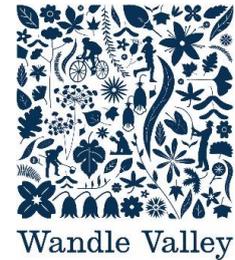


Bringing the Park to Life Wandle Valley Regional Park Trust Strategy 2016 - 2021



Covering report for Awards for All November 2016

Introduction

In our initial application to Awards for All, we set out to do the following:

- 1) Carry out desk research to better understand the social and economic needs in the Wandle Valley
- 2) Undertake consultation events to engage a wide range of people and stakeholders, to understand their needs and aspirations and to test the current and future vision for the valley and the potential role of the trust
- 3) Develop and carry out a survey to reach a wider range of people than the consultation events could
- 4) Working with consultants, to produce a revised strategy to guide the work of the Trust.

This report sets out the activities we undertook under each of these headings.

0. Inception and background

The Wandle Valley Regional Park Trust used the support from Awards for All to engage two consultants: LDA Design, a Landscape Architecture consultancy, and Shared Assets, a think and do tank focussing on common good land use. Before undertaking any of the work, Shared Assets and LDA met with WVRPT staff and trustees and reviewed current documentation and strategies. This was recorded as a SWOT analysis. Please see Appendix 5

They recommended that a refresh of the existing strategy and vision was needed to ensure the Trust could fulfil its role of leading the development of the Regional Park into the future. This was made particularly urgent by the lack of sufficient core funding being made available to the Trust by its partner local authorities.

1. Desk research

We said:

Literature review of the various voluntary and public sector reports identifying community need within the four boroughs in the last three years, then bringing together the findings for the region.



Wandle Valley

We did:

Shared Assets led a comprehensive review of the literature on the community needs within the four "Wandle" boroughs. This can be found at Appendix 1. In summary, there are substantial needs within the Wandle Valley:

Overview of social need figures in the Wandle Valley area

- 21% (29,156) children are living in poverty
- 3% households lack central heating
- The crime rate is higher than across England
- 13% people have a limiting long-term illness
- 16% people have no qualifications
- 45% people aged 16-74 are in full-time employment
- 39% households have no car
- The % of people satisfied with their neighbourhood is lower than the average across England
- 8,785 (1.8%) JSA claimants
- 25,865 (3.7%) DSA claimants
- 64/0% pensioner households have no car or van
- 70.7% pensioner households are single-headed households
- 2.5% working age adults claim mental health related benefits
- There are 6.43 JSA claimants per job

Wandle Housing Association, Community Insight (2015)

But there are also opportunities for a coordinated approach to green space to make a real difference:



Wandle Valley

Summary of considerations:

- The Wandle Valley area often coincides with areas of deprivation and areas where access to nature is lacking.
- Inequality characterises all boroughs, particularly with regards to health and income.
- Growing populations: most boroughs need to provide for growing older and younger demographics.
- Potential of green spaces: Croydon and Wandsworth explicitly state their wish to integrate green spaces in their health and social care objectives.

2. Survey

We said:

Develop a survey on our new website (launched in Sept 2015) and social media networks to ascertain community needs and invite comments on a draft strategy document. Funding will enable us to develop the survey and analyse the results. At the same time, we will promote the river, Wandle Trail and parks, and the forthcoming events.

We did:

Shared Assets and LDA produced a draft refreshed vision for the Regional Park, and purpose / mission for the Trust after their initial review. This was tested in an online survey which was open from mid July to mid August 2016. Key stakeholders were personally emailed and invited to respond; the survey was also widely publicised on social media and through the Trust's networks. Full results can be found at Appendix 2.

In summary, 121 responses were received, from a mixture of community groups, larger NGOs, the public sector (including health and housing), the general public and the private sector.

96.3% agreed with the refreshed vision, which at the time was:

Our vision is for the Wandle Valley to be developed to fulfil its potential as a coherent and vital part of London's green infrastructure, and that it contributes to the social and economic success of South West London





Wandle Valley

(This has since been edited to take account of comments in the survey and in subsequent workshops, but the sense remains).

The revised proposed purpose for the Trust was outlined in the survey as:

The purpose of the Wandle Valley Regional Park Trust is to work with its partners to improve the effectiveness of the Wandle Valley as a key part of the infrastructure for South West London.

It will do this by investing to improve the Valley's physical coherence, identity and quality. It will help to align the work of partners and stakeholders so that they support the delivery of our shared vision and achieve wider social, economic and environmental outcomes than they could alone.

96% of respondents agreed with the revised purpose, although many had comments about wording and emphasis, which have been carried through into the revised strategy.

Respondents were also asked to prioritise what they thought the Trust should focus on. Activities were ranked in order of priority as follows:

1. Promotion & profile
2. Business case & funding
3. Alignment & support
4. Core infrastructure & delivery
5. Innovation & entrepreneurialism

3. Consultation events and meetings

We said:

Because the Regional Park covers four boroughs, we intend to organize consultation with the community through our voluntary sector partners who represent communities of interest. Consultation events will:

- *Identify community needs (health and wellbeing, leisure, etc.);*
- *Find out what people and groups want from the Regional Park;*
- *Talk about the original vision for the Regional Park and check that people still agree with it;*
- *Find out how the community would like to be involved in the ongoing governance of the Regional Park.*



Wandle Valley

We did:

Overall, we organised 13 meetings and events, over a 12-month period to explore and develop the future vision for the Regional Park and understand more about what people felt the purpose of the Trust should be.

The largest of these was on 13th September in Earlsfield, a half-day workshop with over 30 participants from the community, voluntary and public sector. This

involved substantial group work to build on the survey findings, concentrating on the future of the Wandle Valley, the potential role of the Regional Park Trust, and the needs of their organisations. It was crucial in supporting the development of the strategy. Notes from this workshop can be found at Appendix 3.

As the Trust is the named “legacy body” for the Living Wandle Partnership HLF programme, a half day workshop was also held with key heritage stakeholders in the valley. There were 40 attendees. Notes from this workshop are at Appendix 4.

Other workshops and engagement events were:

- Housing Association stakeholder breakfast – 20th September
- Wandle Wheelers – Wandle Trail – cycle ride – 10th September
- Seminar to discuss Green Infrastructure and Strategic Sub Regional Partnership hosted at the GLA/City Hall and sponsored by Lee Valley Regional Park Trust – 7th March

In addition, we have continued to convene a group of “strategic” officers from the four local authorities, the National Trust and the GLA, to ensure buy-in to this process, who have met monthly since June 2016

Overall, during this process, we have engaged face to face with approximately 680 people about the future of the Wandle Valley and the role of the Regional Park Trust.

4. Strategic plan

We said

We will then use this information to work with a consultant to develop a Strategic Plan, which will act as a roadmap for how the Regional Park will meet the needs of the community over the next 10 years.

We did:

Shared Assets and LDA worked closely with the Wandle Valley Regional Park Trust team to build on the consultation work, consider the varying different views on the future of



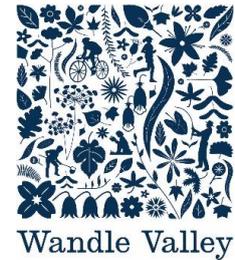
Wandle Valley

the Regional Park and the Trust, and to balance the need for ongoing financial sustainability for the Trust.

The attached strategy document at Appendix 6, marks the culmination of this work. It aims to recast the Wandle Valley as a vital piece of green infrastructure for London, which can support sustainable growth while maintaining the quality of life for existing and new residents. This strategy sees the Trust as a dynamic, enterprising organisation, coordinating and leading resources, organisations and people to collaborate for the future of the Wandle Valley.

To fulfil its potential and to create a sustainable coordinating body for the Wandle Valley, we recognise that the business model and governance structure of the Valley will need to evolve, and the Trust will need to transition to a new operating model. This work and strategy development will support us to source new investment to support that transition phase. The Strategy is currently for five years, rather than ten, as the Trust will be focusing on securing its core funding and purpose over the next five years and we envisage that during this period we will develop the strategy further through the development of a business plan, delivery plan and other strategic planning documents.





Appendix 1 – Needs Analysis

Social and environmental needs in the Wandle Valley

May 2016

Literature Review for Awards for All project

Introduction

This report outlines the social and environmental needs of communities within the Wandle Valley catchment area.

Locating the Wandle Valley

The Wandle Valley is a “chain of green spaces, all linked by the riverside Wandle Trail”¹ These green spaces are spread across four boroughs: Wandsworth, Merton, Sutton and Croydon, where the River Wandle flows. Nowadays, much of the river is characterised by a back-land quality and is somewhat hidden in the urban environment.² In this document, ‘the Wandle Valley’ refers to the catchment area outlined in the Boundary Map (Appendix I).

The Wandle Valley cuts across the eastern parts of Wandsworth, Merton and Sutton; and continues into the northern/ north-eastern part of Croydon. A list of wards within the Wandle Valley catchment area is available in Appendix II.

Context

The Wandle Valley is Area 8 of the All London Green Grid. “The River Wandle emerges through the chalk strata of the North Downs and joins the River Thames nearly 20 miles to the North, just three miles from the centre of London.”(2)

¹ [Wandle Valley Regional Park website](#)

² [All London Green Grid – Area 8](#)

The river is poorly connected to the neighbourhoods around it, providing both benefits (calm natural spaces) and drawbacks (difficult to access). The Wandle Valley is subjected to flood risk, tidal to the north due to the Thames, and fluvial to the South.



Wandle Valley

Note on methodology and gaps

Public and voluntary sector reports were consulted in order to assess needs in each borough, specifically at the ward-level within the Wandle Valley area. For each borough, the range of data available was diverse. Open spaces strategies were not available in a standardised format and were often out of date (predating 2011). JSNA reports, GiGL maps and London Datastore data were particularly useful in providing standardised, easily comparable and accessible information. A particular area in which this type of data efforts would be useful is housing provision and needs mapping.

Summary: Environmental and social needs in the Wandle Valley

Overview of social need figures in the Wandle Valley area

- 21% (29,156) children are living in poverty
- 3% households lack central heating
- The crime rate is higher than across England
- 13% people have a limiting long-term illness
- 16% people have no qualifications
- 45% people aged 16-74 are in full-time employment
- 39% households have no car
- The % of people satisfied with their neighbourhood is lower than the average across England
- 8,785 (1.8%) JSA claimants
- 25,865 (3.7%) DSA claimants
- 64/0% pensioner households have no car or van
- 70.7% pensioner households are single-headed households
- 2.5% working age adults claim mental health related benefits
- There are 6.43 JSA claimants per job

Wandle Housing Association, Community Insight (2015)



Wandle Valley

Green and Open Spaces in the Wandle Valley

*The area is characterized by an approximately even distribution of open spaces, including several commons. In terms of quantity and distribution of open space, these are not heavily focussed around the River Wandle itself - but **the river does act as an occasionally fragmented green spine**, connecting the four boroughs to the River Thames.*

*At present, the Valley's landscapes are - despite their inherent qualities - somewhat fragmented and undervalued. **Whilst the River itself offers continuity as a linear thread along the Valley, the open spaces along it are fragmented and often poorly maintained.***

The Valley's open spaces are spatially and politically fragmented - impacted by urban infrastructure and industry, and spanning across four London Boroughs plus additional land-ownership.

(All London Green Grid Framework, Area 8 [emphasis added])

Summary Table

Borough	Deprivation	Population	Health	Environmental needs
Croydon	Deprived areas coincide with the Wandle Valley catchment area (North).	Most populous areas coincide with Wandle Valley catchment area. Young and old populations are growing.	Inequality in health: BME populations particularly at risk. Mental health are concerns obesity. Physical activity is lacking.	Most pressure for green space coincide with Wandle Valley catchment area. Croydon Metropolitan Centre is particularly deficient in access to open space
Merton	Deprived areas coincide with the Wandle Valley	Most populous areas coincide with Wandle Valley catchment area.	Inequality in health: BME populations particularly at risk. Heavy car use	Though green space is available it is underutilised. Air pollution and





Wandle Valley

	catchment area (East)	Young and old populations are growing.	contrasted with active travel initiatives.	lack of amenities are also an issue.
Sutton	Deprived areas coincide with the Wandle Valley catchment area.	Population is growing, older populations are increasing.	Two thirds of the population are overweight or obese. Physical activity levels are low.	Commitment to becoming an environmentally friendly borough. Lagging areas are air pollution, conservation, waste and transport.
Wandsworth	Geographical inequality in deprivation all other factors.	An aging population.	Inequality coincides with differences in health, mortality, obesity, and inactivity.	Congestion areas present poor air quality. South Wandsworth is particularly deprived in green space. Other issues include inequality in physical activity. Contaminated land is also an issue.



Summary of considerations:

- The Wandle Valley area often coincides with areas of deprivation and areas where access to nature is lacking.
- Inequality characterises all boroughs, particularly with regards to health and income.
- Growing populations: most boroughs need to provide for growing older and younger demographics.
- Potential of green spaces: Croydon and Wandsworth explicitly state their wish to integrate green spaces in their health and social care objectives.

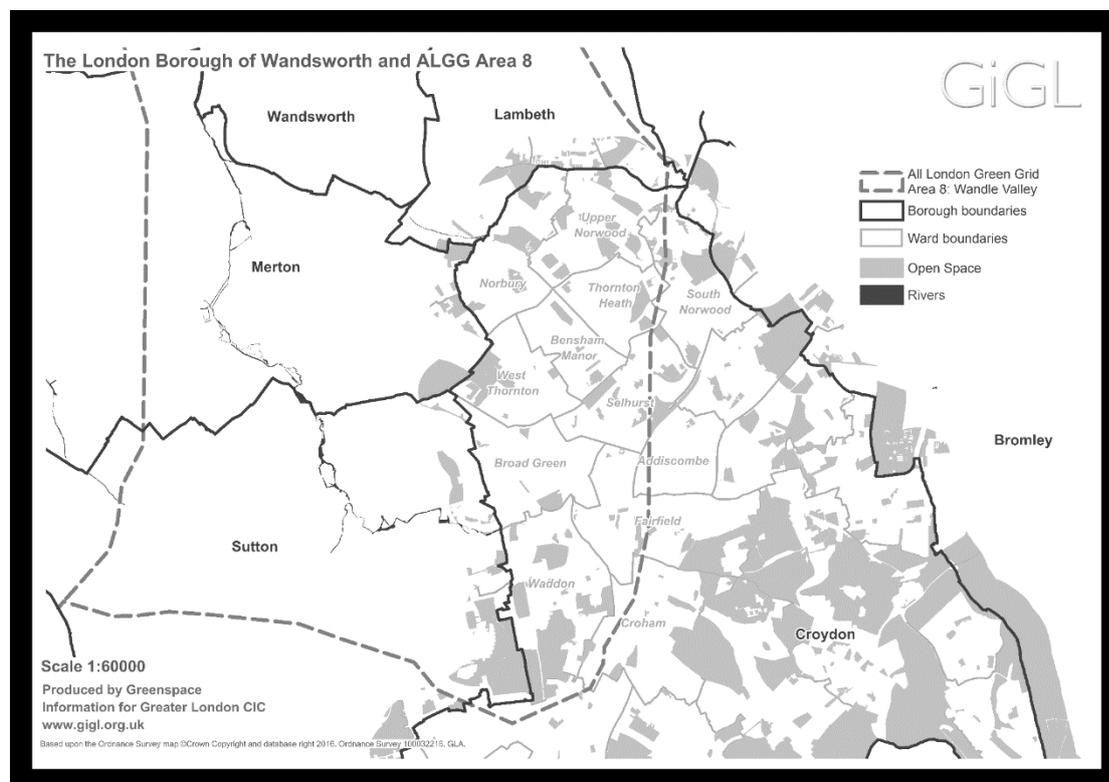


Wandle Valley

Borough-level needs analysis

The following section provides a more in-depth outline of the social and environmental needs of the four Wandle Valley boroughs, with particular attention to the wards in the Wandle Valley catchment area.

Croydon



Inequality

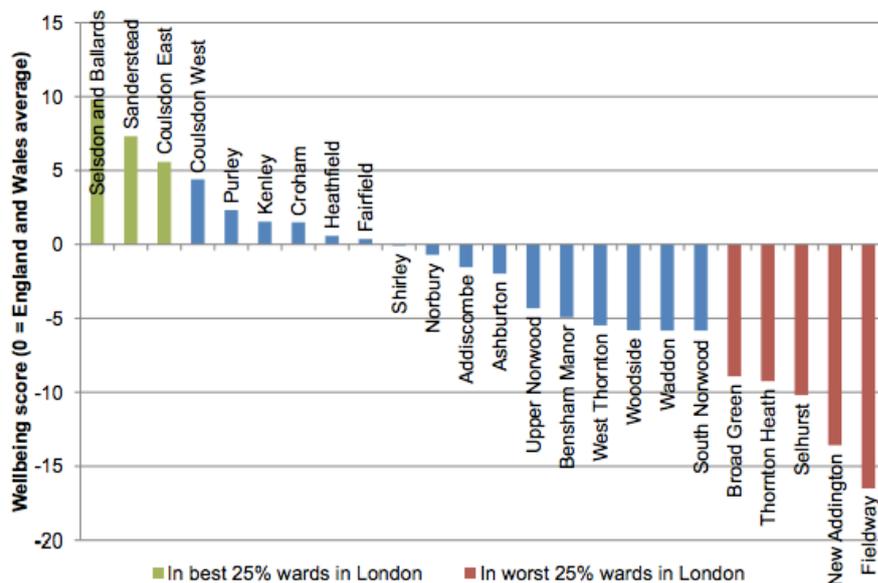
Geographically, deprivation is concentrated around the north-western part of Croydon according to the Indices of Multiple Deprivation. Five Croydon wards were listed in the worst

25% wards in London. Three of these (Selhurst, Thornton Heath and Broad Green) are within the Wandle Valley catchment area.



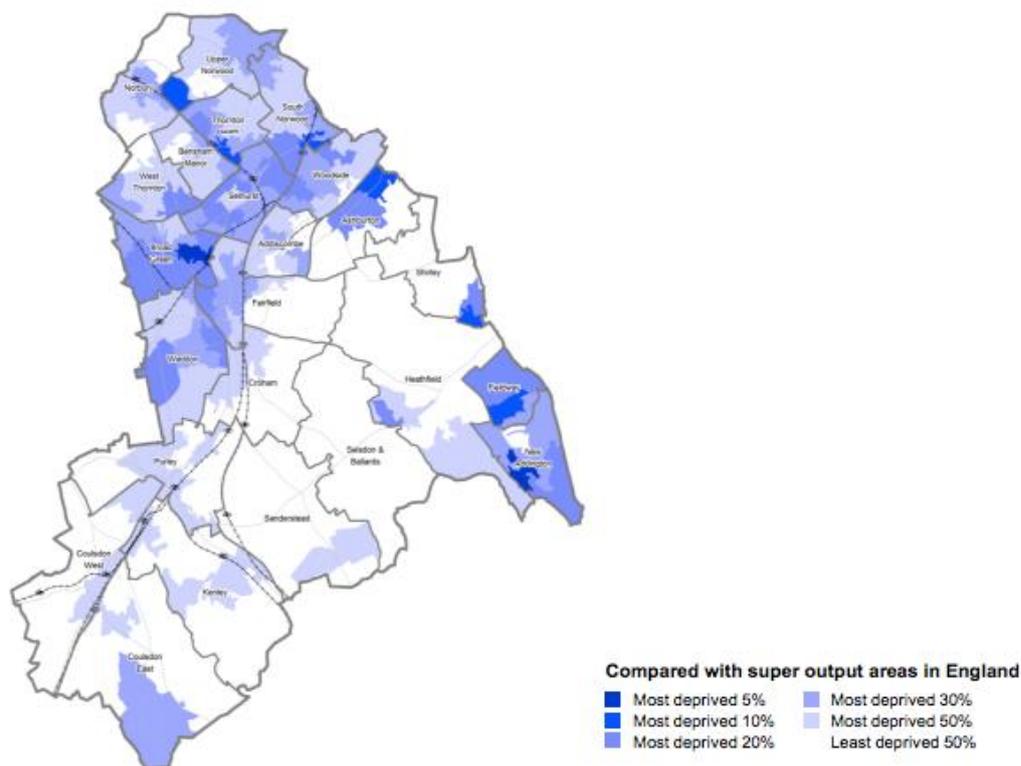
Wandle Valley

Figure 18: Well-being scores for Croydon electoral wards, 2010



Source: London Ward Well-Being Scores (2012 edition), Greater London Authority

Figure 9: Deprivation in Croydon compared to England, 2010



Source: Indices of Deprivation, Department of Communities and Local Government



Wandle Valley

Demographics

Croydon has a growing population. More specifically:

- Child population is high, with 26.9% population between 0-19 years (a higher proportion than London or England)
- School age population is expected to grow by a fifth between 2011 and 2012
- Over 55 population is estimated to increase by over 15%
- The most populous area of Croydon is the north

Deprivation

Croydon's growing population is likely to become more deprived. Key issues identified in the Index of Multiple Deprivation were: housing, worklessness and open space needs.

- 27% of Croydon's children are living in poverty, a higher statistic than for England (22%)
- Statutory homelessness rates were twice than the national average

This means more people are exposed to many of the associated risk factors of mental health problems, including unemployment, poverty and low levels of educational achievement.

Health

Croydon's JSNA revealed a need to improve mental and physical health integration. The needs of BME communities also need to be better addressed, as they represent 40% of acute admissions. Moreover, with a growing population, particularly of young people, it is vital to create the optimal conditions for mental health at an early stage.

Below are the key health statistics.

Mental health

- One in six adults in Croydon have a mental health need
- Anxiety and depression are projected to increase by 5% but greater increases are projected for people with serious mental illness

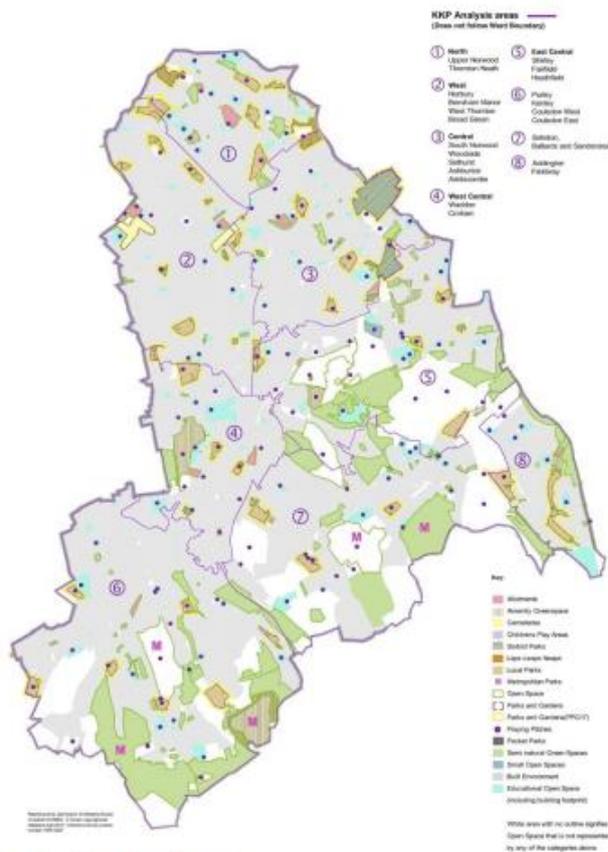
Obesity

Obesity is a priority area for Croydon:

- One in four adults in Croydon is obese by the age of 45
- Croydon has a higher number of overweight and obese children than the England average
- One in three children aged 10 to 11 are overweight or obese
- Over half (56%) of all adults are overweight or obese
- Children are growing up in a borough where it is normal to be overweight



Figure 15: Green spaces and parks in Croydon



Source: Croydon Council



Wandle Valley

Physical activity

Only around 20% men and 16% women in Croydon are taking sufficient physical activity. Croydon JSNA highlighted the need to design physical activity interventions that benefit everyone, particularly people with mental health problems. For example, universal lifestyle programmes to reduce smoking and obesity and to encourage exercise

Older people

It was recommended that Croydon Council and the voluntary sector coordinate and raise awareness of healthy ageing programmes for older people, particularly amongst GPs and take action to measure improvements in wellbeing

Environmental needs

Croydon Council manages 127 public parks and countryside sites. The map below shows their distribution in the borough. It was found that:

- Access to green space is more challenging in the north, which is more deprived and has poorer levels of wellbeing
- Parks in the north also tend to be under more pressure due to higher population densities
- Natural and semi-natural green spaces are concentrated in the south
- Croydon has the highest concentration of fast food outlets in London

Croydon's JNSA highlights the importance of green spaces in treating some mental and physical health conditions as well as social issues.

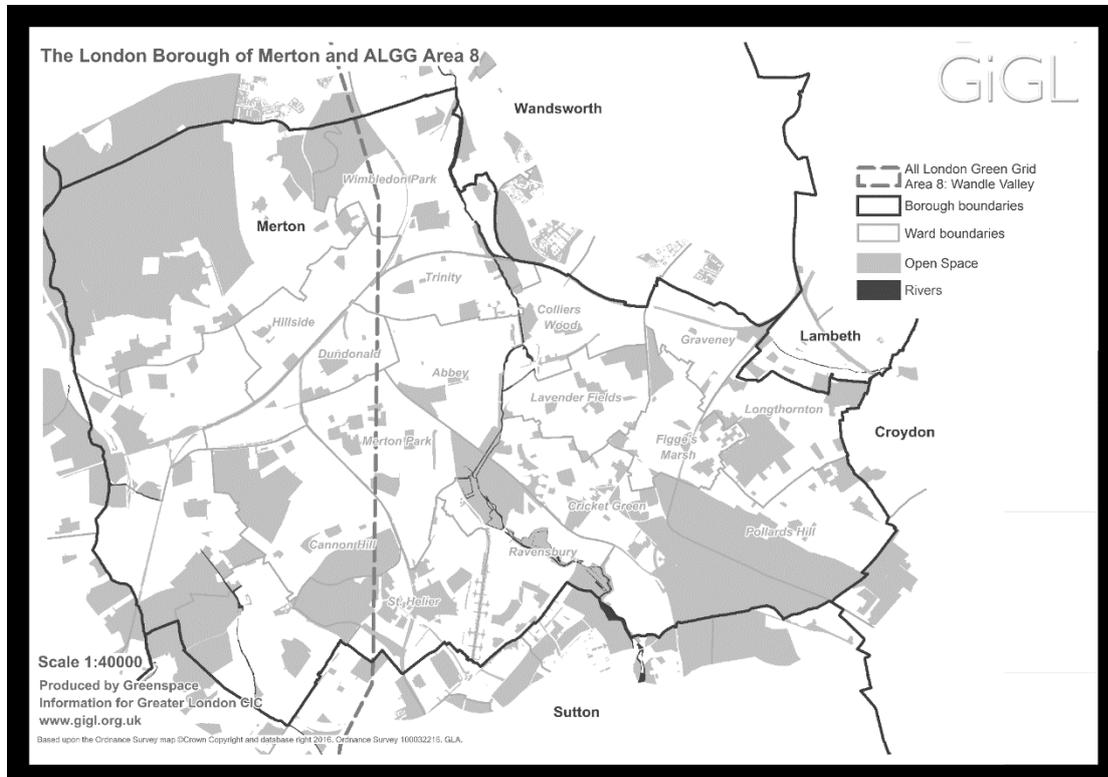


Wandle Valley

Access to green space in Croydon Wandle Valley area wards
 % homes deficient in access to:

Ward	Metropolitan park	District Park	Local / small or pocket park
Bensham Manor	2.5	99.3	51.9
Broad Green	0.2	89.5	72.8
Coulsdon West	0	78	90.9
Norbury	1.7	72.5	28.9
Purley	5.2	65.3	74.3
Selhurst	65.2	100	53.6
Thornton Heath	5.7	100	56.6
Waddon	0.1	87	60.1
West Thornton	0.1	68	84.6

Merton

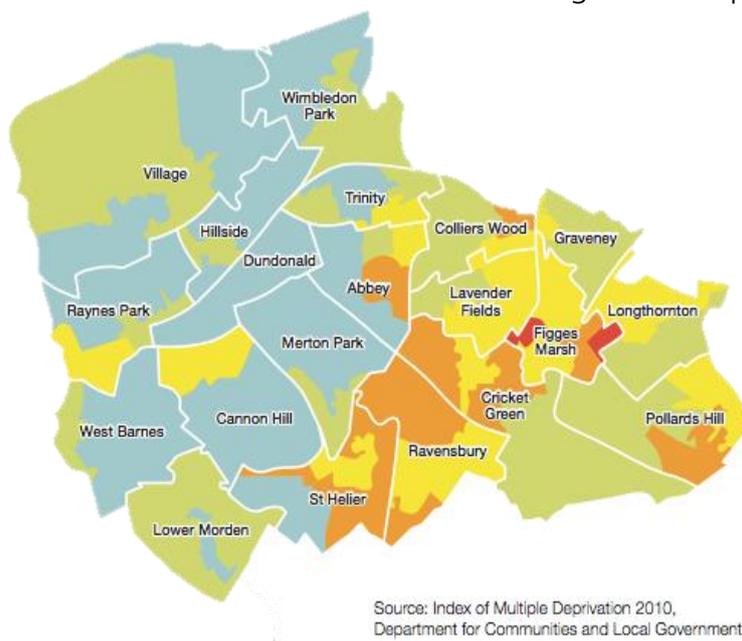


Inequality

The eastern part of the borough tends to be more deprived than the western half. This was reflected in the borough's health profile.



Wandle Valley



Demographics

- Population density is higher in the East than the West of the borough
- Merton's population is increasingly young
- Over 65s are forecasted to increase by 9.2% (over 2,100 people)
- The number of households in Merton is projected to increase to 99,000 (15%) by 2021, with an average annual growth of 2.2%

Deprivation

According to the Index of Multiple Deprivation, Merton is amongst the worst four boroughs in London for worklessness and homelessness. There is a high level of housing need among Merton residents.

Merton is less deprived than the average in London and England, however three wards in particular are more deprived than the average for London. These are Cricket Green, Figge's Marsh and Pollards Hill – these are all present in the Wandle Valley boundary map. Ravensbury, also in the Wandle Valley catchment area, is less deprived than the London average but more deprived than the average for England.

Health

Mirroring the pattern of inequality, premature mortality is more prevalent in East Merton. Black ethnicities and people from the most deprived areas of Merton were over-represented and Asians under-represented in both in-patient population and the Counseling and Mental Health services population.

Physical activity

- Car trip proportion is higher in Merton than in inner London, though lower than outer London.

- There have been borough-wide efforts to encourage residents to do more active travel (e.g. Merton on the Move campaign)



Wandle Valley

- In Merton, the number of residents active enough to benefit their health appeared to have increased slightly since 2012, although 1 in 4 Merton residents are inactive.
- Men are more active than women (50.4% vs 31.6%) in Merton, this gap, and that between different ethnic groups is larger than elsewhere.

Older people

There are older people in the West than in the East of Merton, however, older people in the East are more deprived.

- Dementia was more prevalent in Merton than in England and London

Environmental needs

Green spaces are widely accessible in Merton, however they seem to be underutilized:

- 99.6% of Merton's area is within less than 400m distance from a publicly accessible open space
- Only 15.0% of outdoor space in Merton is utilized for exercise or health reasons

Air quality:

- 6.2% mortality in Merton is attributable to air pollution
- Annual mean nitrogen dioxide objective continues to be exceeded at roadside and nearby locations
- Council workers focusing on both health and environment are collaborating to tackle air pollution

Amenities:

- A Healthwatch survey identified a lack of amenities and activities, especially for children and young people.
- A number of respondents commented on the closure of McDonalds, as they felt it was a focal point for socializing.
- A lack of interesting shops, cafes and cultural activities in the town centre was also mentioned.





Wandle Valley

Access to green space in Merton Wandle Valley area wards

% homes deficient in access to:

Ward	Regional park	Metropolitan park	District Park	Local / small or pocket park
Abbey	0	0.5	59.2	59
Colliers Wood	0	0	94.9	38.9
Cricket Green	0	0	0.2	3.8
Figge's Marsh	0	0	12.1	33.7
Graveney	0	0	75.5	61.3
Lavender Fields	0	0	55.2	50.1
Longthornton	0.3	0	55.9	35.2
Merton Park	0	24.3	18.8	24.1
Pollards Hill	38.3	0	0	11.9
Ravensbury	0.2	0.2	7.1	8.7
St Helier	0	34.2	18.8	42.1
Trinity	0	0	100	28
Wimbledon Park	0	0	38.3	65.3





Inequality

According to the Index of Multiple Deprivation, Sutton is amongst the worst eight boroughs for inequality and education. Marked differences within Sutton are becoming more apparent with time. Sutton’s wards within the most deprived quintile are Beddington South, Wandle Valley, St Helier and Sutton Central. Three out of four are present within the Wandle Valley area.

Demographics

- Sutton’s population is projected to increase by 14.3%, this is a higher increase than for London and England
- The largest increase in population between 2012-22 are expected to take place in Wandle Valley, Sutton Central and Carshalton South
- For the population aged 65 and over, an increase by 20.8% is expected

Deprivation

- Highest JSA claimants are Wandle Valley, Beddington South and Sutton Central



Health

It is expected that two thirds of deaths among those under 75 could be avoided through lifestyle changes, taking more exercise, or stopping smoking, as well as tackling the social determinants of health (preventable mortality)



Wandle Valley

Obesity

- 2/3 adults in Sutton are either overweight or obese

Physical activity

- The percentage of physically active adults within the borough is low (58.4%), and only slightly better than England (55.6%)
- More than a quarter adults in Sutton are physically inactive (26.5%)

Environmental needs

Fuel Poverty:

- 10.1% households are affected by fuel poverty
- In some wards the figure is over 13% (Carshalton South, Clockhouse, Cheam, Nonsuch and Stonecot).

Sutton recently published its One Planet Sutton Strategy, aiming to “make Sutton the most environmentally sustainable borough by 2025.

Access to green space in Sutton Wandle Valley area wards

% homes deficient in access to:

Ward	Regional park	Metropolitan park	District Park	Local / small or pocket park
Beddington North	99.5	0	27.2	22.1
Beddington South	100	0	4	18.8
Carshalton Central	87.9	0	86.7	34.9
St Helier	0	7.8	65.4	8.7
Sutton Central	30.7	4.3	100	8.7
Sutton North	0	39.3	100	11.1
Sutton West	52.7	0	77.2	46.7
The Wrythe	9.7	0	82	4.6



Wandle Valley

Wallington North	100	0	8.5	36.1
Wallington South	100	0	69.8	53
Wandle Valley	0	0	1.3	14.6

Wandsworth



Inequality

Though the prevalence of smoking, being overweight and lack of physical activity are relatively good for the whole of Wandsworth, there are still issues with geographical inequalities.

Deprivation

A strong correlation was found between under-75 mortality and deprivation in the borough.

Health

Inequalities have an effect on health:

- Excess mortality for residents of more deprived communities under the age of 75: cardiovascular disease, diabetes complications, respiratory diseases.



Wandle Valley

Mental Health

Particular areas of focus were identified as being:

- Carers, as a vulnerable group
- Maternal mental health

Obesity

- There are local inequalities in obesity across schools
- Obesity affects 133,000 local people, or 52% of adults in the sample for Wandsworth in 2012

Physical activity

- 23% of a sample of Wandsworth adults were doing less than 30 minutes' moderate intensity physical activity in the previous 28 days. This is better than inner London and London rates.
- 84,000 local people, however, were not active enough

Older people

An ageing population engenders various issues:

- Care homes are presented with more complex needs and a necessity to provide equitable services
- More older council tenants (25% people over 75)
- Dementia: a known population of approximately 1000 adults, with increasing prevalence
- Social isolation for older people – unknown extent in Wandsworth

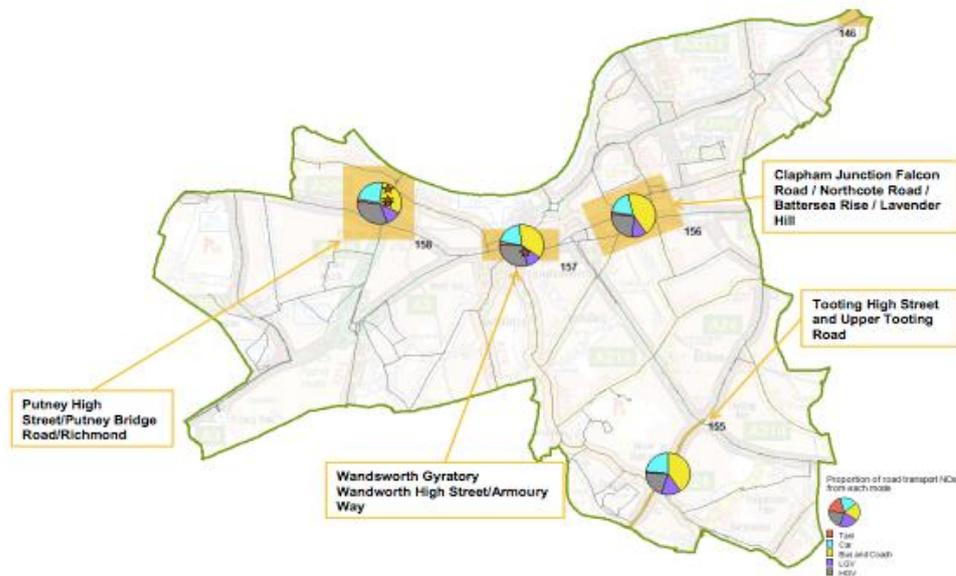
Environmental Needs

- Air quality: monitoring needs to improve in congestion areas





Wandsworth Focus Areas



Source of data: Transport for London

Green space:

- Access to open spaces is to be promoted particularly where access is limited.
- Wandsworth has 27% green space coverage, 4% below London average.
- In two south Wandsworth wards, over 50% of households have deficient access to nature

Other environmental issues to be tackled:

- Dealing with potentially contaminated land
- Promoting access to green spaces and physical activity

Access to green space in Wandsworth; Wandle Valley area wards
 % homes deficient in access to:



Wandle Valley

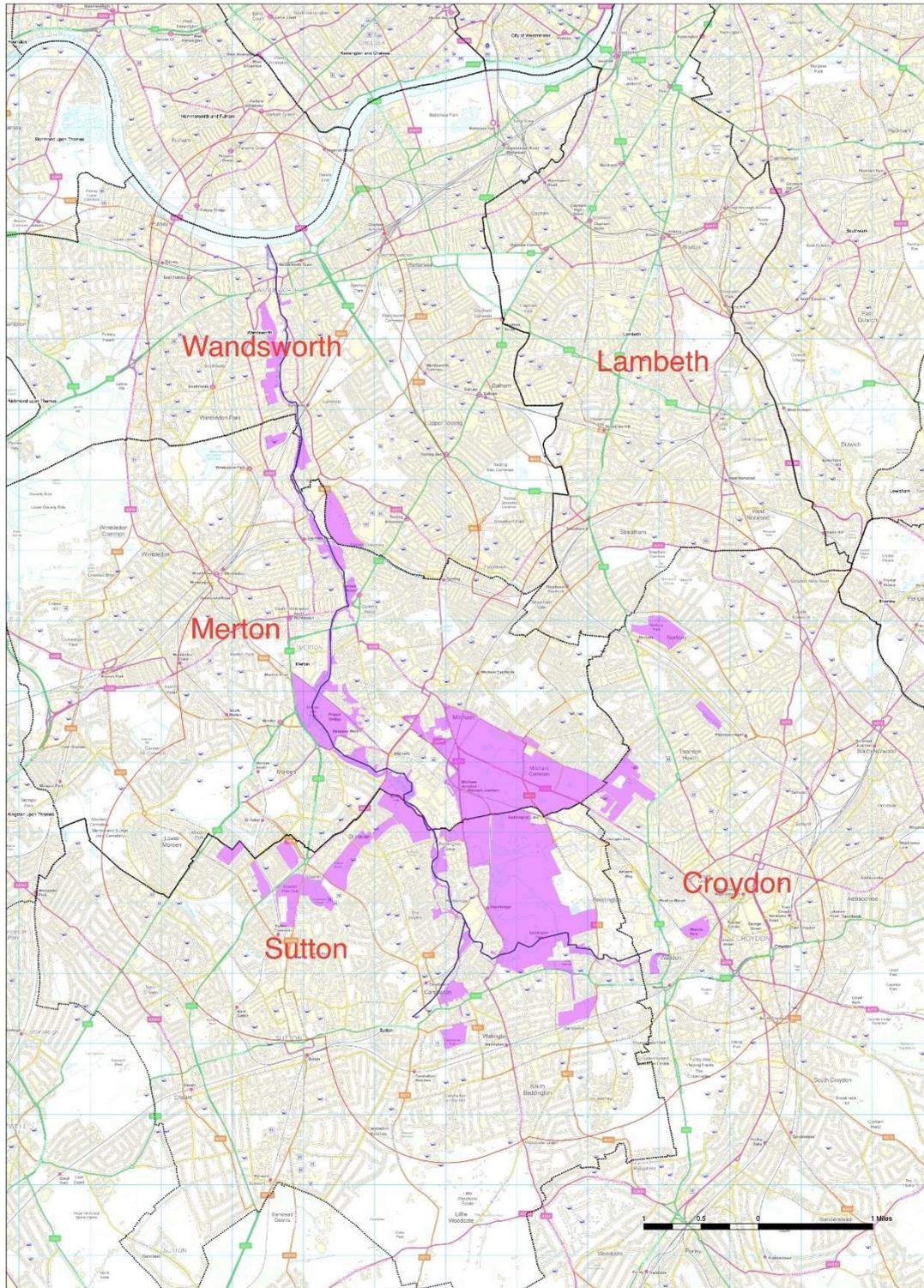
Ward	Regional park	Metropolitan park	District Park	Local / small or pocket park
Balham	0	0	0	70
Bedford	0.2	0.2	0.2	48.4
Earlsfield	2.6	2.6	37.5	48.8
East Putney	0	0	9.7	88
Fairfield	1.3	0.1	4.8	47.9
Furzedown	0	0	5.5	61.9
Graveney	0	0	27.8	88.4
Nightingale	0	0	0	66.6
Southfields	0	0	0	37
Thamesfield	0	0	9.1	52.9
Tooting	0	0	68.9	70.4
Wandsworth Common	0.9	0.4	0.9	41.1



Appendix I: Boundary map of the Wandle Valley



Wandle Valley



Appendix II: Wandle Valley wards list



Wandle Valley

Wandsworth	Sutton	Merton	Croydon
Balham	Beddington North	Abbey	Bensham Manor
Bedford	Beddington South	Colliers Wood	Broad Green
Earlsfield	Carshalton Central	Cricket Green	Coulsdon West
East Putney	St Helier	Figge's Marsh	Norbury
Fairfield	Sutton Central	Graveney	Purley
Furzedown	Sutton North	Lavender Fields	Selhurst
Graveney	Sutton West	Longthornton	Thornton Heath
Nightingale	The Wrythe	Merton Park	Waddon
Southfields	Wallington North	Pollards Hill	West Thornton
Thamesfield	Wallington South	Ravensbury	
Tooting	Wandle Valley	St Helier	
Wandsworth Common		Trinity	
		Wimbledon Park	



Appendix III: Documents consulted



Wandle Valley

- Croydon (2009) *Open Space Needs Assessment*
<https://www.croydon.gov.uk/sites/default/files/articles/downloads/openspaceneeds.pdf>
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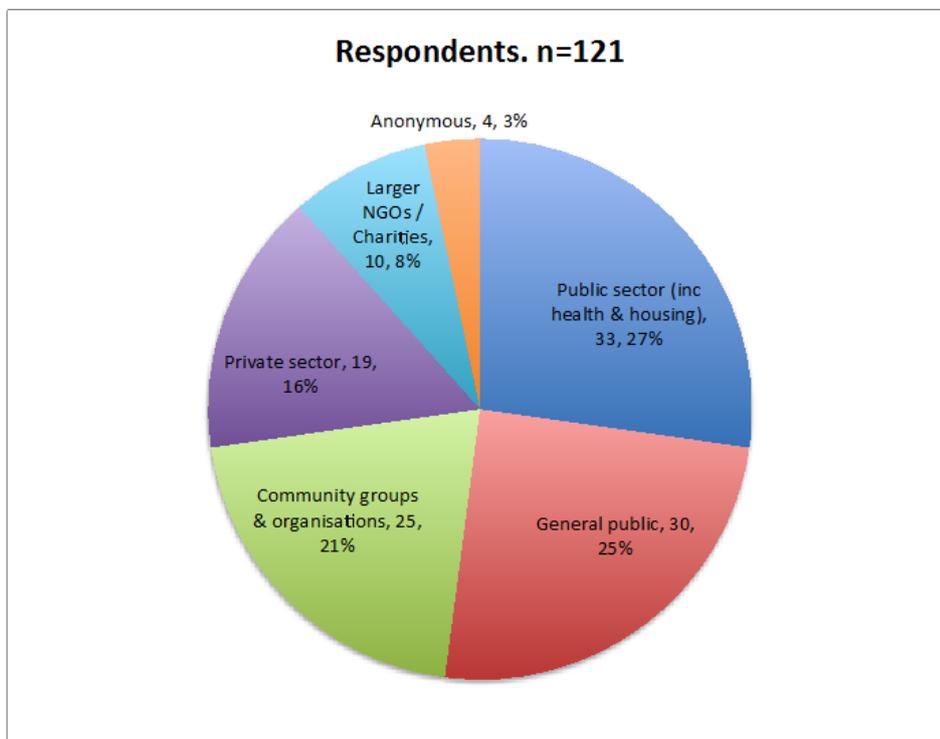


Appendix 2 – Online Survey

Wandle Valley Survey: results

Respondents

- 121 respondents
- Public, private and community sector respondents



Vision

Q: **Do you agree with this vision for the valley as a whole?**

Proposed refreshed vision:

Our vision is for the Wandle Valley to be developed to fulfil its potential as a coherent and vital part of London's green infrastructure, and that it contributes to the social and economic success of South West London.



Wandle Valley

- 96.3% agree with the refreshed vision
- Most comments are positive (“*It would be hard to disagree with this vision!*”)
- Suggestions for improvements focus on the following areas:
 - Clumsy wording, needs to be made more accessible
 - Drop ‘to be developed’
 - ‘That it contributes to’ to change into ‘to contribute’
 - Lack of clarity around the terms: development, green infrastructure, regional park
 - Lack of specificity to the Wandle Valley
 - Currently lacking and need to be included:
 - Health and wellbeing
 - Leisure / Enjoyment

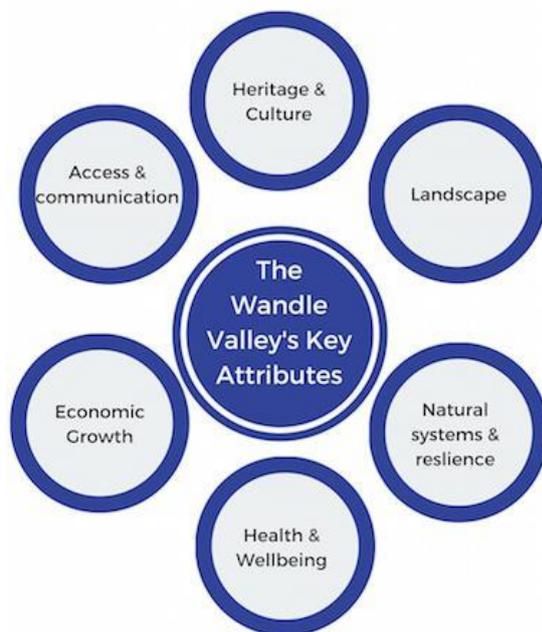
 - Heritage
 - Environmental well-being or success (e.g. biodiversity)
 - Geographical focus not to be limited (e.g. south, rather than south-west London, and ‘whole valley’ rather than just green space)

Attributes:

we see the Wandle Valley as having these key attributes:



Wandle Valley



Q - Are there other attributes that the Wandle Valley has that need supporting?

Respondents suggested adding:

- Community / Human resource (e.g. diversity of population)
- Education

Comments on wording:

- Vague
- Economic 'growth' controversial
- Biodiversity / Natural systems

Purpose

Q - Do you agree with this purpose?

The purpose of the Wandle Valley Regional Park Trust is to work with its partners to improve the effectiveness of the Wandle Valley as a key part of the infrastructure for South West London.



It will do this by investing to improve the Valley's physical coherence, identity and quality. It will help to align the work of partners and stakeholders so that they support the delivery of our shared vision and achieve wider social, economic and environmental outcomes than they could alone.



Wandle Valley

- 95.9% agreed with the refreshed purpose

Q - would an organisation with this purpose help your organisation achieve its aims?

- Positive answers mentioned: funding, information sharing, partnership working across boundaries and authorities, acting as an example for other sub-regional partnerships.
- Negative answers mentioned: a need for more specificity, ambiguity around the term 'infrastructure', a need for WVRPT to help other organisations deliver their visions, language that might appeal to policy and professional audiences rather than local communities.

Q - Which of these are most important to you and your organisation? Please rank in order of priority:

- *Promotion & Profile: making the case for and directing public agency and private sector investment in the Wandle Valley as a vital piece of infrastructure underpinning the social economic and environmental wellbeing of southwest London;*
- *Business case & Funding: building the business cases necessary to secure capital and revenue funding;*
- *Alignment & support: supporting funding bids for aligned third party projects*
- *Core infrastructure & delivery: providing expertise and resources to support delivery; and*
- *Innovation & entrepreneurialism: seeking to secure funding from a variety of sources to move ultimately towards achieving a virtuous cycle of investment and value creation.*

Potential activities for the Trust were ranked in order of priority as follows:

1. Promotion & profile
2. Business case & funding
3. Alignment & support
4. Core infrastructure & delivery
5. Innovation & entrepreneurialism

Respondents then added comments regarding their choices:

- Though promotion is importance, effective project delivery should be prioritised
- Community engagement and needs assessments are needed



- Priorities may change over time
- Priorities should be discussed in more detailed - they are all important and perhaps ranking is not the best way of expressing this



Wandle Valley

Other comments on the activities included:

- Respondents generally agreed with the proposed activities
 - Generally positive responses: *'Excellent plan!'*
 - Particular appreciation around WVRPT's capability to engage with diverse bodies in a way that others cannot
 - Publicity to be emphasised
 - Funding of central importance, especially revenue
- Comments included:
 - Tension between local economic development and environmental protection
 - Language: a number of respondents commented on the language being too 'corporate', or geared to 'marketing'

Name

Q - Do you think these names accurately describe what the Trust needs to become?

Respondents ranked their preferences for the Trust's name as follows:

1. Stay with WVRPT
2. Wandle Valley Development Trust
3. Wandle Valley Regional Trust
4. Wandle Valley Green Infrastructure Trust
5. Wandle Valley Delivery Trust

Comments included:

- A little wordy
- Two respondents suggested 'Wandle Valley Regional Park Development Trust', though they acknowledged it is lengthy
- Importance of the word 'park'
- Tension between 'park' and 'development' and commercial interests

Next steps and final comments

- 95.1% respondents want to be kept informed of the strategy
- Respondents stressed the importance of working with organisations already present in the area



Appendix 3 – Notes from Earlsfield Workshop



Wandle Valley

Wandle Valley: Bringing the Park to Life - Strategy Workshop 13th September 2016, 10am - 2pm, Earlsfield Public Library

These notes were drawn up following a workshop focusing on a strategy refresh for the Wandle Valley Regional Park Trust (WVRPT). The workshop was co-facilitated by [WVRPT](#), [Shared Assets](#) and [LDA Design](#).

After introductions and context-setting by Sue Morgan (WVRPT) and Frazer Osment (LDA Design), attendees were asked to comment on the proposed vision and purpose of the WVRPT. Suggestions and comments are summarised below:

Vision

To remove (specific)

- Unclear terms:
 - Green infrastructure
 - Park = green space?

To add (specific)

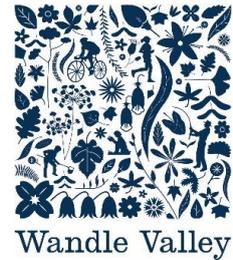
- Change 'to be developed' - - > 'to be fulfilled'
- Needs to reference culture and heritage, specialness of the Valley
- London sport
- 'That the WV becomes a place where local people live, work and play, a vibrant part of SW London'

Criticism

- Not coherent
- Not memorable
- Not relevant to South West London / London
- London Green Infrastructure = unclear
- Second half:
 - Appeasing rather than selling WV

Suggestions

- Should propose to fix a problem in South West London
- Different versions:



- For partners e.g. Trust - narrower, targeted to anticipated economic / funding arguments
- Public-facing e.g. Park, a better place to live, relevant to local people
- Put logo into words
- Shorter, snappier, clearer, 'juicier'
- Needs more colour, needs to be less dry, it's a *vision*
- Aspirational
- Friendly language
- 'Fulfilling its potential' = good

Questions

- Is the vision relevant to South West London, South London or London?

Purpose

To remove (specific)

- Delete "achieve wider social, economic and environmental outcomes than they could alone"
- Unclear wording:
 - Infrastructure: confusing depending on audience; could also be 'too narrow'
 - Regional Park wording - is this useful for planning gain?

To add (specific)

- Add "Forum could play a more formal role"
- Add "the big funding injustice" (Lea Valley precept)
- Include
 - words: facilitate, enable, coordinate (partnership working)
 - Social enterprise support
 - 'develop and deliver the regional park'
 - sustainability, structure moving forward
 - charitable
- Wording suggestions:
 - Specify valley, not river boundary
 - *"To work with partners to make the Wandle Valley a place where local people are proud to live, work and play, a vibrant part of SW London. The Trust will*

do this by: (a) investing in physical coherence, (b) “ “ identity, (c) “ “ quality, (d) aligning the work of partners, stakeholders etc.”



Wandle Valley

Criticisms

- Overlap between vision & purpose
 - Perhaps one big vision/purpose?

Suggestions

- Effective communication and response to local / front line issues
- Assist local groups access funding
- Assist local groups in coordinating high level decision making
- Make wording simpler
 - Bullet points
- Public-facing version to appeal to sense of identity, local benefits

Questions

- Park vs. Trust: which is the purpose referring to?
- Role of culture, heritage

Participants were then asked to think about the role and activities of the Trust, and to describe (a) what the Trust *should* be/ do and (b) what the Trust should *not* be/ do. Their responses were as follows.

What should the Trust do and not do?

Areas of consensus (or non-disagreement):

- Carry out identity-building and placemaking activities:
 - Branding, marketing, promotion, communications, awareness-raising
 - Physically giving a sense of identity to the WV area
 - Including clearly delimiting which organisations are part of the area
- Coordinate activity across the Wandle Valley
 - Build a reputation as ‘one-stop-shop’ for the Wandle Valley
 - Provide impartial information, advice, guidance
 - Run events and training, networking opportunities
 - Coordinate employment and volunteering opportunities
 - Host organisations?
 - Capacity building
 - Celebrate organisations’ achievements

- Strategically establish partnerships following WVPRT vision
 - e.g. liaise interactively with the Wandle Valley Forum
 - Ensure organisations do not compete with each other



Wandle Valley

- Take a lead role in strategy and stabilisation of the Wandle Valley area
 - Act as a lobby and ambassador for the Wandle Valley / SW London
 - Income generation and fund-giving
 - Secure Vividor / Landfill funding
 - Build relationships with funders
 - E.g. GLA, Environment Agency, Thames Water
 - Establish the economic value of the valley
 - Highlight extent of deprivation in SW London and role of park in addressing it
 - Lobby centrally for investment
 - Ensure Trust's presence in early discussions with developers
 - Remain reactive to the external changing context & delivery models
 - Become as a subregional body under the Mayor of London

...and it should definitely not:

- Be a community group or 'green protest group', or 'protect nature for nature's sake', though it should not assist in a net loss of green space
- Have an unclear purpose/strategy (e.g. short term fixes, try to do everything)
- Duplicate efforts or build further layers of bureaucracy
- Be grant-dependent

There were also areas of that appeared in both sections:

Lack of consensus – need for further refinement:

- Asset ownership
 - Build a sustainable and asset-assured business plan – recognise need for Trust to hold assets for sustainable income
- Direct delivery of projects:
 - E.g. Should the Trust develop a suite of projects to be delivered through CIL, history and heritage projects... recognise need to deliver projects to secure core funding
- Funding:
 - Access to CIL / S106
 - Unclear if Trust would be working against boroughs' interests / not be supported by boroughs eg. CIL as these are site specific & boroughs



have policy & strategic objectives for CIL e.g. to improve public transport (90% use car in our borough)

- Fund others
- 'Be the Lea Valley' and 'chase the precept'



Wandle Valley

Finally, the discussion turned to the way the Trust should achieve its vision, and its role in working with other organisations and stakeholders.

How does the Trust do what it needs to do?

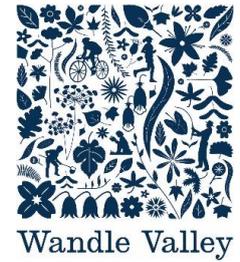
How can the Trust achieve its vision?

- 'Follow the money'
 - WVRPT as a 'pathfinder for London' - e.g. Transition funding, investments, universities
- Recognise strategy as a tool for transition
 - "Give yourself space for ambition and growth"
 - Clearer structure and reporting
 - Coordination role of investment and activities to maximise opportunities:
 - Other Wandle wide organisations such as Wandle Valley Forum, Wandle Trust, South London Partnership
 - Business
 - Developers
 - LAs
 - Residents
 - Local groups (prevent duplication)
- Improve communications
- Staff needed for:
 - fundraising / project development
 - promotion
- Accountability?
 - LAs need to be, but should the Trust be?

How can the Trust work with your organisation?

- LAs
 - Negotiate out of LA control and towards autonomy with overall auspice of the Mayor

- Trust can obtain resources LAs cannot obtain
- Promote LA's cultural capital e.g. heritage as visitor destinations
- Trust can be commissioned by councils to undertake specific tasks e.g. cultural capital
- Local groups
 - Assist with funding and bids



- Trust is already good at involving community groups e.g. Living Streets and it can be cost-neutral





Wandle Valley

Appendix 4 – Notes from Living Wandle Partnership Legacy Planning Workshop

Living Wandle Partnership Legacy workshop

Implications for future strategy for the Regional Park and Regional Park Trust

6 October 2016

Current LWP aims, and feedback from participants on key actions to enhance the legacy of LWP

Taken from the last exercise before lunch.

Bullet points are those areas which could be addressed by the WVRP strategy

1. To Revitalise the River

- Need to consider the role of the “hinterland” – where are the boundaries and how does the area outside the “park” contribute to it?
- Need a data baseline to allow comparison of projects and measurement of progress
- Is there also a need for a shared evaluation / outcomes framework for projects in the Wandle Valley?
- Coordination of messages and communications is key – more awareness raising is necessary

2. A multi-functional landscape

- Need to coordinate investment in projects
- Need for coordination of land ownership and landowners to bring forward projects
- Clear identify and interpretation needed throughout the valley

3. Partnership strengthening

- Clear need for a strong partnership to bring in funding

4. Local community benefits

- Interpretation is very important and needs coordinating
- A better “one stop” web page for events and information is important
- A plan for Wandle-wide communications is needed

5. Clean, safe, sustainable environment

- Need to understand current perceptions of the river
- Need for strategic approach to SUDS etc.
- Commitment is needed from landowners



In summary:

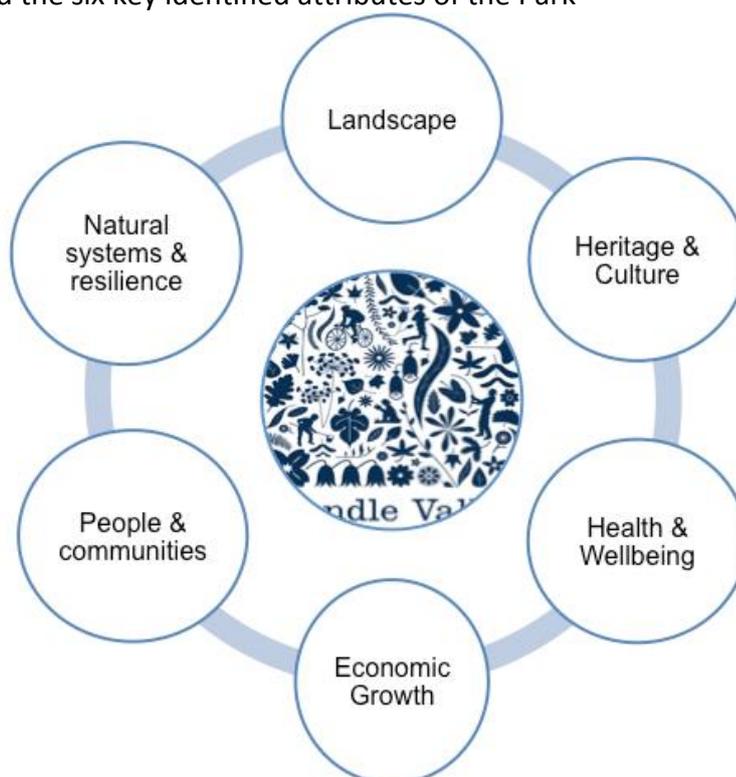
- Needs identified for:
 - Partnership to attract and coordinate funding and investment
 - Coordination of communications, awareness raising and promotion
 - Especially website
 - Coordinating involvement with landowners
 - And possibly a shared data baseline / outcomes framework



Wandle Valley

Proposed strategic aims for the Wandle Valley Regional Park

Based around the six key identified attributes of the Park



NB: There was broad agreement on the strategic aims for the park as drafted, and on the key attributes of the park. If groups amended the wording of the aims it is the amended version that's shown below

Health and Wellbeing

- The Wandle Valley is a platform for healthy living that enhances physical and mental health, with improving access and routes, and better quality public realm

Existing projects:

Get Active co-ordinator
Community Golf – Wandle Park
Wandle Wheelers
River Education
Regular Walks (Melanie Nunzet)

Gateways – improving access
Beddington Farmlands
Community food Growing Project – Wandle Park
Sustainable Merton



Wandle Valley

Gaps:

Need more arts based projects to help mental wellbeing
More group exercise sessions in parks (Yoga, tai chi, Zumba)

Natural Systems and Resilience

- The natural capital of the Wandle Valley is maintained and enhanced as the key linking element of the regional park
- Resilience to climate change is increased

Comments

Communication – need more friendly wording

Need to convert to Wandle Valley work {??}

Propose a pilot strategic programme that defines the connection between air quality and GI
RSLs – retrofitting housing

Downpipes

Advocacy / speaking up – link to governance.

- Community voices platform

Communities of interest

Contemporary artist

Last Octavia project

Partnership

- fighting
- language
- advocacy

People and communities

- Communities feel a shared ownership of the park and are actively engaged in its development, management and enjoyment
- Local communities, partners, businesses and visitors, recognise the park and support it through advocacy, volunteering, fundraising and partnership working

Comments

How to define community? Area, interest, both?

How do businesses and visitors fit in?

Difference between feeling part of the park (actively engaging), and recognising the park (passive - not engaging)?

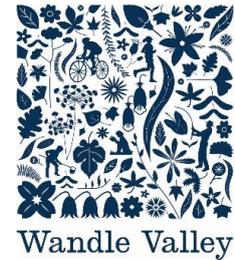
Do people feel part of a bigger thing?

Information flow

Need to recognise and celebrate diversity of communities and their different uses of the Wandle landscape

Current projects

Partnerships with community groups through LWLPS
WVF as voice of the community
Friends groups (active)



Gaps

Connectivity and communications between local activities
The Wandle Trail
Knowledge that WVF exists
Sharing community experiences
Platform?

Economic Growth

- The Regional Park becomes a driver of economic growth, and a strong business case develops for investment in heritage and the environment
- A collaborative economy develops in the Wandle Valley, that uses the environment to encourage employment and enterprise

Comments

Employment and enterprise, eg exercise, entertainment, education and expanding green spaces

But any new residential and industrial building must be strictly controlled to avoid blighting the environment.

Heritage and culture

- WV's rich heritage and culture (*current as well as past and future*) is celebrated, preserved and developed, making it accessible to the diverse local community and attractive to visitors
- LWP's heritage legacy is enhanced

Rich engagement opportunities: the Wandle Treasures

Merton Priory

Morris / Liberty / Arts & Crafts

Mitcham's Greens (including cricket as a sport)

Fly fishing: Halford, Day Fly Fishing and the "Carshalton dodge"

Beddington / Sir Walter Raleigh

Alfred Smee: "my garden (Warrington?)

Back story of parks

MYP: Gilbert Hatfield (??)

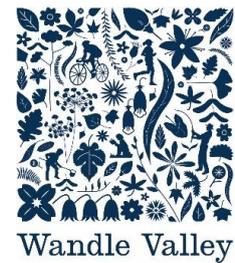
National Trust: Octavia Hill

Contemporary art and artists

Need a Wandle Forum sub group to:
Promote the Wandle Treasures?
Project Book / outputs more widely?

Landscape

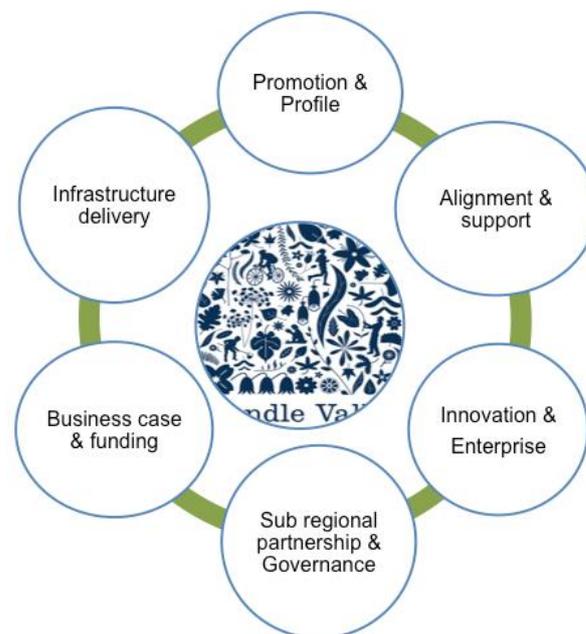
- The Wandle Valley is a clean, safe, sustainable and attractive natural environment that protects and enhances its river valley character, and celebrates its biodiversity, heritage and archaeology
- All landscape improvements are delivered and maintained to agreed criteria and standards



Comments

Wandle Valley Regional Park needs to link into review of London Plan

Wandle Valley Regional Park Trust: key proposed pillars of activity



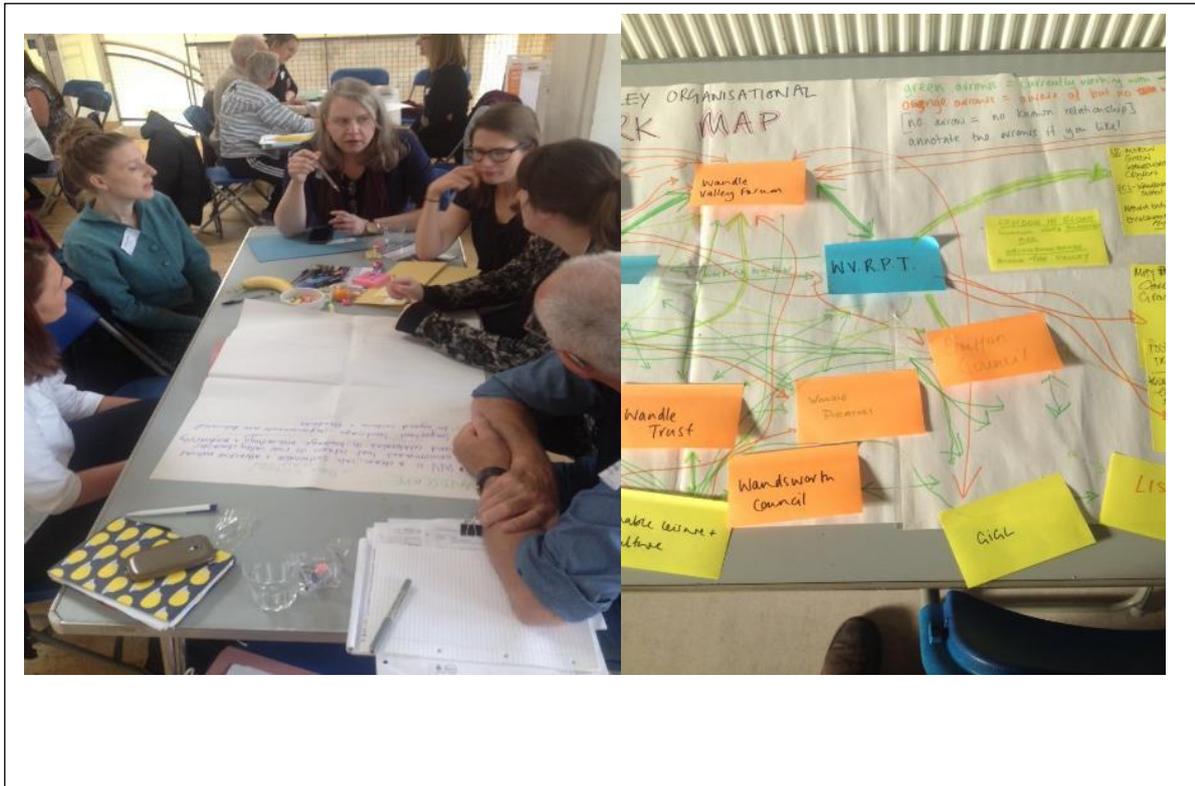
There was a discussion about these key pillars and the type of activities that might sit under them. A key question was whether the Trust should and could do these things or if there were elements of each of them that were being or could be delivered by other bodies. There was broad agreement that these were the correct areas that needed attention after LWP's funding finishes.

It was noted that other Wandle-wide bodies: the Wandle Trust, the Wandle Industrial Museum and the Wandle Valley Forum, would also play a part in delivering aspects of the LWP's legacy.

A key question was how the Regional Park Trust's will work together in partnership to revise its governance and delivery structure and how it will work with the many community and voluntary sector organisations in the Wandle Valley that represent voices of communities of interest.



Wandle Valley





Wandle Valley

Appendix 5 – SWOT Analysis for the Trust as an organisation

Wandle Valley Regional Park Trust

SWOT analysis (for the *Trust*, not the Park)

Based on initial research and analysis, and the SOG meeting on 23rd May

Strengths	Weaknesses
<p><i>Partnership</i></p> <ul style="list-style-type: none"> • Existing partnership with clear aspirations to continue partnership working • Vision exists for greater collaboration • There is momentum • Living Wandle Partnership work well thought of and respected • Current partners vary hugely in focus – from very local to national <p><i>Models</i></p> <ul style="list-style-type: none"> • Other sub regional partnerships exist and provide models for development <p><i>Wider context</i></p> <ul style="list-style-type: none"> • Wandle Valley increasingly recognised as a strategic area: Trust seen as a catalyst for economic growth 	<p><i>Partnership</i></p> <ul style="list-style-type: none"> • Risk of losing momentum • Differing commitments of partners may mean stagnation • Risk of confusion over different roles (especially WVRPT / LWP and WVF) • Current governance of partnership is not fit for purpose: too unwieldy • Current partners vary hugely in focus – from very local to national <p><i>Local authorities in particular</i></p> <ul style="list-style-type: none"> • LA partners lack of staff resource & funding may slow progress • LA partners have significant other responsibilities resulting in a lack of focus on WV • Support of vision for park may not translate into tangible support for WVRPT – officers need support to make the case to members • Political nature of current board doesn't support forward planning





Wandle Valley

- LAs tend to have a focus on their own borough as opposed to wider WV area – will therefore be more likely to only support projects in their boroughs.
- Focus on LVRPT precept may be a distraction

Models

1. Other sub regional partnerships evolved in different contexts (notably funding contexts), and in different political environments.

Business model / Trust identity

- The word “Park” may be holding WVRPT back: doesn’t support integration into economic and infrastructure plans
- Many organisations exist with “Wandle” in the title – Trust can be drowned out / not heard
- Lack of resources means Trust is often struggling to be heard
- Other organisations and local authorities unwilling to recognise the Trust as single lead organisation
- Trust is seen as a threat to branding and funding of other organisations
- Governance structure is unwieldy and has not supported the creation of a sustainable model for the trust.
- No agreed framework exists for joint development or facilitation





Wandle Valley

Opportunities	Threats
<p><i>Business model / Funding</i></p> <ul style="list-style-type: none"> • WVRPT to become legacy body for Living Wandle Partnership • WVRPT to become an infrastructure organisation supporting and coordinating projects & organisation in the WV. • Untapped / unexplored funding streams, including CIL, corporate sponsorship etc • WVRPT in excellent position to identify potential projects and assets to develop • Green Infrastructure is a very topical issue: funding may be available • Longer term, a rebate of the LVRPT precept may be possible • Opportunities for Trust to “shout” more about the park and its own achievements – if it had the resources <p><i>For the WVR Park</i></p> <ul style="list-style-type: none"> • Greater collaboration can offer “value added” opportunities • The Trust can ensure WVRP becomes more than the sum of its parts <p><i>Partnership</i></p> <ul style="list-style-type: none"> • Partners (particularly NT and GLA) willing to put in staff time and some resource into progressing the Trust’s strategy 	<p><i>Funding</i></p> <ul style="list-style-type: none"> • Local authority funding is being severely cut: ability / commitment for core funding of WVRPT is therefore reduced • Funding problems risk threatening partnership commitment <p><i>Partnership</i></p> <ul style="list-style-type: none"> • Threat of inertia is very real – lack of urgency & focus among partners • Devolution to LAs comes with very little support for devolution further down • Lack of clear understanding within the partnership about the potential for strategic development results in inertia <p><i>Organisationally</i></p> <ul style="list-style-type: none"> • Risk of WVRPT being an unnecessary layer of bureaucracy • Maintaining a sub-regional view while progressing local projects is challenging with limited resources • Trust needs resources in order to be about to get its message across: but can it get the resources if it can’t get its message across?





Wandle Valley

- | | |
|---|--|
| <ul style="list-style-type: none">• Opportunities for partners to work bilaterally together under umbrella of WVRPT - unanimous agreement not necessarily needed• Recognition that current model is unwieldy opens up opportunities for change | |
|---|--|





Wandle Valley

Appendix 6 – Bringing the Park to Life Wandle Valley Regional Park Trusts Strategy 2016 – 2021

This follows the Executive Summary of the Strategy.

The full version can be found on the Wandle Valley Regional Park web pages on:

<http://wandlevalleypark.co.uk/wandle-valley-regional-park/strategy/>



Strategy for the Wandle Valley Regional Park Trust



Strategy – 2016 to 2021



The Wandle Valley Regional Park Trust has a strong, four-year track record of leading change and coordinating activity in the Wandle Valley. However, the Trust recognises that to succeed in the future it must seize the opportunity to become an entrepreneurial organisation delivering high quality and sustainable investment in the assets of the Wandle Valley for the long term. By doing this we can ensure the Wandle Valley achieves its potential.

This document summarises the Wandle Valley Regional Park Trust Strategy 2016- 2021. Through funding from Big Lottery's Awards for All programme, the Trust has worked over the last 12 months to consult with stakeholders and the wider community to refresh the Regional Park Vision and clarify the purpose of the Trust. The full Strategy, further details, and more of on our work can be found at:

<http://wandlevalleypark.co.uk/wandle-valley-regional-park/strategy/>

Vision and Aims for the Wandle Valley Regional Park



Our vision is for the Wandle Valley to be a coherent and vital part of London's green space network, creating a place, rich in heritage, where people are proud to live, work and play, that contributes to the economic vibrancy of South London. We will do this by focussing on six key aims:

Landscape: The Wandle Valley is a clean, safe, sustainable and attractive natural environment. Its river valley character is protected and enhanced, and its biodiversity, heritage and archaeology are celebrated.

Heritage & Culture: The Wandle Valley's rich heritage and culture (current as well as past and future) is celebrated, preserved and developed, making it accessible to the diverse local community and attractive to visitors and the Living Wandle Partnership's heritage legacy is enhanced.

Health & Well Being: The Wandle Valley is a place for healthy living. It enhances physical and mental health, by improving access and quantity of good quality public realm and greenspace.

Natural Systems & Resilience: The natural capital of the Wandle Valley and the River Wandle, with its network of green and blue spaces, is maintained and enhanced and its resilience to climate change increased.

People & Communication: Diverse communities along the Wandle Valley feel a shared ownership of the park, and are actively engaged in its development, management and enjoyment. Local communities, partners, stakeholders, businesses & visitors recognise the regional park and support it through advocacy, volunteering, fundraising & partnership working.

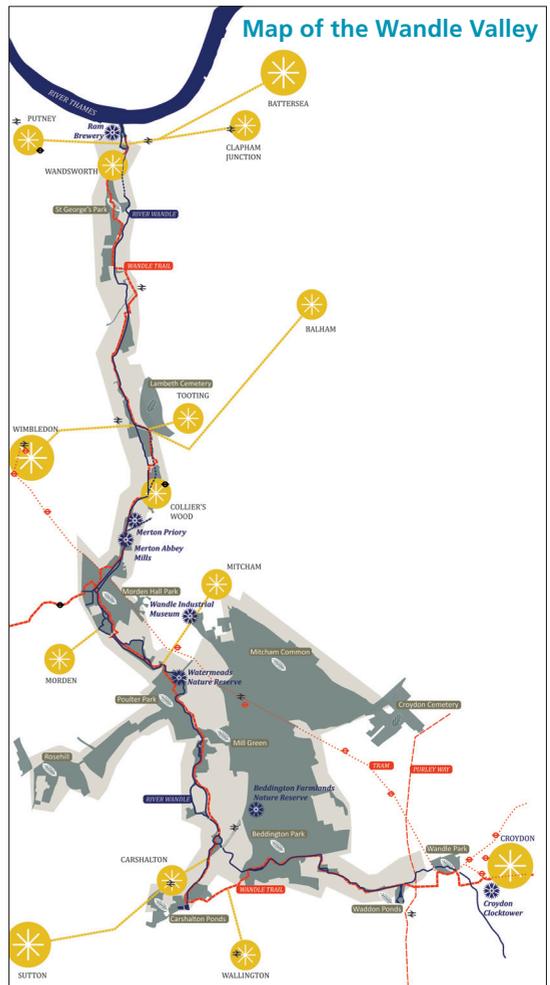
Economic Growth: The Wandle Valley and the Regional Park becomes a driver of economic growth, and a strong business case develops for investment in heritage and the environment. A collaborative economy develops in the Wandle Valley, that uses the environment to encourage employment, training, apprenticeships and enterprise.

From Vision to Delivery

The Wandle Valley Regional Park Trust is the Wandle-wide key strategic body. The Wandle Valley needs an organisation designed to succeed, taking the opportunities that emerge as we enter a new era for investment in green space environmental and heritage assets. We believe the Wandle Valley Regional Park Trust should be that organisation.



The purpose of the Wandle Valley Regional Park Trust will be to provide the leadership and coordination of an effective sub regional partnership that will improve the effectiveness, coherence, resilience and quality of the Wandle Valley.



To ensure that the Wandle Valley achieves its potential the Wandle Valley Regional Park Trust will work strategically in six key areas to achieve the aims set out above:

Business case & funding: Making the case for the Valley as vital environmental, social, heritage and economic infrastructure for south west London

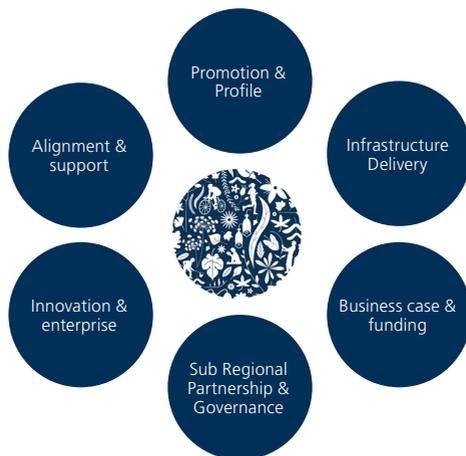
Promotion & Profile: Promoting the Valley and the Regional Park in a coherent manner to raise its profile

Infrastructure delivery: Investing to improve the physical links along the valley and to adjacent communities and build its identity, quality and heritage value

Alignment and support: Working closely with partners and stakeholders to secure funding and deliver our shared vision by ensuring projects and investments are working towards the delivery of a common goal

Innovation and enterprise: Leading and piloting enterprising projects that contribute to the vision

Subregional partnership & governance: continually working to ensure the organisation and its partners are working in the most effective way to achieve the vision and aims



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LD Æ DESIGN
(SHARED ASSETS)