

## Wandsworth Key Issues 2018/19 end of year updates

### 001 Council Tax

Ref	Key Issue	2018/19 End of Year Update
WKI001	Maintain a distinctively low Council Tax.	Average council tax bills for 2018/19 are the lowest in the country.

### 002 Shared Staffing Arrangement

Ref	Key Issue	2018/19 End of Year Update
WKI002	Implement the improvements to internal processes identified in response to the SSA stocktake review, carried out on the first anniversary of the creation of the SSA. These cover areas including: <ul style="list-style-type: none"> <li>• HR</li> <li>• IT</li> <li>• Finance system</li> <li>• Decision Making</li> <li>• Communications</li> <li>• WorkSpace Strategy</li> </ul>	The Council has continued to implement the actions identified in the 2017 stocktake. The most recent round of updates showed that 30 of the 81 actions had been completed, and the majority of the remainder were on track to be completed by their target date. Actions completed to date include improvements to the recruitment process, replacing core network equipment, and revising internal governance arrangements. Further details on specific actions are included in WKI004 and WKI007.
WKI003	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: <ul style="list-style-type: none"> <li>• Planning: June 2018</li> <li>• Housing: March 2019</li> <li>• Social Care: June 2017</li> </ul>	<p>Planning: Following two failed procurements the specification is being revised following further market engagement with a view to re-starting the procurement later in 2019/20.</p> <p>Housing: The new system is in the final stages of implementation and is due to go live in May 2019.</p> <p>Social Care: System has been upgraded to the latest release (Mosaic) and business processes have been aligned. Work has started to bring them together onto one</p>

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	<ul style="list-style-type: none"> <li>• Parking: TBC</li> <li>• Financial Systems: TBC</li> <li>• Highways Maintenance: TBC</li> <li>• Document management: TBC</li> <li>• Customer services: Mid 2017 - Sept 2018.</li> </ul>	<p>instance with a target for completion of the end of 2019.</p> <p>Parking: The new parking permit system went live Wandsworth on 18th May 2018. Following implementation issues further changes and developments have been made such that outstanding workflow items have fallen back to below pre-implementation levels. Work on consolidating systems will begin once outstanding system functionality developments have been completed.</p> <p>Financial Systems: The Capita Integra system has been implemented.</p> <p>Highways maintenance. A joint Highways maintenance system is now live.</p> <p>Document Management: The revenues and benefits document management system has been combined. The legacy system is now being decommissioned and old legacy servers removed.</p> <p>Customer Services: A procurement for a single CRM system has now completed and a contract is about to be awarded. IT, Customer Services and relevant services will be working together to develop an implementation programme and the new system is expected to go live by April 2020.</p>
WKI004	Ensure improvements agreed in the finance transactional services contract with Capita are delivered in full, ensuring standards are reviewed and maintained as per the contract	There has been a significant improvement in the contract's operation compared to its first year e.g. more timely income allocation, progress on bank reconciliations, suppliers' invoices being paid quicker, improvements in the budget forecasting module and a more robust control framework. A review of performance indicators has been undertaken to ensure performance is managed appropriately. Work is progressing well towards achieving a suite of "business as usual" milestones but further work is required on improving debt recovery processes and performance.
WKI005	Review and re-align current investment allocation of the Joint Pension Fund in light of the merged fund's income and funding requirements by November 2018.	The Joint Pensions Committee has appointed 3 Private Debt Managers and 2 Infrastructure Managers which now completes the review subject to funds being drawn down over the next 3 years.

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WKI006	Work with the Regulatory Services Partnership to complete consultation on and implementation of the revised management structure of the Partnership, and to ensure that the additional Environmental Services requirements arising from the ongoing developments in Nine Elms are monitored and that appropriate resources are in place to meet this increased demand.	<p>The new RSP management structure is now in place including appointment of the new head of service, Nick Stevens, who will be starting his new role on the 8th April.</p> <p>A Commercial Services Manager and 7 team managers were recruited or slotted in from 1st November. The Residential Services manager post remains unfilled but is covered by an interim. RSP will be recruiting to other management positions and vacancies in the food and safety and licensing teams in due course.</p>
WKI007	Update and modernise desktop office systems via the roll out of Office 365 to all SSA staff by the end of December 2018.	Over 95% of staff and all councillors have been migrated to Office 365. For the staff yet to be migrated there is an issue with accessing a key business system or application using O365 and we are continuing to work to resolve these on an individual basis. A major training initiative has just been launched to provide staff with the skills necessary to fully utilise the functionality of O365 such as video conferencing, document sharing and collaborative working. This training will also be made available to Members.
WKI008	<p>Deliver the later phases of the SSA Office Accommodation Programme ('WorkSpace Strategy'), including the following:</p> <ul style="list-style-type: none"> <li>- Co-location of HR, iTrent &amp; Payroll – complete by end-April 2018</li> <li>- Relocation of Customers &amp; Partnerships in Twickenham Civic Centre – complete by end-May 2018</li> <li>- Co-location of Policy, Performance &amp; Analysis with Public Health – complete by end-June 2018</li> <li>- Reorganisation of 1st Floor, Twickenham Civic Centre – complete by end-June 2018</li> <li>- Relocation of Wandsworth's Planning team – complete by early September 2018</li> <li>- Reorganisation of Wandsworth's Children's Services</li> </ul>	<p>In the last 12 months, the WorkSpace Strategy has successfully completed the following moves:</p> <ul style="list-style-type: none"> <li>• Co-location of HR, iTrent &amp; Payroll in Wandsworth Town Hall</li> <li>• Relocation of Customers &amp; Partnerships in Twickenham Civic Centre</li> <li>• Co-location of Policy, Performance &amp; Analysis with Public Health</li> <li>• Reorganisation of Wandsworth's Children's Services in Wandsworth Town Hall Extension</li> <li>• Reorganisation of 1st Floor, Twickenham Civic Centre (including a new Directorate Hub for Resources and Chief Executive's Group)</li> <li>• Relocation of the Planning &amp; Transport division from Putney Bridge Road to Wandsworth Town Hall (fully vacating Disraeli House)</li> <li>• Reorganisation of Adult Social Services across both sites</li> <li>• Relocation of Design &amp; Print within Wandsworth Town Hall</li> <li>• Relocation of Housing Reviews within Putney Bridge Road complex</li> </ul>

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	<p>in Wandsworth Town Hall Extension – complete by September 2018</p> <p>- Reorganisation of Adult Social Services – complete by October 2018</p> <p>Ensure that accommodation, ICT and flexible working enable effective service delivery and a more efficient use of office accommodation.</p>	<ul style="list-style-type: none"> <li>Co-location of Resident Engagement and Community &amp; Partnerships (Wandsworth-based staff) within Wandsworth Town Hall</li> </ul> <p>In addition, the project will relocate the Area Housing teams from Gladstone House to Disraeli House within Putney Bridge Road by the end of April 2019, which will release Gladstone House for commercial rental.</p> <p>Following these last moves, the WorkSpace Strategy (Phase 1) will be formally completed. The project team have already begun preparations for Phase 2, which will look at developing a fully costed business case for the regeneration of the Wandsworth office estate (see FCROSC paper no. 18-429).</p> <p>Procurement is underway for a site master planner and technical team, with appointment of both expected by the end of April 2019. In addition, desk and meeting room occupancy studies across Wandsworth and Twickenham are underway, plus work to review location and use of satellite offices has begun and is expected to start early May.</p>

### 003 Contact Centre Expansion

Ref	Key Issue	2018/19 End of Year Update
WKI009	<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"> <li>Council Tax – Staff training by June 2018</li> <li>Waste and Recycling services- Reviewed by end of Summer 2018</li> <li>Registrars – Reviewed by end of Summer 2018</li> </ul>	<p>Reviews are being worked through with services.</p> <p>Council tax and Housing benefits: Initial changes to improve first contact resolution and reduce hand offs now completed. There will be further efficiency changes to be put in place once newly procured IT platform is implemented during 2019</p> <p>Registrars and Waste/recycling: also progressed and now pending Customer services IT platform implementation.</p>

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	<ul style="list-style-type: none"> <li>• Parking Permits – Reviewed by end of May 2018</li> <li>• Parking Appeals – Reviewed by end of May 2018</li> </ul>	<p>Implementation has been delayed to Quarter 1 2019/20 and will be reviewed working with Digital team to update and relaunch the Council's website to improve initial self-service. Further improvements now pending Customer services IT platform implementation.</p> <p>Parking: review delayed due to delays in the implementation of single parking system. Supporting customers during the implementation of the new parking system has been a priority for customer services and has impacted on other reviews. Parking volumes have now reduced back to previous levels, but the workload is still increased as call length to resolve at first contact on new system is approximately 2-3 mins longer on average.</p>

#### **004 Improving Access to Online Services and Information**

Ref	Key Issue	2018/19 End of Year Update
WKI010	<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"> <li>• Enabling end to end self-service via web forms with minimal back office administration where possible</li> <li>• Integrating web forms with online payments</li> <li>• Reviewing web pages to ensure clear information is provided for key high-volume enquiries</li> <li>• Tranche 1 services to be reviewed:</li> <li>• Council Tax - Reviewed by end of Summer 2018</li> <li>• Housing Benefits - Reviewed by end of Summer</li> </ul>	<p>Significant progress has been made in procurement of IT infrastructure as part of the Customer Services IT platform.</p> <p>Procurement complete with all returned tenders assessed. Contract award currently being processed with implementation to commence Q1 2019/20. All top level reviews are complete, with potential changes identified. More detailed reviews are to be completed over Quarter 1 2019/20 alongside new CRM implementation project.</p> <ul style="list-style-type: none"> <li>• Enabling end to end self-service via web forms with minimal back office administration where possible</li> <li>• Integrating web forms with online payments</li> </ul>

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	2018 • Waste and Recycling services- Reviewed by end of September 2017 • Registrars - end of September 2019 • Parking Permits - Reviewed by end of May 2018 • Parking Appeals - Reviewed by end of May 2018	<ul style="list-style-type: none"> <li>Reviewing web pages to ensure clear information is provided for key high volume enquiries</li> </ul>
WKI011	Work collaboratively with the industry to improve resident and business access to faster and more reliable broadband services. Work with providers to expand the network of public Wi-Fi.	<p>The Government has now been clear that the focus of available funding to support full fibre roll out will be on rural areas, so there is no intention to bid for this at this point. Work is ongoing with Arqiva (the concession holder for lamppost WiFi and small cell deployments). 56 small cell sites have been deployed and there are plans to install a further 160 during 2019.</p> <p>Additionally 64 local businesses have benefitted or are signed up to do so from the Government's <a href="#">gigabit voucher scheme</a>.</p>

### 005 Council IT Infrastructure and Support

Ref	Key Issue	2018/19 End of Year Update
WKI012	Implementation of further contact channels for Public direct to Customer services including Web chat initial trial TBC	<p>Due to the increase in workload, linked to the implementation of the parking system and reviewing staffing numbers, the Council has continued to staff Twitter but have been unable to staff any additional contact channels such as webchat at this time.</p> <p>Recruitment is currently ongoing to fill positions and webchat will be implemented on a number of key pages, such as waste, in Quarter One 2019/20.</p>
WKI013	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.	Call volumes have decreased from a monthly average of 80,000+ in 2016/17 to approximately 37,000 on average per month in 2017/18 and 2018/19. This decrease reflects the increased use of public direct lines with call menus rather than switchboard and the use of online channels.

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		<p>Quarter 1, 18/19 = 36,247; Quarter 2, 18/19 = 39,146; Quarter 3, 18/19 = 36,501</p> <p>The volume of misrecognised calls decreased from a monthly average of 8,000 in 2016/17 to 2,600 per month in 2017/18. However, this has increased in 2018/19 to 3,500 per month. When analysed as a percentage of all calls the percentage of misrecognised calls has increased from 20.7% in 17/18 to 26.4% in 18/19. This increase has been as a result of:</p> <ul style="list-style-type: none"> <li>Failed servers on multiple dates over the summer. During these times all calls failed and were pushed to a customer service officer. This has been resolved and is being monitored.</li> <li>Migration to Office 365 has created multiple versions of the staff active directory. Not all of these versions are useable by the Contact Portal, this means that staff who have not migrated to Office 365 will not be recognised by the Contact Portal. As Office 365 is rolled over the coming months, this number will reduce, thereby increasing the efficiency of the Contact Portal. Currently Customer Services are manually updating the Contact Portal where possible to reduce this impact.</li> <li>Work is underway to address this including;</li> <li>Weekly reviews of key failed service and officer utterances, this has increased with the SSA organisational change and service change.</li> <li>Third party supplier has been requested to come on site to review and complete a health check on automated switchboard (Contact Portal) performance and failed hardware has been replaced.</li> </ul>

**006 Major Sites: Progress on major projects >£3million plus council acquisitions, including**

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WKI014	By June 2018 complete the refurbishment of Wood House / Palladino House to provide temporary	Forty-nine units have been completed and have been handed to Housing. Adaptation is in progress for a further two disability units. This not only significantly increases in



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	accommodation (Tooting).	Borough temporary accommodation stock but also provides good quality self-contained accommodation.
WKI015	Atheldene development - Phases 1 and 2 (Earlsfield) Oversee developer's progress with a target start on site of first quarter 2019. Seek Secretary of State consent for CPO by summer 2018.	Planning application to be considered by Planning Applications Committee in April/May 2019 with construction expected to commence in the autumn. Negotiations with the developer and joint working with the partner housing association will look to significantly increase affordable housing provision despite viability issues.

#### **007 Aspirations Programme - Promoting aspiration and social mobility in our target neighbourhoods**

Ref	Key Issue	2018/19 End of Year Update
WKI016	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 WKI026 and WKI017.
WKI017	Continue to embed health and wellbeing in the Aspirations agenda, particularly focusing on the regeneration schemes in Roehampton and in Winstanley & York Road. To include the development of area health profiles for Winstanley & York Road and Latchmere as a whole, and the identification of opportunities for joint working with Big Local SW11; and the delivery of public health programmes in the areas.	<p>Health and wellbeing profiles have been completed for both Roehampton (Alton) as well as Latchmere (Winstanley and York Road Estates) which outline the health and wellbeing status of local residents. The profiles have been used by local organisations and groups to apply for funding for a number of projects related to health and wellbeing from trusts and charitable organisations.</p> <p>The community engagement process in Roehampton identified the need for targeted community capacity building, and a service is being commissioned for delivery from April 2019 to support this work.</p>



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		<p>The Big Local SW11 community initiative which encompasses the Winstanley and York Road Estates area have produced their 7 Year Strategy and we will be working closely with them to identify specific health and wellbeing priorities identified in the Health Profile produced by Public Health for the area</p> <p>There continues to be close and integrated working with Housing and Regeneration to ensure that health and wellbeing is integrated into the design process. After working closely with the developer to ensure a high-quality submission, this includes reviewing a detailed Health Impact Assessment submitted as part of the planning application for the Winstanley and York Road Estates.</p> <p>Public Health have commissioned physical first aid training as well as mental health first aid training for local residents, local groups and organisations based within the Aspiration Areas. Over 70 people have registered with 13 classes being delivered during March 2019.</p> <p>The Get Active Roehampton Festival, Get Active Battersea Festival, and Falcon Road Festivals (which incorporate Winstanley and York Road Estates) were delivered during summer 2018. Over 200 people in Roehampton and 150 in Winstanley and York Road Estates accessed mini health checks.</p> <p>A pop-up health shop in Roehampton attracted over 700 visitors undertaking mini-health checks during June., Public Health worked closely with Wandsworth CCG and facilitated the identification and rental of an empty shop via property services, an appropriate company to deliver the health checks and used its linkages to community groups and organisations to publicise the service to local residents.</p>

### 008 Nine Elms/Vauxhall Opportunity Area Planning Framework (Queenstown)

Ref	Key Issue	2018/19 End of Year Update
WKI018	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 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>Good progress is being made on all infrastructure projects that will support the major regeneration work in the area.</p> <p>Access agreements for Thames Path Phase 2 are nearing completion which will enable tendering for the works and installation in 2019.</p> <p>The eastern section of the Nine Elms Scheme is progressing well and s278 negotiations are proceeding well. Works on the section to be delivered by BPS are expected to commence in 2019, with the rest of the eastern end delivered in 2020; the development of alternative proposals for the design of the western end are nearing completion and political engagement over the next month will enable TfL to move to modelling a preferred option.</p> <p>The NHS are expected to finalise the business case for the Sleaford St Health Centre in April/May 2019.</p> <p>Good progress is being made with the implementation of the District Heat Network at the US Embassy and partners are expected to enter contract imminently.</p> <p>UKPN are nearing the end of delivering the first phase of extensive trenching works around Ascalon St and Thesally Road. These have been well managed with few complaints and the lessons learned will be applied to the upcoming phases that will see the new infrastructure 'knitted in' to the existing network.</p>
WKI019	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 2018.	Stage 2 work has now concluded, and the Design Team has made a recommendation of a preferred location, which has been accepted by FCROSC committee and the Executive. A reduced number of three location options have been appraised on a range of technical criteria, and further extensive public consultation in Wandsworth, Westminster and Lambeth has taken place.

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		<p>The recommended location, is Location 4C, Grosvenor Road (Claverton St) to Kirtling St. Whilst all three options were buildable, it was felt this one had the least planning risk, least construction risk and offered the most in terms of the opportunity to shape the creation of successful places on both the north and south of the river and allowed the best opportunity to connect the emerging town centre, with attendant homes, jobs and leisure opportunities with wider London.</p> <p>Establishing a preferred location will now allow the project to carry out a small piece of work to further demonstrate the case for the bridge, begin work to address stakeholder concerns and develop a programme that ensures the placemaking opportunity is not lost, particularly at the Southern site.</p>
WKI020	Work with TfL and the appointed contractor in progressing the implementation of the NLE.	<p>TfL have announced a review to the Northern Line Extension programme and the Council is still awaiting confirmation of what this new programme will be. Based on press reports it is expected to slip from December 2020 to the second half of 2021. A full appraisal of the impact on the borough's repayments of the NLE will be made once confirmed, but at present it is not expected to unduly impact on this.</p> <p>Progress is being with the land transfers associated with Arch 42, but more work needs to be done on the design approach.</p> <p>Significant progress has been made on securing a major art installation for Nine Elms station thanks to a robust partnership approach and discussions of the NLE Cultural Strategy are ongoing.</p>
WKI021	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	<p>The Council has received the first draft of the AR Urbanism Placemaking Framework and this is being reviewed and an implementation plan will be developed.</p> <p>The Council has been successful in securing funding from the Business Rates Strategic Investment Pot (SIP) for the South London Innovation Corridor project (in partnership with Lambeth, Southwark and Lewisham) which will see funding for the</p>

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	ensure it becomes a distinctive new district in London with community, culture and creativity at its heart.	affordable workspace at Prince of Wales Drive and/or Battersea Exchange as set out in the Nine Elms Cultural Strategy.
WKI022	Commission a study to investigate how to attract new start-ups and existing companies in the design sector to Battersea and Nine Elms.	<p>Lambeth Council has now entered into agreement with City of London for SIP funding which has fixed indicative budget for Wandsworth activities.</p> <p>Specifications for two studies have been prepared:</p> <ul style="list-style-type: none"> <li>• An economic and commercial appraisal regarding the development of a new design and technology enterprise cluster in Battersea/Nine Elms</li> <li>• A physical development framework to guide and co-ordinate investment in the area to create a high quality enterprise district across a number of site opportunities</li> </ul> <p>It is planned to commission these studies to begin in May and deliver in July.</p> <p>Separately, discussions are underway with local landowners and partners to develop an incubator facility for start-ups with a view to delivery in mid to late 2020.</p>
WKI023	Investigate the ways in which the borough could attract digital and technology sector companies following Apple's decision to move to Battersea Power Station in 2021.	<p>The economic appraisal work mentioned in WKI022 will include an assessment of the wider economic benefits for the borough which can be incorporated into the wider borough offer.</p> <p>Reduced SIP funding has meant the Wandle Delta area study cannot proceed as planned although alternative funding sources are being sought.</p>

**009 Supporting local residents into employment**

Ref	Key Issue	2018/19 End of Year Update
WKI024	Through Work Match, deliver 250 jobs for local people during 2018/19 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.	Work Match delivered 261 jobs in 2018/19 as compared to a target of 250. The Construction Gateway training project, funded by the CITB has got off to a good start with the first two cohorts of training places fully occupied and 55% of trainees subsequently moving into employment. Employ Wandsworth, Work Match's biggest annual event takes place 29 April.
WKI025	Develop a shared learning scheme that links young people starting their careers with experienced local residents.	The Childrens Services scheme is now focused on primary schools and peer mentoring within secondary schools. The role of a shared learning concept within the Work Match offer is still being reviewed. Work Match provides support for work experience placements as part of S106 Employment and Skills Plans and officers already provide a degree of in work support for those placed into jobs.
WKI026	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. This will be achieved through: <ul style="list-style-type: none"> <li>• Neighbourhood based outreach in Battersea and Roehampton with a particular focus on Council estates</li> <li>• Work with other Council teams to target priority groups such as young people and care leavers</li> <li>• An initiative to support older workers into work / training</li> </ul> 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 provides proportionate benefit in Wandsworth	In 2018/19 430 residents were engaged as compared to a target of 400. The new Falcon Road employment and skills hub will be handed to Work Match in mid April and a formal opening is planned for May. The Work Match presence in Roehampton is being actively discussed with Redrow with a view to co-locating in their project offices. In the meantime, officers work from the current Housing Office.  Work Match work closely with the Leaving Care team and offer the New Routes to Work scheme for older job seekers. The Central London Work and Health Programme provider works from Work Match offices to facilitate local referrals. Latest WHP data is due in April.
WKI027	Through our contract with Citizens Advice	1,714 unique clients received access to information and advice during quarter three

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	Wandsworth, to provide information, 'gateway' advice and more in-depth support to 7,625 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. Review the support service provided for EU citizens to ensure that needs are understood and met in the most effective way	(Q3) of the year; 1,347 were "Adviceline calls", with 321 "Advice centre visits" and 46 "Referrals In". In terms of depth of help there was "Information only" advice given in 206 cases; 1,787 cases of "information and discrete advice" and 849 cases of "advice and casework".

### 010 Business Support

Ref	Key Issue	2018/19 End of Year Update
WKI028	<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"> <li>• Engage with businesses through communications channels, events and other initiatives to understand and respond to their need.</li> <li>• Refresh our e-newsletter mailing list and ensure its compliance with the GDPR; use this and social media channels to attract 1,000 attendees to business events, including Wandsworth Enterprise Month in March 2019</li> <li>• Identify opportunities to support the borough's businesses and entrepreneurs to grow and develop through a programme of events, workshops and networking initiatives</li> <li>• Work with workspace providers, developers and local agents to provide information to local businesses and</li> </ul>	<p>The extension of the Supply Nine Elms work has continued with good buyer engagement and emerging contract opportunities for local businesses. The current programme continues until July.</p> <p>Regular business newsletters have been distributed to around 8000 recipients. Brexit-related advice and information has been provided on the Council's business webpages and will be reviewed as the picture becomes clearer. Enhancement of the Council's business webpages has continued, in preparation for upcoming website upgrade. Further updating of the business webpages will continue.</p> <p>Wandsworth Enterprise Month featured more than 50 individual events incorporating a fringe programme from local businesses and libraries invited to create their own enterprise related event. Highlights included; Start up Wandsworth, Meet the Journalists, Doing Business Abroad, Digital Marketing and Women's Enterprise Day, which saw over 100 females founders in attendance. The month culminated in a week-long schools-focussed programme. Attendance data and outputs will be compiled in coming weeks.</p>

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	identify opportunities to protect, improve and develop business space in the borough	Alongside ongoing engagement with Planning Policy, Workspace focussed efforts are currently focussed on the implementation of the South London Innovation Corridor work, thanks to a successful funding bid for SIP funding (alongside Lambeth, Lewisham and Southwark). Wandsworth's £1.3m share of this will see significant provision of flexible workspace linked to the emerging Battersea Design Quarter concept. Close engagement with the RCA is under way on this and on a related funding application by them.

### 011 Town Centres

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WKI029	Implement a new approach to supporting the borough's town centres by promoting a new Business Improvement District (BID) in Clapham Junction (targeting a ballot in November 2018), working with Town Centre Partnerships to develop future arrangements in Balham and Tooting and supporting the BIDs in Putney and Wandsworth Town Continue to support a range of activities in town centres working with local businesses.	<p>Clapham Junction BID is currently being established and will be initiated on 1 April. A New Chair has been appointed, along with contracting of a BID Management company (Savills).</p> <p>Tooting BID development work is under way and intensive consultation with businesses is taking place. This will inform development of a draft business plan and recommendations on whether to proceed to stage 2 of the BID development work – campaign and ballot. The recommendations will be received by council in early April and put to the town centre board for comment. Subject to gaining enough confidence that a BID ballot would stand a good chance of success, stage two would culminate in a ballot in November 2019.</p> <p>The development of business focused partnerships in Balham has not commenced but this will be a priority in the run-up to the Balham Food Festival in September. The team continues to contribute to and support key boards and partnerships, including with the Police on the Shopwatch and Pubwatch schemes; London-wide Night Time Economy group, resilience planning and meetings of individual towns and business associations, ensuring council representation and coordination with</p>



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		<p>other council services.</p> <p>Preparation and planning started for the annual Summer Festivals e.g. Falcon Road, Northcote Road, St John's Hill and the Balham Food Festival. The EDO is also lending support where necessary to the events organised by the Putney and Wandsworth BIDs.</p> <p>A cross borough Specialist Independent shops directory was developed and distributed to promote independent businesses.</p> <p>An Expression of Interest has been submitted to the MHCLG's Future High Streets Fund to access major funding to develop solutions that would help transform Putney Town centre and address underlying challenges. The outcome will be announced in the summer.</p>

## 012 Aviation noise

Ref	Key Issue	2018/19 End of Year Update
WKI030	<p>Reduce the impact of aviation noise by:</p> <ul style="list-style-type: none"> <li>Working collaboratively with other councils opposed to a third runway at Heathrow and further night flights, including the potential for legal challenge of the Government's decision following publication of its final Airports National Policy Statement and designation by the Secretary of State – expected during mid-2018.</li> </ul> <p>Continue to raise awareness of environmental impacts of a third runway within the local community.</p> <p>Continue work with Gatwick and other South London councils to make the case for expansion at Gatwick,</p>	<p>The Council, working with its Council Partners and the Mayor of London and Greenpeace instigated Judicial Review proceedings against the Government's recent decision to favour a third runway at Heathrow through its Airports National Policy Statement (ANPS). The High Court hearing started on the 11th March 2019 and concluded after two weeks, with applications heard from other claimants including Plan B, Friends of the Earth, and Heathrow Hub. Judgment is reserved until a later date. The Council maintains that expansion of Heathrow is illegal on a range of grounds including air quality, 'minds made up' and noise.</p> <p>The Heliport Consultative Committee published its innovative noise research last summer which demonstrates that the Heliport operation exceeded noise levels which</p>

Ref	Key Issue	2018/19 End of Year Update
	<p>ensuring that the potential benefits for jobs, transport and growth from Gatwick's expansion are maximised.</p> <ul style="list-style-type: none"> <li>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.</li> </ul>	<p>can have a detrimental effect on health. The research was led by the London South Bank University and commissioned jointly by the represented councils. The Consultative Group is committed to challenging the Mayor and the CAA to work together to try and find a sustainable solution to the issue of noise impact from the heliport's operations. It wrote to the Mayor and the heliport owners about this issue. The CAA has now attended a recent meeting. The last meeting of the consultative group agreed to do more work on raising awareness with communities of the noise complaints procedure and to better coordinate comms to warn people of the busiest days of heliport operation (Royal Ascot etc).</p>

### 013 Apprenticeships

Ref	Key Issue	2018/19 End of Year Update
WKI031	<p>Ensure that the Council "grows its own" through implementing a successful graduate programme and by meeting its duty to deliver its allocated target of 76 directly employed apprenticeships, as outlined in the Enterprise Bill with progress updates reported at appropriate points throughout the year.</p>	<p>Another five graduates have started with the SSA, joining the existing four now entering their second year. The graduates are a highly sought after resource and there is competition from services to secure them onto a range of stretching six month placements.</p> <p>We have recently launched an SSA mentoring scheme. Currently over 30 mentees, largely drawn from middle managers, are being mentored by a pool of 70 plus senior managers from within the SSA. The first cohort of middle managers is now over halfway through the Leadership Development Programme [LDP], in which they undertake an 18 month course involving a wide range of learning opportunities. Both</p>

Ref	Key Issue	2018/19 End of Year Update
		<p>these programmes represent a significant investment in a grow our own approach and in time will also contribute to the promotion of women and BAME staff into more senior roles within the SSA.</p> <p>The LDP attendees are all being funded from use of the Apprenticeship Levy funds, and together with other apprentices now being employed means that the total of directly employed apprentices now stands at over 90 against the target of 76.</p>

#### **014 Staff Engagement**

Ref	Key Issue	2018/19 End of Year Update
WKI032	Refresh the Values and Behaviours framework to strengthen staff engagement and develop it in line with SSA priorities where needed.	We will shortly be launching a number of initiatives under the banner of becoming an employer of choice that will further promote our staff values and behaviours, with a continued focus on enabling and promoting flexible working for staff in all its various guises.
WKI033	Continue to modernise our recruitment practices, through the procurement of a new Applicant Tracking System (ATS) and through a range of other incremental improvements identified from feedback from recruiting managers and prospective candidates.	The ATS, now referred to as the recruitment system, went live on time at the start of January. It has on the whole been very well received by candidates and recruiting managers and is already paying dividends in terms of reducing admin work and speeding up recruitment processes to the extent that a number of other London authorities are now interested in our approach. It also enables name blind shortlisting which is likely to reduce unconscious bias within the recruitment process.

#### **015 Emergency Planning**

Ref	Key Issue	2018/19 End of Year Update
WKI034	Ensure appropriate plans and procedures are in place to provide a high level of compliance with the Council's statutory duties under the Civil	The risk register for the Council was most recently published in December 2018 on the Emergency Planning section of the Council's website.

Ref	Key Issue	2018/19 End of Year Update
	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.	<p>Service business continuity plans were all reviewed at the end of 2018. The Corporate Resilience Plan was reviewed in January and exercised on 26th February as part of Exercise Delta; a post exercise report is currently being compiled to ensure learning from the exercise is captured.</p> <p>Members of the Council Gold Group received training in February on the standardised arrangements for London. Training in the new arrangements for Silver, Bronze and BECC officers will be rolled out during March and April in readiness for Exercise Safer City; the annual pan-London exercise.</p>

#### 016 Resident Engagement

Ref	Key Issue	2018/19 End of Year Update
WKI035	Complete the refresh of Let's Talk approach as a core engagement mechanism with residents and relaunch by October 2018	<p>The Let's Talk Residents meetings have been reviewed and improvements made, including the introduction of a written briefing for the Chair and exhibition boards highlighting Council projects of local interest.</p> <p>A new format for the meeting was piloted in Southfields, but it was agreed following feedback to revert to the original format. The Southfield's pilot was held on 6th March 2018. This is a rolling programme and the Let's Talk meetings are continuing.</p>
WKI036	Bring forward proposals for and implement a community engagement strategy, to include principles for working with community and voluntary groups by December 2018	The Community Engagement Strategy is currently being shared with local community groups and stakeholders to ensure feedback is incorporated into the final version taken to FCROSC for approval in Autumn.

**017 Education, Performance and Planning**

Ref	Key Issue	2018/19 End of Year Update
WKI037	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>The Research and Evaluation Unit provides contextual reports on the performance of each school so that the School Standards and Improvement Service can monitor any gaps at a school-level. Officers discuss schools where there may be concerns in health check meetings. Schools are challenged on their outcomes by their allocated link inspector.</p> <p>The Council has recently brokered a new project, through a national charity, Achievement for All, which will work with two secondary schools and seven primary schools to narrow attainment gaps for disadvantaged pupils from Summer 2019.</p> <p>The latest results show that attainment gaps have been narrowed in most but not all areas:</p> <ul style="list-style-type: none"> <li>• In the Early Years Foundation Stage Profile (EYFSP) between the proportion of children eligible for Free School Meals and their peers in state schools (15 percentage points in 2018 compared to 16 in 2017)</li> <li>• At Key Stage 1 where the gap between disadvantaged pupils and non-disadvantaged pupils achieving the expected standard in reading, writing and mathematics has improved, decreasing by 5% in 2018.</li> <li>• At Key Stage 2 where the gap between disadvantaged pupils and their peers improved slightly, decreasing by 2% from 2017-2018. This will remain an area of focus as Wandsworth nevertheless has the widest gap in Inner London (joint with Haringey).</li> <li>• The Black Caribbean pupil group continues to be the lowest achieving of the largest ethnic groups (those with &gt;100 pupils at the end of KS2). The gap between Black Caribbean pupils and the LA average widened from 19% in '17 to 22% in '18.</li> </ul>

Ref	Key Issue	2018/19 End of Year Update
		At Key Stage 4, the difference in Attainment 8 score between disadvantaged pupils and non-disadvantaged pupils increased slightly from 8.5 points in 2017 to 11.1 points in 2018. However, the cohort of disadvantaged pupils had a positive progress 8 score overall (0.07) meaning that they made more progress than pupils with a similar starting point nationally. Attainment and progress of the Black Caribbean group was lower than nationally, with a downward trend.
WKI038	Evaluate best practice in relation to mentoring schemes for young people and develop proposal for Wandsworth specific scheme.	<p>A mentoring programme was agreed at the December meeting of the Children's Social Care Group. It will focus on peer mentoring at transitional points. Ernest Bevin College and St John Bosco were chosen based on attainment data. Staff in both schools have been trained. Pupils will be identified as suitable for mentoring as part of the primary secondary transfer day in June 2019. This will ensure pupils most at risk are selected, based on academic attainment and social, emotional aspects of learning. The peer mentoring will then start in September 2019. Both schools have also received additional funding to carry out a summer school catch up programme with students who are achieving below average grades in reading, writing and maths, who are transitioning from year 6-7.</p> <p>In addition, the Chandran Foundation was successful in applying for funds from the Wandsworth grant Fund to establish 'Get Smart' clubs in St. George's CE School, Christ Church CE School and Allfarthing School. These clubs will start in the Autumn term of 2019</p>
WKI039	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 1st March 2019, the proportion of good or outstanding schools in Wandsworth is 92%. This is a decrease of one percentage point compared to September 2018. The latest reported figure now includes the Ofsted judgements of those schools previously judged to require improvement or as inadequate, which have subsequently converted to academy status – until now, these figures were 'nullified' by Ofsted.</p> <p>Ofsted has also now begun to inspect a sample of outstanding schools, which were previously exempt from routine inspection and therefore had not been inspected for</p>

Ref	Key Issue	2018/19 End of Year Update
		<p>several years. The percentage of outstanding schools in Wandsworth has since decreased to 38% in March 2019 from 43% in September 2018. Since September 2017, 10 outstanding schools in Wandsworth have received an inspection. Of these, six retained their judgement of outstanding, three were judged to be good and 1 was judged to be requires improvement. The progressively more rigorous inspection frameworks introduced almost every year since 2010 make it harder to retain a judgment of outstanding.</p> <p>This figure is unlikely to improve rapidly as there is now a lengthier process for a good school to be judged to be outstanding: good schools receive a one-day inspection every four years to validate its current judgement. If a school is judged to have the potential to become outstanding the school must wait between 1-2 more years for a full inspection to have the opportunity to get an outstanding judgement. There are only three schools due to receive a short inspection this academic year, and zero schools that have received a short inspection have been informed that their next inspection will be a full inspection due to improvements in the school.</p> <p>The LA continues to work with schools to support them to maintain or improve towards achieving an 'outstanding' inspection grade.</p> <p>86% of special schools in Wandsworth are judged to be good or outstanding. Special schools are inspected on a four-year cycle. The only school that is not judged to be good or outstanding is a school that was judged to be requires improvement following its first inspection as an academy (Nightingale Community Academy in Wandsworth Common Ward).</p>
WKI040	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.	The DfE publication about Childcare Providers and Inspections as at 31st December 2018 shows 93% of inspected Wandsworth childcare providers rated as Good or Outstanding for overall effectiveness at their last inspection (21% Outstanding) compared to 96% nationally (20% Outstanding). Settings rated less than good receive targeted support, including monitoring, inset training if required, action plan



Ref	Key Issue	2018/19 End of Year Update
		with targets linked to the areas identified as weak by Ofsted and pre-Ofsted support and a mock inspection.
WKI041	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>The DfE attendance figures for academic year 2017-2018 were published in March 2019. In 2017-18 both secondary absence and Persistent Absence (PA) fell (ie improved) compared to 2016/17 whereas the national figures saw an increase, making Wandsworth now considerably better than the national equivalent figures. The primary absence figures are in line with those in inner London and better than those nationally. Primary Persistent Absence was 8.5% which is lower than the Inner London figure of 8.9% and better than the national figure of 8.7%.</p> <p>At present 93% of children who were without school places are confirmed to have taken up places in under 6 weeks. Many of the pupils that remain out of school longer have moved out of the borough before starting school. The Education Welfare Service carry out detailed Children Missing Education (CME) checks to establish their whereabouts before cases are closed. Schools are now required to provide details of all new joiners within 5 days however for a number of independent or out of borough schools it may take longer to confirm a start date and investigations continue until officers are sure that pupils have taken up a school place.</p>
WKI042	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 2017/18 saw a reduction in both fixed term and permanent exclusions across both primary and secondary phases and for children looked after. Primary and Secondary Pupil Referral Units offer both onsite intervention and outreach work to support schools in minimising exclusions. Additionally, advisory teachers have delivered a wide range of support and training across the Borough. The Virtual School provides support &amp; challenge to schools by ensuring there are regular Personal Education Plan reviews for Children Looked After.</p>
WKI043	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	<p>For 2018/19 sufficient places were available in primary schools to meet demand. most parents were able to secure their school of choice with 76.9% offered their first preference, 89.8% one of their first three preferences and 92% offered any one of their preferred schools (preferences 1 -6).</p>

Ref	Key Issue	2018/19 End of Year Update
	Commission in identifying and quality assuring new promoters and taking forward options for secondary schools to address expected long term increase in demand.	<p>Early analysis of applications for 2019/20 entry also confirms that there are sufficient primary places. Although future projections continue to show an increase in the Nine Elms area, this has been slow to materialise, and initial demand can be met by places in existing schools. A site reservation and funding are available for a new school when required.</p> <p>Resident applications for secondary schools for 2019 entry fell marginally compared to 2018 following an 11% rise in 2017. To meet demand for additional Year 7-11 capacity from 2020/21, an additional 5 forms of entry (FE) are being created at Ark Putney (2FE), Ashcroft (1FE), Chestnut Grove (1FE) academies and St Cecilia's School (1FE) including an additional 150 6th Form places, with the option of bulge classes to ensure peak demand can be met.</p>

### **018 Capital Investment in Schools**

Ref	Key Issue	2018/19 End of Year Update
WKI044	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, including the provision of additional places at Ark Putney, Chestnut Grove and St Cecilia's.	<p>Basic Need capital of £14m received from the Education and Skills Funding Agency will enable the expansion of the schools described, as well as Ashcroft (also see Key Issue 43).</p> <p>The Secondary Expansion programme paper was approved at Education &amp; Children's Services OSC in September 2018 (Paper No. 18-298). Client-side team procured and appointed to provide cost and technical advice. Project agreement signed with the contractor Kier to review feasibility study. Study almost completed, and the next stage is to enter into a pre-construction services agreement with Kier to progress design, submit a planning application and obtain and confirm fixed construction prices. All four projects remain on programme for completion by August 2020.</p>

Ref	Key Issue	2018/19 End of Year Update
		<p>There is currently a capital funding gap of approximately £0.667m which is being resolved through working with the schools involved to reduce the design requirements and/ or secure additional capital contributions from the schools themselves. This will be resolved through the design process, which is due to complete in June 2019.</p>
WKI045	Work with and support schools to help improve the quality of outdoor play equipment	<p>Wandsworth was allocated £206,961 from the Department for Education's 2018/19 Healthy Pupils Capital Fund. In June and October 2018, community and foundation schools were invited to submit bids for improvements to outdoor play equipment and safety surfaces. Twenty-one bids were received totalling £230,521 with schools committing a further £100,209 match funding. 21 schools have been awarded funding and are progressing their schemes with 2 completed, 12 being delivered over the Easter break and 7 during the summer holidays.</p>
WKI046	Work with schools to minimise impact of implementation of national funding formula for mainstream and special schools.	<p>The implementation of a hard National Funding Formula (NFF) has now been delayed until at least 2021-22. The delay will provide Wandsworth with the opportunity to agree with schools a more flexible local funding formula, that protects schools that would lose under the NNF for another 2 years (2019-20 and 2020-21).</p> <p>A subgroup of the Schools Forum has undertaken a wide ranging analysis of the pressures on the High Needs Block of the Dedicated Schools Grant (DSG). Proposals for managing the pressures were agreed at the Schools Forum on 1st October. These include:</p> <ul style="list-style-type: none"> <li>• A focus on ensuring that those children who could successfully be supported in a mainstream placement are enabled to do so.</li> <li>• A focus on post 16/19 provision to ensure that it is more effectively targeted towards young people moving towards employment and that changes to the "import / export arrangements" where places commissioned between boroughs are appropriately implemented.</li> </ul>

Ref	Key Issue	2018/19 End of Year Update
WKI047	<p>Implement the recommendations of the strategic review of special educational provision, including:</p> <ul style="list-style-type: none"> <li>• the creation an additional 16 places at Paddock School, St Margaret's Crescent, SW15 (West Putney) for children with learning disabilities and ASD</li> <li>• opening a further resource base for children with ASD and speech language and communication needs (SLCN) at Riversdale Primary School, SW18, (Southfields).</li> <li>• Co-producing an "Inclusion Charter" which young people can present to promote inclusive practice to their own schools</li> </ul>	<p>Funding has been secured for the further expansion of Paddock School. Options to secure a further 16 places for September 2020 followed by the remaining places needed to reach the agreed capacity of the school (250). The base at Riversdale Primary School opened in September 2018 with 8 children on roll. Children are settling well and being made welcome by other pupils. Conversion of existing spaces to provide 2 classrooms and sensory and soft play areas are now complete.</p> <p>An inclusion charter has been co-produced by children and young people from a wide range of schools and ages. Young people named it "Ten Top Tips for Belonging". Young people presented the Charter to Sept 2018 Education &amp; Children's Services OSC (Paper No. 18-292). The Charter has been presented to Heads, Chairs of Governors, Special Needs Co-ordinators and a range of school staff. Educational Psychologists are working with schools on their visits to explore how they are using the charter.</p>

### 019 Lifelong Learning and apprenticeships

Ref	Key Issue	2018/19 End of Year Update
WKI048	<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>The service is currently unlikely to be inspected until March 2021. At present provisional performance data indicates that Lifelong Learning would retain overall Grade 2 (Good) if inspected now. The service has developed a new Self-Assessment Report and Quality Improvement Plan to continue its trajectory towards outstanding. Key areas for improvement have been identified &amp; a strategic plan is in place to ensure actions are followed through.</p> <p>The Further Education Choices survey data for 2016/17 was published in July 2018. The scoring places Wandsworth Lifelong Learning in the top 10% of providers nationally for positive learner feedback and response rate.</p>

**020 Early Help**

Ref	Key Issue	2018/19 End of Year Update
WKI049	<p>Work with Partners within and external to the Council to deliver 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>	<p>A number of significant steps have been taken throughout 2018/19 to bring together a co-ordinated, coherent and comprehensive Early Help offer for Wandsworth, encompassing both universal and targeted preventative services and supporting families to access a range of service tailored to their needs. These steps were:</p> <ul style="list-style-type: none"> <li>• A new offer for children's centres which maintains the number of stay and play sessions, includes closed sessions for children with social and emotional difficulties &amp; SEND;</li> <li>• Bringing together early help services to embed the THRIVE Pathway, making it easier for families to access support;</li> <li>• Introducing a THRIVE Innovation and Impact Team from 1st April 2019, to ensure that children reach the right services and that the analyse and data gathered will drive the quality and performance of services and partners and help families remain below the threshold for statutory social care services.</li> </ul> <p>Alongside this work the FRP and Troubled Families/Families First Steering Group has been re-established alongside the services moving in February 2019 into the Early Help Division. Following this, the Trouble Families Steering group to developing a single plan that ensures the Council meets the objectives of the TF transformational maturity plan.</p> <p>The Council's early help approach and vision for early help was positively endorsed in a report by the Early Intervention Foundation in March 2019 which cited Wandsworth as an example of good practice.</p>
WKI050	<p>Review Early Help services with the aim of establishing common objectives and an integrated offer to include:</p> <ul style="list-style-type: none"> <li>• Embed the integration of the youth service and youth</li> </ul>	<p>The YOT was successfully inspected by Ofsted in December &amp; was judged good with outstanding features. An action plan is being written to address the inspectors' recommendations.</p>

Ref	Key Issue	2018/19 End of Year Update
	<p>offending team and implement the THRIVE Wandsworth principles through these services providing a coherent and comprehensive crime prevention and early intervention offer</p> <ul style="list-style-type: none"> <li>• Develop the offer of early childhood services to meet reach children and families who have the most to gain from early help</li> <li>• Support 2, 3 and 4-year olds who are or have been known to children's social care in the last 12 months to access their early learning entitlement</li> <li>• Re-configure front line delivery to develop an evidence informed approach to domestic violence for children who come to the attentions of children's services through the 'Front Door' on a repeated basis but who do not meet the threshold for children's social care</li> <li>• Maximise external funding opportunities to support the delivery of THRIVE Wandsworth including the Trusted Relationships and Young Londoners Fund</li> <li>• Establish a prevention programme in schools which is based on a partnership with the Early Intervention Foundation</li> </ul>	<p>Maximising external funding - Early Help Division have been successful in a bid for a grant from the Department for Work and Pension for a reducing parental conflict programme. The grant will support for Senior Leader and deliver practitioner training.</p> <p>Prevention Programme in Schools - Paths/CCG CAMHS - there have been a further 2 school recruited to PATHS, which brings the number to 14. As the schools currently going through the training complete this, further schools will come on board in the year ahead.</p> <p>The Mosaic IT case management system is now used as the main case management tool for families who have come to the Early Help Pathway following a contact with IPOC. Early help work with families and young people is recorded on Mosaic and a plan developed with the family which is measured for impact using the Signs of Safety and Wellbeing Scale at the start and end of the work. Youth Services, Children's Centre's, Thrive Together, Early Years Early Support Service now receive work from the Early Help Pathway through Mosaic</p> <p>The health visiting, and school nursing services have been bought together under a single provider, the Central London Community and Central Trust with a single point of entry to these services to support a swift response to need from parents, young people and partners. An information sharing agreement has been signed between the Council and the CLCCT which will enable better data sharing in future.</p> <p>Following the June OSC consultation with families and partners engaged with children's centres was set up. This ran-in conjunction with a number of face to face consultations across the borough and these were led by the Participation Peoples organisation. Proposals to re-configure front line delivery of early help services full paper will go to the June 2019 OSC.</p> <p>The November 2018 OSC agreed to the recommendation of developing the Yvonne</p>

Ref	Key Issue	2018/19 End of Year Update
		<p>Carr children's centre site into a family hub for families with children from 0-19(25 with SEND), bringing staff together from Children's Centres, Youth Services, Thrive Together and SEND. This will start to deliver targeted support from Yvonne Carr and activities and support from Falconbrook School, Somerset CC, Chesterton CC and York Gardens CC. Moving forward the Battersea Regeneration project for a York Road/ Winstanley estate community hub will provide a blue print for developing a hub that responds and meets the needs of families and the community</p> <p>Following the November Committee OSC the recommendation to establish a new Innovation and Impact Service in Early Help was agreed. Consultation with staff concluded on 15th March and staff will be assimilated into the new Service on 1st April. The service will include the Early Help Pathway and Keep in Touch Team who provided the front door and ongoing support to families need additional support. The Innovation Team will develop the links with partners, funding streams, training and development and innovation of new ideas based on evidence lead research. The Impact team will develop and manage the dashboard and data sets for early help, develop IT systems and manage the universal offer of web-based information for children and families.</p>

## 021 Early Years and Prevention

Ref	Key Issue	2018/19 End of Year Update
WKI051	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>Between the Autumn 2018 and Spring 2019 terms 2 year olds placed increased by 40 children to 599, 3 and 4 year olds placed in 15 hours by 591 children to 3214 and children accessing 30 hours increased by 86 to 984. The percentage of good and outstanding provision has increased from 95% to 98%.</p> <p>As of the latest available national data, in Spring 2018 take-up of funded early education places by two-year-olds in Wandsworth had risen close to the level within</p>



Ref	Key Issue	2018/19 End of Year Update
		Inner London overall (58% in Wandsworth compared to 60% in Inner London). Take-up in England overall remains higher than London at 72%. The percentage of three- and four-year-olds benefitting from funded early education rose in spring 2018 to 86%, above the Inner London average of 80% and below national 94% for England. National results for Spring 2019 are expected to be published around the end of June 2019.
WKI052	Work with, and support, outstanding primary schools to offer high quality nursery education.	Two schools, Shaftesbury Park and Trinity St Mary's, are now offering 2-year-old places as part of their offer. Six schools attended a meeting to discuss the 2-year old offer in December and all are interested in providing 2-year old places in the next academic year. The three Maintained Nursery Schools already provide a 2-year-old specialist offer for vulnerable children. The Early Years service met with individual Headteachers to discuss model options which fit with their school's intake, catchment areas and how a 2-year-old offer would support falling nursery numbers. The Early Years service also attend school forums and business manager groups (including the next meeting to be held on the 21st January) to provide briefings and information to encourage more schools in taking up the 2-year-old offer.

## 022 Special Educational Needs and Children with Disabilities

Ref	Key Issue	2018/19 End of Year Update
WKI053	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.	The Clinical Commissioning Group (CCG) and local health providers have been involved in briefings on the SEN Reform Local Area Inspection. Council and CCG senior leaders meet monthly to ensure there is a shared understanding of governance in relation to the SEND Local Area inspection; that the Joint Commissioning Action Plan in relation to SEND is up to date and that there is a shared understanding of the strengths and areas for development in work with children with SEND.

**023 Children's Social Care**

Ref	Key Issue	2018/19 End of Year Update
WKI054	Continue to strengthen the contributions of relevant agencies to strategy meetings, including complex strategy meetings for vulnerable adolescents. (Ofsted Recommendation 1)	Participation by the police in strategy meetings has remained consistently high at 98-100%. In addition, in February 2019, CAIT moved into the Town Hall to co-locate in the Referral and Assessment Teams, which is already facilitating better multi-agency discussions, though it is too early to comment on the impact. Despite establishing senior level discussions with the CCG and a Strategic Front Door partnership regular forum from last September, participation of health partners has not improved consistently. It rose from 44% in May 2018 to over 60% in the autumn months but has since fallen back to around 50% last month. As a result, a further meeting with the CCG Managing Director is scheduled.
WKI055	Develop the multi-agency response to children who are at risk of sexual exploitation or of going missing to include those at risk of criminal exploitation and gang affiliation, and ensure that the impact of intervention is analysed and clearly recorded. (Ofsted Recommendation 2)	<p>Developing a multi-agency response to children at risk of exploitation has been a focus for the Department in the last 12 months. As a result of actions taken there has been:</p> <ul style="list-style-type: none"> <li>• a reduction in the number of all children going missing from 45 in May 2018 to 40 in January 2019</li> <li>• an Increase in return home interviews accepted by Children Looked After from 48% in June 2018 to 95% in January 2019;</li> <li>• an Increase in return home interviews accepted by all children, excluding CLA, from 73% in June 2018 to 91% in January 2019;</li> <li>• reduced risk for young people tracked through the Vulnerable Adolescent Multi Agency Panel.</li> <li>• An increase in cases brought to the Vulnerable Adolescents Multi Agency Panel due to concerns about missing, county lines, gangs and criminal exploitation.</li> </ul> <p>Actions taken include:</p> <ul style="list-style-type: none"> <li>• creating a dedicated, specialist vulnerable adolescents' team;</li> <li>• developing a Wandsworth Partner-ship Vulnerable Adolescents Strategy and</li> </ul>

Ref	Key Issue	2018/19 End of Year Update
		<p>action plan.</p> <ul style="list-style-type: none"> <li>• decommissioned Wandsworth's contracted missing service and bringing the service in-house as part of an integrated team.</li> <li>• Inviting an external review of our CSE work by the National Working Group CSE Response Unit and implementing the recommendations from this review by creating a new Vulnerable Adolescents' Multi-Agency Operational Panel in October 2018.</li> <li>• Introducing risk assessment meetings for all new referrals to the Vulnerable Adolescents Operational Panel and a single CSE risk assessment tool in Mosaic.</li> </ul>
WKI056	<p>Strengthen decision-making, management oversight and tracking arrangements to progress children's plans, including the use of legal planning meetings and the effectiveness of pre-proceedings activity. Ensure that this translates into timely action for all children when risks are not reducing. (Ofsted Recommendation 3)</p>	<p>There has been a strong focus on improving practice around early permanency. There has been a push to ensure social workers are holding permanency planning meetings on a more regular basis for all children looked after and those subject to pre-proceedings and care proceedings</p> <p>There has been an improvement in timescales for cases in pre-proceedings, particularly in terms of those cases where the final decision is to issue care proceedings. For the last Quarter 2018, the service issued care proceedings on cases that had been in pre-proceedings for five, six, 14, 20, 24 and 28 weeks. For the previous four months (May-Sept 2018), timescales ranged from 17 to 71 weeks. This demonstrates that steps are being taken to secure permanency more quickly. However, this is still an area of focus for the Case and Court Progression Manager and further improvement is still required.</p> <p>The most recent data from the Central Family Court shows that Wandsworth is doing well in terms of meeting the 26-week timescale for completion of care proceedings. In Quarter 3 2018-19, Wandsworth's average was 26.7 weeks, which is above the average for all local authorities in central district.</p>
WKI057	<p>Ensure that early permanence arrangements and strategic oversight are robust, so that children who cannot return home benefit from continuity, security</p>	<p>Practice and permanency tracker meetings have continued since the end of the Corami project in December, these are now chaired by the Service Managers in CiN and CLA.</p>

Ref	Key Issue	2018/19 End of Year Update
	and belonging through effective permanence planning. (Ofsted Recommendation 4)	<p>Throughout 2018 there was a significant increase in the number of meetings taking place, from 39 in the first quarter to 101 in the final quarter. This ensures that the service continues to have management oversight of the permanency journey of all looked after children and those in pre-proceedings.</p> <p>An action plan has been put in place to increase the number of foster to adopt placements. In 2017/18 there were two foster-to-adopt placements. Since April 2018, there have been 7 placements.</p>
WKI058	Ensure that the systems and processes for family finding and matching of children who require permanence and adoption are timely and effective in identifying families who can meet children and young people's needs. (Ofsted Recommendation 5)	Adoption timeliness has continued to improve. Nine young people have been adopted so far this year. At the end of February adoption timeliness was 372 days. This is below the national target of 426 and considerably lower than last year's end of year performance of 594 days.
WKI059	Ensure that the joint working arrangements between the local authority and the health provider are effective so that the health and well-being of children in care are promoted and that all children receive timely initial health assessments and dental checks. (Ofsted Recommendation 6)	Fortnightly meetings between the Department, the CCG and St Georges Hospital have been introduced. These are chaired by senior managers within the Health Service. This has resulted in an improvement in the delivery of Initial Health Assessments and management of the back log, which has now been completed. Annual health checks are now at 86% and annual dental checks are 68% This remains an area of focus for the Department and its health partners
WKI060	Align performance information with the quality assurance framework to support, identify and prioritise areas for improvement. Ensure that performance information and quality assurance have a stronger impact on the quality and consistency of social work practice, so that children's experiences and the impact of intervention can be better understood, and plans more effectively targeted. (Ofsted Recommendation 7)	<p>Performance data continues to be used to identify thematic area for internal audit and focus of Practice Learning Week. The outcomes are embedded within Performance Board agenda so there is a circular feedback loop to address practice. Practice Learning Week is now well embedded but improvement is still needed in the impact of its findings, eg on diversity.</p> <p>The process of appointing a new strategic lead for policy and performance is under way, with interviews at the end of April.</p>
WKI061	Increase the take up of independent advocacy	The following actions have been taken in the past 12 months to ensure that

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	services for children on child protection plans and ensure that children's views are always heard and considered at child protection conferences. (Ofsted Recommendation 8)	<p>children's views are always heard:</p> <ul style="list-style-type: none"> <li>• The oversight of conference chairs has been strengthened and the approach to feedback from professionals and families after child protection conferences was revised. The service now collates feedback from participants at child protection conferences. This shows that the overall level of satisfaction with the quality of child protection conferences is high with respondents agreeing or strongly agreeing that 9 out of 11 quality statements positively applied to the conference in which they participated. Informal feedback from social workers, partner agencies and family members also point to high performing and skilled conference chairs managing challenging meetings. This feedback was triangulated by conference observations during Practice Learning Week in February 2019 which confirmed the positive findings.</li> <li>• A contract for advocacy services has been tendered and awarded to Coram who will deliver this service to children looked after as well as those subject to a CP Plan. This new contract will start in April.</li> <li>• A group for children open within CIN has also been launched, which includes children subject to CP plans. This is based on the successful CLICK model and aims to provide an opportunity for wider support and to help shape services. The first meeting of this group was held in August 2018.</li> </ul>
WKI062	Improve the timeliness of transitions for children into the care leavers' service to ensure that all children receive the help and support that they need. (Ofsted Recommendation 9)	<p>All young people aged 16 and 17 are presented to care panels where their transition plans are discussed, and decision/actions made. The panel consists of senior managers which provides management oversight on these cases. It expected that all 16 year old young people are allocated a PA. This ensures joint working and a smooth transition to adulthood.</p> <p>Performance in respect of 16-17 year olds dipped since Dec 2018 from 81% to 68% in January 2019. There is a plan in place to improve performance.</p> <p>Due to the increase in young people entitled to a leaving care service the local</p>

Ref	Key Issue	2018/19 End of Year Update
		authority has agreed additional PA's in order to manage the increase.
WKI063	Strengthen and stabilise the Children's Services workforce, measured by fewer vacancies and a lower proportion of agency staff, through effective recruitment, improved retention and ensuring Wandsworth has a competitive offer to retain and attract staff.	<p>Plans have been agreed to recruit 19 newly qualified and trainee social workers to support the social work teams and build the Council's "grow your own" approach. Recruitment to these posts is underway, with the target for 19 newly qualified social workers to have passed their Assessed and Supported Year in Employment (ASYE) by March 2020.</p> <p>Revised recruitment and retention strategy developed, including welcome payments, retention bonus and actively converting Agency staff to permanent positions. This is reviewed regularly in the workforce strategy meetings.</p> <p>Plans are in place for a presence at major Social Care recruitment fairs and have already been arranged for 2019. The LA has revamped marketing material, banners, brochures and flyers for a number of events in 2019.</p> <p>A benchmarking exercise comparing Wandsworth's recruitment and retention package to other London boroughs has been completed and will feed into the workforce strategy. The LA offer is in the median of other LAs.</p> <p>At March 2019 the vacancy rate was 39% (23% for London) while the agency are was 33% (23% for London).</p>
WKI064	Ensure the quality of social work practice, including assessments and direct work, is consistently high throughout the Children's Services Department.	<p>Neglect training took place last July. New social workers will be attending future training as part of induction.</p> <p>The Children's Social Care Academy ran focus groups in September on what makes an effective assessment, which also involved Performance and Mosaic systems team. The findings have been collated and reported to the Children &amp; Families Divisional Management Team.</p> <p>Assessment training has been implemented with the latest training delivered in</p>

Ref	Key Issue	2018/19 End of Year Update
		<p>February. Attendees were identified by their managers as well as participants requesting the training.</p> <p>A training programme is underway to work with 30 Diversity champions with the aim to strengthen the child's lived experience in their assessment and plans. The champions have received culture and diversity training and a coaching approach to practice improvement. Programme due to finish in May 2019 and action plans developed in services.</p> <p>Evidence from audits indicates that there is now better recording of identify but interpretation ranges from excellent to weak. This remains an area of focus for the Department</p>

#### **024 Environmental Policy and Climate Change**

Ref	Key Issue	2018/19 End of Year Update
WKI073	Develop a new Carbon Management Plan in line with Government's Carbon Reduction Commitment scheduled for 2020. For 2018/19 a temporary methodology has been developed based on actual buildings GIA with a target reduction of 1% from the 2017/18 consumption figures.	<p>The Government has announced that there is no longer a Carbon Reduction Commitment, instead the existing Climate Change Levy is to be increased.</p> <p>The Carbon Management Plan will be developed to align with any future Sustainability Strategy.</p> <p>The new benchmarking figures will be available in August 2019</p> <p>The target reduction will then be re-evaluated, confirmed and will be reported annually every September.</p>
WKI074	Implement the actions set out in the Air Quality Action Plan for 2018/19, with a focus on areas of high impact, including:	There are Air Quality Action Plans in place for both Clapham Junction and Tooting and Officers will be actioning these in the coming months in liaison with town centre managers. A brief for tender for an e-cargo bike trial is with Procurement



Ref	Key Issue	2018/19 End of Year Update
	<ul style="list-style-type: none"> <li>• Implement air quality action plans for Tooting and Clapham Junction.</li> <li>• Take forward interventions to reduce the impact of poor air quality at schools by implementation of actions following audit of schools</li> <li>• Maintain robust monitoring of construction sites in the borough to ensure that developers comply with regulations</li> <li>• Promote and increase green fuelling infrastructure such as electric charging points across the Borough.</li> <li>• Progress measures to encourage modal shift and address emissions from vehicles, including lobbying TfL for the provision of more low emission bus routes</li> </ul> <p>Adopt a construction code of practice following discussion and consultation with developers and planning authority.</p>	<p>A significant upgrade to Tooting town centre is currently subject to TfL public consultation</p> <p>Officers are looking at further works in Putney High Street around parking and infrastructure, including green walls and other vegetation. The first elements of this are being delivered now and a series of measures will be phased in over the next 18 months</p> <p>We were successful in our bid to the Wandsworth Local Neighbourhood Fund for funding for some green screens at schools. This provides us with the full funding to install living green screens at three primary schools in 2019; St Annes, St Mary's and Chesterton</p> <p>Further air quality audits of schools are to be conducted by the end of March 2019. These are for three schools – these are Ark John Archer, Roehampton and St George's in Battersea</p> <p>The new schools travel advisor is already working with all audited schools to either engage with and implement a travel plan or to upgrade their current plan to the next level. She will also be engaging with schools on the Healthy Schools initiative</p> <p>Continued audits and visits to construction sites. A particular focus for this has been around particle levels in Nine Elms and provisional data for 2018 show that there were 8 exceedances of the guidance levels for particles at the Battersea monitoring station. This compares to 16 for the year of 2017 and 43 for the year of 2016. GLA is providing more funding for construction site regulation for 2019-20</p> <p>Officers are preparing for the introduction of the new London ULEZ and the impacts that this will have on the Borough, particularly through cleaner buses. A Liveable Neighbourhood bid has been submitted for Putney, aimed at further reducing</p>

Ref	Key Issue	2018/19 End of Year Update
		<p>emissions in this area.</p> <p>Source London have installed 100 electric vehicle charging points and are shortlisting sites for a further phase. The Council has awarded the contract for lamp post charging to Siemens, with c250 lamp posts due to be converted by March 2019</p> <p>Contracts for car clubs are currently being reviewed, including an electric car club being introduced</p> <p>Wandsworth now has two low bus emission zones – one on Putney High Street and a new one at Clapham Junction. Pollutant levels in Putney significantly decreased following introduction and levels will be monitored in Clapham to see if similar impact is seen. TfL recently made permanent a traffic management scheme using smart technology in Putney which trials had shown reduced pollution by improving flows</p> <p>The Council's Cycling Strategy was updated in November 2018</p> <p>A number of recent developments have been air quality assessed and officers have reviewed assessments created by developers or their agents with close linkage between planning and environmental health officers</p>

#### **025 Waste Management and Street Cleansing:**

Ref	Key Issue	2018/19 End of Year Update
WKI075	Increase the percentage of household waste recycled where it is cost effective to do so.	<p>Final data for Quarter 3 2018/19 gives a recycling rate of 23.9% (up from 22.2% in Q2), bringing the Q1-3 recycling rate average to 22.9% against a 2018/19 target of 22.3%.</p> <p>Plastic and metal bottle tops were added to the list of targeted materials for co-</p>

Ref	Key Issue	2018/19 End of Year Update
		<p>mingled recycling during Quarter 3, however aerosol cans are no longer acceptable due to health and safety risks at the sorting plant.</p> <p>Recycle Western Riverside continue to deliver the 'One Bin is Rubbish' campaign and encourage tours of their recycling sorting plant for residents.</p> <p>As required by the Mayor of London, a draft waste Reduction and Recycling Plan has been prepared. This outlines potential measures to be taken to further increase recycling, subject to local approval/legislative change and/or funding.</p> <p>Responses have been submitted to Government consultations, most recently on plastic carrier bags.</p> <p>Draft responses are now being prepared for three Defra consultations and one from the Treasury on key proposals within its Resources and Waste Strategy for England published in December 2018 namely:</p> <ul style="list-style-type: none"> <li>• Extended producer responsibility (EPR) for packaging waste.</li> <li>• Greater consistency for the recycling services provided by local authorities.</li> <li>• Deposit return scheme (DRS) for beverage containers.</li> <li>• Plastics tax on packaging containing less than 30% recycled plastic.</li> </ul> <p>All due to be submitted by 13 May 2019.</p>
WKI076	Reduce contamination of mixed recycling.	<p>Initiation of work with Housing and Regeneration to discuss the feasibility of future projects focusing on recycling collections at the Council's housing estates. Projects to cover means of collecting recycling such that potential for contamination is reduced. If feasible, possible launch in Summer.</p> <p>On-going programme of re-arrangement/rationalisation of recycling facilities on housing estates continues.</p>

Ref	Key Issue	2018/19 End of Year Update																				
		On-going programme of updates to the Council’s website regarding recycling delivered.																				
WKI077	Preserve weekly bin collections.	Weekly residual waste collections are preserved.																				
WKI078	Reduce the quantity of household waste collected per household	Current quantity of household waste collected per household is 518kg/household (2017/18) compared with 527kg/household in 2010/11. The continued support of appropriate communication campaigns to reduce waste at source along with reuse and recycling where appropriate should assist with reducing household waste generated. Education Team at Western Riverside Waste Authority are facilitating school visits. Parents visits to the recycling plant have recently been undertaken at weekends, which have proved successful in terms of attendance and knowledge/confirmation of the recycling processes that take place with collected material.																				
WKI079	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. In 2018/19 we will extend the litter enforcement contract to supplement the in-house team and evaluate the Clean Streets campaign.	<p>Waste enforcement investigations and actions were increased on the 2017/18 outturn and the figures for the period April 2018 to March 2019 are 7,389 which is broken down as follows:</p> <table><tr><td>Investigations</td><td>5547</td></tr><tr><td>Verbal warnings</td><td>866</td></tr><tr><td>Written warnings</td><td>555</td></tr><tr><td>Trade Waste checks</td><td>1216</td></tr><tr><td>Fly Tipping FPNs</td><td>236</td></tr><tr><td>Litter (FT related)</td><td></td></tr><tr><td>FPNs</td><td>246</td></tr><tr><td>Trade Waste FPNs</td><td>326</td></tr><tr><td>PCNs</td><td>1122</td></tr><tr><td>NSL Littering FPN's</td><td>4243</td></tr></table>	Investigations	5547	Verbal warnings	866	Written warnings	555	Trade Waste checks	1216	Fly Tipping FPNs	236	Litter (FT related)		FPNs	246	Trade Waste FPNs	326	PCNs	1122	NSL Littering FPN's	4243
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Ref	Key Issue	2018/19 End of Year Update
		<p>The current littering enforcement contract has been extended and work has begun on the new contract tender.</p> <p>Launched #MyWandsworth campaign to encourage people to take pride in their local area. Successful poster competition with over 150 entries. Posters displayed in local libraries to profile the work of the children and the campaign.</p> <p>The decline in fly tip reports has continued and the number of reports has reduced from 4,948 for 2017/18 to 4,479 for 2018/19.</p> <p>#LoveParks campaign delivered in summer 2018 with particular focus on users taking responsibility for their own litter. Also worked with Enable to instruct them on improving litter collection arrangements within Parks – reduced number of complaints received.</p>
WKI080	Reduce plastic waste generated by the Council and implement collections of plastic waste from Thames foreshore, River Wandle and Beverley Brook.	<p>Launched For Fishes Sake #FFS – a Council campaign to reduce plastic pollution in Wandsworth.</p> <p>Supported numerous community clear-up activities within parks and open spaces including Plogolution events.</p> <p>Actively pursuing campaign activities such as 'In the Drink' to get riverside pubs and businesses to serve drinks in reusable eco-cups.</p> <p>Supporting Great British Clean-Up events commencing 22 March 2019 and in discussion with Thames 21 regarding local events in Battersea to clear the river foreshore and undertake monitoring.</p> <p>River Wandle foreshore clean ups on-going throughout the year.</p>

## 026 Leisure and Culture

Ref	Key Issue	2018/19 End of Year Update
WKI081	<p>Deliver the final year of the 3 year Get Active Local programme on the Winstanley &amp; York Road Estates, including:</p> <ul style="list-style-type: none"> <li>• Maintaining 'Friday Night Live' sessions at Latchmere Leisure Centre with a local network of partners to help steer the project.</li> <li>• A referral programme to link to Wandsworth Young Offending Team.</li> <li>• Supporting Young Ambassadors to promote activities. Continuing development of the Witness da Fitness brand (youth sports on the Winstanley and York Road estates)</li> </ul>	<p>Further to the last update, the project has completed, and focus is now upon delivering the legacy sessions. A Friday night football session has commenced, which has moved to Battersea Sports Centre as the Blue Pitch is being redeveloped as part of the regeneration project. We are also looking forward to starting a new women's wellbeing programme focussed around Yoga, but also wellbeing and counselling support to assist females into activity. We are also able to help support the inclusive offer of activity at George Shearing Centre which will build on the existing football and multi-sport offer by adding dance to the programme. In addition, plan to continue this relationship and seek alternative funding, to allow us to continue to develop both a volunteer and qualified workforce of local young people. We have recently applied to the GLA Active Londoners Fund to help further support these programmes and extend our offer in the Battersea area.</p>
WKI082	<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 boroughs leisure stock by March 2019.</p>	<p>Review of Sports and Leisure facilities has been commissioned, to ensure future planning for activities and sports premises within the borough.</p> <p>This is now due to be complete for summer 2019 as there was some delay in appointment of consultants for this work.</p>
WKI083	<p>Complete the new all-weather floodlit artificial pitch at Falcon Park by Spring 2019.</p>	<p>Delays experienced, and the programme is scheduled to be completed mid-June 2019</p>
WKI084	<p>Build on the success of Wandsworth Fringe both in terms of programme and audience, with a target of reaching 75% of wards</p>	<p>Wandsworth Arts Fringe 2018 took place during May with 180 events taking place in 20 wards, with over 20,000 participants and audiences actively taking part in events over the 16 days of the festival. In addition to the festival events, a further 153 sessions were held as part of the outreach programme to train, develop and allow local people to perform in the festival performances. Almost 750 artists were involved in the festival and included a number of international performers and exhibitors from as far afield as Malaysia, India, Canada, Australia, Finland, Ethiopia,</p>

Ref	Key Issue	2018/19 End of Year Update
		<p>Lithuania and Japan.</p> <p>A 'Wandsworth Arts Festival in your sitting room' was trialled this year, which had almost 1.5 million watches or listens to a performance online.</p> <p>For the 2019, the programme will build upon the success of the 2018 festival programme, and will run from 3rd to 19th May.</p>
WKI085	In conjunction with the Planning Service, develop cultural planning guidance to direct cultural investment in the Lombard Road / York Road riverside focal point area	The draft revised Planning Obligations SPD was reported (Paper No.18-406) to SPTOSC in November 2018. This approved the SPD for consultation, which closed on the 6th February 2019. Further work is now being done in relation to the Local Employment Agreements and there will be a second round of public consultation before the SPD will be adopted later this year. Chapter 7 covers Arts and Culture and requires either an Arts and Culture Action Plan related to all planning applications over a particular threshold, or payment of a commuted sum where an Action Plan is not provided. The same paper also noted and endorsed a Cultural Planning guidance for the Lombard Road/York Road Focal Point SPD. This provides guidance and support to existing policy.
WKI086	Identify funding to undertake a study on how to promote and grow the Borough's extensive and vibrant arts and cultural scene.	Enquiries had also been made to the GLA and Arts Council about potential funding, in addition to the funding committed by the Council for the development of this study. Session to be scheduled to scope remit of study and expand upon Arts Strategy for the borough. This will be an externally facilitated workshop session to take place in May 2019 and to include new Director of BAC, representatives from other art sectors including dance and creative industries. The intention is for a draft strategy to be produced for October / November 2019. Decision to return Arts Service to Council from current Leisure and Culture contract provides an opportunity to integrate, expand and enhance impact of arts and cultural activity in line with regeneration activity across the borough. The contract will now end on 31 March 2020 and this decision was taken at Community Services and Open Spaces Committee on 7 November 2018.



## 027 Libraries

Ref	Key Issue	2018/19 End of Year Update
WKI087	<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"> <li>• Wandsworth Town: Building completion due August 2019 and open by May 2020</li> <li>• Northcote: Building completion due July 2020</li> <li>• Roehampton: Building completion due January 2021</li> <li>• Battersea Park: Building completion due June 2021</li> </ul>	<p>New Wandsworth Town Library is now not due to open until the autumn of 2020. Developers have cited delays in cladding.</p> <p>Planning application has been submitted for the redevelopment of the site in Northcote, including the library and Chatham Hall. Working on the temporary relocation of the nursery from autumn 2019. Subject to planning approval, new library building still due to be completed in summer 2020.</p> <p>Discussions on the design for the library as part of the overall scheme in Roehampton. Planning application for the overall scheme has been submitted.</p> <p>No recent activity on the new Battersea Park library to report</p>

## 028 Parks and bereavement Services

Ref	Key Issue	2018/19 End of Year Update
WKI088	<p>Deliver quality in parks and recreation through continuing to improve our parks and green spaces through:</p> <ul style="list-style-type: none"> <li>• A continuing leadership role in Living Wandle Landscape Partnership Scheme, aiming for project completion by May 2018.</li> <li>• Delivery of the Tooting Common Heritage Project, including the commencement of the renovation of the Woodfield Pavilion by October 2018 and completion of the Western Terrace works at Tooting Bec Lido by</li> </ul>	<p>Woodfield Pavilion refurbishment start delayed due to longer than expected tender process. Works are on site and are well-underway and following projected timeline for completion in May 2019.</p> <p>Tooting Bec Lido Western Terrace works were completed in June 2018, snagging and PC certification is currently with WBC Operational Services.</p>

Ref	Key Issue	2018/19 End of Year Update
	June 2018.	
WKI089	Plant 500 new trees by April 2019 and provide 100 trees to community organisations to plant on their own land.	<p>662 trees were planted in 2017/18 (500 street trees and the remainder in parks/housing)</p> <p>Remain on schedule to plant 600 trees by April 2019 as compared to a target of 500.</p> <p>The Greener City Fund for Community Tree Planting bid was not progressed due to the conditions placed on the funding, but further opportunities are being sought.</p> <p>Held a successful 'water a tree' campaign during the summer heatwave.</p> <p>An 'adopt a tree' scheme is to be trialled to support the maintenance and management of new street trees. This will be introduced in the autumn of 2019, during the planting season.</p>
WKI090	Identify locations in all major parks suitable for installing water fountains.	<p>Locations were identified and funding applications to the Mayor's Fund were made for 4 drinking fountains at Garratt Park, King Georges Park, Wandsworth Park and Wandsworth Common. Notified that Wandsworth is not included in the first phase for funding of this programme. Seeking alternative funding sources via the Drinking Fountain Association and will also consider application to, and use of, NCIL funding.</p> <p>We will also investigate the potential to install water machines next to parks buildings, and other council owned properties, where practical and accessible water supplies are available. Water fountains are already available in Battersea Park and Tooting Bec Common.</p> <p>Actively pursuing campaign activities such as 'In the Drink' to get riverside pubs and businesses to serve drinks in reusable eco-cups. This is encouraging businesses to stop serving drinks in non-reusable cups. Also updating the Events Policy to reflect requirements of event and catering operators in reducing single-use-plastics.</p>

Ref	Key Issue	2018/19 End of Year Update
WKI091	Create new burial space at Wandsworth Cemetery. By September 2018, complete a survey of the cemetery identified where a gas pipe runs under the area to identify if additional burial space could be used.	Suitable pathways identified but capital bid not successful in February 2019. Existing budgets have been used to fund work to create a small number of new graves but a new capital bid in 2020 will be required to turn the remaining pathways in to burial space.

## 029 Community Safety

Ref	Key Issue	2018/19 End of Year Update
WKI092	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 Service work closely with town centre managers and support businesses to tackle crime including through an online and mobile phone app (DISC). This shows local offenders and shares information from the police with businesses. The scheme is active in Battersea, with 50+ businesses signed up to date. The work will continue to develop across the borough 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.
WKI093	Reduce crime and anti-social behaviour attributable to street drinking groups through an enhanced multi-agency approach.	Public Space Protection Orders (PSPOs) are in place in Queenstown, Roehampton and Battersea to reduce street drinking. Enforcement is one element of the approach to tackle street drinking which also includes the voluntary sector, including rough sleeping and substance misuse treatment services.
WKI094	Increase activity to safeguard people from radicalisation: <ul style="list-style-type: none"> <li>• Increase work with sectors and institutions where there are potential risks of radicalisation, in particular with schools.</li> <li>• 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</li> </ul>	A Prevent Education Officer has been in post since August 2018. She has delivered training, advice and information to schools in the borough. Training has been delivered to 21 Primary schools in Wandsworth out of 61. 17 of these have received multiple sessions due to the number of staff. The remaining 40 primary schools have either been booked in for the future or are being proactively re-contacted. Training has been delivered to 7 of the 11 Secondary schools in Wandsworth. 3 of these have received multiple sessions due to the number of staff, and requests for the training to be delivered to all staff including reception, caretakers and agency staff. There has been 1 session delivered to PGCE students which was at the Royal

Ref	Key Issue	2018/19 End of Year Update
	challenge of terrorism and the threat we face from those who promote it, by undertaking varied initiatives and delivering e-safety to schools.	<p>Academy of Dance.</p> <p>The Prevent arrangements and referral pathways are being refreshed to ensure all policies and structures are working effectively and are in line with latest guidance and best practice. These will report into the Community Safety Partnership. The Channel Panel continues to work with young people and adults who are referred due to their vulnerability to radicalisation.</p>
WKI095	Deliver focussed work in priority neighbourhoods to tackle crime and anti-social behaviour, including drug supply, burglary, motor vehicle crime, and knife crime.	<p>The Neighbourhood Watch programme continues to develop and grow, the DISC system is now used to provide new and existing volunteers with more information, support and training opportunities to tackle local crime priorities.</p> <p>Throughout the year various activities have taken place in neighbourhoods to tackle specific crime types, e.g. in Thamesfield and Northcote wards crime prevention advice, signage and mobile CCTV cameras have all been utilised to tackle vehicle crime. A campaign was run during Autumn 2018 on Autumn Nights, targeting burglary. The Wandsworth Knife Crime Forum continues to provide services and interventions to support young people at risk and community activities including community knife sweeps. The police continue to target drug markets.</p>
WKI096	Tackle knife crime through the delivery of the knife crime action plan, including enforcement, diversion, prevention and early intervention.	The Knife Crime Action Plan has been submitted to MOPAC as required. It captures a range of activity in place in Wandsworth including for example Operation Sceptre which is police-led activity including knife sweeps and targeting habitual knife crime carriers, action across the Council such as housing enforcement, and work in schools, as well as work with the community-led Knife Crime Forum. New services are being developed for 18-30 years olds involved in gangs.
WKI097	Lobby the Mayor and GLA to reverse planned police station closures at Lavender Hill, Tooting, and Putney.	A letter has been written to the Deputy Mayor for Policing and Crime at MOPAC outlining the Council's concerns about the planned closure of the police stations. In January 2019 it was confirmed that the existing Lavender Hill police station, the borough's only 24-hour front desk, would remain open, following the Council's opposition to plans to close it.

Ref	Key Issue	2018/19 End of Year Update
WKI098	<p>Improve and increase services to tackle Violence Against Women and Girls:</p> <ul style="list-style-type: none"> <li>• Re-commission services to protect and support high risk victims of domestic abuse and VAWG across Wandsworth</li> <li>• Develop a community-based approach to tackle Female Genital Mutilation</li> <li>• Develop a new accommodation service to respond to victims of domestic abuse with complex needs The draft service specification and EINA will be taken Scrutiny Committees in June for approval.</li> </ul> <p>Genital Mutilation</p> <ul style="list-style-type: none"> <li>• The new service will start from April 2019.</li> </ul>	<p>The VAWG commissioning project is now due to complete in April 2020. This is seeking to commission a single development partner to deliver and develop VAWG services across for Wandsworth. The current Wandsworth VAWG service providers will continue to deliver refuge accommodation and Independent Domestic Violence advocacy (IDVA) services until the new service commences.</p> <p>A FGM Social Worker has now been appointed who will be managed by the National FGM Centre and will attend the FGM Clinic on a weekly basis. The St George's NHS Trust FGM Group continues to monitor the work of the Opal Clinic, data collection, training, audit requirements and links to the safeguarding board.</p> <p>A bid for complex needs funding to the Ministry of Housing, Communities and Local Government was successful and was announced in November 2018. The joint bid with Richmond, Kingston and Merton successfully secured £483,000 until 2020 to continue the provision of the Refuge outreach service to support victims of domestic abuse with multiple complex needs. The service will provide bespoke outreach support for victims living in their own home and will work with SPEAR and other housing providers to support women with complex needs who are unable to access mainstream accommodation services because of their high support needs.</p>

### **030 Local Plan (Formerly Local Development Framework)**

Ref	Key Issue	2018/19 End of Year Update
WKI099	<p>The full review of the Local Plan will proceed and include the informal scoping of issues to be reported to CSOSC in September 2018. A full review of the Planning Obligations SPD will be undertaken with a draft for consultation reported to CSOSC in November 2018. The Local Plan Partial Review to be adopted in December 2018.</p>	<p>The Issues Paper for the full review of the Local Plan was reported (Paper No.18-407) to SPTOSC in November 2018. This was subsequently consulted on between 11<sup>th</sup> December 2018 and 7<sup>th</sup> February 2019 and 49 responses were received. These will now be analysed and fed into the first draft of a revised set of Local Plan policies.</p> <p>A review of the Planning Obligations SPD was undertaken with a draft for consultation reported (Paper No. 18-406) to SPTOSC in November 2018. The Local Plan Partial Review was also reported (Paper No.18-408) to SPTOSC in November</p>

Ref	Key Issue	2018/19 End of Year Update
		2018, following receipt of the Inspector's final report. It was adopted by full Council in December 2018. The Statement of Community Involvement (SCI) was also reported (Paper No. 18) to SPTOSC in November 2018. This was subsequently subject to public consultation and has now been adopted.
WKI100	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.	<p>This is an ongoing process undertaken through the Council's development management function. There is no apparent slowing of housing delivery and affordable housing will be provided as part of that delivery, taking into consideration the viability of each scheme. To assist transparency the Council now requires that redacted viability appraisals will be made available on the Council's website, as part of the planning application process.</p> <p>It should be noted that the Local Plan Full Review will be supported and informed by a Whole Plan Viability Assessment, which seeks to test all the financial as well as in-kind policy requirements (such as affordable housing) at plan-making stage. This is because the revised NPPF (2019) places a lot more emphasis on viability testing at plan-making stage in so far as it expects policy requirements to be set at a level that take account of affordable housing and infrastructure needs and allows for the planned types of sites and development to be deliverable, without the need for further viability assessment at the decision making (planning application) stage.</p>

### 031 Resolve key sites:

Ref	Key Issue	2018/19 End of Year Update
WKI101	Clapham Junction (Northcote)	Initial pre-application discussions with Innova (a Joint Venture of Network Rail and Capco) on their approach to resolving capacity issues at Clapham Junction Station, and associated development continued in 2018. Discussions also held with a second consortium headed by Mott MacDonald and Laing O'Rourke in 2019 and they subsequently presented their findings at a breakfast seminar at the London Transport Museum.

Ref	Key Issue	2018/19 End of Year Update
WKI102	Young's Brewery (Fairfield)	<p>Phase 1 residential complete and occupied. Occupation of commercial units is commencing soon.</p> <p>Awaiting dates on when Phase 2 will commence. Phases may now change due to the revocation of the Hazardous Waste Substance Consent.</p>
WKI103	Wandsworth Town Centre/Wandle Delta Area: all other sites (Fairfield)	The SGN now has permission for demolition and the Hazardous Waste Substance Consent has been revoked. This removes a barrier to the development of this and surrounding sites. This will allow the coming forward of a number of sites in proximity to the gas holders and the continued development of the Ram Brewery site. To enable these sites to be brought forward in a co-ordinated manner, the Council has bid for funding to undertake a masterplan exercise, from the Mayor's Homebuilding Capacity Fund.
WKI104	Putney town centre sites	Redevelopment of the town centre is well under way with the occupation of a number of the Upper Richmond Road sites, the Carlton Drive/Upper Richmond Road nearing completion while 56-60 Putney High Street has permission. The Public Inquiry for the Putney Bridge Road site is due in June. Until then, no decision is to be made on the site on the corner of Putney Bridge Road for the hotel redevelopment.
WKI105	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.	There is still no progress on Crossrail 2, which is currently awaiting a Government response to its detailed business case. The station was designated as an Opportunity Area in the draft London Plan, and the Council submitted an objection to this proposal, which was also put forward at the London Plan EIP in February 2019. The railway bridge is covered in WKI119. The Council has continued its ongoing promotion of the Diamond Jubilee footbridge, despite TfL confirming that it will not be providing any capital funding for the bridge. The Council has commissioned a number of surveys related to the riverbed and banks, which were completed by the end of 2018.
WKI106	Springfield Hospital	Phase 1 of the development has now been completed and is occupied. Works have recently commenced on Phase 2 (Springfield Park and road infrastructure works). In terms of the hospital buildings, a revised consent has been issued, and works on this



Ref	Key Issue	2018/19 End of Year Update
		are expected to commence later in the year. Reserved matters for the new care home are expected to be submitted for approval shortly. With regards to the residential elements the Trust have split these into a number of phases and have recently selected their preferred partner for the first of these residential phases.
WKI107	Nine Elms/Vauxhall Opportunity Area, including new developments and associated infrastructure requirements.	<p>The Opportunity Area sites have outline or detailed planning permission, albeit with a number coming back for revision, and submission of detail, with substantial delivery on a number of sites and construction underway to different stages on many others including delivery of affordable housing. Significant progress on Northern Line Extension, with tunnelling complete and fitting out and station, with the tube extension now programmed to open late 2020.</p> <p>Infrastructure requirements are being re-assessed through the Development Infrastructure Resource Refresh procured by the Nine Elms Partnership Team.</p>
WKI108	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.	All larger sites have a robust Construction Management Plan, which aim to reduce the impact of construction traffic on the local neighbourhoods.

### **032 Thames Tunnel:**

Ref	Key Issue	2018/19 End of Year Update
WKI109	Continue to work with Tideway, their contractors and other councils to ensure that the construction of the scheme has limited impact on the borough.	All Tideway sites in the borough are now operational. The tunnelling has commenced westbound and is about to start eastbound from Kirtling Street, which is 24hour working. Monitoring the use of road and river, to ensure all agreed materials are transported by river, is being undertaken through the Strategic Relevant Authority meetings and regular monitoring reports. The Council is still discharging Requirements arising from the Development Consent Order, prior to specified works taking place at the various sites. There are a number of Community Liaison Groups

Ref	Key Issue	2018/19 End of Year Update
		meeting quarterly, which provide local groups and individuals an opportunity to question/engage with Tideway and its contractors. The Council has a close working relationship with Tideway to ensure that any issues are addressed.

### **033 Assets of Community Value:**

Ref	Key Issue	2018/19 End of Year Update
WKI110	Work with local community groups to enable them to nominate properties of particular local importance to be included on a List of Community Assets.	The Council works with local community groups when it receives a request. The ACV status for Tooting Bec Lodge has been renewed after its initial 5 year listing had elapsed. There are currently 8 properties on the list and no new applications have been made since August 2017.

### **034 Community Infrastructure Levy (CIL)**

Ref	Key Issue	2018/19 End of Year Update
WKI111	Ensure the smooth operation of the Community Infrastructure Levy (CIL) and the allocation of funds to infrastructure schemes as appropriate.	The Council has continued to calculate and collect CIL across the borough. It has made progress in loading data onto the Exacom management system, which will further enable the smooth operation of CIL collection. The Council commented on and attended the Examination in Public (EiP) of the Mayor's Community Infrastructure Levy 2 (MCIL2) charging schedule to press its objections to the Nine Elms area being included in the Central area charging zone. Following the EiP, the Council also submitted further comments on the additional evidence submitted by the Mayor at the hearings. However, the Mayor is intending to introduce MCIL2 in April 2019 and will include the Nine Elms area in the CAZ Charging Area. The CIL Collection team are making necessary preparations for application of the revised charges. The annual CIL Income and Expenditure was reported (Paper No. 18-434) to the November FROSC meeting.

Ref	Key Issue	2018/19 End of Year Update
		In the first 3 quarters of 2018/19, £18.25m of borough CIL and £5.45m of Mayoral CIL was collected.

### **035 Neighbourhood CIL**

Ref	Key Issue	2018/19 End of Year Update
WKI112	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.	The FCROSC paper containing recommendations about NCIL projects was approved on 22nd November 2018 and funds were released to successful applicants. Regular updates have been provided from project officers to ensure delivery and spend is on target. Work is in progress to ensure further decisions are taken to FRCOSC in June 2019. Wave 7 of the Wandsworth Local Fund will be opening for applications between 1st May and 1st July with a final decision to be made at FRCOSC in September.
WKI113	Roll out energy efficient LED streetlights across the borough with the programme due to be completed by December 2018	The replacement of nearly 16,000 lightbulbs at a cost of £4.3m was completed ahead of schedule in October 2018.

### **036 Rail Capacity Improvements – Access Improvements to stations**

Ref	Key Issue	2018/19 End of Year Update
WKI114	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	Ongoing work with Network Rail at a number of stations. At Battersea Park Station, following the signing of a Basic Service Agreement (BSA) in May 2018, the Council and Network Rail agreed a Client Requirement Document (CRD) in July 2018. The CRD then formed the basis of a Development Service Agreement, that was signed in October 2018 and funds Network Rail to advance the items identified in the CRD to option feasibility stage (GRIP 2). This work will be completed by December 2019. Officers are attending monthly project board meetings. At Putney there are ongoing discussions about a BSA in respect to a potential second entrance.

Ref	Key Issue	2018/19 End of Year Update
		<p>The Council input into Network Rail's preparation of bids for the next round of Access for All (2019 to 2024), by which Network Rail applies for grant from the Department for Transport to make stations step free. Battersea Park is included as it was deferred from the previous round and new bids were made for Wandsworth Town and Queenstown Road stations, which required the Council identifying funding contributions towards these schemes.</p> <p>Clapham Junction has had limited progress while consideration is given to its status as an opportunity area and the potential for over station development.</p>
WKI115	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>Ongoing work to lobby for a southern rail access to existing Heathrow. Recent call for schemes from the DfT and Heathrow Southern Railway and Hounslow have both submitted schemes that would serve this borough. There has been no progress on the Gatwick line.</p> <p>The Council has held further meetings with Network Rail and Innova on their proposals for Clapham Junction, but there remains a degree of uncertainty on these proposals and as a result the impact on the Housing Zone and wider area.</p>

### **037 Transport initiatives:**

Ref	Key Issue	2018/19 End of Year Update
WKI116	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	There has still been no announcement from the Government on the funding and timing and there are continued concerns that Crossrail 2 will be further delayed, following the announcement that Crossrail opening has been delayed and has a

Ref	Key Issue	2018/19 End of Year Update
	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.	further £1.25bn overspend. TfL while unable to confirm the final decision on the Balham / Tooting Broadway options are concentrating their design work on Tooting. Discussions have taken place with TfL on a proposed consultation for a safeguarding review expected in mid 2019.
WKI117	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.	The Council continues to lobby for a southern rail access to existing Heathrow. Recent call for schemes from the DfT and Heathrow Southern Railway and Hounslow have both submitted schemes that would serve this borough. The Council has to date supported the Hounslow Option, which provided good access from this borough. Heathrow Southern Access is a more costly scheme and has still to show that it has a robust financial case.
WKI118	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	<p>There are ongoing discussions with TfL in connection with additional bus services. Route 458 to serve Wandsworth Riverside Quarter was consulted upon and now awaiting implementation.</p> <p>Additional buses on Route 170 for York Road and Lombard Road are also being pressed for and indications are that there will be an increase in the number of buses. The Council has also responded to the central London bus network consultation and strongly opposed the proposal to curtail the route 19. TfL have now committed to retaining the route.</p> <p>The Council has met with TfL, who are reviewing the bus planning strategy for Nine Elms, based on revised development phasing information and an update is awaited.</p>
WKI119	Work with partners to promote the Diamond Jubilee cycle and footbridge.	The Council has commissioned a number of surveys of the river bed and banks, which were completed in December 2018. The Council has also provided its support to One World Architects, the designers of the bridge, who are currently investigating

Ref	Key Issue	2018/19 End of Year Update
		the potential for sponsorship and naming rights.
WKI120	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.”	The Council is working with the consultants appointed to look at transport and traffic issues related to these regeneration schemes.
WKI121	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 2021.	Following increases in the scheme costs, largely due to rising land costs, TfL have redesigned the proposed junction of Armoury Way and Ram Street, which would remove the required land take on Armoury Way. TfL and the Council are reviewing the feasibility of these modified layouts, which would bring the scheme cost back to the available budget. The latest developments were reported to SPTOSC in November 2018 (Paper No.18-403). TfL has also completed a range of land surveys around the One Way System in preparation for detailed design. TfL has also acquired properties on Putney Bridge Road that are required for the scheme. Works are currently programmed to start on street in late 2021, with completion identified for late 2023.
WKI122	Work with TfL, through its Healthy Streets agenda to bring forward proposals for the boroughs town centres to include the Tooting Broadway Pedestrian Safety scheme and Putney High Street improvements.	<p>Consultation on the Tooting Pedestrian Scheme was undertaken between 25/10/18 and 10/12/18, which included 3 drop-in sessions</p> <p><a href="https://consultations.tfl.gov.uk/roads/tooting-town-centre/">https://consultations.tfl.gov.uk/roads/tooting-town-centre/</a></p> <p>An initial report of the consultation is expected in spring 2019. Officers are due to meet with TfL in late March 2019 to discuss how the project can address rat-running problems in side streets.</p> <p>Putney High Street was incorporated into a Liveable Neighbourhood Scheme, which was submitted to TfL for funding in December 2018. This was unsuccessful and</p>

Ref	Key Issue	2018/19 End of Year Update
		officers are discussing the reasons for this with TfL. Putney High Street is also part of a proposed bid under the Governments Future High Streets Fund.
WKI123	Appoint a “healthy streets” champion that works to help reduce street clutter and create new pocket parks, as part of a total safety approach.	Work is well underway on the brief for the “Champion” role and on how it is positioned alongside the delivery of related schemes. This is in tandem with consideration of additional funding for such schemes over and above the monies currently in place.
WKI124	Support greater use of the River Thames for passenger transport, including the provision of additional/improved jetties, through liaison/negotiation with riverside developments. This will include the provision of an improved Wandsworth Riverside Quarter pier and access to Putney Pier.	<p>Wandsworth Riverside Quarter is currently discharging conditions prior to commencing construction of the new pier. Discussions are ongoing with Thames Clippers about potential improvements to Putney pier.</p> <p>Thames Clippers have purchased Plantation Wharf pier so as to provide long-term security of service and avoid ongoing landing fees.</p>
WKI125	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.	<p>100 Source London charge points installed and c100 further planned in 2019.</p> <p>Lamppost charging contract awarded and 220 lamp posts identified to be converted as a result of requests from residents. 168 will be installed by the end of March 2019 and the remaining 52 will be installed by late April 2019.</p> <p>Pilot area projects to follow in 2019.</p> <p>Similar programmes expected in future years, subject to continuing demand and funding.</p> <p>Provided potential sites for rapid chargers to TfL.</p>



**038 Cycling:**

Ref	Key Issue	2018/19 End of Year Update
WKI126	Monitor Mayor's Cycle Hire scheme and seek its extension to other parts of the borough. Monitor the introduction of a Dockless Bike Hire scheme within the Borough.	<p>The OfO dockless bike scheme has been withdrawn from London in January 2019. The Council is currently in discussion with providers of an electric bike hire scheme.</p> <p>The Santander bike hire scheme saw additional growth in hires throughout 2018, with monthly figures during summer 2018 up about 10% on previous year.</p>
WKI127	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. 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>Progress on the implementation of the cycling strategy was reported to SPTOSC ( Paper No. 18-405).</p> <p>TfL is reviewing its approach to Cycle Super Highways and Quietways.</p> <p>Quietways scheme being installed in Roehampton High Street but the rest of the route is under review.</p>

**039 Road Safety**

Ref	Key Issue	2018/19 End of Year Update
WKI128	Working with TfL reduce casualty rates on TfL roads and in doing so help meet Mayor for London road safety targets.	Wandsworth is now part of a newly formed Safe Speed Working Group with TfL and London Councils. Wandsworth is also working with TfL in identifying and prioritising key TfL corridors for further study work.
WKI129	Deliver a programme of initiatives and schemes aimed at reducing traffic casualties amongst the most vulnerable road users.	The introduction of 20mph limit on residential roads helped reduce casualties by 9% in the 12 months post implementation. Further roll out of this now agreed at February 2019 Strategic Planning and Transport OSC. Further targeted schemes rolled out such as 10 Speed Indicators Devices and more Community Roadwatch events.
WKI130	Install speed warning devices in areas where	10 new speed warning devices purchased and rolled out on a rotational programme.

Ref	Key Issue	2018/19 End of Year Update
	residents request enhanced enforcement measures and invest in more equipment to support community speed-watch groups. Work with other boroughs to call for additional powers for councils to enforce speed controls.	Two new speed guns purchased and being used. Soft trial of 20mph enforcement cameras on residential roads under discussions with Police and TfL with a view to Autumn 2019 pilot which would necessitate greater delegation of powers to Local Authority.
WKI131	Carry out additional road and pavements repairs and renewal programme following the extreme winter weather.	Full capital programme of works delivered with supplementary works by the DSO also complete.

#### **040 Delivery of a Housing Strategy for Wandsworth**

Ref	Key Issue	2018/19 End of Year Update
WKI132	Following the publication of the Mayor of London's Housing Strategy by January 2019, to review and update the "Wandsworth Housing Offer "(the housing delivery strategy) incorporating the Wandsworth Homelessness Strategy objectives.	Following a 6 week consultation on the Housing Strategy in October/November 2018 amendments were made to the Strategy and this was presented to the January 2019 HROSC with an accompanying Equality Impact Needs Assessment. Key changes included setting out the response to the Government's objective of eliminating rough sleeping by 2020 and setting out more clearly the Housing and Regeneration Department's response to environmental sustainability.
WKI133	By March 2019 to have completed a new targeted under occupation survey of 5 bedroom and larger Council housing to identify households who could be assisted to downsize.	The under occupation survey has now been carried out. Results and commentary will be presented to June HROSC as part of the Resources and Commitments paper.

#### **041 Housing and Planning Bill:**

Ref	Key Issue	2018/19 End of Year Update
WKI134	As required bring forward reports and	The Social Housing Green Paper (SHGP) was published in August 2018 and

Ref	Key Issue	2018/19 End of Year Update
	recommendations to ensure that the requirements and guidance contained in the Housing and Planning Act 2015 and the London Mayor's Housing Strategy are addressed. For 2018/19 this is likely to include the publication of a Green Paper by the Government on the future of social housing.	<p>confirmed that the Government will no longer enact parts of the Housing and Planning Act including the compulsory introduction of fixed term tenancies. This has led to a review of the Council's Tenancy Strategy and Policy with the key proposal being to extend first let flexible fixed term tenancies.</p> <p>As a result of early recommendations from the SHGP a residents' working group has been set up to review participation structures and consider approaches to improve engagement with council residents. Progress and proposals on this review will be presented to committee in June and September 2019.</p>

#### **042 Better homes and neighbourhoods by delivering the Wandsworth Decent Homes Plus Programme**

Ref	Key Issue	2018/19 End of Year Update
WKI135	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 homes and estates, surpassing the existing decent homes standard. The 4-year approved budget and programme for new kitchens and bathrooms is at an all-time high of £32m, including new additions, agreed at HROSC in January 2019. The budget for roof and window renewals is just under £33m; the heating improvements and repairs budget and lift replacements and refurbishments stand at £14m. £6m will be spent on electrical works, whilst the environmental estate improvement programme has a budget of over £2.8m. 7 estates will benefit from these works which are currently on site or at the planning stage.

#### **043 Winstanley and York Road Estates:**

Ref	Key Issue	2018/19 End of Year Update
WKI136	Agree new phasing strategy and development options	After a detailed assessment of options, consultation with residents on the future of

Ref	Key Issue	2018/19 End of Year Update
	to allow for the accommodation of Inkster and Penge within the redevelopment plan and consult on these by October 2018.	Inkster and Penge will be carried out early in 2019.
WKI137	<p>For Winstanley and York Road:</p> <ul style="list-style-type: none"> <li>• Undertake pre- planning consultation on final masterplan in summer 2018</li> <li>• Submit hybrid planning application for whole site by October 2018</li> <li>• Start on site for new Battersea Baptist Church/Thames Christian College by December 2018</li> <li>• Start on site for first affordable block by January 2019</li> <li>• Resolution to make CPO for first phase by March 2019</li> </ul>	<p>(a) Pre-planning consultations were undertaken at the Get Active Battersea festival on 2 June 2018 as well as two further consultation exhibitions held at York Gardens Library. Further pop up events were undertaken at WYR Older person dinner on 12 June, outside Bramlands estate on 21 June and at the Falcon Road Festival on 30 June. Workshops with local residents and community groups on scheme branding and street/block naming will commence in late April 2019, this will be a full invitation to all residents/stakeholders who will be able to attend workshops in various different locations including but not limited to Providence House, the library and KLS. The target is for 30 residents to be involved in this process.</p> <p>(b) Planning application submitted in January 2019. Consultation complete. LPA and GLA are assessing the application.</p> <p>(c) Start on Battersea Baptist Church /Thames Christian College (TCC) delayed due to ongoing negotiations with TCC. Legal agreements due to be completed in April with start scheduled for May 2019. Enabling works commenced February 2019.</p> <p>(d) Start date for first on-site affordable block was December 2018 (Block A) which will provide 46 new homes.</p> <p>(e) CPO resolution is linked to Planning committee approval but before full planning consent. Target date for making first CPO is November 2019 subject to planning.</p>

**044 Alton Estate:**

Ref	Key Issue	2018/19 End of Year Update
WKI138	<p>For the Alton Regeneration:</p> <ul style="list-style-type: none"> <li>• The Decant Strategy and the Development &amp; Phasing Programme agreed by the joint council/developer partner in May 2018</li> <li>• Planning application for Bessborough satellite site to be considered by Planning Committee June 2018 with handover to Redrow to enable start on site by March 2019.</li> <li>• Pre-planning consultation of final masterplan in summer 2018</li> <li>• Outline/hybrid planning application submitted for the development scheme in September 2018</li> <li>• Planning application submitted for the Fontley Way satellite site by October 2018.</li> <li>• Complete relocation of Area Housing Team to Roehampton Parish Hall by January 2019</li> <li>• Resolution to make a CPO for the first phase by March 2019</li> </ul>	<p>(a) The decant strategy and Development Programmes were agreed in May 2018 and communicated to residents in the May/June consultation.</p> <p>(b) Planning Committee approved the Bessborough Road scheme in June 2018. There have been are a number of programme risks associated with the requirement to secure a Bat Mitigation licence following the identification of protected bats on the site and the need to appropriate the land to enable the development to proceed. Estimated start of demolition and construction now August 2019. Delay unlikely to cause an impact on the main scheme phasing.</p> <p>(c) Extensive consultation on all aspects of the main scheme took place in June 2018 (over 300 attendees with 59 feedback forms completed) and an update was provided at the Roehampton Festival in September. Additional consultation related to the Alton Activity Centre and proposed relocation of the bus turnaround took place in November. A comprehensive Statement of Community Involvement that summarises all consultation feedback and responses will be included in the planning submission.</p> <p>(d) Significant progress has been made on Redrow's planning application for the site - including a number of Design Review Panels, stakeholder/public consultation comments being factored into the scheme and completion of technical documents. As a result the submission date has been delayed and is now expected to be submitted in May 2019.</p> <p>(e) Public consultation on the proposals took place in March 2019 with 48 attendees. Planning application submission targeted for May 2019. Construction expected early 2020.</p>

Ref	Key Issue	2018/19 End of Year Update
		<p>(f) Works now completed and Area Housing Office will relocate in April 2019.</p> <p>(g) CPO resolution is linked to Planning committee approval but before full planning consent. Target date for making first CPO is November 2019 subject to planning.</p>

#### **045 Meet Housing Management Service Standards and improve service response**

Ref	Key Issue	2018/19 End of Year Update
WKI139	To continue the roll out of the provision of Broadband to council managed blocks taking the total number of properties to 20,000 during 2018/19.	By the end of the year Community Fibre have connected 21,400 households with a target to connect 30,000 by the end of 2019. During the last quarter the focus has been on the Putney and Earlsfield areas. In addition businesses within the Patmore Business Centre now also have access to full-fibre Internet services as well as businesses in Wandsworth Town.
WKI140	To assist in the conclusion of the tender programme for the new SSA CCTV/emergency control facility. To train the staff group in the functions of the new CCTV service and produce procedures for front line staff. Go live date June 2019.	This project has slipped due to the complexity of the tender process and the new facility is likely to be commissioned in the autumn of 2019. Work is underway to ensure procedures are in place in time for the revised go live date of summer 2020.
WKI141	Invest in additional mobile CCTV equipment.	A number of deployable cameras are now in use across the Borough to record incidents of anti-social behaviour. New miniature deployable cameras are currently being piloted for use in smaller spaces where larger deployable cameras have proven difficult to install.
WKI142	To continue work at Sudbury House and Castlemaine to erect scaffolding and remove and re-clad both buildings. Works to be completed by April 2019.	<p>Works started on site in April 2018 at Castlemaine with scaffolding erected by August, removal of cladding from the south and north elevations is completed with replacement windows installed on the 16th to 20th floors. Anticipated completion is now March 2020.</p> <p>Cladding has been removed on the north and south elevation of Sudbury House with</p>

Ref	Key Issue	2018/19 End of Year Update
		<p>the cladding removed from the 17th to 24th floor of the east and west elevations. New cladding and replacement windows have been installed on the 17th to 20th floors. Works are due to be completed by early 2020.</p> <p>Due to the complexity of the works being undertaken there has been some necessary adjustments to the completion timetables.</p>
WKI143	By June to have made an application to the first-tier property tribunal to determine re-charging leaseholders for sprinklers. To appoint a consultant to put together the programme for retro-fitting sprinklers and to write the systems specification.	<p>An initial Directions Hearing was held on 16th October 2018. The current timetable for the next set of proceedings is likely to be the latter part of 2019.</p> <p>The Council will not be making the final decision on retro fitting sprinklers until the recommendations of the Grenfell Tower Inquiry are known.</p> <p>The appointment of a consultant is underway so that a programme of retrofitting can begin in sheltered and hostel accommodation stock as a priority.</p>
WKI144	To continue individual visits to the 6400 units in 99 blocks of 10 storeys and over and carry out detailed inspections of communal areas to check on fire stopping etc. To review and comment on the Fire Risk Assessments and to report any common issues arising to HROSC and the Executive as required.	Access has been attempted to all of the homes with 70% of these inspected. The teams continue to work with residents to ensure access is arranged to carry out further inspections including evening and weekend visits. All Fire Risk Assessments (FRAs) in these blocks have been reviewed. Issues are reported to HROSC as required.
WKI145	Develop a programme of communal electrical testing and inspections, prioritised towards blocks of 10 storeys and above.	A full specification for a programme of communal electrical testing and inspections will be presented to September HROSC for approval.
WKI146	Establish a working party to review the cleaning specification and contract in advance of re-tendering the service. To consult residents in June 2018 through Area Housing Panel and Borough Residents Forum.	Residents were consulted on the outcome of the cleaning service review through the Area Housing Panels (AHPs), Borough Resident's Forum in November 2018. Proposals on the new cleaning specification were positively received by residents. The procurement process began in January 2018 with contractors invited to submit expressions of interest. Preferred bidders are due to be invited to submit tenders in April 2019. Successful bidders are due to be approved later in the year. The resident



Ref	Key Issue	2018/19 End of Year Update
		working party has been kept updated on progress and will continue to be engaged as a sounding board on the development of the cleaning service.
WKI147	By November 2018 to have reviewed the ASB Policy Statement including consultation with residents and approval by HROSC.	A refreshed ASB Policy statement was presented to the Borough Residents' Forum and approved at November HROSC. This included a commitment to sign up to the domestic abuse housing alliance (DAHA) accreditation which recognises best practice in dealing with domestic abuse.
WKI148	Recruit a 'Homes Champion' to identify sites and to identify opportunities for releasing more council land for development working with other public sector landowners in the borough.	<p>The proposal is to fund a new Senior Officer post to work proactively with landowners and developers to bring sites forward for sustainable development. The post would also seek to optimise delivery of both market and affordable housing prioritised for Wandsworth residents and workers. A bid for funding has been made to the GLA Homebuilding Capacity Fund to cover the cost of the post and related feasibilities that might assist in bringing sites forward. At 29th March the results of the application were still not known.</p> <p>If the bid is not or only partially successfully officers in the Development Team will consider options to increase capacity to undertake this work through a reorganisation.</p>
WKI149	Following the leaseholder satisfaction survey carried out during 2017/18 report findings to September HROSC and bring forward recommendations intended to improve the leaseholder and tenant experience. Undertake a further satisfaction survey of the housing management service and report findings and recommendations to the HROSC in November 2018 as required.	The leaseholder satisfaction survey was presented to Borough Residents Forum in September 2018 with an accompanying action plan being implemented. An overall housing management satisfaction survey was carried out during summer 2018. The full leaseholder report was published on the Council's website.

**046 Housing IT**

Ref	Key Issue	2018/19 End of Year Update
WKI150	Continue work with Northgate Consultants for the new housing IT system to replace Saffron and begin implementation for a go live date of May 2019. Continue to work with Co-ops to encourage take up of the new system.	There has been a short delay in implementation due to the complexity of transferring processes into the new IT system. The new go live date is now July 2019 with all staff due to be trained in May/June 2019. Discussions continue with Co-ops to encourage take up with 5 out of 12 moving to use the new system.

**047 Affordable Housing to own and rent – delivering the Wandsworth Housing Offer**

Ref	Key Issue	Latest 2018/19 End of Year Update
WKI151	Utilise approved budgets to purchase housing for temporary and low cost rent use.	The purchase of temporary accommodation units continues to increase the stock of self contained units. 12 temporary accommodation units have been purchased this year bringing the total number of purchases for all purposes to 123.
WKI152	Use agreed budget for 2018/19 of £500,000 to identify opportunities to extend and convert Council homes to provide larger low cost rent housing to meet demand.	At year end 6 conversions have been completed, 5 schemes are on site and 5 more are currently being assessed. Spend for 2018/19 is £498,000.

**048 Housing Options and Housing Needs**

Ref	Key Issue	2018/19 End of Year Update
WKI153	Ensure that the projections for temporary accommodation use are monitored against actuals and mitigate as far as possible any rise beyond forecast.	Numbers in temporary accommodation monitored regularly and reported on to each meeting of the HROSC; as per Paper No 19-206 to January 2019 committee.
WKI154	Co-ordinate multi agency work to develop action plans for entrenched rough sleepers to assist in minimising	Ongoing work through regular monitoring meetings with SPEAR, with a rough sleeper count held during November 2018, identifying 24 people found/known to be

Ref	Key Issue	2018/19 End of Year Update
	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.	sleeping out on the night of the count. In August 2018 the Government published its Rough Sleeper Strategy and this has been incorporated into the review of the Wandsworth Housing and Homelessness Strategy with funding opportunities being explored. Funding against the 'Rapid Rehousing Pathway' pot, made available by MHCLG, has been secured with the final amount confirmed as £259,777 2019/20.
WKI155	During 2018/19 to successfully implement the Homelessness Reduction Act using measures approved in Paper No 18-15. To report on progress through the HROSC.	2018/19 has been the first full year of the new duties and traction has been achieved, albeit at a slower rate than had been hoped for, due to very significantly increased volumes of applications combined with staffing turnover and resultant recruitment drag as roles to implement the new duties are defined. However temporary accommodation use, although increased, has increased more slowly compared to 2017/18 and earlier, recent years. Full duty acceptances are much reduced. A full analysis will be provided in the Resources and Commitments Paper presented to June HROSC.
WKI156	In June bring forward Local Letting Plan arrangements for three Council development sites due to complete in 2018/19. Provide a template approach that can be used on other Council development sites with the aim of prioritising housing for residents living locally to council led development.	This was completed as per Appendix 6 to the Annual Housing Resources and Commitments Report (Paper No 18-163) presented to June HROSC.

#### **049 Affordable Housing Delivery**

Ref	Key Issue	2018/19 End of Year Update
WKI157	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	The Pocket scheme completed earlier this year with all Pocket homes being purchased by households living or working in Wandsworth. The L&Q PRS scheme in the NEVOA is complete and occupied and the Council gave planning approval in September, for 894 Build to Rent PRS units of which 161 units will be let at rents

Ref	Key Issue	2018/19 End of Year Update
	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.	<p>substantially below open market values. Intermediate Rent units have been completed and occupied in two schemes within the NEVOA. The Affordable Housing Update report (Paper No 18-164) was submitted and approved by the Executive in June 2018. Officers continue to explore further opportunities both on private held land and land in the Council's ownership to provide innovative forms of housing for affordable and market use targeted to meeting local housing demands.</p> <p>Discussions are currently ongoing with a housing provider on a new type of housing product to develop a scheme in Earlsfield for low cost rent with a number of shared amenities at significantly below market rent levels with a planning application having now been submitted.</p>
WKI158	Deliver Council Development Programme and meet delivery plan forecasts. 69 homes to complete in 2018/19, 126 homes to start on site and to bring forward a further 12 sites for development reporting on progress through the planning, consultation and feasibility stages. To bring forward development proposals in respect to Blore garages and the Oasis site.	<p>69 homes have been developed as planned albeit handover of some homes has been delayed whilst snagging and required sign off to Technical Services requirements is confirmed. Whilst this delay is not welcome the homes will only be signed off when the Council is satisfied that all quality and building requirements have been met. Where there have been delays penalty payments have been applied reflecting loss of income to the Council.</p> <p>A further 113 homes are currently under construction, (one site anticipated to start in 2018/19 has been delayed to May 2019), with another 33 anticipated to start on site in 2019/20.</p> <p>15 further sites are all being progressed, 2 sites have planning permission, 1 site has had a planning permission submitted, and 8 sites will have planning applications submitted in 2019/20. 4 sites will have feasibilities being undertaken once lead consultants are appointed. Tenders for this appointment have been returned and are currently being evaluated.</p> <p>Further pre application discussions on the Oasis/Blore Close garages site have been held with LB Lambeth which have been positive and on the basis of losing no open</p>

Ref	Key Issue	2018/19 End of Year Update
		<p>space as designated. The Council have appointed Tibbalds to progress the feasibility designs for the two sites and Tibbalds have agreed with LB Lambeth to develop a Development Brief for both sites. This will involve an initial site meeting and two formal pre application meetings. Tibbalds are currently awaiting dates from LB Lambeth for these meetings. The Council will also hold consultation meetings with local residents and stakeholders later this year as the Development Brief progresses.</p> <p>In total there are now 23 sites which are in the pipeline or completed in 2018/19 for development that would deliver an estimated 440 units of which 348 would be affordable</p>
WKI159	Progress a modular build scheme on two Council owned sites with contractors procured to develop at least one site by September 2018.	<p>After extensive soft market testing it has been decided not to proceed with the option of providing temporary modular homes on sites in Nightingale Square. However, the Council has engaged with the London Councils PLACE initiative which is seeking to develop a modular and re-locatable form of temporary housing (subject to procurement and development of a product).</p> <p>Officers are now looking at bringing forward an alternative site in Balham and are progressing site visits with two interested modular developers. Additionally, the Council is looking to utilise modular/system build approaches in the three homes proposed to be developed as part of its resident self build programme (see WKI160).</p>
WKI160	Implement requirements of Custom and Self Build Act including bringing forward a pilot self build scheme on a Council owned site by January 2019. Review other smaller council disposal sites and assess feasibility of prioritising sale to resident/priority self builders and other requirements of the Act.	<p>Planning approval has now been obtained for a resident self build scheme of 3 x 2 bedroom houses on Whitlock Drive. Tenders for contractor appointment are now being prepared and the Home Ownership Team have short listed those households who have applied and are eligible to go on the Council's Self Build register to be involved in the scheme.</p> <p>The Council have also identified two other disposal sites for potential acquisition for resident self builders and Executive approval (Paper No 18-165) has been given for these to be marketed.</p>

Ref	Key Issue	2018/19 End of Year Update
WKI161	Working with Adult Social Services by November 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. For housing associations to secure planning consents and commence on site on two schemes in 2018/19 to deliver up to 95 homes for Extra Care housing at St Johns Hill and Pocklington Court. In addition, one supported housing scheme at Melody Road to complete in 2018/19, one to commence on site at Stag House and a third at Fordyce House to secure planning permission and commence on site in 2018/19.	<p>Adult Social Services are currently preparing commissioning plans for key client groups which are likely to inform the Strategic Housing Market Assessment due to be undertaken next year as part of the review of the Local Plan.</p> <p>With the support of the Housing and Regeneration and Adult Social Services departments, housing associations have obtained planning consents for 54 extra care units on St Johns Hill Phase 2 (Peabody) and 41 units at Pocklington Court (Optivo), which are forecast to start on site later in 2019.</p> <p>The Melody Road scheme was completed by Optivo in September 2018. Main works started on site at Stag House (9 unit supported housing scheme plus a staff flat) on 6th August 2018 and completion is forecast in January 2020. Fordyce House planning application has been approved for 7 supported housing units and a staff flat and tender documents are currently being drawn up. Discussions are ongoing with ASS as to the support arrangements required.</p>
WKI162	By June 2018 bring forward proposals for a resident do it yourself shared equity scheme for consideration with the aim of securing a registered provider delivery partner by December 2018.	A report (Paper No 18-166) was submitted to June HROSC and approved by the Executive for the Council to seek a housing provider to help deliver the purchase of up to 20 homes under this programme over the next three years. Due to officer capacity and clarification on legal issues this has not progressed in the anticipated timeframe. Legal and procurement documents are currently being prepared to tender in the Spring of 2019 for a housing provider to administer the programme.
WKI163	To maximise the delivery of affordable housing through work with partners, including developers, registered providers and the planning service For June 2018 HROSC bring forward recommendations in the Affordable Housing Update Report to maintain and maximise affordable housing delivery and report to HROSC on progress in securing affordable housing delivery In 2018/19 to submit grant claims to the GLA for the start on site grant claim for Shuttleworth Road	<p>The Affordable Housing Update Report (Paper No 18/164) was presented to June 2018 HROSC forecasting the delivery of 363 affordable home completions in 2018/19. This figure was revised to 325 homes as some homes are now due to be handed over early in the new financial year.</p> <p>The Council has been successful in securing over £12m funding allocation from the GLA's Building Council Homes for Londoners programme to support the delivery of 174 affordable homes as part of the Council's development led programme.</p>

Ref	Key Issue	2018/19 End of Year Update
	and seek further grant allocations from the GLA's 2016 – 2021 Affordable Homes Programme for other Council led development schemes	Additionally, the Council has now claimed its first tranches of grant for two sites in the programme, delivering 22 homes, that have started on site, 325 affordable homes had completed at the end of 2018/19, in line with the revised forecast provided at the six-month review in September 2018. Wates contractors commenced works on the Council's Shuttleworth Road scheme which is forecast to deliver 71 new affordable homes in late 2020/early 2021. The Council submitted a claim and received payment for the start on site grant from the GLA in March 2019.
WKI164	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.	The Affordable Housing Update Report (Paper No 18/164) was presented to June 2018 HROSC. Contractors have now been appointed for two satellite sites, Shuttleworth Road (Wates) and Gideon Road (Kind Diamond).  Although both sites have been delayed due to the discovery of abnormal ground conditions, Wates are now in possession of Shuttleworth Road site, with the main works contract commencing March 2019 and completion forecast for late 2020/early 2021. Kind Diamond took possession of Gideon Road in March 2019, with main works forecast to commence in September 2019 and completion forecast for late 2020.
WKI165	Enable the delivery of 363 affordable homes in 2018/19	In line with the revised forecast provided in September 2018 (see comments in WK163), 325 affordable homes completed during 2018/19.

### **050 Private Sector Housing**

Ref	Key Issue	2018/19 End of Year Update
WKI166	Undertake a review of HMO licensing following the changes to mandatory licensing, and report to members in January/February 2019 highlighting outcomes of licensing and other pieces of legislation	New mandatory licensing criteria have been implemented since 1st October 2018. The report to members was postponed to allow time for the full impact of increases to numbers of licensing HMOs to be assessed, and to allow time for other legislation to become enacted and implemented namely the Homes Fitness for Habitation Act



Ref	Key Issue	2018/19 End of Year Update
	e.g. Letting Agents.	2018 and the Tenant Fees Act 2019.
WKI167	Create a Tenants Champion Role, and support them to advocate for Private Rented Sector tenants' needs.	Paper 18-338, laying out proposals for the Champion's role and the appointment of an identified individual, was supported by the Finance and Corporate Resources OSC on 27th September. Officers have completed preparations for the appointment and implementation of the role. The tenants champion will start working on cases referred to her in Q4.

### 051 Public Health

Ref	Key Issue	2018/19 End of Year Update
WKI168	<p>Continue the implementation of the Council's Prevention Framework, including:</p> <ul style="list-style-type: none"> <li>• Piloting the embedding of key prevention initiatives (e.g. Making Every Contact Count training for staff) into the Council's procurement processes</li> <li>• Continuing to develop and implement the Social Prescribing programme to allow GPs and other primary care workers to refer residents to community-based preventative and wellbeing services</li> <li>• Influencing the spending of the local NHS by delivering a commissioning offer to the CCG and embedding prevention in the Local Health &amp; Care Plans</li> </ul>	<p>The pilot is progressing and commissioners have been receptive to embedding public health initiatives in their contracts. The initiatives we are piloting are Making Every Contact Count, adherence to the Low Emission Zone and Ultra Low Emission Zone targets, implementation of the TfL Work Related Road Risk programme and signing up to the London Healthy Workplace Charter. The contracts involved in the pilot are the Community Independent Living Scheme, Homecare services, Waste and Recycling, Highways, and Kitchen and Bathroom renovations. All contracts will be let by mid-2019 and followed up to measure the impact of the public health initiatives. The pilot will then be evaluated, and next steps agreed. The next step is to assess acceptability of inclusion of these initiatives by the contractors. This will be assessed on a case by case basis as the contracts go out to the market.</p> <p>Wandsworth CCG have been piloting an approach to social prescribing with the health innovation network which utilises practice staff in building a rapport with patients within primary care to assess their non-medical needs and refer them to appropriate community-based services such as park walks. The pilot is currently being independently evaluated.</p> <p>The CCG is now taking the learning from the pilot and working closely with the Local</p>

Ref	Key Issue	2018/19 End of Year Update
		<p>Authority and voluntary sector to develop a 'Preventative Offer' for procurement in 2019. Public Health are reviewing the Council's existing commissioned preventative and wellbeing offer to ensure that a whole system approach is applied to the commissioning of a comprehensive Preventative Offer. The 10 year forward view for the NHS has now approved Primary Care networks (for a population 30-50k), these networks will be supported by community link workers who will have a main role for social prescribing. The CCG has now merged with Merton and will be adopting the Merton model for an evidence-based approach to social prescribing. This requires a link worker to be co-located in the practice and carry out an assessment of need using the wellbeing star. The Council's preventative offer includes two new elements to support social prescribing; intergenerational activities and enhanced community navigation. The enhanced community navigation will offer more intensive support to those identified in primary care. The details of the offer will be worked up with the provider. The contracts are on track for mobilisation 2019/20</p> <p>As part of Public Health's statutory duty (Core Offer) to support the CCG, an agreed workplan was submitted to, and approved by the executive team at Wandsworth CCG in July 2018. The workplan features support to embed four elements of prevention into the work of the CCG, including social prescribing, prevention in procurement, making every contact count, and workplace health. Progress with each element is at different stages. A similar approach is being taken to embed prevention into the emerging Health and Care Plan for the borough.</p>
WKI169	Ensure new hub site for substance misuse services opens in Summer 2018, and that operation of the site maintains good relationships with the local community and secures an increase in service uptake.	Following the tragic murder that occurred in the immediate vicinity of the proposed service, further discussions have taken place with residents and the plan for a hub site on the Doddington Estate has been halted. Consultation with residents on an alternative use of the site has commenced.

#### 052 Integrated sexual health services:

Ref	Key Issue	2018/19 End of Year Update
WKI170	Work with provider of Integrated Sexual Health Services to commence delivery of services from single hub site from October 2018, contributing to improved delivery evidenced by improved user satisfaction with services.	The service opened as planned on 19th October and is now operating successfully.

### 053 Commissioning

Ref	Key Issue	2018/19 End of Year Update
WKI171	Home care services to be re-commissioned. Report to June OSC with tender launching soon after OSC meeting. Implementation in July 2019.	Tender exercise completed. Mobilisation of contracts now underway with the provider market, service users and Councillors informed of the outcome. Transfer of packages of care to zone providers being planned in managed phases.
WKI172	Review Learning Disability services by September 2018 to ensure best use of resources with particular focus on high cost packages including those services users receiving multiple services.	<p>A Learning Disability (LD) programme board has been established to maintain strategic oversight of key workstreams. These include:</p> <ul style="list-style-type: none"> <li>• Accommodation review</li> <li>• Strength based reviews (promoting independence)</li> <li>• Joint 10-year LD strategy with the CCG</li> <li>• Service reconfiguration of key LD provision (including One Trust)</li> <li>• Review of all LD contracts and services</li> </ul>

### 054 Health and Social Care Integration

Ref	Key Issue	2018/19 End of Year Update
WKI173	Monitor agreed actions in the BCF plan to ensure that they are delivered on time and within timescales and budget through quarterly reports to NHS England and	BCF Performance and budget are monitored by the joint Better Care Programme Board. Quarterly reports have been submitted to NHS England and Health and Wellbeing Board on time, Q4 report due on 18/04/19.

Ref	Key Issue	2018/19 End of Year Update
	Health and Wellbeing Board.	Currently waiting for BCF Policy to be released for 2019-2020 planning.
WKI174	Support transformation of health and social care services so that more residents receive their care in community settings; reducing unnecessary hospital admissions and supporting timely discharges from hospital.	<p>Work is being progressed through collaborative working arrangements with acute hospitals; community health providers and Wandsworth CCG. This includes:</p> <ul style="list-style-type: none"> <li>• Engagement with transformation programmes led by St George's and Kingston Hospitals to improve hospital discharge and reduce delayed transfers of care.</li> <li>• Collaborative working with CCG, GP Federation and Community Adult Health Services on “intermediate care” provision and pathways.</li> <li>• Collaborative working with CCG, GP Federation and Community Adult Health Services on reviewing the Enhanced Care Pathway, and social care input into locality multi-disciplinary teams</li> </ul>

### **055 Adult Social Care**

Ref	Key Issue	2018/19 End of Year Update
WKI175	Implement actions to support 30% of people receiving a Direct Payment and strengthen monitoring arrangements for Direct Payments to ensure appropriate use of public money.	Work is continuing, overseen by a Direct Payments Working Group, to strengthen the monitoring arrangements for Direct Payments - an update report was presented to the Audit Committee about this in March 2019. The current percentage of people with a Direct Payment is 26.3% (at end of February), which is below target. Work is underway to further streamline internal processes to make it easier to set up Direct Payments and work to offer Direct Payments as part of the home care mobilisation project, where service users wish to choose their own care provider.
WKI176	Work with strategic partners to implement joint arrangements for the Safeguarding Adults Board in Richmond and Wandsworth to ensure local residents live in safety, free from abuse and the fear of abuse and with the rights of citizenship.	The new Safeguarding Adults Board(SAB) arrangements are fully functional. An independent chair was appointed in November 2018. 3 sub-groups established covering Safeguarding Adult Reviews (SARs), Communication & Engagement and Performance and Workforce. The Wandsworth Community Forum was recently launched as a mechanism to increase engagement of local people and organisations

Ref	Key Issue	2018/19 End of Year Update
		<p>in the work of the SAB.</p> <p>A Learning event which focused on the learnings from SARS and launched the 7-minute learning tools, was held in November. A partnership event was held in February with representation from the children's board and community safety partnership plus other key stakeholders. As a result of this meeting annual meeting of key strategic board chairs are to be held and the SAB is arranging masterclasses aimed at improving practice across the partnership. The annual general meeting is planned for April 2019. The Board is on track to deliver on its priorities and is functioning effectively.</p>
WKI177	Ensure best use of the Mosaic system through reviewing current processes and implementation of the Mosaic portal and to start the process of joining the systems in Wandsworth and Richmond for implementation in 2019.	<p>Implementation of portal has been delayed due to significant technical issues following upgrade that was required in order to implement the portal. However a number of processes are under review including carers assessments, financial assessment and direct payments.</p> <p>Work on establishing the new contract for the single system including cost savings will be signed off in May. The project has been delayed due to complexities in establishing costs but we are still aiming to complete the merger in this financial year.</p>
WKI178	Implement Carers' Strategy Action Plan, including working with Carers' Centre to strengthen offer for carers of people with dementia.	Uptake of carer assessments has fallen well short of target. In the light of this, a review has commenced of DASS work with carers, including the approach to undertaking carer assessments and more clearly defining and promoting the DASS offer to carers.
WKI179	Review current model and service provision at first point of contact with Adult Social Services by December 2018 to ensure demand is managed effectively and local residents are supported to be as independent as possible.	<p>Review of current service model completed, and future vision agreed based on best practice models and local demand.</p> <p>A redesign of the model is now underway with internal and external stakeholders. The future pathway is expected to be agreed by September 2019 with the new model fully implemented by April 2020.</p>

Ref	Key Issue	2018/19 End of Year Update
WKI180	Review the impact of Social Care Green Paper in Summer 2018 for implementation in line with timescales set out by the Department of Health.	This work will be progressed when the Social Green Paper is published.
WKI181	Work with other Council departments to support the Older People Champion to promote key services and initiatives aimed at older people in the borough including tackling loneliness and isolation	<p>A meeting with the person identified for the role, key officers and chaired by the Cabinet Member has now taken place to agree key deliverables.</p> <p>Recommendation will be made to the Leader's meeting for consideration on 1st April 2019. A set of outline areas of focus has been proposed and this will be developed into a plan, with outcome and impact measures for the forthcoming year.</p>