

### Key Issues 2021/22

2020/21 REF	Proposal 2021/22
<b><u>Value for money – By maintaining the lowest possible council tax, making every pound go further and ensuring that we live within our means</u></b>	
WKI001	Maintain a distinctively low Council Tax.
NEW	Take a report to July 2021 FRCSOSC on the next stages of plans to introduce a voluntary contribution scheme.
<b><u>Improving the way we work</u></b>	
WKI003	FRCSOSC consideration of full business case and financial model for Town Hall proposals (November 2021).  Completion of RIBA Stage 3 for the Town Hall proposals (TBC).  Submission of planning application for the Town Hall and wider masterplan proposals (TBC).
NEW	Working with services deliver the COVID building recovery plan across all FM managed operational buildings ensuring accommodation is compliant and fit for agile working.
WKI004	Ensure that Social Value is embedded into the evaluation criteria for procurement activity.
NEW	Deliver all actions in the Council's Information Governance Improvement Plan relating to Records Management.
WKI026	Continue to develop our offer to employees of being an Employer of Choice, in particular ensuring that our increasing focus on staff wellbeing during the coronavirus pandemic continues. In particular we will focus on staff returning to the workplace as the pandemic eases, enabling an appropriate balance of workplace and home working for staff with service delivery needs continuing to be the overriding factor. Our continuing work on staffing equalities, diversity and inclusion will remain a priority, including participation in the Workforce Race Equality Standard.
<b><u>Using technology and innovative ways of working to deliver better services to residents and businesses</u></b>	
WKI002	Implement an ambitious programme of migration of core IT infrastructure to the cloud in line with the December 2020 IT Strategy, thus ensuring more cost effective, greener and resilient IT services for the Council and all services users.
WKI005	Building on the recent implementation of a CRM, ensure that the resultant significant improvements in the Corporate Contact Centre are embedded, and also carry out a comprehensive review of resident and service users contact options, improving and simplifying these for all services as needed. This programme of work will continue to deliver the Council's

2020/21 REF	Proposal 2021/22
	commitment to its “Online First” policy, including addressing digital exclusion and improving the quality of the Council’s interaction with residents, and will include the enabling of end to end self-service via web forms with minimal back office administration where possible Integrating web forms with online payments.
WKI007	Continue to work collaboratively with suppliers to ensure that their rollout plans for fast and reliable full fibre broadband are assisted by relevant Council services enabling street works in accordance with agreed procedures, and to seek to influence those plans and ensure that the Council continues to have one of the highest level of full fibre broadband in London.
NEW	Explore opportunities to tackling digital inclusion in the borough
NEW	Deliver actions to progress the Wandsworth Data and Analytics Strategy including the delivery of at least two data science projects and the launch of a second round of data science apprenticeship.
<b><u>Helping people get on in life – By helping people secure new job opportunities, particularly those most impacted by Covid</u></b>	
WKI014	Through Work Match, deliver 175 jobs for local people during 2020/2021 with targeted skills training and pre-employment support to create a supply chain of skilled job ready candidates with a particular focus on Care/Healthcare, Security, and Constructions roles.
WKI015	Support 300 residents through Work Match to complete training that will help them to gain new skills, knowledge and abilities to re -enter the jobs market.
WKI016	Support local young people affected by COVID crisis to access the government support such as the Kick Start scheme as well as through the SSA’s Apprenticeship and Graduate placement schemes
WKI017	Engage with 400 residents who are disadvantaged in the labour market with at least half of clients achieving a meaningful progression into work or training, in line with Smart Growth objectives by: <ul style="list-style-type: none"> <li>• working with other Council teams to target priority groups such as those with health conditions and care leavers supporting older workers into work / training working with external partners to ensure residents are able to access specialist/tailored support, including the Central London Forward (CLF) - commissioned Work and Health Programme</li> </ul>

2020/21 REF	Proposal 2021/22
WKI018	Through our contract with Citizens Advice Wandsworth, to provide information, 'gateway' advice and more in-depth support to 9,500 unique clients by telephone, online or face-to-face support through offices in Battersea and Roehampton and via outreach in other parts of the borough.
WKI019	Review the support service provided for EU citizens to ensure that needs are understood and met in the most effective way.
WKI084	<p>We will continue to build on the success of the work of the department to support lifelong learning activity. Our programmes offer and outcomes for adult learners will be seen as a success by our external regulators in future inspections. We will:</p> <ul style="list-style-type: none"> <li>• Continue to address digital poverty for adult learners,</li> <li>• enhance the apprenticeship offer</li> <li>• Expand and diversify the curriculum</li> <li>• Target those most in need, particularly 50+</li> </ul>
<b><u>Ensuring that our town centres are vibrant and culturally rich places to go and making the borough the best place to start and run a business</u></b>	
WKI021	Support local employment and business workspace growth opportunities in line with the current and future employment land policies and area strategies, including taking forward the Battersea Design and Technology Quarter, supporting new enterprise space in town centres and working with providers, developers and local agents.
WKI023	<p>Support economic recovery and investment in the borough's town centres working with BIDs, business associations, investors and other stakeholders to identify challenges and effectively promote the borough as a place to invest, trade and visit.</p> <p>Develop and implement placemaking initiatives with business associations and networks in non-BID areas and support similar in BID areas through partnership. Promote town centres and district centres as the unique and distinctive heart of a community.</p>

2020/21 REF	Proposal 2021/22
WKI024	<p>Engage with businesses on the borough's business parks and industrial estates to understand their challenges and to identify ways in which to support economic recovery.</p> <p>Develop bespoke area-based approaches to support the adaptation of industrial areas and business parks to changing economic requirements.</p>
<b><u>Maintaining Wandsworth as the safest inner London borough</u></b>	
WKI027	Work to keep Wandsworth as the safest inner London borough by tackling priority crimes and anti-social behaviour, seasonal volume crimes and issues in key locations through problem solving with partners. This will include prevention, support to vulnerable victims, communications and enforcement.
NEW	To develop, promote and increase membership of Neighbourhood Watch with the expansion of the Online Watch Link (OWL) through training and 2 recruitment campaigns.
WKI028	<p>Ensure that the Council meets its statutory obligations in respect of Prevent and that a programme of activity is delivered to prevent radicalisation.</p> <p>Review approach to Prevent one year on, following the withdrawal of Home Office funding by September 2021.</p> <p>Work with sectors and institutions where there are potential risks of radicalisation, in particular with schools.</p> <p>Safeguard people that are at risk of radicalisation through effective multi-agency working including monthly Channel Panel meetings.</p>
WKI029	Increase the targeting of offenders for burglary, robbery and moped crime via a hot spot approach using police data, community intelligence and cross borough work.
WKI030	Tackle serious violence through the delivery of the Violence Reduction Plan through enforcement, diversion, prevention and early intervention, including Pathway 2 Progression - aimed at violent cohort aged 17 to 30 years in the community and in prison.

2020/21 REF	Proposal 2021/22
	<p>In conjunction Children's Services deliver:</p> <ul style="list-style-type: none"> <li>• Ending Gang and Youth Violence - aimed at children and young people up to 24yrs in school and out of school</li> <li>• Young researchers and Youth Independent Advisory Group - working with young people in the community to research their experience of violent crime with a resulting qualification.</li> <li>• Community Mentor Scheme, through Knife Crime Forum;</li> </ul> <p>Continue to support the Wandsworth Knife Crime Forum and its on-going community-based work to prevent and reduce serious violence. Launch the website by August 2021.</p>
WKI031	Lobby the Mayor and GLA to reverse any planned police station closures announced or consulted on in 2020/21.
WKI032	<p>Develop a new Violence Against Women and Girls Strategy including a co-ordinated community response to domestic abuse, harmful practices including so-called Honour-Based Violence, Female Genital Mutilation (FGM), sexual violence and the safety of women in public places.</p> <p>The Strategic Group to ensure:</p> <ul style="list-style-type: none"> <li>• A programme of prevention, education and awareness raising</li> <li>• Achieving White Ribbon Accreditation</li> <li>• The start of the new recommissioned services by November 21</li> <li>• Service delivery for those with complex needs from March 2021.</li> <li>• Improve service delivery to under-represented groups including LGBT people and men.</li> <li>• A comprehensive approach to perpetrators of domestic abuse.</li> <li>• A comprehensive review of the MARAC to be completed between April and Sept 2021.</li> <li>• Actions from Domestic Homicide Reviews are completed by milestones and a learning event is held with the LSCB.</li> </ul>
WKI033	<p>To develop a comprehensive Hate Crime Strategy that informs a range of activity to achieve cultural change, raise awareness, prevent crime and increase the confidence of communities to report including:</p> <ul style="list-style-type: none"> <li>• Commission StopHateUK as a third-party reporting service</li> </ul>

2020/21 REF	Proposal 2021/22
	<ul style="list-style-type: none"> <li>Awareness raising and communications programme aligned to significant anniversaries, such as the murder of Steven Lawrence, Hate Crime Week, etc.</li> </ul>
WKI034	Continue to lobby hard for additional police resources in the borough.
WKI035	<p>Support the Safer Neighbourhood Board (SNB) and the Police to establish effective ward panels that cover the whole borough.</p> <p>Help develop the Safer Neighbourhood Board to take a robust scrutiny role to local crime priorities.</p>
WKI036	<p>The Integrated Offender Management Scheme manages a cohort of repeat offenders in partnership with the Police, Probation, and Prisons:</p> <p>To expand the IOM cohort in line with the new London framework from 35 to 100 The threshold for referral has changed in line with national guidance to include the offenders who cause the most harm and in particular violent offenders.</p>
<b><u>Becoming Carbon Neutral by 2030 and Reducing the Borough's Carbon Emissions</u></b>	
WKI037	<p>Improve the energy efficiency of our buildings and increase renewable energy generation across our corporate estate by:</p> <ul style="list-style-type: none"> <li>Developing long term decarbonisation plan for the operational portfolio subject to approval at committee in September 2021</li> <li>Subject to FR&amp;CS Committee approval and funding, in September 2021 procure contractor for phase 1 works and commence phase 1 projects by Q4 2021/22</li> <li>Investigate external sources of funding to deliver projects and ensure the Council is well placed to apply where possible</li> </ul>
WKI038	Develop a plan for the reduction and removal of single use plastics from Wandsworth Council sites, to be reviewed end of March 2022.
WKI040	Develop a plan for all Council vehicles to be powered by electric or renewable fuel sources by 2030.
WKI041	Incorporate actions to address areas identified with high pollution as part of the planning for the 2021 Air Quality Plan.

<b>2020/21 REF</b>	<b>Proposal 2021/22</b>
WKI042	Develop and deliver a new Air Quality Action Plan
WKI043	Establish the Air Quality Action Plan Partnership Group. Move to formalise this group as part of the Health Streets Forum.
WKI044	Develop the carbon literacy of the organisation, becoming a Bronze level Carbon Literate Organisation by June 2021, Silver level by June 2022 and Gold level by June 2023.
WKI045	Ensure robust measurement of carbon emissions and reporting on progress in delivering the WESS.
WKI046	Develop and deliver a communications and engagement plan around climate change, including increased information, a series of Council co-ordinated events around climate change and a week-long climate change in November to link with COP26.
WKI047	Work with schools and young people to promote carbon reduction and climate change action.
WKI048	Consult further on next stage of bikehangars rollout across the Borough.
WKI049	Continue discussions for the potential introduction of Dockless e-bike Hire Scheme within the borough and facilitate an increase in e-bike availability in order to enable take up in use
WKI051	Continue to support existing school streets and expand provision to 40% of primary schools during 20121/22
WKI052	Increase prioritisation for sustainable modes of travel along major routes (Nine Elms Lane, Queenstown Road)
WKI053	Develop a new Walking and Cycling strategy, including a detailed review of existing walking and cycling capacity, the vision for walking and cycling in Wandsworth as well as consideration of potential financing sources..
WKI055	Continue to support the Wandsworth Healthy Streets Forum chaired by Cabinet Member for Strategic Planning and Transport.
WKI056	Install additional cycle parking facilities at key locations including tube and rail stations and high streets.

<b>2020/21 REF</b>	<b>Proposal 2021/22</b>
WKI058	Carefully explore the installation of further contra flow cycle lanes on roads in the Borough.
WKI059	Continue to review suspended and reintroduced Low Traffic Neighbourhoods and options for any future LTNs.
WKI060	Collect and analyse data on council-maintained road network to determine proposals for further rollout of 20mph speed limits. Lobby TfL to reduce speed limits on red routes.
WKI061	Accelerate the delivery of temporary key town centre urban realm improvements such as Putney High Street, Bedford Hill, Southfields and Lavender Hill.
WKI062	Continue to support experimental road closures with limited / no vehicle access so that road space can be repurposed for pedestrians / cyclists and for further alfresco dining opportunities to support recovery from COVID-19.
WKI063	Review of existing parking policies and the impact from COVID-19 on transport and travel to encourage a modal shift in transport from cars to alternative options. Including exploration of differential parking charges to discourage higher polluting and carbon emitting vehicles.
WKI064	Pilot reallocation of kerbside on-street car parking to alternative uses, such as cycle parking and storage; parklets and trees.
WKI065	Introduce on-street split recycling bins to encourage recycling within the Borough.
WKI066	Work with council contractor to develop an Open Spaces Sustainability Plan.
WKI067	Work with contractors to develop a sustainable planting action plan for the Borough parks and open spaces, to deliver a planting scheme that includes wildflower elements and ecological features with planting to focus on sustainability and plant selection.
WKI068	Plant 600 trees (net 100).
WKI069	Produce a refreshed Tree Strategy.
WKI070	Low-rise weekly food waste trial service provision prior to commencement of new contract in April 2024 to help inform scoping decisions for that contract.

2020/21 REF	Proposal 2021/22
WKI071	During 2021/22 undertake a stock condition survey to provide accurate baseline data on condition of stock and identify potential opportunities for energy efficiency improvements.
WKI072	<p>Improve the energy efficiency of council housing stock and estates by:</p> <ul style="list-style-type: none"> <li>• Continuing the move to LED lighting where appropriate.</li> <li>• Delivering energy efficiency improvements to Longhedge Street properties identified through Phase1a of the Green Homes Grant Local Authority Delivery Scheme.</li> <li>• Further to the completion of the Technical Assistance Programme exploring options to install new technologies to improve energy efficiency in council owned housing blocks.</li> </ul>
WKI073	<p>In response to the Climate Emergency, to exceed Wandsworth's 35% CO2 reduction requirements on the Council's 1000 new homes development programme.</p> <p>An energy strategy will be produced for each housing development providing a full assessment of the benefits and viability of utilisation of cleaner and green technologies. The aim will be to seek to significantly exceed the baseline emissions requirement of 35 per cent vs Part L of the 2013 building regulations. This will include supporting fitting of communal forms of heating that utilise air source technologies at Randall Close and Patmore.</p>
WKI074	In response to Wandsworth's Environment and Sustainability Strategy provide an update to June and September 2021 committees on the work of the Department including the Technical Assistance Programme, updates on any bids for funding for environmental improvements, work targeted at addressing fuel poverty and to approve a Housing environmental action plan.
NEW	To confirm the strategy on replacement of communal boiler systems considering individual metering through PAYG systems to encourage residents to understand and control their energy usage. To set up processes for metering and billing systems both in new builds and existing stock where boilers are replaced. To include procedures on tariff setting, debt management and handover arrangements. To report to committee in September 2021.
WKI075	<p>We will work with schools and community towards the Council's target to be a carbon neutral organisation by 2030 through:</p> <ul style="list-style-type: none"> <li>• Support schools to raise awareness</li> <li>• Produce resources for schools to use</li> <li>• Showcase positive steps and action taken by schools</li> </ul>

2020/21 REF	Proposal 2021/22
	<ul style="list-style-type: none"> <li>• Work with schools on energy audits</li> </ul>
NEW	Support the retrofit of eligible households across the borough through delivery of the Green Homes Grant Local Authority Delivery Scheme.
WKI025	<p>Continue opposition to an expanded Heathrow. Work with other councils, Greenpeace and the Mayor of London to draw attention to the significant impacts an extra 250,000 flights per year will have on residents' lives.</p> <p>Supporting the Heliport Consultative Group's work in challenging the heliport operator, the Mayor of London and the CAA to work together to develop more sustainable options to mitigate the impact of helicopter noise on local residents in Wandsworth and neighbouring boroughs.</p>
<p><b>Providing the best start in life – By investing in early years' provision, family support, school improvements, mentoring, apprenticeships and skills training in order to support children to be the best they can be following a year like no other</b></p>	
WKI076	<p>All children should achieve their best potential. We will narrow the gap from foundation stage for the most vulnerable groups especially Black African, Black Caribbean Mixed White and Black Caribbean pupils, , White British disadvantaged boys, children receiving pupil premium and Children looked after, through a bespoke programme of support for schools and Private Voluntary Independent Nursery settings that takes into account children's readiness for learning, mental health and wellbeing programmes. Support will be provided to schools to identify and address disproportionality, especially for Black African, Black Caribbean, Mixed White and Black Caribbean pupils and White British disadvantaged boys.</p>
WKI078	<p>Access to education for all children is essential following an unprecedented year post COVID-19. We will work with schools to ensure all children have access to suitable education and attend school, particularly those with a Social Worker or an EHC plan who may require additional support to re-adjust and adapt to onsite learning. We will support upskilling to utilise technology and continue to enhance digital platforms for online learning to address digital inclusion.</p>
WKI080	<p>We will continue to work on our School Support and Improvement agenda to ensure that our schools to be the best providers of education, to provide parents and carers have even greater access to diversity and choice for their children's education.</p>

2020/21 REF	Proposal 2021/22
	<p>We will endeavour to:</p> <ul style="list-style-type: none"> <li>• Enhance the partnership with the local teaching school alliance to develop staff and future leaders</li> <li>• Develop school improvement strategy with school leaders in peer clusters</li> <li>• Develop a cluster-based partnership model with independent and state schools</li> </ul>
WKI085	<p>Our Early Help provision is targeted to the most in need, it reaches out into our communities and compliments the work of the voluntary and independent sector. We will embed a strengths-based approach model which has at the heart of it the evolving needs of the community, and will include:</p> <ul style="list-style-type: none"> <li>• Family support: including single family support, groupwork and community empowerment through Empowering People, Empowering Communities programme.</li> <li>• Single point of entry – at our front door</li> <li>• Targeted offer around Childrens centres with a focus on school readiness</li> </ul>
WKI088	<p>We want our children with additional needs and disabilities to have access to resources, support and provision that meet their needs in the Local Area. We will work with our partners to deliver against the WSOA and ensure a successful Ofsted / CQC visit over the next 12-18 months.</p>
WKI089	<p>We want our Vulnerable Adolescents to be safeguarded and achieve the best outcomes. We will transform our practice model and approach, including working with partners to ensure an early identification of risks and needs, timely information sharing, appropriate care planning and management of risk. This will apply particularly to those going missing and at risk of criminal/ sexual exploitation and gang affiliation.</p>
WKI090	<p>We want all our children to have forever homes in a timely fashion when they cannot live within their birth families. We will review and improve pathways to early permanence arrangements to ensure this conversation starts as early as possible in the care planning process.</p>
WKI093	<p>We want children and families to receive the right level of support and social work intervention at the right time. We will work with partners, revisiting our threshold application at our front door (MASH) in readiness of the implementation of Family Safeguarding implementation.</p>

2020/21 REF	Proposal 2021/22
WKI094	<p>Improving the quality of social work practice with children and families to ensure good quality assessments, plans, robust risk assessments and quality decision making is consistently good across all our interventions.</p> <p>We will:</p> <ul style="list-style-type: none"> <li>• Ensure affective supervision with practitioners</li> <li>• Embed new Quality Assurance framework, including a Quality Practice Plan</li> <li>• Invest in the quality of our workforce – upskilling practitioners, growing talent, recruitment of a high level of talent</li> <li>• Ensure Childrens Plans are SMART</li> <li>• Ensure children’s voice is at the heart of practice</li> </ul>
WKI096	<p>Our workforce is the biggest asset and we want to attract, recruit, retain high level talent to meet the changing needs of children in Wandsworth. We will do this through an enhanced offer and a new defined career pathway which in turn will provide continuity in relationships for children and families.</p>
WKI097	<p>Transitions for children into adult life are critical, particular those with additional needs and leaving care. We will work with our adult colleagues to enhance the quality and timeliness of transitions, including appropriate resource allocations and management of information.</p>
WKI098	<p>Relationship based practice model will be at the heart of working with children and families in Wandsworth. We will implement our new practice model - Family Safeguarding -during 2021. The success of the programme and its impact will be evaluated by What Works Centre as commissioned by DfE.</p>
WKI099	<p>Support eligible children in care and care leavers to apply for EU Settled Status by the deadline of June 2021.</p>
<p><b>Greener, safer, better neighbourhoods – By working with our community to combat climate change and improve our environment and our neighbourhoods – keeping them green, clean and safe</b></p>	
WKI100	<p>Increase the percentage of household waste recycled where it is cost effective to do so.</p>
WKI101	<p>Reduce contamination of mixed recycling.</p>
WKI102	<p>Reduce the quantity of household waste collected per household.</p>

2020/21 REF	Proposal 2021/22
WKI104	Increase enforcement actions against fly-tipping and littering through work of expanded enforcement team, the issuing of warning letters, enforcement notices and PCNs/FPNs to help maintain street cleanliness and reduce the abandonment of commercial waste.
WKI110	As part of planning for letting of the catering contract; review appropriate café provision in Wandsworth Parks.
WKI111	Increase the number of Green Flag awards for our parks, including successful applications for retaining five green flags for Battersea Park, King Georges Park, Tooting & Wandsworth Commons and Wandsworth Park in 2021.
WKI112	Install water fountains in Wandsworth Common, Tooting Common, Wandsworth Park, King Georges Park, Coronation Gardens, Battersea Park, Christchurch gardens and consider further provision of drinking facilities if appropriate.
WKI114	Continue upgrade of Coronation Gardens, including consideration for further investment in the children's playground, ornamental fountain and seating areas.
WKI115	Implement improvements to Windmill playground on Wandsworth Common.
WKI116	Work with Leisure and Culture contractor to manage and deliver increased access to Roehampton playing fields.
WKI117	Use successful application funding to secure amenity value of Putney Park lane.
<b>Greener, safer, better neighbourhoods – By working with our community to combat climate change and improve our environment and our neighbourhoods – Leisure and Culture</b>	
WKI106	Build on the success of Wandsworth Arts Fringe and other arts programmes to support the recovery of the cultural and creative sector, ensuring a target of reaching 75% of wards.
WKI107	To approve the final version of the Arts and Culture Strategy, Year 1-3 Action Plan and Joint Cultural Needs Assessment (a pilot programme in collaboration with the Arts Council England), to be presented to the OSC committee in November 2021.
<b>Greener, safer, better neighbourhoods – By working with our community to combat climate change and improve our environment and our neighbourhoods – Libraries</b>	
WKI108	Guarantee the future of all 11 borough libraries and ensure Wandsworth has the best used network of libraries in London. Ensure that any proposed new library buildings are delivered to the highest standard, with cutting edge services and the most innovative and up to date technologies, through a programme of Council and commercially funded rebuilds and regeneration programmes.

2020/21 REF	Proposal 2021/22
	<ul style="list-style-type: none"> <li>• Wandsworth Town Library.</li> <li>• Northcote.</li> <li>• Roehampton.</li> <li>• Winstanley York Road.</li> </ul>
WKI109	Develop new Library Strategy to align with existing Arts and Culture Strategy and Beacon Library Programme.
<b><u>Helping people get on in life – By encouraging investment in the borough</u></b>	
WKI008	Atheldene development – Work for both phases to commence before Q4 of 2021.
WKI010	Support the completion of the vision for a successful, sustainable, mixed-use neighbourhood in Nine Elms by ensuring ongoing investment, delivery and co-ordination of infrastructure projects within the Opportunity Area, including the NLE and social infrastructure, through both direct delivery and in partnership with internal and external partners working to a 5-10 year Programme to completion.
WKI011	Put culture and community at the heart of Nine Elms, working with partners to create a sense of place and neighbourhood, establishing a sustainable cultural eco-system which fosters community cohesion and supports residents' aspiration for access to high-quality facilities, culture and design.
WKI012	Campaign for improved public transport links to Queenstown. Support the development of the new Northern Line Tube station and campaign for improved bus services.
WKI013	In the lead up to the NLE opening and Apple moving to the Borough, promote the realisation of the Council's vision for the Nine Elms area as a sustainable, distinctive, world-class business district in London with community, culture and creativity at its heart, attracting new residents, employees and visitors to the area.
WKI118	Continue consultation for the Local Plan, with an update for the reporting of the third consultation stage of the Local Plan to September 2021 SPTOSC.
WKI119	Progress major sites - Clapham Junction (Northcote).

2020/21 REF	Proposal 2021/22
WKI120	Progress major sites - Young's Brewery (Fairfield).
WKI121	Progress major sites - Wandsworth Town Centre/Wandle Delta Area: all other sites (Fairfield).
WKI122	Progress major sites - Putney town centre sites.
WKI123	Progress major sites - Clapham Junction/Riverside Housing Zone Sites, including resolution of the impact of Crossrail 2 and Station enhancement and regeneration proposals. Continue to promote and seek support for a new pedestrian bridge across the Thames to link the south riverside to Imperial Wharf Station.
WKI124	Progress major sites - Springfield Hospital.
WKI125	Progress major sites - Nine Elms/Vauxhall Opportunity Area, including new developments and associated infrastructure requirements.
WKI126	Continue to work with Tideway, their contractors and other councils to ensure that the construction of the scheme has limited impact on the borough.
WKI127	Ensure the effective delivery of the >£2m of NCIL schemes agreed so far in all parts of the borough. Ensure residents and members are engaged in identifying options for further neighbourhood improvements.
WKI128	Work with key stakeholders for improvements to Battersea and Putney stations.
WKI129	Work with key stakeholders to bring forward a planned series of major infrastructure projects at Clapham Junction station including Crossrail 2, and additional capacity on Gatwick line. Work with Network Rail to support long term redevelopment and improvement plans for the station as part of a broader 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.
WKI130	Work with TfL to make East Putney Tube station more accessible with less clutter, a new forecourt, appropriate new retail units and more cycle storage.

2020/21 REF	Proposal 2021/22
WKI131	Lobby Department for Transport and Network Rail to co-fund with a Council a second entrance to Putney Station on Oxford Road.
WKI132	Campaign for more seats, upgraded trains and improvements in overcrowded stations Balham, Tooting Bec and Tooting Broadway.
WKI133	Approach Network Rail and secure funding for a full upgrade of the prominent Balham railway bridge.
WKI134	Champion schemes to repaint and relight the East Putney Rail bridges and underpass.
WKI135	<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.</p> <p>Continue to lobby TFL to ensure that in Tooting, where there is a high proportion of small traders who are tenants, that their interests are fully considered at all stages of the process to avoid any disproportionate impact.</p>
WKI136	Work with the DfT, Network Rail and borough partners to achieve Southern rail access from Clapham Junction to Heathrow.
WKI137	Work with partners to promote the Diamond Jubilee cycle and footbridge.
WKI138	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.
WKI139	Work with TfL for the improvement of the Wandsworth One-Way System, including support for ongoing Major Road Network submission to DfT.
WKI140	Continue to support transport improvements, the creation of new green public squares and parks, including riverside paths, as well as leisure activities within the Wandle Delta Masterplan Area. Invest in heritage at the Huguenot Cemetery and Ram Brewery.

<b>2020/21 REF</b>	<b>Proposal 2021/22</b>
WKI141	Work with TfL to progress schemes for the boroughs town centres to include the Tooting Broadway Pedestrian Safety scheme and Putney High Street improvements
WKI142	Continue the introduction of electric vehicle charging points across the borough to facilitate and encourage the take up of electric vehicles as an alternative to petrol / diesel vehicles.
WKI143	Continue to support car clubs to manage the number of car journey, reducing congestion.
WKI144	Take forward findings of pilot studies to reduce rat-runs in Wandsworth Common.
WKI145	Work with TfL to utilise funds from Springfield Hospital to improve the Trinity Road/Burntwood Lane junction layout and ease congestion.
WKI146	Deliver the range of improvements identified within the Garratt Lane Corridor Study to public realm, better pedestrian and cycle accessibility, to support local businesses and improvement in road safety.
WKI147	Continue to make improvements to the road layout on Bedford Hill, to make it more pedestrian and cycle friendly. Deliver a scheme to alter the road layout, plant more trees and improve cycle parking
<b><u>Roads and Infrastructure</u></b>	
WKI150	To work with landowners as development sites come forward to improve links and connectivity to the river frontage and open spaces in St Mary's Park Ward.
WKI151	Install energy efficient underlighting to Wandsworth Bridge to make it a feature of the riverside.
<b><u>Road Safety</u></b>	
WKI152	Working with TfL reduce casualty rates on TfL roads and in doing so help meet Mayor for London road safety targets.
WKI153	Deliver a programme of initiatives and schemes aimed at reducing traffic casualties amongst the most vulnerable road users.

2020/21 REF	Proposal 2021/22
WKI154	Work with Police to progress soft trial of 20mph enforcement cameras on residential roads with target date of Summer 2021.
<b><u>More homes and greater housing choice – By delivering a range of homes to suit different needs for people who live or work in the borough, particularly for those on lower incomes, while providing more help and support to people who rent either from the council or privately.</u></b>	
WKI155	Deliver the Wandsworth Decent Homes Plus Programme of works to improve Wandsworth's homes and estates to a decent homes plus standard. This will include the Environmental Estate Improvement Programme which will target areas of estates of poorer quality. This will include a commitment to spend £35m to be set out and monitored as part of the HRA Capital Programme arrangements including provision to improve green and open spaces particularly given the impact of COVID-19
WKI156	<p>Progress the regeneration of the Winstanley and York Road estate:</p> <p>Completion of resident moves to Mitchell House (May 2021)</p> <p>Completion of replacement Multi Use Games Area (“the blue pitch”) on Grant Road (June 2021)</p> <p>Compulsory Purchase Order for first phase made (September 2021)</p> <p>Completion of new Battersea Baptist Chapel building (August 2021)</p> <p>Establishment of Cultural Strategy Steering Group (August 2021)</p> <p>Commence development of Block 5 (August 2021)</p>
WKI157	<p>Progress the regeneration of the Alton estate:</p> <p>Stage 2 approval from GLA received for masterplan (Summer 2021)</p> <p>Commence procurement of new development partner (within two months of GLA stage 2 approval)</p> <p>New Bessborough Road block completed and tenants/leaseholders in occupation (September 2021)</p> <p>Engagement Strategy Action Plan prepared and approved by HROSC (November 2021)</p>

2020/21 REF	Proposal 2021/22
	Commencement of development on Fontley Way site (January 2022).
WKI159	Oversee the upgrade of the CCTV network in Wandsworth.
WKI161	Continue programme for retro-fitting sprinklers in sheltered and hostel accommodation. First Phase due to complete December 2021.
WKI162	Begin a programme of communal electrical testing and inspections, prioritised towards blocks of 10 storeys and above. This will inform electrical improvement works to blocks including emergency lighting. Programme to start July 2021.
NEW	Update Committee on the implementation of the Social Housing White Paper, including the review of the decent homes standard, potential new benchmarking requirements and further measures to improve resident engagement.  Dependent on easing of lock down requirements, hold resident conference and put in place a training schedule for Resident Associations.
WKI164	Gain the domestic abuse housing alliance accreditation which recognises best practice in dealing with domestic abuse.  To report progress to committee with accreditation due to take place summer 2021.
WKI166	In Autumn 2021 report to committee on progress against actions monitored through the Housing Fire Safety Steering Group and provide further recommendations as appropriate to meet requirements of the new building safety regime.  Complete procurement exercise for new fire risk assessments for low rise blocks. Complete new FRAs on all 146 high rise blocks.
WKI167	By the end of 2021/22 to put forward proposals for a review of the Council tenancy conditions, to include updates on fire safety and domestic abuse to align with the requirements of DAHA accreditation.
WKI168	Housing – IT. Procure and install financial appraisal and cashflow forecasting software to improve budgeting and management of housing development programmes, thereby informing adjustments to unit mix and tenure balance. Estimated timescale for go-live in November 2021.
WKI170	Following work undertaken during the COVID-19 outbreak to aim to house all rough sleepers, work with partners to produce and deliver the Rough Sleeper Exit Plan, approved in Paper No 20-179A. Monitor activity under the successful MHCLG bid and SPEAR's performance against funding outcomes.

2020/21 REF	Proposal 2021/22
NEW	In preparation for the anticipated increase in homelessness approaches as a result of the COVID-19 pandemic, review resources to consider how best to target these to prevent and alleviate homelessness where possible.
WKI172	<p>Deliver the Council 1,000 Homes Development Programme. Meet delivery plan forecasts by completing 93 units and commence works on 215 new homes. Progress designs on 150 new homes whose works are scheduled to begin in 2022/23.</p> <p>Identify opportunities to expand the Council Development Programme bringing forward proposals to the June 2021 HROSC.</p> <p>Meet budget forecasts and maximise grant funding opportunities.</p>
WKI174	Supported Housing Delivery – to complete delivery of 95 extra care homes on two developments at St Johns Hill and Pocklington Court by the first quarter of 2022/23. For the Council led development at Fordyce House to commence on site in October 2021. Work with ASS to consider requirements for supported housing for key ASS/CSD client groups and incorporate these into the Local Plan review process
WKI175	<p>Work with partners, including developers, registered providers and the planning service enabling the delivery of 244 affordable homes in 2021/22.</p> <p>Continue to champion housing schemes where key workers, such as teachers, and local people on below average salaries are given priority this includes agreeing local marketing plans for Build to Rent and co-living schemes that are offering intermediate rent housing.</p> <p>As the opportunity arises work with public/private landowners to take forward development and regeneration opportunities which benefit Wandsworth residents and workers.</p>
NEW	In negotiations with the GLA seek to maximise grant allocations that assist in the delivery of affordable homes in the borough. To submit grant bids to the GLA for the 2021 -2026 affordable homes programme by April 2021 to help in the delivery of circa 300 council affordable homes.
WKI176	Ensure services previously provided by the Private Sector Housing Champion are continued to be offered and enhanced within existing and new roles across the Council. Including newly created Lead Officer for High-Rise Safety.

2020/21 REF	Proposal 2021/22
<b><u>Encouraging people to live healthy, fulfilled and independent lives – By helping young and old stay safe, active and in control of their lives</u></b>	
WKI177	Continue the implementation of the Council's Prevention Framework.
NEW	Identify key factors contributing to poor health outcomes and missed opportunities for good health in Wandsworth, through the refresh of the Joint Strategic Needs Assessment and take forward actions to address them.
WKI178	Implement the Joint Wandsworth Learning Disability Strategy including emerging priorities from COVID-19.
WKI179	Continue to develop strategic partnerships with the NHS, both at a sub-regional level in SW London as a designated Integrated Care System (ICS), and at a borough level developing Integrated Care Partnerships (ICP) to achieve the best outcomes for local residents through the integration of health and care.
WKI181	Continue to support the most vulnerable in society with the best care and help.
WKI183	Ensure improved access to effective support for carers and ensure carers are recognised and valued and can access support when they need it.
WKI184	Continue with the transformation of reablement, to develop an integrated, discharge to assess and community response model that is based on the principles of prevention, recovery, and strengths-based approaches to support as many people as possible to live independently.
WKI185	Continue with the transformation of the front door, to implement a community-based service based on principles of early intervention and prevention, that will manage demand and meet more people's needs at the initial point of contact.
WKI187	Following publication of position statements on accommodation-based care, implement action plan covering development needs, service oversight and positive move-on.
WKI188	Continue to improve and develop transition arrangements with Children's Services.
WKI189	Continuing to support and sustain the local provider market post COVID-19 to ensure sufficient capacity to meet demand delivered by a highly skilled and competent workforce
WKI190	Continue to develop plans for expansion of fuel poverty programme, targeting energy efficiency measures for vulnerable residents' homes
WKI192	Work with a range of Dementia stakeholders to review progress and refresh actions around Dementia prevention, support and care, for people living with dementia and their carers.

2020/21 REF	Proposal 2021/22
NEW	Maintaining a sufficient, diverse, professionally confident adult social care workforce to meet on-going statutory duties, complete restorative work and ensure consistency of practice.
NEW	Embedding the immense learning from COVID-19 and adopt lasting improvements to the way residents are supported through changed approaches to service delivery, making full use of technological innovation and digital approaches, building on the strength-based approach.
NEW	Restoration, development and transformation of Adult Social Care following the COVID-19 crisis. This includes workforce development and wellbeing and embedding, supporting and accelerating digital transformation.
WKI193	To complete feasibility and viability study for new health centre on Battersea Park Road and if scheme is viable to agree terms of collaboration with Tesco and St Georges Trust.