised service specification. Commissioning intentions were submitted to OSC in February and a seminar with Councillors was held in March 2018. The procurement strategy will be presented to OSC in June 2018 with an Invitation to Tender due to be issued thereafter. The new contract is expected to include a developmental element to take into account changes in this type of service and there will be an emphasis on the quality of care. The award of new contracts is expected in June 2019.</p>
~184	Review Learning Disability services, specifically day provision, and develop LD commissioning strategy by autumn 2017 with intention to implement in the next financial year.	<p>Key work is underway including reviewing the services delivered by One Trust, as well as developmental work with several providers especially around day time activities and reviewing high cost placements. A commissioning strategy and forward plan will be completed by Summer 2018 and work has already commenced with providers in some of these areas.</p>

REF	KEY ISSUE	END OF YEAR UPDATE
Health and Social Care Integration		
~185	Review BCF programme in Wandsworth in light of new BCF planning guidance which will require the authority to develop a two year BCF plan. The focus of the programme will continue to be greater integration between health and social care.	<p>BCF Narrative and Planning templates were completed and approved by the Department of Health and signed off by the Health and Wellbeing Board in September 2017. An Integration workshop between Health and Social Care was held in January 2018, where five key areas for integrated working were identified, and monitoring of them is being established:</p> <ol style="list-style-type: none"> 1. Intermediate Care 2. Falls 3. Care Home Improvement 4. Wandsworth Integrated Community Equipment Service 5. Carers <p>Amendments to the BCF Plan Planning Template for 2018-19 to take place in collaboration with the CCG upon guidance being received from NHS England.</p>
~186	Support transformation of health services so that more residents are supported in community setting and less people delayed in hospital	<p>The Council's performance against delayed transfers of care attributable to social care continues to be in the top quartile in London. New initiatives that were put in place this year include:</p> <ul style="list-style-type: none"> • Significant investment in local Home Care services, leading to an increase in capacity in the market • Maintained joint investment with Wandsworth CCG into Step Down services, including 24 hour enablement in people's own homes • Jointly developed a "discharge to assess" pathway with Wandsworth CCG to reduce people waiting in hospital for Continuing Healthcare Assessments • Implementing a "Trusted Assessor" approach for Enablement referrals, including a single referral form with CAHS' Maximising Independence Team • Increased capacity in our in-house Enablement Team • Agreed Winter Pressures escalation plans with St George's and Kingston Hospitals.

REF	KEY ISSUE	END OF YEAR UPDATE
Adult Social Care		
~187	Implement actions to support the increase in the number of people taking their personal budget as a direct payment to 32% by 2017/18	A challenging audit report in 2017 has required a review of the systems and processes that support direct payments. This required a significant shift in focus from increasing the take up of Direct Payments to ensuring that the processes in place address the concerns raised within the audit report. A further Direct Payments audit will take place in Spring 2018. Currently 27.7% of users are on Direct Payments.
~188	Implement the Making Safeguarding Personal programme to support people to achieve their desired outcomes	Making Safeguarding Personal is a priority for the Safeguarding Adults Board (SAB) and is reflected in the Board's Annual Business Plan. A review of progress across the partnership is undertaken through the annual self assessment process. However, this has been deferred until later in 2018 due to changes to the SAB. At a Council level, there is good performance in terms of people meeting their desired outcomes through the adult safeguarding process with 97% of people indicating that their personal outcomes were met.
~189	Transition for both Adult Social Services and Children's services from the use of Frameworki to its successor application Mosaic in preparation for working towards a single SSA IT system. Go Live scheduled June 2017	Mosaic was implemented in July 2017, just 3 weeks behind schedule. There have been intermittent problems since go live with the system going down and therefore being unavailable for short periods of time but this has now been resolved by the supplier. In Summer 2018, work will commence on moving to a single contract and system for both boroughs commencing July 2019.
~190	Implement new business process in Adult Social Services in autumn 2017 which will support staff to work more effectively and make use of the new functionality available in Mosaic	New business processes and recording tools were implemented in the Mosaic system in October 2017. Processes are continually under review to ensure they are working effectively and meeting the needs of staff. A full review of these new processes by staff and service users will take place during Summer 2018.

REF	KEY ISSUE	END OF YEAR UPDATE
~191	Develop carers strategy 2017 - 20, agree at Health & Wellbeing Board summer 2017 and deliver the carer's strategy action plan in partnership with carers and key stakeholders in 2017/18	The launch of the Carer's Strategy took place in November 2017. Delivery of the action plan has commenced and is being co-ordinated through the Carer's Partnership Board.
~192	Review Adult Social Services financial assessment and charging policy for implementation April 2018	A review of the Adult Social Services Contributions Policy was undertaken to streamline the financial assessment process and charging arrangements. Revisions to the policy were approved for consultation in November 2017 (Paper No. 17-81). Following consultation in January 2018, the revised Adult Social Services Contributions Policy was approved by SO83(A) on 2 March 2018. The new Policy was implemented in April 2018.