

# Proposed Wandsworth Key Issues for 2019/20

## 001 Council Tax

Ref	2019/20 proposed Key Issue
WKI001	Maintain a distinctively low Council Tax

## 002 Shared Staffing Arrangement

Ref	2019/20 proposed Key Issue
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: timescales to be determined</li> <li>• Housing: June 2019</li> <li>• Social Care: March 2020</li> <li>• Customer services: Full go live April 2020</li> </ul>
WKI007	Following the completion of the deployment of Office 365 to all staff, complete the modernisation of desktop office systems via the roll out of Windows 10 devices to all staff by end December 2019
NEW 1	Complete re-tendering exercise for the Business Rates Service and ensure successful transition to new service
NEW 2	Ensure that the services provided to the Business Improvement District companies within the borough (including the new Clapham Junction BID) meet the agreed service levels set out in the Operating Agreements
WKI008	Workspace Strategy Phase 2 – Progress the Masterplan of the Town Hall “Island” and development of a costed business case, including: <ul style="list-style-type: none"> <li>• Develop governance arrangements for the WorkSpace Phase 2 programme including enabling workstreams/activities, communications strategy, timings, team structure, stakeholder analysis, risks/issues – June 2019</li> <li>• Change Management – develop case studies from other local authorities who have undergone the same programme and develop a proposed approach for this project – August 19.</li> <li>• Interim report – shortlisted masterplan options and costs – November FCROSC</li> </ul>

Ref	2019/20 proposed Key Issue
	<ul style="list-style-type: none"> <li>Final report – business case and associate costs – March 2020</li> </ul>

### **003 Contact Centre Expansion**

Ref	2019/20 proposed Key Issue
WKI009	Complete technical implementation of new CRM system in 2019/20 with full go live of the majority of systems by April 2020. This will enable further multi-skilling of staff, more effective use of existing staffing resource and reducing wait times for customers.

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

Ref	2019/20 proposed Key Issue
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.</p> <p>Service reviews to be revised over Quarter 1 2019/20 to take into account any potential improvements offered by the new CRM system with regards to online offerings this 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> </ul>
WKI011	<p>Work collaboratively with the industry to improve resident and business access to faster and more reliable broadband services.</p> <p>Work with providers to expand the network of public Wi-Fi.</p>

### **005 Council IT Infrastructure and Support**

Ref	2019/20 proposed Key Issue
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Ref	2019/20 proposed Key Issue
WKI013	Maintain current performance whilst continuing to work on 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.

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

Ref	2019/20 proposed Key Issue
WKI015	Atheldene development - Phases 1 and 2 (Earlsfield) Oversee developer's progress with a target start on site of Quarter 4 2019. Seek Secretary of State consent for CPO by June 2020

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

Ref	2019/20 proposed Key Issue
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 KIxxx
WKI017	Continue to embed health and wellbeing in the Aspirations agenda, particularly focusing on the regeneration areas in Roehampton and in Winstanley & York Road. Work with local groups and organisations to contribute towards improved health and wellbeing of residents as well as practical support in terms of community capacity building.

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

Ref	2019/20 proposed Key Issue
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 and employment space, in line with planning requirements
WKI019	To complete technical validation of the design of the Nine Elms Pimlico pedestrian and cycle crossing, based upon the agreed location, by 31st December 2018.
WKI020	Work with TfL and the appointed contractor in progressing the implementation of the NLE and co-ordinating the commencement of operations with other aspects of the Nine Elms programme.
WMT004	Continue to campaign for the reinstatement of the planned Northern line upgrade.
WMT009	Campaign for improved public transport links to Queenstown. Support the development of the new Northern Line Tube station and campaign for improved bus services.
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 ensure it becomes a distinctive new district in London with community, culture and creativity at its heart.
WKI022	Commission a study to investigate how to attract new start-ups and existing companies in the design sector to Battersea and Nine Elms. <ul style="list-style-type: none"> <li>• Commission study - July 2019</li> <li>• report the findings of this work - December 2019.</li> </ul>
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 based on the findings of the design sector study.

#### **009 Supporting local residents into employment**

Ref	2019/20 proposed Key Issue
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Ref	2019/20 proposed Key Issue
WKI024	Through Work Match, deliver 250 jobs for local people during 2019/20 with targeted skills training and pre-employment support to create a supply chain of skilled job ready candidates with a particular focus on the construction, retail, and hospitality & catering, roles.
WKI025	Develop a shared learning scheme that links young people starting their careers with experienced local residents.
WKI026	<p>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:</p> <ul style="list-style-type: none"> <li>• Opening a new employment and skills hub at 100 Falcon Road in Battersea by June 2019 and identifying a delivery hub in Roehampton by March 2020</li> <li>• Work with other Council teams to target priority groups such as those with health conditions and care leavers</li> <li>• Continue to support older workers into work / training working with external partners to ensure residents are able to access specialist/tailored support, including the Central London Forward (CLF)-commissioned Work and Health Programme provides proportionate benefit in Wandsworth</li> </ul>
WKI027	Through our contract with Citizens Advice Wandsworth, to provide information, 'gateway' advice and more in-depth support to 9,500 unique clients by telephone, online or face-to-face support through offices in Battersea and Roehampton and via outreach in other parts of the borough. Review the support service provided for EU citizens to ensure that needs are understood and met in the most effective way
WMT061	Champion EU citizens' rights and work in partnership with Citizen's Advice Wandsworth to offer EU citizens practical help and advice on residency status. Hold further information and advice session for EU residents in partnership with Citizen's Advice Wandsworth.

## **010 Business Support**

<b>Ref</b>	<b>2019/20 proposed Key Issue</b>
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>• Use our e-newsletter mailing list and social media channels to attract 1,000 attendees to business events, throughout the year</li><li>• Identify opportunities to promote and support the borough's female owned businesses and entrepreneurs to grow and develop</li><li>• Work with workspace providers, developers and local agents to provide information to local businesses and identify opportunities to protect, improve and develop business space in the borough</li></ul>

## **011 Town Centres**

<b>Ref</b>	<b>2019/20 proposed Key Issue</b>
WKI029	<p>Implement a new approach to supporting the borough's town centres by promoting a new Business Improvement District (BID) in Tooting (targeting a ballot in November 2019), establishing strong working relationships with BIDs in Clapham Junction, Putney and Wandsworth Town and supporting business associations or similar in other centres. Continue to support business development and investment in the borough's town centres working with BIDs, business associations, investors and other stakeholders. Build on the Future High Street Fund bid for Putney to identify measures to bring new investment and activity to the High Street. Ensure the Local Plan Review supports the Council's ambitions for a vibrant and sustainable network of town centres.</p>

## **012 Aviation noise**

<b>Ref</b>	<b>2019/20 proposed Key Issue</b>
WKI030	<p>Continue opposition to an expanded Heathrow. Work with other councils, Greenpeace and the Mayor of London to draw attention to the significant impacts an extra 250,000 flights per year will have on residents' lives.</p> <p>Supporting the Heliport Consultative Group's work in challenging the heliport operator, the Mayor of London and the CAA to work together to develop more sustainable options to mitigate the impact of helicopter noise on local residents in Wandsworth and neighbouring boroughs.</p>

## **014 Staff Engagement**

<b>Ref</b>	<b>2019/20 proposed Key Issue</b>
NEW 3	Building on a number of initiatives to date, launch a programme of staff focussed benefits by the end of Q2 under the banner of being an Employer of Choice
WKI033	<p>Continue to modernise our recruitment practices by rolling out the functionality of the new Recruitment system including:</p> <ul style="list-style-type: none"><li>• Implementing name blind recruitment, which has started to be undertaken in some services, by end Q2 2019.</li><li>• Streamlining and further digitising recruitment processes by end Q3</li></ul>

## **016 Resident Engagement**

<b>Ref</b>	<b>2019/20 proposed Key Issue</b>
WKI036	Bring forward proposals for and implement a community engagement strategy, to include principles for working with community and voluntary groups, by September 2019

## **017 Education, Performance and Planning**

<b>Ref</b>	<b>2019/20 proposed Key Issue</b>
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.
WKI038	Launch mentoring scheme, including <ul style="list-style-type: none"><li>• Pupils identified as suitable for mentoring by St. John Bosco &amp; Ernest Bevin schools - June 2019.</li><li>• Summer school programme held by St. John Bosco and Ernest Bevin schools – August 2019</li><li>• Peer mentoring programme starts – Sept 2019</li><li>• Mentoring programme reviewed – Spring 2020</li></ul>
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.
WKI042	Exclusions: Support schools to work collaboratively to reduce the number of fixed term and permanent exclusions especially for YOT clients and for looked after children and monitor that there is no off-rolling.
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 Commission in identifying and quality assuring new promoters and taking forward options for secondary schools to address expected long term increase in demand.
WMT057	Set up a grant fund for to support schools to train the next generation of leaders. At least 10 aspiring leaders will be accessing training to support their leadership development in schools
WMT059	Refurbish the ball games area, playground at Chivalry Road and St Mark's Playspace on Boutflower Road using funding from Wandsworth local fund
WMT060	Work with partners to develop and agree a programme of opportunities to showcase arts talent in schools

## **018 Capital Investment in Schools**



Ref	2019/20 proposed Key Issue
WKI044	Ensure that agreed expansion projects to provide sufficient secondary places to meet the identified need, including additional places at Ark Putney, Chestnut Grove and St Cecilia's, are delivered on time and on budget.
WKI045	Work with and support schools to help improve the quality of outdoor play equipment - all 21 schemes to be completed by September 2019
WKI047	Implement the recommendations of the strategic review of special educational provision, including the creation an extra 16 places for children with learning disabilities and ASD by 2021

### 019 Lifelong Learning and apprenticeships

Ref	2019/20 proposed Key Issue
WKI048	<p>Following on from the Ofsted score of “good” for Lifelong Learning; implement further improvements to achieve “Outstanding” by August 2021 (the timing of the next expected Ofsted inspection); in particular to:</p> <ul style="list-style-type: none"> <li>• Strengthen governance and leadership – April 2019</li> <li>• Increase the volume of introduction to employment courses and maths courses – May 2019</li> <li>• Embed employability for learners wanting to improve or gain employment – June 2019</li> </ul>

### 020 Early Help

Ref	2019/20 proposed Key Issue
WKI049	<p>Work with internal and external partners to deliver a comprehensive and responsive Early Help offer, which aims to ensure that presenting issues relating to children, young people and families are identified at the earliest opportunity</p> <p>Restructure the Early Help services to work more effectively with whole families who need additional, targeted support</p> <p>Create a coherent community offer of Early Help, organised in three geographical clusters, in Battersea, Roehampton and Tooting, with multi agency teams working with 0- 19 years (0-25 years with SEND).</p>
NEW 4	<p>Build on the 92% of domains graded good or outstanding by HMIP to further strengthen the Youth Offending Team (YOT) by:.</p> <ul style="list-style-type: none"> <li>• reviewing joint decision making and co-working cases relating to sexually harmful behaviour with partners;</li> </ul>

Ref	2019/20 proposed Key Issue
	<ul style="list-style-type: none"> <li>engaging with schools to ensure a consistent approach on knife crime;</li> <li>using data to evaluate effectiveness of work and inform future development of the service; and increasing the number of young people receiving community resolutions</li> </ul>

### **021 Early Years and Prevention**

Ref	2019/20 proposed Key Issue
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.
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 eligible families. 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).
WKI052	Work with, and support, outstanding primary schools to offer high quality nursery education.

### **022 Special Educational Needs and Children with Disabilities**

Ref	2019/20 proposed Key Issue
WKI053	Work with all relevant partners including CCG, schools and parents to prepare for the Local Area Inspection of SEND that is likely to take place before the end of 2021

### **023 Children's Social Care**

Ref	2019/20 proposed Key Issue
WKI054	Continue to strengthen the contributions of relevant agencies, especially health, to strategy meetings, including complex strategy meetings for vulnerable adolescents. (Ofsted Recommendation 1)

Ref	2019/20 proposed Key Issue
WKI055	Further 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, by extending the multi-agency partnership. Ensure that the impact of intervention is analysed and clearly recorded. (Ofsted Recommendation 2)
WKI056	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)
WKI057	Ensure that early permanence arrangements and strategic oversight are robust, so that children who cannot return home benefit from continuity, security and belonging through effective permanence planning. (Ofsted Recommendation 4)
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)
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)
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)
WKI061	Increase the take up of independent advocacy 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)
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)
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.
WKI064	Ensure the quality of social work practice, including assessments and direct work, is consistently high throughout the Children's Services Department.
NEW 5	Review and develop transition arrangements with Adult's services including a framework for efficient data sharing and resource

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	management

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

Ref	2019/20 proposed Key Issue
WKI073	Review the Carbon Management Plan in line with the new council sustainability strategy following the abolition of the Government's Carbon Reduction Commitment and increase in charges/rates of the Climate Change Levy from April 2019 excluding housing.
WKI074	Implement the actions set out in the Air Quality Action Plan (actions will be added)

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

Ref	2019/20 proposed Key Issue
WKI075	Increase the percentage of household waste recycled where it is cost effective to do so.
WKI076	Reduce contamination of mixed recycling.
WKI078	Reduce the quantity of household waste collected per household
WMT038	Clean busiest streets and town centres up to six times a day, seven days a week.
WMT039	Every residential street with be swept at least once a week.
WMT040	Work with housing estates, businesses, schools, residents and the Council to cut down on litter and improve rubbish collection in Earlsfield.
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
WMT041	Use cameras to catch fly-tipping offenders in particularly bad spots in Bedford Ward.
WKI080	Reduce plastic waste generated by the Council and implement collections of plastic waste from Thames foreshore, River Wandle and Beverley Brook. Specific actions to include a further Council campaign similar to For Fishes Sake, to reduce plastic pollution

Ref	2019/20 proposed Key Issue
	in Wandsworth, and to work with organisations such as the Boat Race, Thames 21 and our event organisers, to minimise use of single use plastics.

## 026 Leisure and Culture

Ref	2019/20 proposed Key Issue
WKI082	Review of Sports and Leisure facilities completed – Summer 2019
WKI083	Complete the new all-weather floodlit artificial pitch at Falcon Park by June 2019.
WKI084	Build on the success of Wandsworth Fringe both in terms of programme and audience, with a target of reaching 75% of wards
WKI086	Arts Strategy to be produced by November 2019

## 027 Libraries

Ref	2019/20 proposed Key Issue
WKI087	<p>Guarantee the future of all 11 borough libraries and ensure Wandsworth has the best used network of libraries in London. Ensure that any proposed new library buildings are delivered to the highest standard, with cutting edge services and the most innovative and up to date technologies, through a programme of Council and commercially funded rebuilds and regeneration programmes.</p> <ul style="list-style-type: none"> <li>• Wandsworth Town Library – Open Autumn 2020</li> <li>• Northcote – Building completion Summer 2020</li> <li>• Roehampton: Building completion due January 2021</li> <li>• Battersea Park: Building completion due June 2021</li> </ul>
WMT052	Publish new library strategy, which will set out the Council's vision for the Library and Heritage Service and will be a key document for modernising and driving the service forward.

## **028 Parks and bereavement Services**

<b>Ref</b>	<b>2019/20 proposed Key Issue</b>
WMT045	Identify locations and identify most appropriate cafe provision for each park.
WMT046	Increase the number of Green Flag awards for our parks through further applications to the scheme.
WKI089	Plant 320 new trees by April 2020 and provide 75 trees to community organisations to plant on their own land.
WKI090	Identify locations in all major parks suitable for installing water fountains.
WKI091	Create new burial space at Wandsworth Cemetery
WMT043	Upgrade Coronation Gardens and invest in improvements to encourage greater use and deter anti-social behaviour.
WMT044	Review existing trim trail facility outside Wandsworth Common station. Any new proposal to support the developing Management and Maintenance Plan
WMT047	Work with residents to develop plans to increase access to Roehampton playing fields and ensure future plans increase access and continue to offer valuable social and sporting support to young people.
WMT048	Use successful application funding to secure amenity value of Putney Park lane.
WMT049	Protect Wandsworth Common
WMT050	Create a new Tonsley's Conservation Area. Renew Old York Road with new pavements, plants and historical features. Protect the area from insensitive development by creating a new Conservation area.

## **029 Community Safety:**

<b>Ref</b>	<b>2019/20 proposed Key Issue</b>
WMT017	<p>Work to keep Wandsworth the safest inner London borough. Actions to include:</p> <ul style="list-style-type: none"><li>• Developing the Community Multi Agency Risk Conference to be more effective and accountable around key issues/individuals</li><li>• Developing the Community Trigger process in line with the latest National best practice</li><li>• Ensuring Neighbourhood plans are developed for each ward and shared with key partners</li><li>• Community Safety Team to attend all ward panels if possible to ensure members are updated on key Community Safety</li></ul>

Ref	2019/20 proposed Key Issue
	<p>actions</p> <ul style="list-style-type: none"> <li>Working closely with the Communications Team to develop the Community Safety comms strategy</li> </ul>
WKI094	<p>Increase activity to safeguard people from radicalisation:</p> <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 challenge of terrorism and the threat we face from those who promote it, by undertaking varied initiatives and delivering e-safety to schools.</li> </ul>
WKI095	<p>Deliver focussed work in priority neighbourhoods and locations to tackle crime and anti-social behaviour, including burglary, robbery, motor vehicle crime and drug supply. Specifically:</p> <ul style="list-style-type: none"> <li>Develop a problem solving approach to priority crimes using the SARA process</li> <li>Link in with Tactical Tasking Command Group (TTCG) to ensure Police resources are available to support local priorities</li> <li>Develop a Localised Joint Action Group (LJAG) approach to ensure focused work on crime priority locations</li> </ul>
WMT016	<p>Increase the targeting of offenders for BURGLARY, ROBBERY AND MOPED CRIME via a hot spot approach using police data, community intelligence and cross borough work.</p> <p>Effective use of the Police TTCG process to ensure Police resources support the targeting of localised crime priorities</p> <p>Regular cooperation with neighbouring boroughs to ensure consistent approaches to priority crimes such as Burglary and Robbery.</p> <p>Effective use of Junior and Adult IOM structures to target Prolific Offenders of Priority crime types</p>
WKI096	<p>Tackle knife crime through the delivery of the knife crime action plan, including enforcement, diversion, prevention and early intervention including:</p> <ul style="list-style-type: none"> <li>Further develop the Wandsworth Knife Crime Forum and holding a series of seminars on key topics.</li> <li>Update and deliver actions in the Knife Crime Action Plan.</li> <li>Work closely with Public Health colleagues on taking a public health approach to Knife Crime through the Knife Crime Taskforce</li> </ul>
WKI097	<p>Lobby the Mayor and GLA to reverse any planned police station closures announced or consulted on in 2019/20.</p>
WKI098	<p>Improve and increase services to tackle Violence Against Women and Girls:</p> <ul style="list-style-type: none"> <li>Undertake a quality assurance review of the MARAC (Multi-agency Risk Assessment Conference for high risk victims by April</li> </ul>

Ref	2019/20 proposed Key Issue
	<p>2020</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 and Richmond by April 2020</li> <li>• Deliver the project to improve community-based approach to tackle Female Genital Mutilation by April 2020</li> <li>• Ensure the delivery of the complex needs service by Refuge and Spear in partnership with Richmond, Merton and Kingston by April 2020</li> <li>• Complete the Domestic Homicide Reviews in the borough and ensure recommendations are delivered.</li> </ul>
WMT014	Continue to lobby hard for additional police resources in the borough.
WMT015	<ul style="list-style-type: none"> <li>• Establish effective Ward Panels across the borough.</li> <li>• To work with the Safer Neighbourhood Board (SNB) and the Police to establish a number of effective ward panels that cover the whole borough</li> <li>• To help develop the Safer Neighbourhood Board to enable a more robust approach to local priorities</li> <li>• To work with the Business Intelligence Team and the SW BCU analysts to develop an understanding of crime trends in key locations to support an effective problem solving process</li> <li>• Continue to support evidenced based preventative approaches to identified crime trends</li> </ul>

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

Ref	2019/20 proposed Key Issue
WKI099	The second consultation stage of the full review of the Local Plan will be reported to SPTOSC in Spring/Summer 2020. A second round of consultation of the Planning Obligations SPD will be commenced in Summer 2019. The Central Wandsworth Economic Use Intensification Area Masterplan SPD (including the Wandsworth Gasholder site and the Council's Depot) will be commenced in Summer 2019.
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.

### **031 Resolve key sites:**



Ref	2019/20 proposed Key Issue
WKI101	Clapham Junction (Northcote)
WKI102	Young's Brewery (Fairfield)
WKI103	-Wandsworth Town Centre/Wandle Delta Area: all other sites (Fairfield)
WKI104	-Putney town centre sites
WKI105	Clapham Junction/Riverside Housing Zone Sites,
WKI106	- Springfield Hospital
WKI107	- Nine Elms/Vauxhall Opportunity Area, including new developments and associated infrastructure requirements.
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.

### **032 Thames Tunnel:**

Ref	2019/20 proposed Key Issue
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.

### **035 Neighbourhood CIL**

Ref	2019/20 proposed Key Issue
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.

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

Ref	2019/20 proposed Key Issue
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, Wandsworth Town and Battersea Park Stations.
WKI115	Work with key stakeholders to bring forward a planned series of major infrastructure projects at Clapham Junction station including Crossrail 2, and additional capacity on Gatwick line. Work with Network Rail to support long term redevelopment and improvement plans for the station as part of a broader strategy for attracting investment to the town centre and delivering wider economic benefits including new jobs, homes and business growth. Ensure these plans are linked into delivery of Housing Zone objectives agreed with the GLA for the area.

### **037 Transport initiatives:**

Ref	2019/20 proposed Key Issue
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 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.
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
WKI119	Work with partners to promote the Diamond Jubilee cycle and footbridge.
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.
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.
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.
WKI123	Appoint a “healthy streets” champion that works to help reduce street clutter and create new pocket parks, as part of a total

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	safety approach.
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 including electric dock less bikes and scooters and other electric vehicles that may be developed in the future. In 2019/20, pilot EV charging expansion in Shaftesbury.

### **038 Cycling:**

Ref	2019/20 proposed Key Issue
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.
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.

### **039 Road Safety**

Ref	2019/20 proposed Key Issue
WKI128	Working with TfL reduce casualty rates on TfL roads and in doing so help meet Mayor for London road safety targets.
WKI129	Deliver a programme of initiatives and schemes aimed at reducing traffic casualties amongst the most vulnerable road users.
WKI130	Progress soft trial of 20mph enforcement cameras on residential roads with target date of Autumn 2019, subject to greater delegation of powers to the Council.

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

Ref	2019/20 proposed Key Issue
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Ref	2019/20 proposed Key Issue
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.

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

Ref	2019/20 proposed Key Issue
WKI136	To commission a feasibility study with options for Inkster and Penge House and to undertake initial engagement with affected owners and residents by December 2019
WKI137	<p>For Winstanley- York Road regeneration</p> <ul style="list-style-type: none"> <li>• To conclude legal agreement with Battersea Baptist Chapel &amp; Thames Christian College by May 2019</li> <li>• Workshops with local residents and community groups on scheme branding and street/block naming - June 2019</li> <li>• To organise and support a summer festival on York Gardens July 2019</li> <li>• To conclude the internal design of the leisure centre/community building by December 2019</li> <li>• Planning permission approved locally and by GLA and permission granted for hybrid scheme by December 2019</li> <li>• To complete the allocation of residents to Shuttleworth Road and Gideon Road "off-sites" by December 2019.</li> <li>• To complete the allocation of residents to the new Council block on Plough Road by March 2020</li> </ul>

#### **044 Alton Estate:**

Ref	2019/20 proposed Key Issue
WKI138	<p>For the Alton regeneration</p> <ul style="list-style-type: none"> <li>• Hybrid planning application to be submitted by Redrow by May 2019</li> <li>• Submission of planning application for new Council housing on Fontley Way by June 2019</li> <li>• Workshops with local residents and community groups on scheme branding by June 2019</li> </ul>

Ref	2019/20 proposed Key Issue
	<ul style="list-style-type: none"> <li>Consult with schools and users on proposals for Witley Point MUGA to inform design and subsequent public consultation by June 2019</li> <li>Commence construction of new Council housing on Bessborough Road by August 2019</li> <li>To organise and support the Alton Festival in September 2019</li> </ul>

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

Ref	2019/20 proposed Key Issue
WKI139	To continue the roll out of the provision of Broadband to council managed blocks taking the total number of properties to 30,000 during 2019/20.
WKI140	To assist in the conclusion of the tender programme for the new SSA CCTV/emergency control facility. Tender award to be completed by summer 2019. To train the staff group in the functions of the new CCTV service and produce procedures for front line staff. Go live date Summer 2020
WKI142	To continue work at Sudbury House and Castlemaine to remove and re-clad both buildings. Works to be completed by March 2020
WKI143	To take forward a programme for retro-fitting sprinklers in sheltered and hostel accommodation to include appointment of consultant by Spring 2019.
WKI145	Develop a programme of communal electrical testing and inspections, prioritised towards blocks of 10 storeys and above. To be presented for approval at September HROSC.
NEW 5	To review compliance arrangements within the service including in relation to fire safety matters. To present a proposed structure to June 2019 HROSC.
NEW 6	Further to the Social Housing Green Paper establish a resident working group to review participation structures to improve how we communicate with residents. To present a participation strategy to September 2019 HROSC for approval.
NEW 7	To begin work to gain the domestic abuse housing alliance accreditation which recognises best practice in dealing with domestic abuse. To report on progress to June 2019 HROSC.
WKI148	Take forward a reorganisation in the Housing Strategy and Development Division to provide capacity to champion and

Ref	2019/20 proposed Key Issue
	enable development on private and publicly owned sites. This will include seeking to maximise resident and worker focused housing offers. For new team structures to be in place by winter 2019
WMT012	Zero tolerance approach to graffiti, and maintain strong partnership with local police.

#### **046 Housing IT**

Ref	2019/20 proposed Key Issue
WKI150	Continue work with Northgate Consultants for the new housing IT system to replace Saffron and begin implementation for a go live date of July 2019. Continue to work with Co-ops to encourage take up of the new system. Review any further work required to improve data quality requirements and action plan for improvements.

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

Ref	2019/20 proposed Key Issue
WKI151	Utilise approved budgets to purchase housing for temporary and low cost rent use.
WKI152	Use agreed budget for 2019/20 of £500,000 to identify opportunities to extend and convert Council homes to provide larger low cost rent housing to meet demand.

#### **048 Housing Options and Housing Needs**

Ref	2019/20 proposed Key Issue
WKI154	Co-ordinate multi agency work to develop action plans for entrenched rough sleepers to assist in minimising rough sleeping in the borough and monitor and report annually in the Annual Resources Report the percentage change year on year in the estimated number of rough sleepers in Wandsworth. Monitor activity under the successful CLG bid and SPEAR's performance against funding outcomes.

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

Ref	2019/20 proposed Key Issue
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Ref	2019/20 proposed Key Issue
WKI157	Continue to promote and enable the development of diverse and innovative forms of affordable and low cost market housing. This will include products aimed at first time buyers and/or local residents, that are designed specifically to be affordable compared to the local open market, for 2019/20 this will include working with the private sector to secure beneficial Build to Rent Schemes where possible and appropriate which provide affordable market and sub market housing options and the Council exploring a pilot low impact roof top extension. The Affordable Update report will review and update on progress and promotion of these schemes.
WKI158	Deliver Council Development Programme and meet delivery plan forecasts. Maintain programme within budget and subsidy ceiling. 85 homes to complete in 2019/20, 154 homes either under construction or to start on site in 2019/20 and to bring forward a further 13 sites for development reporting on progress through the planning, consultation and feasibility stages. To bring forward development and delivery proposals in respect to Blore garages and the Oasis site by November 2019.
WKI159	Progress a modular build scheme on Council owned sites with contractors procured to develop at least one site in 2019/20. Consider temporary accommodation options through modular development through the London Councils' PLACE initiative.
WKI160	Implement requirements of Custom and Self Build Act including selecting resident self-builders and procuring a contract for a pilot self-build scheme on a Council owned site in 2019. Continue to review other smaller council disposal sites and prioritise for sale to resident/self-builders and other requirements of the Act, with 2 sites progressing for sale in 2019.  Review self-build register and operation by June 2019.
WKI161	Supported Housing Delivery - For housing associations to commence on site on two schemes in 2019/20 to deliver up to 95 homes for Extra Care housing at St Johns Hill and Pocklington Court. In addition, one Council developed supported housing scheme at Stag House to complete in 2019/20 and another at Fordyce House to commence on site in 2019/20.  As part of the Local Plan review and SHMA evidence base to have reviewed the need and requirement for supported housing for key ASS client groups.
WKI162	By June 2019 bring forward proposals for a resident do it yourself shared equity scheme for consideration with the aim of securing a registered provider delivery partner in 2019.
WKI163	To maximise the delivery of affordable housing through work with partners, including developers, registered providers and the planning service. Continue to champion housing schemes where key workers, such as teachers, and local people on below average salaries are given priority In 2019/20 to submit to the GLA identified schemes to take up £10m of indicative

Ref	2019/20 proposed Key Issue
	GLA funding for 83 affordable rent and 67 shared ownership homes from the Building Council Homes for Londoners Programme.  Enable the delivery of 354 affordable homes in 2019/20
NEW 8	Produce the Annual Affordable Housing Update Report to June HROSC setting out performance against forecasts for delivery of affordable and resident focused housing offers to maximise take up and housing options for residents and workers including key workers.
WKI164	Following planning approvals (for all satellite sites linked to the Winstanley and York Road regeneration) provide an update in the Council led development Update report to June 2019 HROSC on the timetable for start on sites and completion.

#### **050 Private Sector Housing**

Ref	2019/20 proposed Key Issue
WKI165	Undertake a review of HMO licensing following the changes to mandatory licensing, and report to members in November 2019 highlighting outcomes of licensing and other pieces of legislation e.g. Letting Agents.
WKI166	The focus of the Private Sector Tenants Champion in 19/20 will be to provide up to 200 hours of assistance to private tenants who are in dispute with their landlord over such matters as repair and maintenance responsibilities, failure to return deposits or harassment and unlawful eviction.

#### **051 Public Health**

Ref	2019/20 proposed Key Issue
WKI168	Continue the implementation of the Council's Prevention Framework, including: <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</li> </ul>



Ref	2019/20 proposed Key Issue
	the Local Health & Care Plans
WKI169	By 31st March 2020, to complete the recommissioning of substance misuse services under a new specification designed around securing enhanced access to support and treatment for people with substance misuse problems.

### **053 Commissioning**

Ref	2019/20 proposed Key Issue
WKI171	Mobilisation of new procured homecare contracts with implementation by April 2020
WKI172	Develop a 10-year learning disability strategy with Wandsworth CCG including a review of key learning disabilities provision.

### **054 Health and Social Care Integration**

Ref	2019/20 proposed Key Issue
WKI173	Deliver improvements in health and social care through the Local Health and Care Plan to be agreed through the Health and Wellbeing Board (HWB) in Summer 2019. HWB to have oversight of the implementation of actions for Start Well, Live Well and Age Well in the two-year plan (2019-2021).
WKI174	Continue to develop NHS partnerships with Commissioners, Providers and GP Federation through the Wandsworth Transformation Group and acting as a good strategic partner to the NHS in implementing the long-term plan. This will include engagement with Primary Care Networks as they develop (Summer 2019) and collaborative working in the development of the SWL Integrated Care System (April 2021).

### **055 Adult Social Care**

Ref	2019/20 proposed Key Issue
WMT053	Continue to support the most vulnerable in society with the best care and help. The 2% social care increase will provide another £1 million in funding.

Ref	2019/20 proposed Key Issue
WKI175	Continue to promote and encourage Direct Payments and ensure rigorous monitoring systems are in place in order to avoid misuse of public money.
WKI177	Ensure best use of the Mosaic system and start the process of joining the two systems in Wandsworth and Richmond in summer 2019 for implementation in early 2020
WKI178	Provide a broad range of support to meet individual carer needs and increase the number of carers assessed and supported.
WKI179	Review current model at first point of contact and review reablement service provision to ensure demand is managed effectively and residents are supported to be as independent as possible. Pathway design to be agreed Autumn 2019 with the new model/mobilisation April 2020
WKI181	Support the Adults and Public Health Advisor to promote key services and initiatives aimed at tackling loneliness and isolation. The Advisor role to be reviewed early 2020 to ensure outcomes have been met and to make future recommendations regarding the role.
NEW 9	Develop an accommodation strategy for all residents with care and support needs
NEW 10	Review and develop transition arrangements with Children's services including a framework for efficient data sharing and resource management.
NEW 11	Assess the population need in Wandsworth in relation to dementia_with a focus on Prevention and provision of Adult Social Care and support. The needs assessment will identify gaps in provision and offer recommendations for action.