



SCRUTINY REVIEW PANEL 4 – 2019/2020

LEISURE

FINAL REPORT

23 July 2020

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VICE CHAIR'S OVERVIEW



***Councillor Simon Woodroffe
(Panel Vice Chair)***

The Panel completed its programme despite having faced a number of logistical problems over the year.

The Chair was elected to Parliament midway through and twice the minute taker has left the Council fairly abruptly.

I would therefore like to thank all those who have remained involved over the year. It has provided a comprehensive look at the Council's leisure strategy and operations, with the exceptions of libraries which were covered by another Scrutiny Committee. This review concluded before the COVID-19 pandemic started so its impact on the leisure provision in the borough would be the subject of a separate scrutiny.

Many thanks to Chris Bunting, who is the officer largely responsible for the area and attended all of the meetings, but also to Jan De Schynkel, who is new to the Council but is looking to set up a new arts policy for the Council and Harjeet Bains who officered it.

It is accepted that there are considerable financial pressures in the area, in line with the Council's overall situation, but despite these, Ealing provides a wide service in the area. There are many successful stories to be told and these are referenced in the report.

A new arts strategy was launched and a wide range of arts groups came to the final meeting with presentations, but I would also like to mention the Impact Group which comprises performers with special needs and presents spectacular shows.

I hope this report provides a useful basis for the developing of future Council strategy.

1.0 **INTRODUCTION**

- 1.1 The main **purpose** of Scrutiny Review Panel 4 – 2019/2020: Leisure was to review the Council's leisure provision in the borough.
- 1.2 The work of this Panel would assist the Council in meeting the commitments of the Community Strategy and Corporate Plan. In particular, it would help meet the Council's strategic goal of making Ealing a healthy and great place by encouraging sport and leisure as well as working with others in maintaining the excellence of the borough's parks and open spaces.
- 1.3 The membership of the Panel was agreed at the Council meeting on 7 May 2019.
- 1.4 The **scope** of the Scrutiny Panel, which was drawn up by Councillors at the Annual Scrutiny Conference on 9 May 2019, was to consider the following key areas regarding the leisure provision:
 - **An overview of the leisure provision in the borough** – including definition, types e.g. Council, commercial, private, voluntary, charities, etc., accessibility, links to other policy areas, need, disengagement, role of Major Projects Team, funding opportunities, external support e.g. volunteering, etc.
 - **Parks and Open Spaces** – an update on the borough's parks and open spaces including management arrangements, uses, festivals/events, resource sources, surveys, gaps, benchmarking, residents' involvement, sustainability, etc. and how successful examples from within the borough and elsewhere could be replicated.
 - **Sports** – an update on the sports provision in the borough including facilities, providers, usage, participation, accessibility, budgets and performance, benchmarking, sponsorship, gaps, publicity, etc.
 - **Arts** – an update on the arts provision in the borough including types, providers, facilities, funding, benchmarking, sponsorship, accessibility, membership, publicity, best practice, etc.
- 1.5 The key **expected outcomes** were:
 - to ensure that the Council's leisure provision inspired more residents, particularly low participant groups, to actively participate in sport and leisure for a healthier borough.
 - to make recommendations for further improvements in the leisure provision within the borough that would benefit all the local communities.
- 1.6 The Panel sought the views of the major stakeholders in their review.

2.0 METHODOLOGY

General

2.1 The Panel received reports and presentations from internal services, external agencies and expert witnesses at their meetings. There were five scheduled meetings in the year and three of these were held in the Ealing Town Hall complex. The fourth meeting that considered the Arts was held at The Questors Theatre. The fifth meeting was cancelled due to the COVID-19 pandemic. The Panel also conducted several site visits.

Co-option

2.2 The Panel decided against co-opting any additional representatives as it would have been difficult to have a balanced representation from the numerous establishments falling within this remit.

Site Visits

2.3 Panel Members undertook the following site visits in the borough:

- Plogolution Event: a 2-kilometre walk/5-kilometre run at Northala Fields, Northolt
- Meeting with Alex Duncan (Contracts Manager, The Event Umbrella)
- Let's Go Southall Summit
- London Tigers Sports Complex
- PACE Charitable Trust
- Brentford Football Club Community Sports Trust
- The Questors Theatre

Publicity

2.4 The Panel's work was publicised in the Council's *Around Ealing* free magazine which is delivered to all households in the borough, website and by direct emails.

3.0 **DETAILED CONSIDERATIONS** **OVERVIEW OF THE CURRENT LEISURE PROVISION**

- 3.1 At the first meeting, the Panel received an overview of the current leisure provision in the borough from Chris Bunting (Assistant Director, Leisure), Pauline Lawrence (Leisure Operations Manager) and Julia Robertson (Sports Development Manager).



The first Panel meeting

Definition

- 3.2 The general definition of leisure was explained as “activity outside employment/education carried out by residents in their spare/free time – active participation not watching”. However, for the broader scope of the Panel it was defined as a relatively freely chosen humanistic activity and its accompanying experiences and emotions (e.g. enjoyment and happiness) that could potentially make one's life more enriched and meaningful.

Physical Activity Guidelines

- 3.3 The Chief Medical Officer's physical activity guidelines recommended the following:

- For children and babies five years and under, at least 180 minutes (three hours) of activity spread throughout the day and minimising being sedentary (restrained or sitting) from extended periods (apart from sleeping).
- For children and young people over 5 years of age, at least 60 minutes of moderate to vigorous intensity activity a day, vigorous intensity activities that strengthen muscle and bone at least three days per week and minimising being sedentary (sitting) for extended periods.

- For all adults, at least 150 minutes (2½ hours) of moderate intensity activity over a week, muscle and bone strengthening activities on at least two days and minimising being sedentary (sitting) for extended periods.



Chris Bunting (Assistant Director, Leisure) addressing the Panel

- Types of Provision – Council, Commercial, Private, Voluntary, Charity**
- 3.4 The Panel heard that the Council leisure facilities were managed and operated on its behalf by leisure operators, Everyone Active (which is part of Sports and Leisure Management Limited managing over 190 leisure and cultural centres across the United Kingdom in partnership with more than 60 different local authorities) and Better (the operating brand of Greenwich Leisure Ltd which was a non-profit charitable Social Enterprise organisation that ran over 250 sport and leisure facilities as well as libraries on behalf of local authorities in across the United Kingdom, plus its own internal college and the "Healthwise" programme).
- 3.5 The leisure facilities included indoor sport and leisure centres with swimming pools, sports halls, studios and gyms as well as outdoor facilities comprising golf courses, an athletics track, floodlit tennis and netball courts and an artificial grass pitch. The facilities on Council owned land operated by local sports clubs and organisations consisted of floodlit artificial grass pitches, tennis courts as well as grass football and cricket pitches.
- 3.6 Ealing also had a network of sports grounds owned and operated by charitable organisations, faith groups and sports clubs. Members only facilities such as Virgin Active, David Lloyd and Nuffield Health operated within the borough as did private gyms such as Pure Gym and Fitness First.
- 3.7 The Council facilities operated by Everyone Active and Better were compliant with national legislation regarding accessibility. Most sites offered specific

sessions for people from certain target groups. For example, Everyone Active Acton Centre and Southall Sports Centre both had women-only gyms to facilitate participation by women who would not normally use a general gym facility. The Dormers Wells Leisure Centre offered women only swimming sessions. There were also over 70 drop-in sessions a week which catered for older adults, group activities as well as sessions for individuals with a disability or additional needs including gym sessions and swimming lessons.

3.8 Everyone Active also managed the Leisure Pass scheme on behalf of the Council. On purchasing the discount card, specific groups of people could access a variety of activities at a lower than standard price.

3.9 Various sports clubs, charities and community organisations also provided activities for older adults and people with disabilities or additional needs, often through adapted forms of activity. Most sports clubs also offered girls' and women's activity as well as boys and men's activity depending on the availability and interest of volunteers.



Pauline Lawrence (Leisure Operations Manager) addressing the Panel

Where is there a need (e.g. older people/teenagers) in the population?
3.10 The Active Lives Survey data released in November 2018, indicated that Ealing's residents were significantly more active than in the previous 12 months. 64.9% reported that they had taken part in 150 minutes or more of moderate activity a week, up 11%, and compared to November 2016 the activity levels were up by 5.1%.

3.11 The national survey data and trends over the last 12 months had shown that:

- Men were more likely to be active than women, 65% to 61%, and this gender gap was narrowing.
- Those in routine/semi-routine jobs and those who were long term unemployed or had never worked (NS-SEC 6-8), were most likely to be inactive (33%) and the least likely to be active (54%), this pattern had not changed.
- Inactivity levels generally increased with age but the sharpest increase came at ages 75-84 years (to 47%) and age 85+ years (to 70%). Activity levels continued to increase amongst the 55-74 years and 75+ years age groups. Similarly, the proportion who were inactive had decreased for those aged 55-74 years compared to 12 months.
- Inactivity is more common for disabled people or those with a long-term health condition (42%) than those without (21%). Furthermore, it increased sharply as the number of impairments an individual had increased – 51% of those with three or more impairments were inactive. This was important because over half of all disabled people or those with a long-term health condition (52%) had three or more impairments, while 21% had two impairments and 26% had just one impairment (of 14 impairment types). There had been an increase in the proportion of disabled adults or those with a long-term health condition who were active (+1.2%) and a decrease in those who are inactive (-1.4%). This was driven by adults with two impairments. There was no change seen for those with three or more impairments.
- Activity levels were highest for mixed (72%) and white other (67%) adults, and lowest for South Asian (56%), other (56%) and black (57%) adults. There had been only small fluctuations in the proportions who were active and inactive amongst the different ethnic groups. Mixed and white other adults continued to have the highest activity levels, while South Asian, black and those with other ethnic origins were the least likely to be active.

3.12 The Active Lives data for the period November 2017-2018 showed participation in Ealing to be slightly different to the national picture. The data was incomplete for some measures because the numbers were too small to report.

- 68.1% of women had indicated that they were active compared to 61.9% of men, with 22.4% of women inactive compared to 25.4% of men.
- 80.2% of the 16-24 years age group was active compared to 72% nationally.
- 65.2% of the 35-54 years age group was active compared to 66% nationally.
- 52.2% of 55-64 years age group was active compared to 59% nationally.



Julia Robertson (Sports Development Manager) addressing the Panel

Links to other policy areas e.g. youth, crime, health (especially in children)

Physical Activity Strategy 2013-2018

- Promote physical activity as part of everyday life.
- Create the environment for key organisations to work effectively together to build a healthier borough with a reduced incidence of disease.
- Promote the benefits of a healthy active lifestyle to all sections of the community.
- Enable and support health, independence and wellbeing.
- Offer sustainable and affordable access to quality, cost effective sport and physical activity services.
- Proactively tackle health inequalities.
- Bring additional resources into the borough to drive an increase in sport and physical activity participation.
- Promote opportunities for stakeholders and partners to develop and deliver the strategy.

Let's Go Southall Scheme

Why were residents not taking part in leisure activities or using Council facilities more? Establishing the factors that may be contributing to the lack of or insufficient interest from the local community

- 3.13 Southall was one of the 12 Local Delivery Pilots identified by Sport England as an area of interest to research and develop innovative solutions that broke down barriers to physical activity. The ambition of the Let's Go Southall scheme was to *make it easy for people in Southall to get active as part of their everyday lives.*

- 3.14 Over the past few decades, the government had invested money in getting people active and doing more sports. However, looking at the figures on who was getting more active, these programmes were not reaching certain people. Most notably people of lower income, ethnic minorities, women and disabled people.
- 3.15 Furthermore, the programmes were often one-off events and programmes dependent on funding, and therefore not always sustainable or long term. Physical inactivity had a huge impact on a person's physical and mental health and wellbeing.
- 3.16 The government had challenged Sport England to tackle these shortcomings. Sport England had £100 million of funding to explore new ways of thinking, fund programmes that focused on the hard to reach people and implement long lasting change.
- 3.17 Accepting that previous methods of funding programmes and policy had not led to optimum results, what made this Sport England initiative different was its innovative approach.

What was the programme trying to achieve?

- 3.18 The Let's Go Southall programme aimed to decrease levels of physical inactivity in Southall. Targeting individuals who currently did less than 30 minutes' of activity a week.
- 3.19 The programme also recognised that people did not exist in a vacuum and there are many factors and underlying causes which influenced inactivity levels. To ensure the success of a programme that enacted whole system change, it would harness/facilitate and encourage the collaboration of organisations (such as faith groups, the NHS, schools, workplaces), local council, individuals, families, transport, spaces and architecture and more.

Insight and Research

- 3.20 To tackle the inequalities that exist in the pilot area there needed to be a deep, on-the-ground contextual understanding of the complex challenges and barriers (both at individual and system level) that got in the way of people being more active. Engaging with, listening to and observing residents in their day-to-day lives would be key to gathering intelligence, uncovering insight and co-designing appropriate ways to engage with and motivate different sections of the community.
- 3.21 It was important to start by understanding the culture of the present environment and what shaped people's behaviour (and capacity to change). For example, the:
- motivations, assets, needs and behaviours of the people that lived and worked there
 - patterns of behaviour over time
 - underlying systems that influenced these patterns
 - mental models of the different communities that created these systems

Co-Design, Co-Develop and Capacity Build

- 3.22 With the support of the insight and co-design partner, Let's Go Southall would harness the expertise in the community through the co-designing of solutions. This meant actively involving all stakeholders in the design process so that the result met their needs.
- 3.23 Through the co-design and co-development process, the service would:
- support and enable the pilot community to develop and implement their own 'solutions' to break down barriers to physical activity.
 - assist with the development of peer research, build capacity and skills among local statutory and community organisations to undertake a similar programme of insight, co-design and community development in other areas/with other communities.
 - initiate a movement for lasting behaviour change and build community capacity to enable this to be sustained.
- 3.24 The service was also seeking to embed sustainable whole systems change and recognise that 'interventions' may operate at different levels within the system where there was opportunity and leverage, working with others within new collaborative operating principles, building connections and relationships across the system, and developing people in the skills needed to listen to users and work collaboratively.

Test and Iterate

- 3.25 The only way it would be known if the ideas/solutions worked was to try them out in Southall. By testing, learning and iterating solutions in the community, it could be established quickly which solutions were working and refine them for further improvements. By embedding feedback and learning loops into the process, it could be ensured that the efforts were concentrated on finding the best solutions in a time and cost-efficient way. It also needed to ensure that these would work in the community and withstand the test of time.
- 3.26 An iterative flexible approach was required and if insight suggested that changes should be made to either the co-produced solutions or the identified insight methods then that should be seen as positive learning rather than 'getting it wrong at the start'.

Evaluation

- 3.27 As important as delivering a programme that enabled the Southall community to be more physically active was to learn from the process.
- 3.28 The service was committed to sharing what worked/did not work with the community, other Local Delivery Pilots and Sport England.
- 3.29 Social Change UK, the evaluation partners, would provide support in measuring the impact throughout the process as well as research the initial baseline data.
- 3.30 Their aims and objectives were to:

- improve the understanding of the action required at all levels of the local system to break down barriers to physical activity, especially among harder-to-engage and socially isolated residents.
- define the key ingredients of a successful 'whole system' community-led approach to tackling inactivity – and how this could be reproduced elsewhere.
- quantify the impact of the pilot on the target population and the wider system.
- produce recommendations for sustaining positive behaviour change over the longer-term – and how this could be monitored.

3.31 The programme also worked closely with the national evaluators Industrial Facts and Forecasting (IFF) Research. Appointed by Sport England, IFF Research would collate, process and share learnings across all Local Delivery Pilots, and beyond.

3.32 As part of this review, Cllr Linda Burke and Cllr Kamaljit Nagpal attended the Let's Go Southall Summit at the Dominion Centre in Southall on 12 November 2019.



Cllr Linda Burke and Cllr Kamaljit Nagpal at the Let's Go Southall Summit



Cllr Bassam Mahfouz (Portfolio Holder for Finance and Leisure), Cllr Jasbir Anand (Portfolio Holder for Business and Community Services), Cllr Mohinder Midha and Judith Finlay (Executive Director for Children, Adults and Public Health) at the Let's Go Southall Summit

Role of the Major Projects Team

3.33 The Major Projects Team provided the delivery function for capital investment into the borough's facilities which included:

- Working alongside the Leisure Team at project inception to prepare feasibility plans and the funding strategy
- Providing project management support and procurement of building works/planning applications at the pre-construction stage
- Construction management and cost control
- Handover into operations of leisure facilities to Council or external providers
- Engaging national governing bodies/funding organisations to obtain external funding
- Involving and engaging clubs and community organisations
- Encouraging commercial organisations to invest

External Funded Schemes 2012-2021

| Project | External Funding £,000 | Council Funding £,000 | Overall Project Cost £,000 | Timeframe |
|-------------------------------|---------------------------|--------------------------|-------------------------------|----------------|
| Spikes Bridge Sports Ground | 1,180 | 875 | 2,055 | December 2012 |
| Lord Halsbury Sports Ground | 1,300 | 150 | 1,450 | December 2012 |
| Pitshanger Park FC Ground | 500 | 75 | 575 | April 2013 |
| Durdans Park Cricket Ground | 650 | 50 | 700 | September 2018 |
| Popesfield Sports Ground | 500 | 150 | 650 | June 2015 |
| Warren Farm Sports Ground | 15,000 | 0 | 15,000 | June 2021 |
| Boddington Gardens | 1,200 | 0 | 1,200 | November 2013 |
| Perivale Park | 163 | 137 | 300 | October 2015 |
| Rectory Park | 4,925 | 275 | 5,200 | June 2017 |
| Gunnersbury Park – Sports Hub | 11,000 | 3,000 | 14,000 | November 2019 |
| Total secured | 36,418 | 4,712 | 41,130 | |

Ealing leading the way

3.34 Whilst many authorities were closing facilities Ealing had made significant investment, for example:

- Spikes Bridge Park Case Study by Sport England as an example of best practice.
- Football Association Asset Transfer Toolkit case studies of Ealing projects
- Locality – case study on Lord Halsbury for national promotional video
- Presentation at Wembley Stadium to regional national governing bodies (NGB) officers on Ealing projects
- Working with other boroughs based on success and expertise

Working with outside groups and charities

3.35 The Council also played an enabling role in developing better quality facilities by engaging and enabling community organisations through the asset transfer process to independently manage and operate facilities funded through partnerships with Sport England, NGB of Sport and other funding organisations.

3.36 The ongoing viability of these and other leased sites in the borough depended on the Council providing a subsidy system for certain clubs and sites which made it viable for sports clubs run by volunteers to deliver top quality sports activities for the local community and maintain the sports

facilities independent of the Council in return for a subsidised annual rental fee.

- 3.37 If this process were removed then the sports clubs would not be financially viable so the Council would have to take back in house the cost of running and maintaining the facility whilst being in the danger of breaching grant conditions as there would be no sports delivery on these funded sites. This would result in the payback of grants and future grant applications very unlikely to succeed.
- 3.38 Active Ealing organised the borough team to enter the annual London Youth Games involving representative teams of young people from 32 boroughs and the City of London taking part in over 50 sporting competitions. The Council paid the entry fee and covered other essential costs to the value of around £10,000 and employed a Sports Development Officer to coordinate the team entries. It would not be able to enter a team without the help and generous support of the sports clubs in the borough who organised trials and training for each individual sports team usually as part of an existing club session, transport to and from competitions and team management on the day of competition.
- 3.39 Ealing Sports Awards launched in 2017 recognised the commitment, talent and achievements of Ealing's sports clubs and community organisations, volunteers and sporting individuals. It was an opportunity to celebrate success and thank those volunteers who provided the opportunity for others to take part in sport.
- 3.40 Brentford Football Club Community Sports Trust had worked in Ealing since the late 1980s, originally focusing on providing football opportunities to young people but now the services had expanded into a wide range of activities for people of all ages and abilities. The Council paid an annual subsidy of £15,000 towards the running costs of the Trust. The Queens Park Rangers Community Trust would also work in the borough as part of the Warren Farm sports ground redevelopment project.
- 3.41 The Council's Leisure Team worked closely with the two leisure contractors to deliver the best possible service to residents; as well as managed and operated Ealing's leisure facilities. Both, Everyone Active and Better, had specific officers who worked with the Council to develop relationships and partnerships with local organisations to increase the scope of activity offered to Ealing residents. This development work focused primarily on low participant target groups including women and girls, people with a disability or additional needs and older adults.
- 3.42 Ealing Council worked closely with Sport England and the various NGB of Sport, including Middlesex Football Association based at the new £5m sports facility in Rectory Park, to support clubs and develop new sports facilities. Partnerships with local branches of these national organisations had led to successful funding bids to provide new facilities as well as ongoing support to clubs and outreach programmes to engage with the local community. London Sport was also a key partner in the development

of programmes to engage people in sport. National funding programmes, such as Satellite Clubs, were run through London Sport and gave clubs the opportunity to link with local schools to create new activity sessions for young people.

- 3.43 The Leisure Team worked with a range of voluntary and third sector organisations including the lead organisations delivering the Community Connections programme. Due to the limited resources available, most work focused on fund raising and volunteer training as well as promotion of leisure opportunities to the local community. Current working partnerships existed with organisations such as the Gunnersbury Community Interest Company, Southall Community Alliance, sports clubs, sports charities, Brentford Football Club Community Sports Trust and the Young Ealing Foundation.

Examining opportunities for generating funding and other external support e.g. volunteers, etc.

- 3.44 Sport England, London Sport and the NGB of Sport played an important role in supporting clubs/groups and volunteers. Funding opportunities existed (albeit limited) for some organisations to apply for both capital and revenue funding. The Council's role was to raise awareness of these opportunities and, along with Ealing Community Voluntary Service, provide support with funding applications where possible.
- 3.45 External funding was rarely available for ongoing day to day running costs. Clubs could usually only apply for capital funding to pay for new or refurbished facilities and revenue funding to deliver a new activity e.g. start a girl's section.
- 3.46 The same national and regional organisations provided almost all of the coaching and volunteering courses associated with sport in general, including administration plus sport specific coaching qualifications. Bursaries were sometimes available for volunteers which varied between course providers.
- 3.47 Ealing had an extensive voluntary club network with hundreds of people volunteering year-round to provide others with the opportunity to play and enjoy taking part in sport and recreation. People volunteered their time in a variety of roles, including driving tractors to cut the grass and mark pitches, as a coach, team manager, club treasurer, trustee, etc. These volunteers were the life blood of sport in Britain.

Ealing Sports Facility Strategy 2012-2021

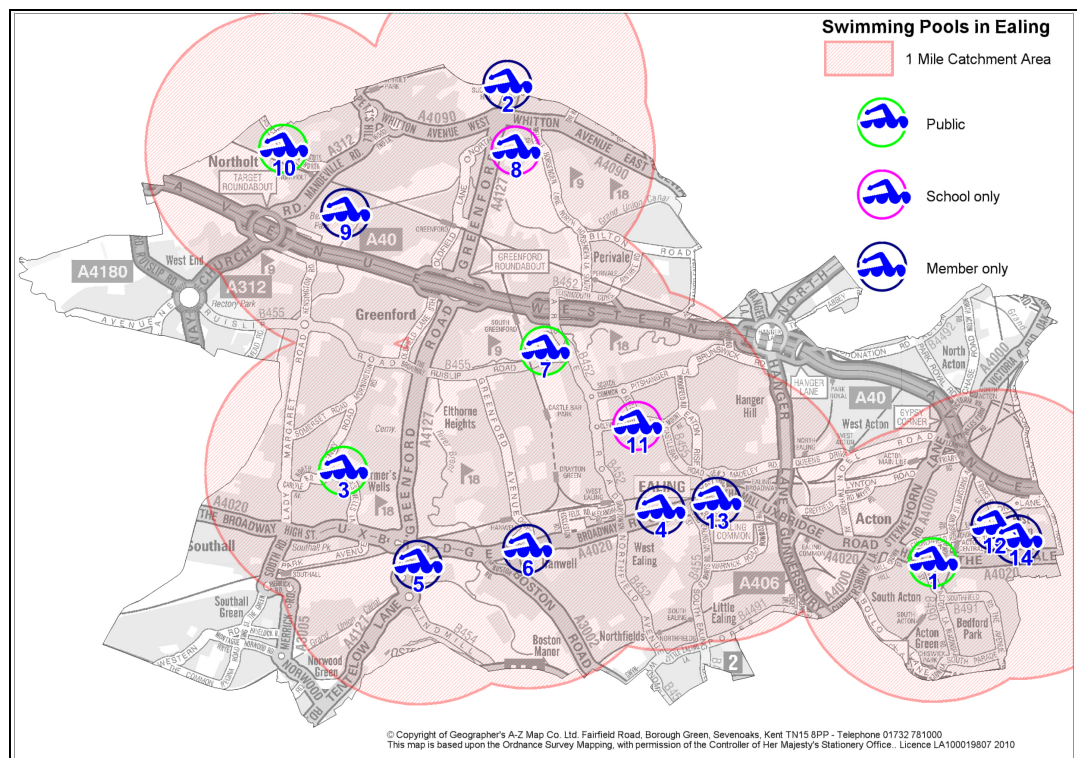
- 3.48 The Sports Facility Strategy had undertaken a detailed study of the current and future demand for sports and active recreation in the borough. The assessment was undertaken with due regard to the Planning Policy Guidance 17 for Open Spaces, Sport and Recreation; the National Playing Fields Association guidance and the Sport England Playing Pitch methodology.

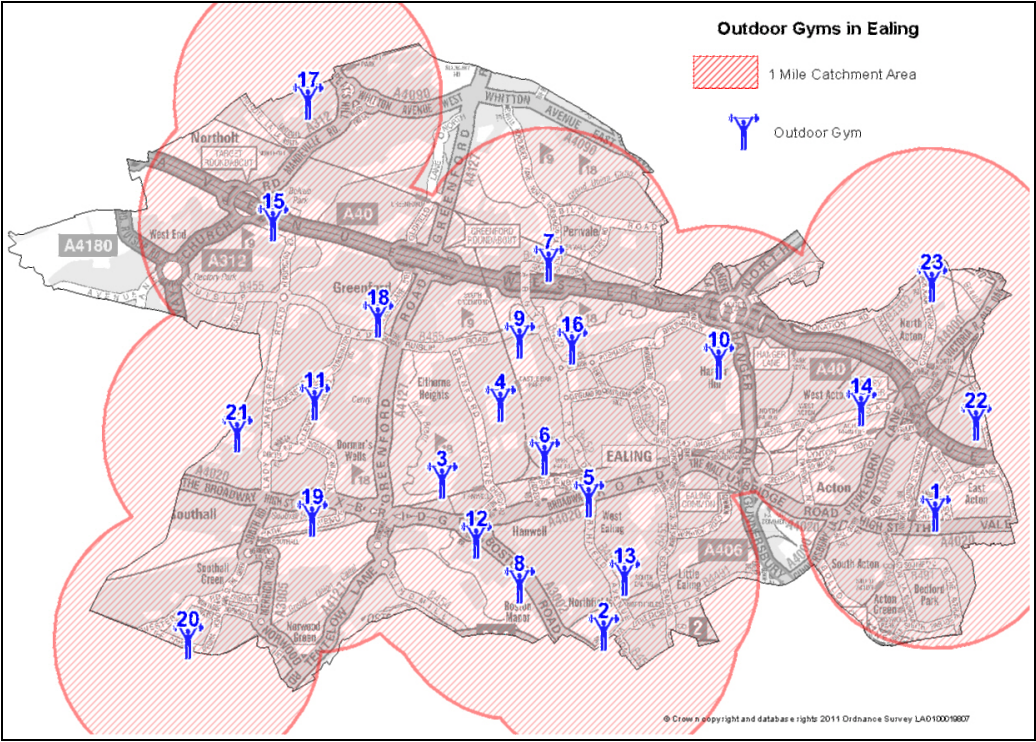
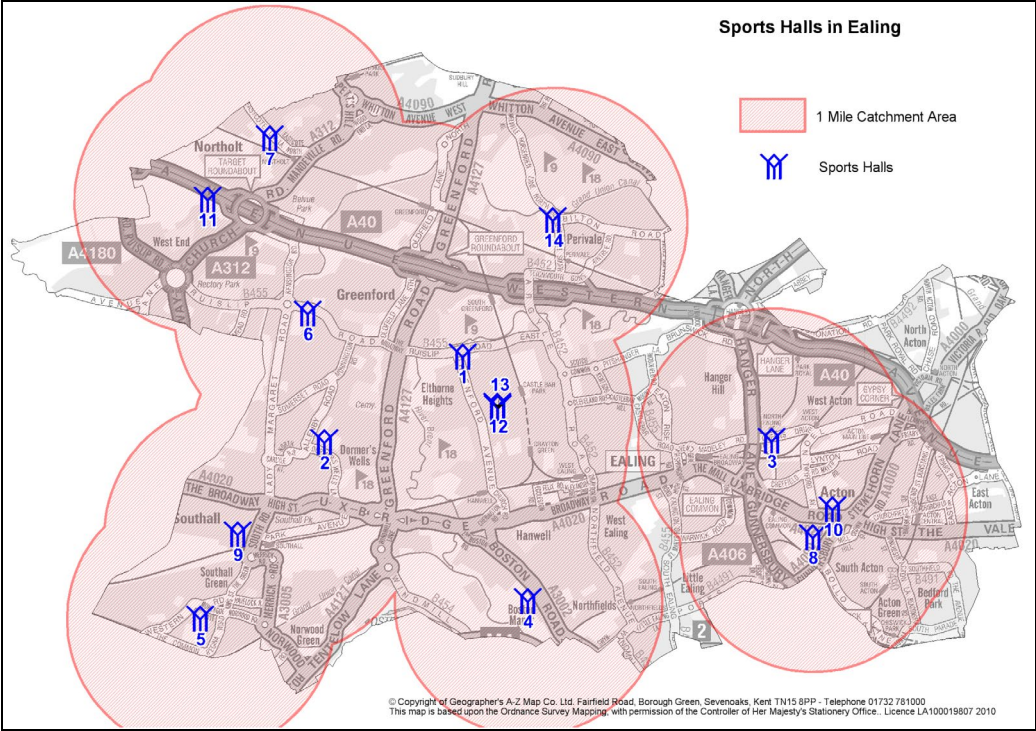
3.49 The main implications for outdoor sports to arise from population growth figures were as follows:

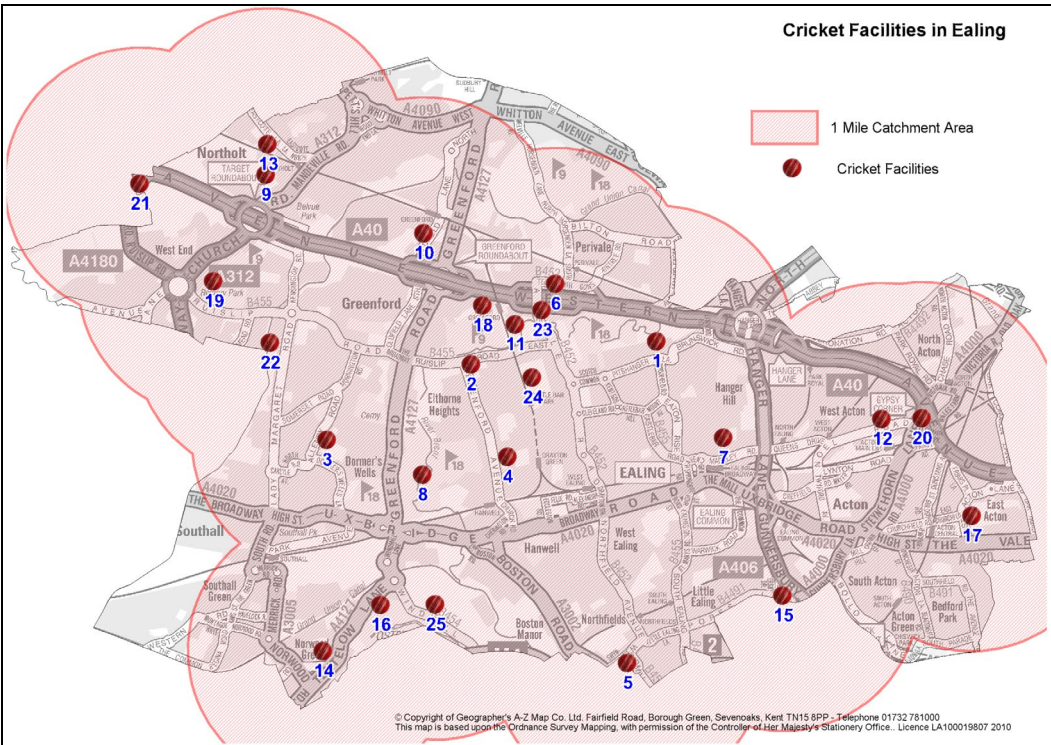
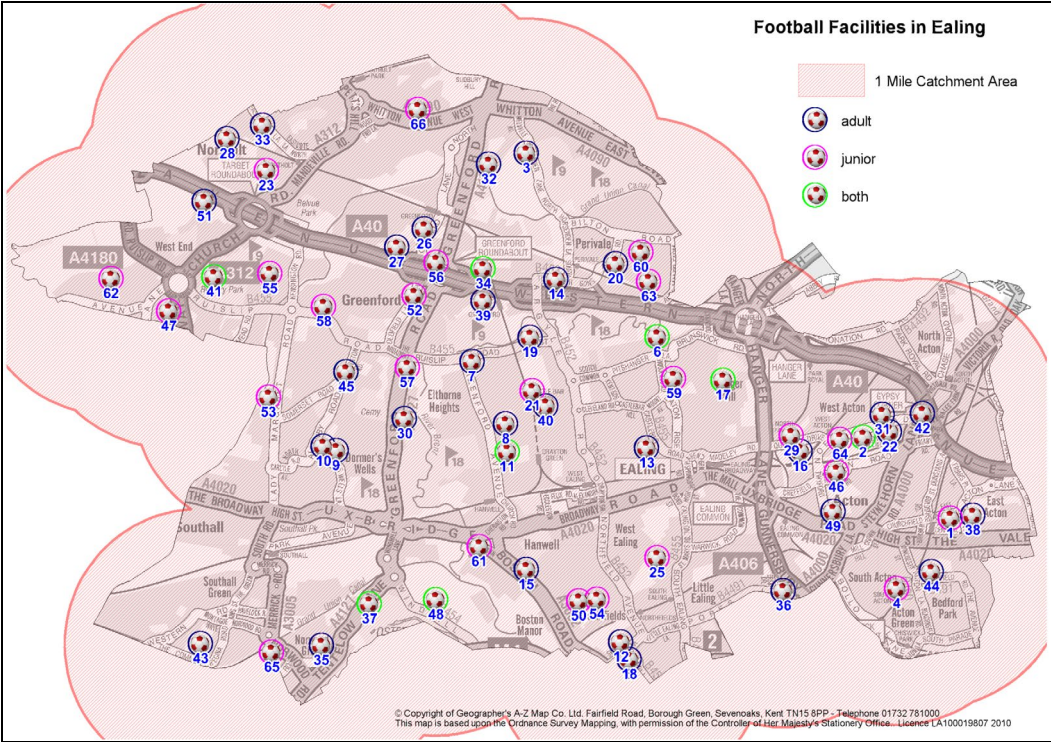
- The total population was anticipated to increase by 8.1% but the active population (defined as 6-55 years) by only 3.8%, reflecting an ageing population. The non-active population over 55 years increased by 23%, those under 6 years by 12%.
- There were absolute increases in the population mainly affecting junior sports, ranging from 4-6% for junior boys to 18% for junior girls and 15-16% for mini sports.
- There were absolute declines in numbers of both men and women from 16-45 years, (affecting adult football, rugby, etc).
- The strategy identified that the biggest growth in demand for outdoor sports would be for junior pitches, both football and cricket.
- Local demand for outdoor sports and recreational use of parks and open spaces was already high.
- Recent installations of outdoor gym equipment had proved very popular and showed that parks could make a significant contribution to public fitness through non-organised activity.

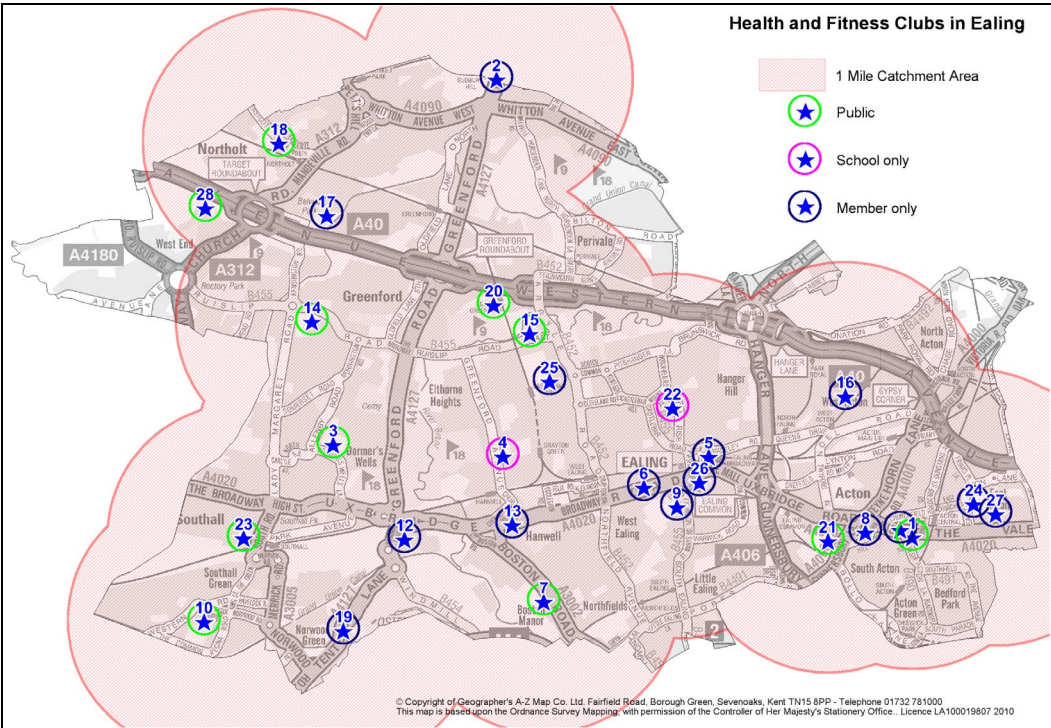
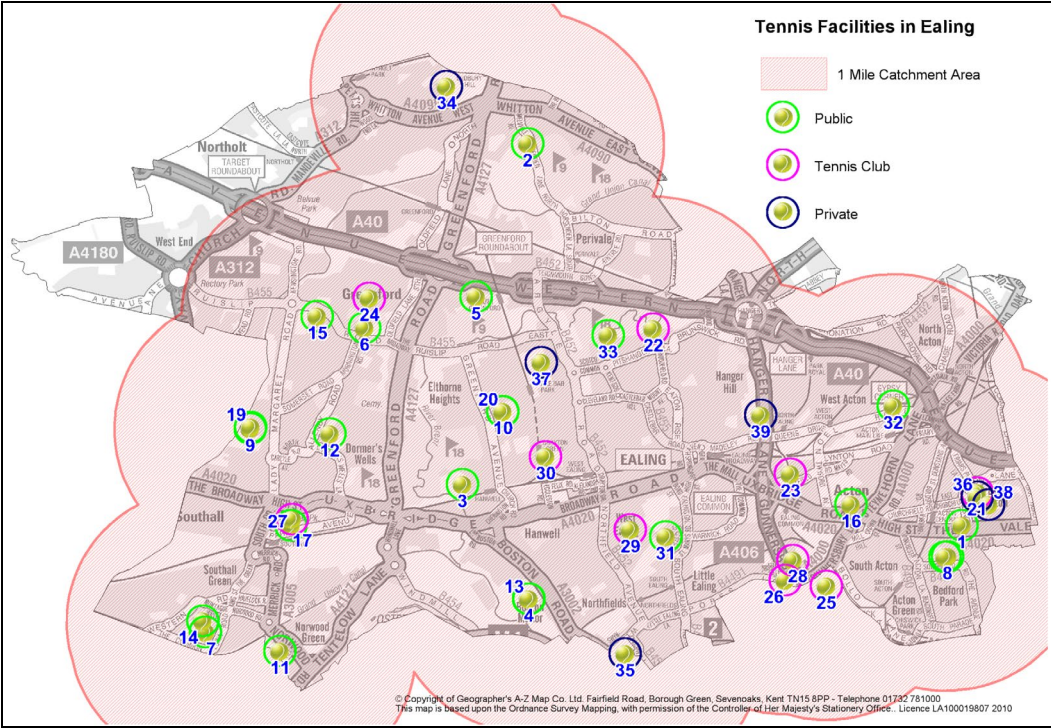
Types and Locations of Sports Facilities

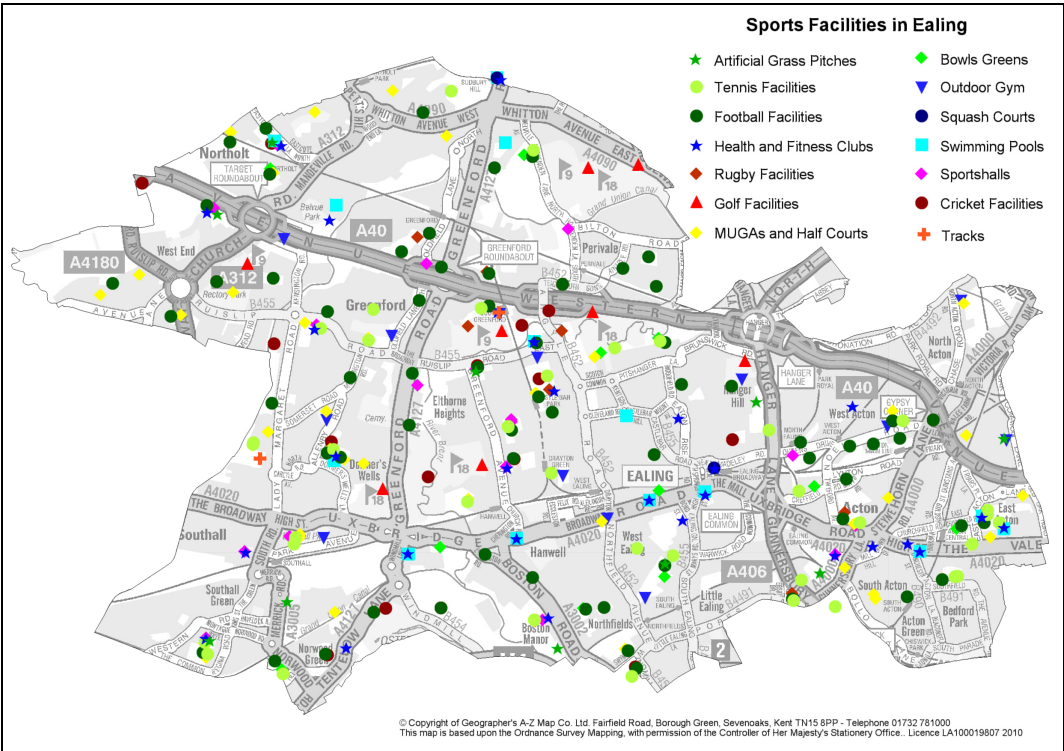
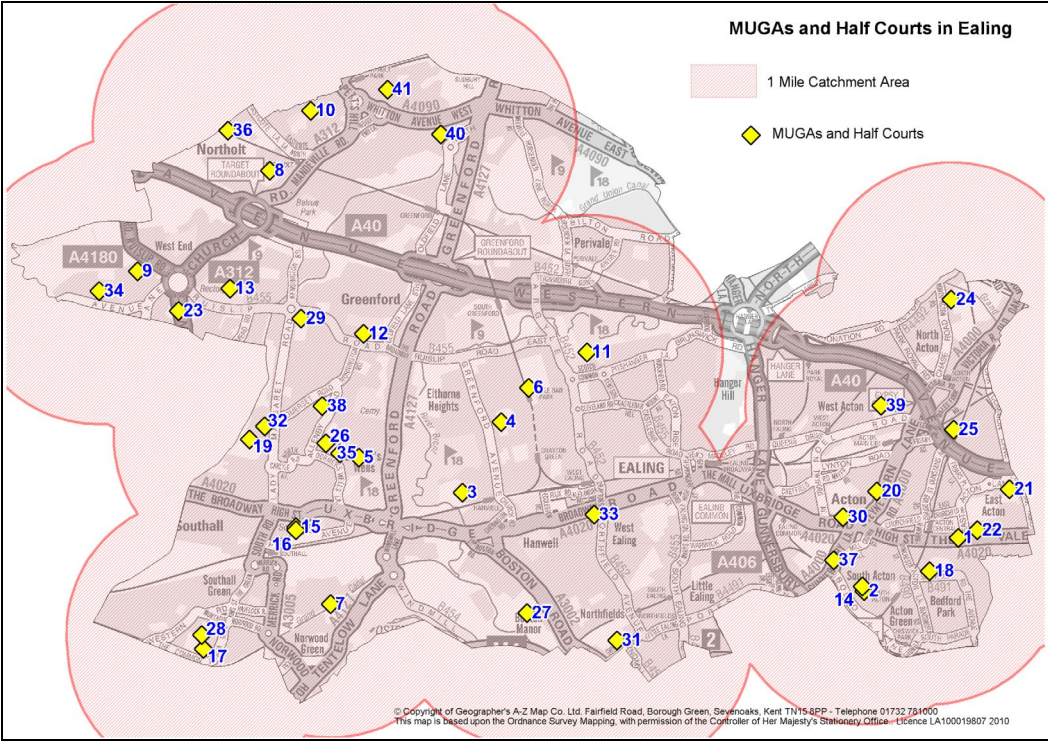
3.50 The following maps featured in the Sports Facility Strategy display the types and locations of the various sports facilities in the borough:











Key Issues

The Panel:

- referring to the difference in usage between ethnic, age and mobility groups asked why this was the case and how those groups at the bottom end could be engaged more regularly.
It was advised that this was an area being taken up by community development managers, Greater London Authority and tri-borough officers, who were tasked with going out and engaging with the inactive groups. Engagement Activity Plans were in place and these were reviewed every six weeks. One of the current engagement activities in the plan was a swimming project for people with vision impairments. Greenwich Leisure Limited (GLL) was running a scheme in conjunction with Ealing Mencap which promoted group gym activities. The offer for older adults now included around 80 weekly sessions in different activities. The outdoor gyms in Southall were seeing incredible levels of uptake and the Let's Go Southall programme would provide a significant amount of helpful engagement possibilities.
- noting that 659 people would be sampled for the Let's Go Southall programme asked how these would be chosen. Whether their responses would determine how the £4m funding would be spent.
Learnt that it would be too easy and not necessarily right to go to cohorts in Southall who were already known, so a methodology was being used that would ensure a truly representative cross sample across Southall. It would be important for Members to play a part in the next stage of insight and co-design.
- expressed concern about the time delay between existing leisure centres closing for refurbishment and new ones opening. Whether there was an option to keep a local option open whilst parts were closed off. Heard that due to the expense and lack of land, it was impossible to keep leisure services open whilst closing for refurbishment. Gurnell Leisure Centre was expected to be closed for 27 months and lots of work was being done around the displacement issues related to this.
- referring to the outreach work with people who were not active asked if small projects were possible that did not have the expense of Let's Go Southall.
Learnt that regular communications, engagement and prompts took place with appropriate messaging on exercise recommendations. The targeted work focused more around people who had other issues beyond simple inactivity.
- highlighted that an individual was able to enter a local gym easily without being a member and whether this had an effect on usage statistics.
It was advised that the Ealing run gyms had controlled access with turnstiles but to encourage engagement these needed to be removed and more use made of modern technology. 80% of gym inductions in Ealing were now undertaken online.

- congratulated the amazing work done on the leisure provision given the size of the team involved but recognised that more was needed to help promote this work especially as the obesity profile of Ealing did not reflect the level of the offer. Schools also had a limited leisure provision so what could be done collectively about working in partnership with others. It was advised that Ealing was better placed than many other boroughs regarding shared facilities. A huge range of work was being done to harness this with the building of a relationship between when children finished school and the sports offer that began at the end of the school day. Work was also taking place looking to introduce more primary school children to sport. There were also two school sports partnerships in the borough.
- expressed concern that the after-school sports offers in the borough were largely being taken up by wealthier demographics in the borough. It was advised that the school sports partnerships worked with 95% of schools in the borough and did a lot of good work with all demographics. These partnerships had once been centrally funded. However, the funding was removed but Ealing had seen the value in maintaining them.
- requested further penetration and usage data.
- on noting that the Health and Wellbeing Strategy was subsuming the Physical Activity Strategy asked whether there were risks in the amalgamation as some areas highlighted now may cease to be picked up. It was agreed that some targeted in-depth work could potentially be missed. The Joint Strategic Needs Assessment on Physical Activity had been revised two years ago but needed another update.

| No. | Recommendation |
|------------|---|
| R1 | Ealing Council should update its Joint Strategic Needs Assessment on Physical Activity to ensure that all targeted in-depth work is included in it. |

PARKS AND OPEN SPACES

- 3.51 At the second meeting, the Panel received a detailed presentation on the borough's parks and open spaces from Chris Bunting (Assistant Director, Leisure).



The second Panel meeting

- 3.52 As part of this review, Cllr Simon Woodroffe (Vice Chair) met with Alex Duncan (Contract Manager, The Event Umbrella) about their work with the Council regarding the events held in the borough's parks and open spaces.
- 3.53 Cllr Sarah Rooney attended the Plogolution event at the Rectory Park and Northala Fields in Northolt on 21 September 2019. This was a joint site visit with the Active Citizenship Scrutiny Review Panel.
- 3.54 The Panel heard that Ealing was one of the greenest boroughs in London and over a quarter of its land was open space. This included ten miles of tranquil canals and a river and over 1,000 hectares of space designated as natural conservation areas. The open spaces defined the historic character of Ealing and provided amazing and diverse spaces for residents to enjoy for all sorts of activities.
- 3.55 There were 145 parks and open spaces. The well-presented parks and green spaces provided focal points for the whole community. These were spaces where communities came together, for everyone to feel welcome and safe, enjoy the wealth of parks and green spaces and the biodiversity that Ealing had to offer. For example, the popular Northala Fields was one of the most innovative parks and the Perivale Wood Local Nature Reserve was richly biodiverse.

- 3.56 The parks and green spaces were good for the mind as well as the body. Improving such spaces and ensuring appropriate provision was fundamental to making Ealing an attractive place to live, work and visit. In order to achieve this, the Council wanted to encourage individuals, groups, and local communities to be well placed and have the opportunity to have a voice in the borough's management of its landscape.
- 3.57 The Council's vision for the borough's open spaces was *"to ensure that every area of the borough of Ealing had green and open spaces of good quality for all current and future generations to use and enjoy"*.

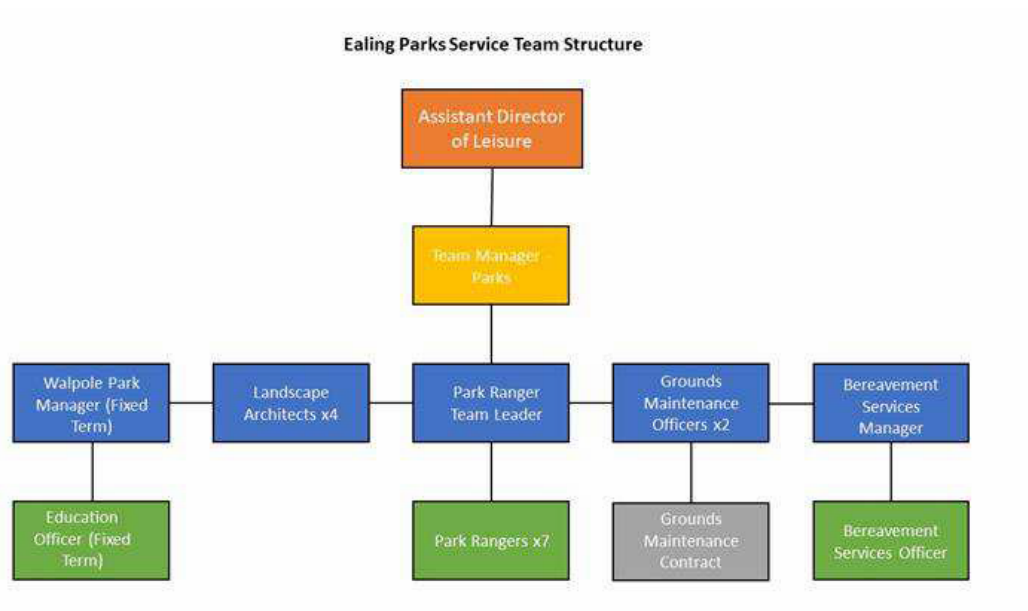


Chris Bunting (Assistant Director, Leisure Services) presenting to the Panel

Management Arrangements

- 3.58 Ealing's parks and open spaces were managed by a small team of staff with a variety of experience in horticulture, environment, land management, landscape architecture and education.
- 3.59 The day-to-day operations were largely managed by the two Grounds Maintenance Officers responsible for monitoring the grounds maintenance contract.
- 3.60 Nature conservation, patrolling and community engagement was led by the Park Ranger Team Leader and seven Park Rangers. Their role has become more focused of late through the Future Ealing agenda and the Active Citizens Programme, which enabled local residents to become more involved in their local areas resulting in the number of volunteers increasing dramatically.

- 3.61 There were several elements shared amongst the team such as the administration and management of Ealing’s 45 allotments and its 1,800 tenants, memorial applications, antisocial behaviour (such as street drinkers, rough sleepers, unauthorised encampments, etc.) and general enquiries.
- 3.62 As part of the Heritage Lottery Funded refurbishment project, there had been a Park Manager and an Education Officer at Walpole Park since 2014. These posts were fixed term and ended in October 2019. The Active Citizens programme would help continue the good work and strong relationships that had been built over the past five years.
- 3.63 The project work in the parks, open spaces and other green spaces was the responsibility of the Landscape Team which consisted of four Landscape Architects. They dealt with planning matters for the department and negotiated the Section 106 funds through development applications to maintain and improve the quality of Ealing’s parks and open spaces. Once the funds were in place, these officers designed and delivered a wide variety of schemes across the borough.



Users and Uses

- 3.64 Ealing was the fourth most diverse borough in England and the third in London regarding the number of people from different ethnic backgrounds residing here and the evenness of their distribution across the borough. The borough has residents from over 173 different countries. It also had one of the highest levels of international migration in London, with 46% of residents being from a black and minority ethnic (BME) background. In 2020, it was predicted that the number of people with a BME background in Ealing would be more than 50% of the total population.
- 3.65 Some of the most frequent reasons for visiting parks and open spaces were:

- Fresh air
- Exercise
- To take the children out/to the playground
- To enjoy the surroundings
- To walk the dog
- Part of a commute
- To socialise
- To play sport
- To visit events/festivals
- To enjoy wildlife

3.66 It was evident that Ealing's parks and open spaces needed to cater for a wide variety of demographics and the Parks team constantly reviewed the quality and quantity of facilities to deliver maximum enjoyment for all users.

Festivals/Events

3.67 The Council facilitated a significant number of varying events each year. Each park and open space was used by a variety of people for a range of purposes. Hence, the Council undertook careful planning and consultation so that benefits from the events could be maximised while disruption to the specific location, environment, residents and the business community could be kept to a minimum.

Festivals and Events for 2019/2020

3.68 Third Party Events in Parks and Open Spaces:

- Estimated Number of Events scheduled to take place in parks: 101
- Estimated Number of Events scheduled to take place on the highway: 17
- Number of Street Parties: 11
- Estimated Number of Applications Received: 150
- Conversion Rate: 86%
- Highlights were (attendance): Acton Greendays (4,000), Ealing Half Marathon (6,000), Great Russian Circus (3,600), Hanwell Hootie (4,999) and Pitshanger Party in the Park (5,000)
- Estimated total customer attendance at third-party led events: In excess of 200,000

3.69 Ealing Summer Festival Programme:

Some of the summer events were the Acton and Greenford carnivals, CAMRA beer festival, comedy festival, Blues festival, Jazz festival and London Mela.

Impact

3.70 Whilst most events in parks happened in the summer months and ground damage was relatively minimal, there had been some circumstances when events had not been an entirely positive experience. Therefore, the team now retained damage deposit, the level of which varied depending on the scale of the event. Fines were also highlighted in the [Charges, Deposits and Damages](#) document that were implemented if the event organiser failed to:

- comply with the [terms and conditions of hire](#) and/or there was:
 - any action or inaction that was likely to significantly compromise the safety of the public or staff
 - extreme noise
 - nuisance flytipping and marketing
 - litter or refuse left behind
 - ground damage requiring Council reinstatement

3.71 Any cost incurred by the Council was met by the event organiser with an additional sum for administrative time.

Future Considerations

- The Council was considering a reduction in the subsidy it gave the Ealing Summer Festivals and third-party led events programme. This would mean an increase in fees for community event organisers and could lead to a reduction in such events.
- Opportunities had been missed due to ideological opposition to events taking place in parks and open spaces. There was a recommendation to carry out a policy review.



Cllr Simon Woodroffe (Vice Chair) in a meeting with Alex Duncan (Contracts Manager, The Event Umbrella)

Funding and Gaps

3.72 Due to the central government funding cuts, the Parks service had seen a considerable drop in the revenue budget. The service had to reduce the number of staff by 25% over the past four years whilst trying to maintain the

same level of service and implement new ways of delivering for residents and park users.

| Year | Revenue Spend | Capital Spend |
|-----------|---------------|---------------|
| 2012/2013 | £3,947,800 | £1,921,088 |
| 2013/2014 | £3,598,400 | £4,417,736 |
| 2014/2015 | £3,608,400 | £3,881,901 |
| 2015/2016 | £3,273,479 | £4,068,519 |
| 2016/2017 | £2,879,664 | £10,542,425 |
| 2017/2018 | £2,746,597 | £14,242,427 |
| 2018/2019 | £2,767,901 | £2,449,667 |

*NB: the capital spend includes the £4.5m HLF project for Walpole Park (2013-2015) and the £21m project Gunnersbury Park (2016-2018).

- 3.73 With the revenue budget reducing steadily over the past five years, there was an increased pressure on the need for capital funding to ensure the assets within parks were safe and fit for purpose. Some assets such as play and outdoor gym equipment, benches and fencing that had been removed in some parks for health and safety reasons had not been replaced due to a lack of funding.
- 3.74 The current trend of budget reductions was resulting in an insufficient service for our residents, so the Parks Team was exploring a wide variety of ways and methods to minimise the cost of the service and maximise the potential of the budgets available. The team was engaged in the Active Citizens programme to involve the local community in the maintenance and management of their local space, utilising capital funds as match funding for grants to ensure the impact on site was maximised and partnering with third party organisation to help deliver valuable community projects.
- 3.75 Furthermore, the current Environment Services contract with Amey was to be terminated in July 2020 and delivered by Greener Ealing Limited, a new local authority owned company. It was deemed that operating the services similarly to an in-house service would greatly improve the flexibility of the service and improve the quality of the maintenance delivered. It would also improve the ability to support local community groups in their local area.

Sustainability and Partnership

- 3.76 The success of the service was dependent on the Council working with a range of partners organisations, external agencies and the third sector.

Active Citizen

- 3.77 The parks played a vital role in the Active Citizen's strategy, supporting community engagement and participation in a range of activities and helping to reduce isolation, improve mental health and increase physical activity.
- 3.78 Active Citizens activities included food growing, community events, wildlife monitoring and habitat improvements, volunteer gardening and maintenance, litter picking, arts activities, outdoor education and forest school. It was expected that an increasingly empowered community and

devolving management would mean reduced maintenance costs whilst aiming to maintain quality.

3.79 A substantial proportion of site budget was allocated to rubbish collection, so community involvement could make a major impact on a site's day to day running costs. In 2017 and 2018, Ealing Parks partnered with Keep Britain tidy on two separate litter behaviour and perception projects to change user's perception on litter. The first, in partnership with Parks for London, was focused on preventing abandoned picnics or litter and involved a litter gauge that marked the cost of cleaning up the parks and illustrations of what could have been obtained instead. Parks for London, wrote a brief on the project [here](#). The second project involved removing bins from parks and gauging the public perception and response. This proved to be quite successful in Ealing in the two parks that were trialled, North Acton Playing Fields and Maytrees Rest Garden. There was more than a 60%-80% reduction in the litter at the respective sites. The summary report can be found [here](#). Through behaviour change it was likely that spaces were better respected resulting in less time spent on the maintenance.

3.80 A range of innovative approaches to engage with communities, organisations and individuals had also been used to initiate litter-picking activities in parks and open spaces:

- Better Points 'Love Parks' Programme
- Plogolution
- 2 Minute Litter Pick boards with pickers
- One off events and partnership working: Ranger-led walks; groups and organisations leading litter-picks
- Rangers giving out and individuals requesting litter pickers
- Social media and comms. (Great British Spring Clean, Council, Do Something Good/Bubble, Facebook neighbourhood groups, LAGER Can) to promote and campaign

3.81 More information on these activities and how the Active Citizens programme is being delivered in the parks is available in the [Active Citizens scrutiny report](#).

Parks Foundation

3.82 The Parks Foundation which was set up by Ealing Council in November 2018. It would operate as a charitable organisation with residents, friends' groups and a board of trustees all playing a significant role in shaping the future of the borough's green spaces. The aim would be to encourage volunteering (with all its many social, mental and career benefits) whilst providing opportunities for all residents to take part in community activities, stay healthy and active in a variety of ways. The Foundation would also have a big say in the preservation, conservation and protection of local parks, particularly through community engagement projects. It would also provide the Parks service with another mechanism to raise and apply for funding to enhance and improve parks and open spaces across the borough.

Partnership

3.83 For several years now, the Parks service had also been working collaboratively with third party organisations to help deliver community projects. The service would continue to do so as it had proven to deliver positive change and engagement with residents and park users. One such partnership was the strategic multi-year partnership with Trees for Cities. Although Ealing had worked with Trees for Cities since 2010, it was decided in 2016 to enter into a three-year partnership with them so that they could take a more strategic approach on tree planting and creating high quality green spaces in the borough. In 2016/2017, three projects engaged with nearly 1,000 volunteers, planted more than 20,000 trees and the contribution of £25,000 by the Parks service was multiplied by Trees for Cities by over 700% for a total project budget of £177,000.



Benchmarking

3.84 Ealing's average (mean) of 1.97 hectares per 1,000 population compared favourably with other London boroughs.

- Westminster referred to a generally accepted standard of 1.6ha/1,000 in city environments. The Westminster standard was 1.82ha/1,000.
- Tower Hamlets had a standard based on the current average of 1.2ha/1,000.
- Hammersmith and Fulham quoted an open space provision of 1.35ha/1,000 people falling to 1.22ha/1,000 by 2018. However, this increased to 1.7ha/1,000 people if open space within 400 metres of the borough boundary was taken into account.

3.85 Whilst the average quantity of provision should not automatically be used as the benchmark for future open space provision, it provided an indicative figure of the 'status quo' whereby spatial patterns could be judged and strategic priorities formulated.

London Parks Benchmarking Group

3.86 At a service level the team regularly participate and subscribe to the [London Parks Benchmarking Group](#), an organisation of cross-London officers which met four times a year and had an online forum. The mission of the group was:

- To identify, share, and promote best practice through process benchmarking
- To share experiences, ensure best value and other improvement initiatives
- To collect and share comparative data
- To work collaboratively in an inclusive manner to improve service delivery

3.87 All regarding parks, green spaces, grounds maintenance and other related services on behalf of the member organisations, residents and visitors.

Parks for London

3.88 The Parks Service also contributed to the work of [Parks for London](#), an independent charity that worked with the people that managed, maintained and enjoyed London's parks. Parks for London hosted Head of Service meetings throughout the year to update senior managers on current and relevant topics across London and published a variety of resources tools such as [case studies](#), reports from [action groups](#), and [publications](#).

3.89 Parks for London also compiled an annual report, entitled Good Parks for London, to make the capital's parks policies and practices more visible, open to scrutiny and support London's organisations and citizens who sought to make London greener, healthier and sustainable. The Good Parks for London used 10 categories to help determine a borough's strengths and weaknesses in order to provide an overall score. The scoring criteria was:

- Public satisfaction
- Awards for Quality
- Collaboration
- Events
- Health, Fitness and Well-being
- Supporting Nature
- Community Involvement
- Skills Development
- Sustainability
- Strategic Planning

3.90 In 2018, Ealing scored the fourth highest points total of the 33 London boroughs, up 10 spots from 2017.

Overall scores



Association for public Service Excellence

- 3.91 The Parks Service also subscribed to the Association for Public Service Excellence (APSE). Like Parks for London and the London Parks Benchmarking Group, APSE worked on a not-for-profit basis and was dedicated to promoting excellence in the delivery of frontline services to local communities around the United Kingdom. Additionally, the Chief Executive of APSE, Paul O'Brien, was a panel member of the [Parks Action Group](#), which was launched as part of the government's response to the House of Common's Communities and Local Government Select Committee report into the future of parks and green spaces to help England's public parks and green spaces meet the needs of communities now and in the future. It was anticipated that this report would help outline the value and benefits of Parks and Open Spaces and set out proposals to see investment sustained to ensure the quality of Parks could be improved and maintained.

Surveys and Awards

Ealing Surveys

- 3.92 The Parks service used the Ealing resident surveys to gauge residents' perceptions of the parks. It was found that the overall satisfaction with parks and open spaces had dipped in line with the budget. However, there were some improvements in people getting involved in their local area.

| Question | 2014 | 2018 |
|---|------|------|
| Overall satisfaction of parks | 83% | 64% |
| Usage of parks | 55% | 56% |
| Have volunteered to keep parks tidy and maintain beds | 1% | 4% |
| Willing to be involved to keep parks tidy and maintain beds | 3% | 6% |

3.93 The Parks service was exploring the idea of a wider parks specific user survey in updating the Parks Green Spaces Strategy.

Green Flag

3.94 The Parks service also participated in the Green Flag Awards scheme to assess and obtain feedback on how it managed and maintained the parks and open spaces.

3.95 In 2019, Ealing obtained 21 Green Flags and two Community Green Flags, improving upwards to the top 10 in the country and top seven in London. Ealing would continue with this scheme and look to expand on the number of Community Green Flags through engagement via the Active Citizen programme.

| Year | Green Flags | Community Green Flags | Total Green Flags |
|------|-------------|-----------------------|-------------------|
| 2019 | 21* | 2 | 23 |
| 2018 | 21 | 1 | 22 |
| 2017 | 20 | 0 | 20 |
| 2016 | 18 | 0 | 18 |
| 2015 | 16 | 0 | 16 |

*Including Gunnersbury Park

London in Bloom

3.96 The Parks service had participated in the London in Bloom programme for several decades. Ealing had received a gold award for five years in a row, a discretionary award for Biodiversity in 2017 and won the Large City of the Year in 2019. Ealing's involvement and success in London in Bloom had also resulted in two nominations for Britain in Bloom in 2017 and 2018.

| Year | Gold | Silver Gilt | Silver |
|------|------|-------------|--------|
| 2019 | 4 | 2 | 0 |
| 2018 | 5 | 6 | 1 |
| 2017 | 6 | 11 | 1 |
| 2016 | 4 | 1 | 0 |
| 2015 | 3 | 1 | 1 |

*2019 Ealing Council – Large City of the Year

*2017 included a Park of the Year for Walpole Park, Discretionary Biodiversity award for the Borough, Allotment of the year for Ascott Allotments.

*2015 Litten Nature Reserve – Small Conservation Site of the Year



Chris Bunting (Assistant Director, Leisure) exhibiting the London in Bloom trophy to the Panel

Playing Pitch Strategy 2017-2031

- 3.97 Sport England believed that to ensure there was a good supply of high-quality playing pitches and playing fields to meet the sporting needs of local communities, all local authorities should have an up to date Playing Pitch Strategy (PPS) according to their guidelines. By providing valuable evidence and direction, a PPS could be of significant benefit to a wide variety of parties and agendas.
- 3.98 Ealing's PPS was adopted by the Cabinet in 2017. It critically evaluated the current quantity, type, quality and distribution of outdoor sports and recreational facilities within Ealing, quantified current and potential future demand (through engagement with local stakeholders and the use of demographic and other information) and provided clear future policy recommendations and actions (both borough-wide and site specific) for protecting and enhancing existing playing pitch facilities and providing new facilities where they were most needed.
- 3.99 The agreed key objectives of the strategy provided the Council and its partners a robust document with an evidence base that could be reliably used to support spatial planning decisions, inform capital investment plans and external funding bids for new and/or enhanced playing pitch sports facilities. It would also help to improve public health by encouraging more people in Ealing to be more active by ensuring facilities for playing pitch sports were of the appropriate quality, available, accessible and sustainable for sport and leisure through sports/physical activity networks involving sports clubs and other delivery organisations.

- 3.100 The strategy informed an action plan which guided how facilities might be developed, where and by whom to meet identified demand, exploit opportunities that may arise and provide sustainable management and operational models through either engaging with voluntary or commercial partners. Each potential project had to be evaluated in light of the current situation as the strategy and action plan gave a snapshot of the position so factors on demand/supply may have changed as well as the cost and viability of the project at the point when an individual project was being considered.
- 3.101 In implementing the strategy, the Council had a major role to play in providing access to sporting opportunities at a cost that was acceptable to the wider community. The Council had a role of a direct provider of entry level playing facilities such as free to use casual football pitches and tennis courts in parks as well as pay and play summer and winter sports pitches with appropriate changing and toilet facilities to allow clubs to play against each other.
- 3.102 The Council also played an enabling role in developing better quality facilities by engaging and enabling community organisations through the asset transfer process to independently manage and operate facilities funded through partnerships with Sport England and National Governing Bodies of Sport as well as other funding organisations. Professional sports clubs based in the borough provided facilities catering for elite sport.
- 3.103 Other notable activities and partnerships that were changing the way parks and open spaces served and facilitated the demands of the local community were:
- Horsenden Hill Farm
Through support of the Park Ranger, the friends of Horsenden Hill have become a strong group and have turned a derelict space in a thriving food growing and environmental community hub.
 - Blondin Consortium
This group of 6 stakeholders, with a common interest in improving and utilising Blondin Park for a wider range of local residents and users have begun fundraising to create a community hub. They have successfully raised over £300k so far and look to take on a lease to manage and maintain the Park.
 - Allotments
Through their dedication and passion the allotment community have stepped in to aid the council in the running of allotment sites. Over 98% of the plots in Ealing are managed by local association or volunteer site managers. This level of ownership and engagement has allowed allotments in Ealing to thrive (Friends of Ascott having received the highest score in London in Bloom in 2018) and be sustainable will no dedicated staff from the Council.



Cllr Sarah Rooney and Cllr Seema Kumar (Vice Chair, Active Citizenship Scrutiny Review Panel) during the joint site visit to the Plogolution Event at the Rectory Park and Northala Fields in Northolt

Key Issues

The Panel:

- congratulated the Parks Service on the various awards that had been won.
- observed that despite a budget reduction evidence suggested that the parks were booming and blooming. Therefore, something was going right but queried the real and future impact of cuts, for example, what would happen without the Walpole Park Manager role.
It was advised that the approach had been one of reducing scheduled work, reviewing maintenance activities, increasing income and building on the active citizen programme to support residents to get more involved in their local parks and open spaces. This would be the same for Walpole Park on a smaller scale. Other measures included rationalising and modernising litter bins; including in one park the complete removal of all litter bins.
- queried whether there was a risk of the remaining bins experiencing a knock-on effect from flytipping outside parks as well as an increase in the street bins. Also, if this had been checked.
It was advised that this was possibly the case but street bins got emptied at the same frequency so no extra investment in resources was required. Since the removal of litter bins from the parks the amount of litter within parks had decreased. This approach had also cost the Council less money as any rubbish taken to bins located on the approaches to parks was the responsibility of Amey to collect. Any plastic sacks in parks had not been provided by the Council as it did not recommend the use of plastic sacks.
- noted that the trajectory for increasing the quantity of Green Flags parks had slowed and questioned whether this was due to the cuts in the service.
It was advised that a decision had to be taken to maintain 22 green Flags and adjust the focus to community led awards. In 2019, Ealing Council has the eighth highest number of Green Flag awards in England.
- remarked that not much was being done to fix the equipment in the playground areas.
It was advised that there were 84 playgrounds with over 700 pieces of equipment. The playgrounds were inspected weekly by two trained play inspectors employed by Amey plc. The Royal Society for the Prevention of Accidents (RoSPA) inspected all playgrounds and playground equipment every six months.
- stated that it was useful to have spaces very close for parents with multiple children e.g. the logistics of travelling to a playground and queried whether parents could raise money through donations for playground maintenance.
Heard that it would be unlikely that parents would raise sufficient funding to support playground maintenance and improvement. The deprivation areas in particular would not have the money to do this.

- suggested that a fund sign should be installed in each park.
It was advised that the cost of raising the funds was likely to be more than the funds raised but could consider crowdfunding for one site.
- asked about corporate volunteering e.g. who we were working with and how they were approached.
It was advised that corporate volunteering provided an important level of resource and that there were several established relationships with a range of corporations. The service worked with the corporates to determine how they could contribute as well as distributing a digital leaflet to engage. Furthermore, the service included some proactive officers on the ground who did a great deal to engage with corporate volunteers. The Council also worked with The Conservation Volunteers (TCV) who brokered corporate volunteering opportunities.
- asked whether we were considering the funding for Hanwell Zoo.
Learnt that Hanwell Zoo, formerly known as Brent Lodge Park Animal Centre, was a small zoo which was owned and operated by Ealing Council and located in the grounds of Brent Lodge Park. The zoo had been in existence for over 40 years and occupied a site of around 2.5 acres. The zoo was open all year round except for Christmas Day.

For many years, the zoo was free admission and fully subsidised by the local authority. However, as local authority budgets had been squeezed in recent years, the zoo also had to change the way in which it operated. In 2016, the Council developed a strategy for the zoo which would see it:

- rebrand from Brent Lodge Park Animal Centre to Hanwell Zoo, taking responsibility for its own promotion and marketing (though social media).
- introduce an admission charge.
- invest £100,000 in animal enclosures, play areas and visitor facilities.
- diversify the collection away from domestic/farm animals such as pigs, geese and goats and introduce more interesting and exotic species such as tamarin monkey, lemur, meerkat, capybara and flamingo.

The zoo had delivered on this strategy and consistently attracted 55,000-60,000 visitors per annum. This brought in around £210,000 of income each year which had enabled the Council to reduce its subsidy from around £250,000 per annum to £100,000 per annum.

However, the Council had expressed its intention that by 2023-2024, the zoo's subsidy must end. AMION Consulting had therefore been appointed to undertake a review of Hanwell Zoo and identify options which would allow the zoo to become subsidy free over the next five years.

- asked that given the Green Flags, etc. what the disconnect with the low satisfaction rate was in the residents' survey.

It was advised that whilst the survey outcome was disappointing the satisfaction rating had increased dramatically in 2014 and several universal services witnessed a decrease in the recent survey.

- highlighted that we did not say enough about our successes and wanted to get involved in active citizenship but found that it was not easy to do so and whether we had the skills.
It was advised that Active Citizenship was a broader behavioural change programme and not just a parks programme. Previously, there had been limited funding for marketing and communications. However, surveys indicated that volunteering in the borough had increased to 6% from 3% but there were still significant opportunities to increase engagement.
- suggested that the number and maintenance of trees could be improved as we did not promote citizens planting trees in their gardens or looking after street trees outside their front doors.
It was advised that new trees were guaranteed through the tree planting contract for three years. It was quite common for about 10% of new trees to not survive for a variety of reasons. The Council used to have a tree warden programme which the service was looking to reinstate so it was presently work in progress.
- proposed that the Council should take a more coordinated approach to active citizenship as the current arrangements were piecemeal.
- Learnt that the availability of large and suitable event spaces was limited in the borough. The Gunnersbury Park was a possible location but there were licensing restrictions in place that had been set by Hounslow Council and there was often resistance from residents to large events there. However, there was a potential for increased events in Walpole Park and at Ealing Common. The Council had a positive relationship with The Event Umbrella.
- commented that the targets set in the Playing Pitch Strategy 2017-2031 seemed ambitious, particularly as the Council had to work closely with sporting associations and governing bodies.
It was advised that the Council had many successes since 2017 to improve the range of facilities; including working with sporting and governing bodies e.g. Middlesex Football Association to deliver significant inward investment in sports facilities. The Council's asset transfer programme had also been very effective and recognised by Sport England as an exemplar.
- on noting that attendance had been down at the Greenford and Acton Carnivals, queried how much space was taken up in the parks for these events and the frequency of requests received for funfairs.
Heard that the Greenford and Acton Carnivals were challenging regarding sustainability but needed to be tested on how these were valued by the local community. The funfair programme was actively managed by The Event Umbrella to ensure that there was a balanced offer across the borough.

- queried the arrangements for the London Mela.
Heard that the London Mela was now delivered through an independent Community Interest Company and starting to re-establish itself having moved from Gunnersbury Park to Southall Park in 2018 with attendance figures of 24,000 in 2018 and circa 35,000 in 2019.
- questioned where the attendees for the London Mela came from.
Learnt that when it was held in the Gunnersbury Park, approximately 60% came from Ealing, 30% from Hounslow and 10% were from other areas of London and beyond.
- asked about the Open House event in South Ealing Cemetery.
It was explained that the Council was currently undertaking a feasibility study about the restoration of the chapels at the Cemetery.
- queried about the maintenance of Southall Park and the issue of rough sleepers in the park.
Heard that the Assistant Director of Leisure had spent two days in Southall Park at the London Mela and the quality of the park was good. All seasonal bedding had been removed and rough sleepers signposted to St Mungo's for assistance. There were no flowers in parks to save £137,000 (flowers and labour). The park was deemed to be in good health apart from the recreation ground which had litter and rough sleepers. The service was looking at an outdoor tracking centre for next spring and new footpaths in the Southall recreation centre. Homelessness was more difficult to tackle and the Council had a strategy for this.
- asked whether the Council had people to check on the homeless sleepers in the unlocked parks and whether Southall Park was locked at night.
It was confirmed that Southall Park was locked overnight.
- remarked that Gunnersbury Park was now a West London-wide park with £36m investment and whether it was perceived for bigger events. Also, if sports development was taking the shortfall in services and how Ealing was working with the neighbouring Hounslow borough.
Learnt that there had been extensive work on ensuring that the new Sports Hub had a balanced offer of usage. Both Councils jointly ensured that the best possible levels of participation were achieved. Ealing had taken a lead on the sports hub delivery phase and managed the programming aspect. Since the park restoration; the interest from major event companies has increased.

| No. | Recommendation |
|------------|--|
| R2 | The Council's Parks Service should consider piloting crowdfunding to help improve the play facilities in parks for children of all ages. |
| R3 | The Council's Parks Service should continue to explore further opportunities through the active citizenship initiative in increasing |

| No. | Recommendation |
|------------|---|
| | the residents' engagement in the borough's parks. |
| R4 | Ealing Council should take a more coordinated approach to the active citizenship initiative as the current arrangements within the organisation are fragmentary. |
| R5 | The Council's Parks Service should reinstate the basic tree warden programme for an effective maintenance and growth of the borough's trees. |
| R6 | The tree warden programme should also better promote residents watering the street trees and planting trees in their gardens to increase the number of trees. |
| R7 | The Council's Parks Service should continue to work with the relevant partners in eradicating persistent antisocial behaviour e.g. rough sleepers, street drinkers, littering, etc. in some of the borough's parks. |

SPORTS PROVISION

- 3.104 On reviewing the sports provision at its third meeting, the Panel received presentations from Chris Bunting (Assistant Director of Leisure, Ealing Council), Julia Roberts (Sports Development Manager, Ealing Council), Mesba Ahmed (Founder and Chief Executive, London Tigers), Lee Doyle (Chief Executive Officer, Brentford Football Club Community Sports Trust), Luke Skelhorn (Operations Director, Brentford Football Club Community Sports Trust), Pete Shears (Head of Intervention, Brentford Football Club Community Sports Trust) and Chris Barrett (Education Manager, Brentford Football Club Community Sports Trust)



The third Panel meeting

- 3.105 As part of this review, several Panel members undertook the following site visits:
- Cllr Simon Woodroffe (Vice Chair), Cllr Jon Ball and Cllr Gareth Shaw visited the London Tigers Sports Complex in Southall on 11 January 2020.
 - Cllr Simon Woodroffe (Vice Chair) and Cllr Gareth Shaw visited PACE Charitable Trust at the Havelock Community Centre in Southall on 11 January 2020.
 - Cllr Simon Woodroffe (Vice Chair) and Cllr Hitesh Tailor visited the Brentford Football Club Community Sports Trust at the Horizons Education and Achievement Centre in Hanwell on 17 January 2020.

Council's Active Ealing Team

- 3.106 Chris Bunting (Assistant Director of Leisure, Ealing Council) and Julia Roberts (Sports Development Manager, Ealing Council) explained that the

Active Ealing team client managed the two leisure contracts with GLL (trading as Better) and Sport and Leisure Management (trading as Everyone Active). The management of the contracts involved conducting site visits, holding regular progress meetings, agreeing service and delivery plans, etc. The present tri-borough leisure contract runs out in 2023 and the new contract would potentially include the rebuild/re-provision of the Dormers Wells Leisure Centre, the only facility in the borough with a 6-court sports hall. The new facility would ideally incorporate additional flexible pool space including an 8m x 25m pool and a smaller teaching pool.

- 3.107 The Ealing team led on the management of the SLM/Everyone Active Tri-borough Contract comprising Ealing, Brent and Harrow Councils including all aspects of contract management and performance.



Chris Bunting (Assistant Director, Leisure) and Julia Robertson (Sports Development Manager) addressing the Panel

- 3.108 The Active Ealing team worked in partnership with both the leisure contractors operating in the borough to ensure that there was a joined-up approach to community sports and health related project development. The Active Ealing team was often the first point of contact for national, regional and local sporting and recreational organisations wanting to work with the borough's schools, clubs and residents. Its primary role was to facilitate the development of partnerships to ensure best use of limited resources and the most effective delivery of programmes and initiatives aimed at getting more people active, reducing the number of sedentary people in Ealing, who have a much higher risk of health problems due to inactivity.
- 3.109 The team also organised representative sporting teams for the London Youth Games, an annual youth sports event involving teams from all 32

London boroughs and the City of London, involving thousands of young people across a wide range of different sports. The team also provides support to local sports clubs and organises the annual Ealing Sports Awards sponsored by Everyone Active.

- 3.110 The team also played a strategic role planning new facilities and commenting on planning applications. This work involved the development of strategic plans such as the Ealing Sports Facility Strategy 2012–2021 and the Playing Pitch Strategy 2017–2031. Both the strategies provided the evidence base to help protect and enhance existing provision of sports facilities, as well as support any related grant funding applications. The strategies also informed the development and implementation of planning policy, assessment of planning applications and the impact that new populations might have on the future sporting facility needs.
- 3.111 The service used a range of key performance indications to manage, monitor and develop the service delivery in the leisure facilities. These are provided in the table below.

| Headline Summary | 2014/15 | 2015/16 | 2016/17 | 2017/18 | 2018/19 | 2019/20 |
|---|-------------|-------------|-------------|-------------|-------------|-------------|
| Leisure operations actual - cost of s | £ 2,417,011 | £ 1,454,204 | £ 426,811 | £ 598,928 | £ 347,609 | -£16,080 |
| Number of visits | 2,223,519 | 2516230 | 2,671,765 | 2,658,376 | 2,666,957 | |
| Number of members | 11,233 | 12,110 | 12,509 | 13,481 | 13,816 | |
| Number of learn to swim members | 7023 | 8591 | 9,153 | 9,472 | 9,136 | |
| Number of leisure pass holders | 1867 | 2479 | 1,266 | 1,175 | 2,192 | |
| Cost per visit | £ 1.09 | £ 0.58 | £ 16.00 | £ 0.22 | £ 0.13 | |
| | | | | | | |
| | 2014/15 | 2015/16 | Nov 2016/17 | Nov 2017/18 | May 2017/18 | May 2018/19 |
| Active lives survey. Figures for adults doing 150mins of moderate activity a week. | 35.7% | 36.7% | 53.8% | 64.9% | 59.5% | 57.7% |

- 3.112 The service collected and analysed a range of user and non-user data. The data helped shape the programmes delivered through the leisure facilities, accessibility, pricing of activities, new service and facility development. Charges for leisure activities were reviewed and benchmarked against similar facilities locally and through regional and national benchmark forums. In Ealing, customers had the option to pay as they played for activities or monthly/annual membership options. Concessionary access was provided through the Leisure Pass scheme and many targeted initiatives, including exercise on referral and the older adult's activity programmes, had specific pricing criteria to enable accessibility.
- 3.113 The data analysis had informed the development of the new Soft Play Centre at Northolt Leisure Centre and the facility offer for the Gurnell Leisure Centre redevelopment project.

User Data

- 3.114 This included:
- Total visits at the leisure facilities
 - Total visits by key target groups

- 3.115 Monthly detailed information was also collected on a range of programmes including swimming, outdoor and indoor activity visits, exercise on referral, gym and swim scheme members.
- 3.116 The Council's leisure provider operated a range of schemes which gave information on customer usage and behaviours. For example:
- the data collected from the Everyone Active Card, which was free to all users, tracked the levels of usage by the customer and was an effective retention tool.
 - The Aqua passport tracked the progress and usage patterns of the swim school customers as well as informed the programme and session development, both for the operator and the customer.
 - Data collected through the Single Customer View system was used to identify how customer needs were being met by the programmes, provided feedback from service users and used to review and develop services and activities.
 - Various social media channels offering targeted opt in promotions were used. Use of the website, online booking and the App in the Ealing centres for booking and other information was amongst the highest in the region.

Non user data

- 3.117 Information captured through the Active Lives survey, other agencies including Public Health, the Let's Go Southall Project and other targeted initiatives.
- 3.118 Active Lives data identified low participant target groups in Ealing. This informed the development and delivery of specific programme initiatives to encourage non-users.
- 3.119 The leisure operators delivered a range of outreach activity working closely with sports clubs, community groups and other providers including taster activity sessions specifically targeted at non-users.
- 3.120 Social media was increasingly being used to increase the activity levels of existing users and encourage participation by non-users through targeted and tracked promotions/offers.

Active Lives survey data

- 3.121 The Active Lives Survey data for May 2018-May 2019, released in October 2019, indicated that Ealing's residents had maintained their activity levels over the last 12 months with no significant change reported in sport and physical activity levels amongst adults aged 16 year and over.
- 3.122 The survey results showed that during this period 57.7% of people reported being active, defined as participating in 150 minutes of moderate intensity activity a week, with 12.7% reported as being fairly active, defined as doing

between 30 and 149 minutes of moderate level activity a week and 29.6% reported being inactive, doing less than 30 minutes of activity a week.

- 3.123 It also showed that Ealing's volunteering in sport percentage had risen slightly to 11%, just over the London average of 10.6%. Ealing's extensive network of sports clubs was almost solely run by volunteers.

Local Development Plan refresh 2020, Leisure's key policy statements and requirements in addition to policies in the London Plan

- 3.124 As part of the Local Delivery Plan refresh, the Leisure team would be working with the Planning team to ensure that any new development positively contributed to the network of sport and active recreation facilities across the borough for the benefit of new and existing residents.

- 3.125 The following draft policy statements had been proposed:

- Developers should include Sport England's Active Design policies and principles as standard as part of any planned development.
- Developers should reference the Council's current (and future) Sports Facility Strategy which would include the Playing Pitch Strategy and annual Action Plan.
- Planning conditions issued should be based on Sport England's standard conditions <https://www.sportengland.org/facilities-and-planning/planning-for-sport/planning-applications/>
- Sport and active recreation should feature in all design and access statements submitted by developers as part of the planning process.
- CIL contributions towards sport and active recreation should be calculated at the start of any development planning process using Sport England's Sports Facility Calculator and local strategic plans.
- All new community sports facilities including those on education sites must be built to Sport England community use/NGB guidelines and must provide access to appropriately designed facilities at an affordable price.
- Any new sports facilities must have a community use agreement in place prior to construction as well as a condition to deliver an ongoing 3–5 years community sports development plan, appropriately resourced by and effectively managed by the new facility operator. Community use of existing school facilities at an affordable price.
- Any new development which includes a health and fitness provision must ensure that an element of community access beneficial to the local community was secured through a community use agreement which would include negotiated free hours of use and/or pricing policies which allowed low participant targets groups to access the facility.

Demand for more swimming pool and sports hall space

- 3.126 As part of the Local Development Plan 2020 refresh, the Leisure team would be updating the Sports Facility Strategy 2012-2021 to identify existing and future gaps in provision. Sport England's latest London Facility Planning Model research showed that Ealing was currently deficient in both swimming pool and sports hall space.
- 3.127 The borough also needed an 8-court sports hall, ideally with room for spectator seating, that could be used by sports clubs playing at a high level and/or clubs playing sports that required a playing area larger than a standard 4-court sports hall. Another theme being considered that had proved successful in other areas, was the co-location of sports facilities with health services to influence people's attitude to seeing an active lifestyle as a health benefit encouraging people to be more active.
- 3.128 The plans to rebuild Gurnell Leisure Centre would contribute to the borough's need for more swimming pool space as would the redevelopment of Dormers Wells Leisure Centre in the next 5 years. The new high schools currently being built would contribute to the deficiency in sports hall space across Ealing.
- 3.129 Community sport would also benefit from existing school facilities being more accessible to local residents, sports clubs and community groups. The Notting Hill and Ealing High School had a 4-lane 25metre swimming pool which was currently not available for community use due to planning restrictions. Having this pool available for sports club use would help make up the shortfall of pool space in Ealing, especially during the Gurnell Leisure Centre closure period. The school also had a sports hall that was currently not available for community use.
- 3.130 There were high schools in Ealing that did not openly welcome community use of their sports facilities. This meant that sports halls were not being used outside of school hours when there was a high demand for these facilities by local people and sports clubs.
- 3.131 Ideally, all high schools should make their sports facilities available to the public outside of curriculum hours. This availability would then need to be appropriately communicated to the community. For example, schools should have a community use tab on their websites, content on social media and in-house electronic parent communication to make it easy for the wider community the school served to check what facilities were available for use, the booking procedure and price.

Facility gaps generated by the rise in demand from highly successful voluntary sports clubs based in Ealing

- 3.132 Ealing had an extensive network of sports clubs, some of significant size. For example, Ealing Swimming Club had over 1,000 members, as did Actonians. Some clubs were of significant age, including rugby and cricket, whilst others played at national premier league level such as handball, volleyball and both codes of semi/full time professional rugby clubs.

- 3.133 Through the hard work of volunteers in the sporting sector, Ealing also had a number of relatively new clubs which had grown so much in popularity that they required new facilities. For example, two hockey clubs in Ealing needed additional sand dressed floodlit hockey pitches to accommodate a growing number of players; a road running club with over 700 members needed an appropriate home to cater for a new flock of junior runners; a gymnastics club with potential future Olympians as members and a trampoline and double mini tramp club were looking for purpose built facilities; and a host of indoor sports clubs were also looking for sports hall space in Ealing.
- 3.134 This real need for more sports facilities was also supported by the Sports Facility Strategy which had identified a wide range of improvements to existing or new build sports facilities needed to meet the current and future demand in Ealing.

Existing sports facilities and locations identified as having the potential to or need for development

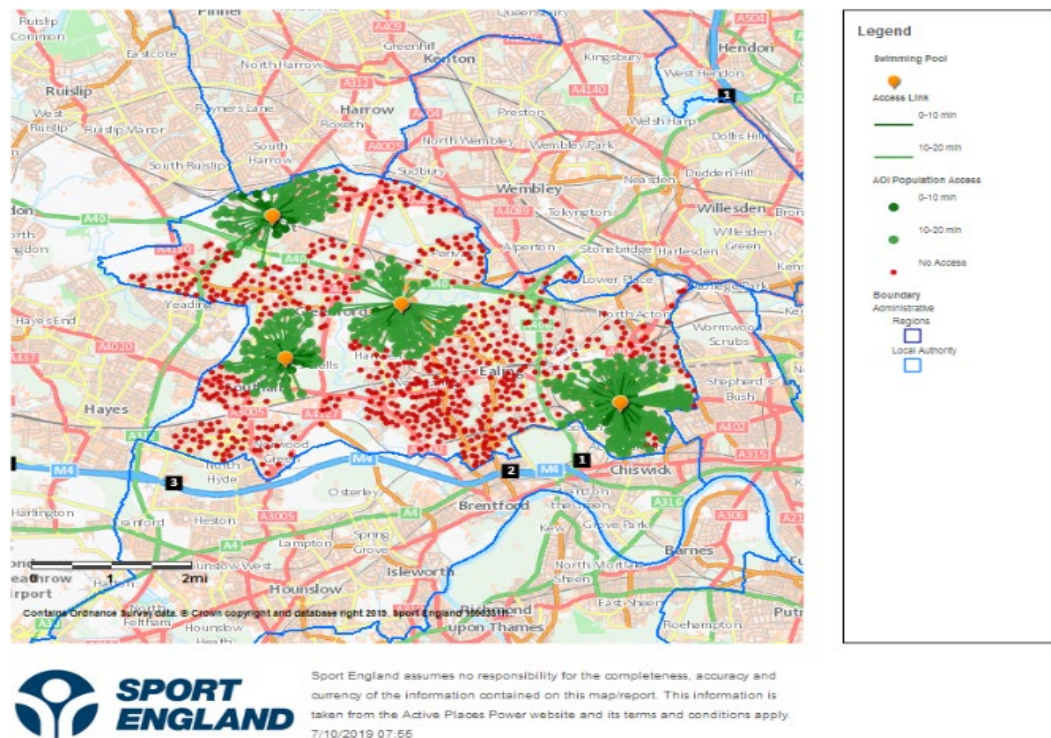
| Key site location | Purpose of development | Facility mix | Timetable | Sensitivities or constraints |
|------------------------------|---|--|----------------|---|
| Existing Sites | | | | |
| Gurnell Leisure Centre | Replace current facility at the end of its operational life with a more fit for purpose building with a more sustainable facility mix | 50m x 10 lane pool, recreation pool, soft play, 3 studios, gym, ancillary facilities and café plus a new BMX track and skate area | Open by 2022 | # Loss of playing pitches – See PPS # Enabling Housing development |
| Dormers Wells Leisure Centre | Replace current facility at the end of its operational life with a more fit for purpose building with a more sustainable facility mix | Gym, women only gym, 2 studios, 6 court sports hall, flexible pool space minimum 25m 6 or 8 lane plus teaching pool 12 x 16m with moveable floor | Next 5 years | # Need to build whilst retaining use of existing centre # Could use same location and footprint swap land # Football pitches not essential – see LFFP # Consider cricket facilities if playing fields remain |
| Actonians Sports Ground | Replace current facility at the end of its operational life with a more fit for purpose building with a more sustainable facility mix | Pavilion with bar and social space plus indoor sports facilities for badminton, squash, table tennis, netball and outdoor sports facilities for rugby, cricket, tennis, netball and football | Next 2/3 years | # Dependant on enabling development # Displacement of multiple teams whilst building works take place |
| Boddington Gardens | Provide second hockey pitch in line with PPS | Second floodlit sand-based hockey pitch | Open by 2021 | # Loss of cricket pitch and football pitch, but NGBs |

| Key site location | Purpose of development | Facility mix | Timetable | Sensitivities or constraints |
|--|---|---|-----------------|---|
| | | | | aware of the position |
| Elthorne Sports Centre | Replace current facility at the end of its operational life with a more fit for purpose building with a more sustainable facility mix | 4 court sports hall, gym, studio and changing rooms for indoor and outdoor sports facilities | Within 5 years | # Elthorne HS sports needs to be considered # Funding the rebuild or re provision # Could combine with Ealing Fields temporary site on the former Eversheds Sports Ground |
| Elthorne Waterside pitches | Provide community daytime year-round access to new indoor tennis courts, park café and changing rooms | Provide new indoor tennis courts, park café and changing rooms plus car park | Within 2 years | # Return the 3 tarmacadam tennis courts in Elthorne Park to grass and construct 4 indoor tennis courts on the parkland adjacent to the current MUGAs |
| Norwood Hall Sports Ground | To provide a pavilion alongside improved quality grass pitches and a floodlit 3G pitch for community use | Pavilion with changing rooms and social space, plus 3G floodlit pitch and grass cricket and football pitches | Within 4 years | # Jointly owned with Hammersmith and West London College # Funding required |
| Formers Barclays Bank Sports Ground | To provide school and community use sports facilities | Pavilion with ancillary facilities, plus floodlit sand based AGP for hockey and winter and summer playing grass pitches | Within 15 years | # Private owner |
| Horsenden Hill Golf Course | Change of use, to urban sport and recreation park including facilities for cycling and walking | Cycling and walking facilities with ancillary facilities and cafe | Within 5 years | # Change of use |
| Sites Needed | | | | |
| Site to be identified - Ealing Hockey Club (Ideally in Central Ealing) | Provide new pavilion and floodlit sand dressed hockey pitch or pitches (2) | Pavilion to service one or two pitches including changing rooms and social space, plus pitch(es) | Next 2 years | # Finding a suitable site # Ideally location should be near to an existing pitch e.g. St Augustine's School, St Benedicts |
| Purpose built Gymnastics facility (Good accessibility) | Provide a purpose-built gymnastics and trampolining facility to service the whole borough | Provide a purpose-built gymnastics and trampolining facility with ancillary facilities | Next 5 years | # Finding a suitable site |

| Key site location | Purpose of development | Facility mix | Timetable | Sensitivities or constraints |
|---|--|---|--------------|--|
| Athletics training facility – Ealing Eagles juniors | Provide a new pavilion and 246 athletics training facility | Provide a purpose-built athletics training facility | Next 2 years | # Could co locate with other sports e.g. hockey pitch # Ideally locate in a different catchment to Perivale Track |

Innovative ways to fill facility provision gaps and increase the range of sustainable sport and leisure facilities available year round

- 3.135 The wider Leisure and Parks team was working on a number of innovative ideas aimed at maintaining and, where possible, enhancing existing provision to ensure residents had a range of opportunities to be active enabling them to live healthily.
- 3.136 For example, to ensure the sustainability of park tennis courts, the team was working with the Lawn Tennis Association (LTA) to investigate options for installing a gate access system on some park tennis courts, potentially solar powered. This would allow the Council to operate a paid for tennis court booking system which would measure the usage of courts, provide residents with the opportunity to reserve courts and local tennis coaches with an opportunity to deliver coaching programmes without having a facility court of their own. In turn, the income raised would be used to maintain the quality of the existing park tennis courts which were a relatively low priority for limited parks funding.
- 3.137 Switching outdoor facilities for indoor facilities was also being considered. Some of the borough's tarmac park tennis courts were located away from main roads and inaccessible in the winter months due to a lack of lit pathways and floodlit courts. So the team was looking at potential footprint swaps to relocate and enhance tennis facilities to make them more accessible.
- 3.138 The team was also looking at prospects to develop year-round opportunities by installing floodlights to extend usage through the winter months – the new floodlit skate park in Acton Park would be available for use for the first time this winter.
- 3.139 In order to improve resident access to public pools, the team was looking at potential locations to install new modular designed pool systems which had a 25-year life span <https://totalswimmingpools.co.uk/>. The best locations would be adjacent to or part of existing service locations such as a high school, community centre or leisure facility. The map below shows by using red dots the areas outside a 20-minute walk catchment area of the four Council-owned public swimming pools in Ealing. Where possible, these areas should be prioritised as locations for any new facilities.



The contribution made to community sport and leisure facility provision by Ealing's schools

3.140 The Council is not the only provider of community sports facilities in the borough as there is a wide variety of different operating models in use across the high schools including the following:

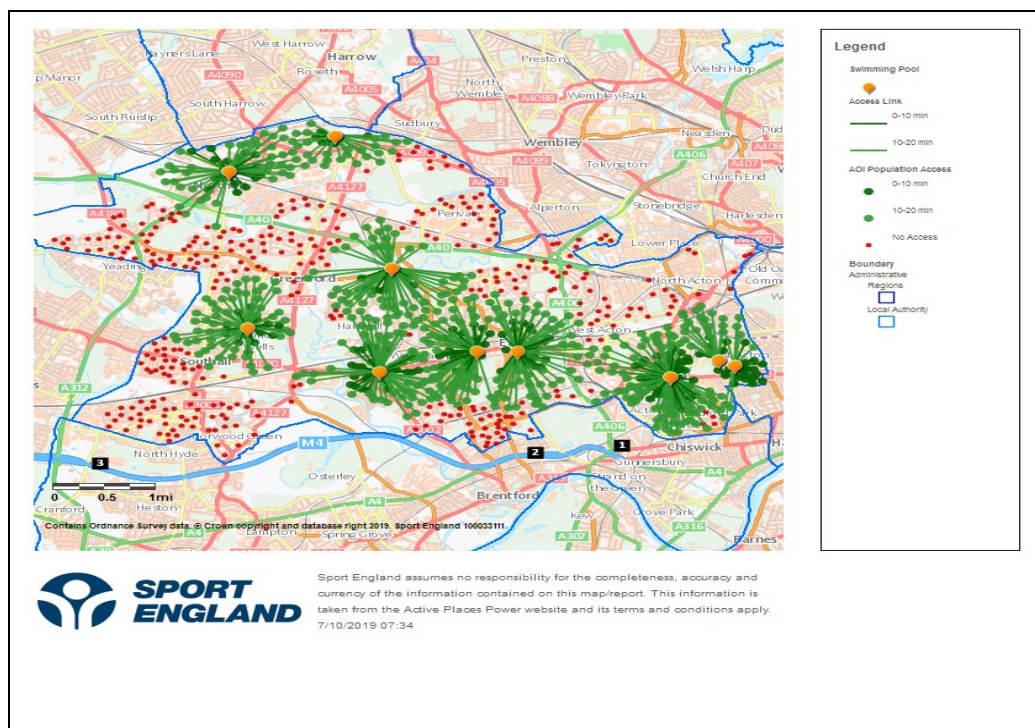
- Lettings service operated directly by the school usually through its site management team, with someone on site rather than a member of staff directly supervising the activity. The most common hirers through this system were organised groups and sports clubs who provided their own staff and loose items of equipment. Hours of operation varied across school sites.
- The PFI facility booking system not involving the Council's leisure team. This is similar to the above arrangement but the management and administration of bookings was through the PFI operator. The most common hirers through this system were also organised groups and sports clubs who provided their own staff and loose items of equipment.
- Sports centres run directly by the school with supervising staff on site and available during community hours. This model catered for clubs and groups but also for individuals wanting to use the facility on a casual basis.
- Dual use community sports centres operated by Everyone Active as part of the Council's tri-borough leisure contract, due to operate until 2023. This model catered for the same groups as directly managed school

sports facilities but had the added benefit of providing multi-site access offering a wide range of facilities including swimming pools, golf course, artificial grass pitches, etc. across the borough to individual customers.

- The majority of private schools in Ealing provided community access sports facilities to clubs and organised groups. The bookings were usually for a whole term but often for a whole year. These schools tended not to make facilities available to individuals.
- Traditionally due to their relative size, primary schools had not been a major provider of sport specific facilities both locally and nationally. However, primary schools did host more informal sport and recreational activities such as dance groups and sometimes martial arts clubs.

The contribution made to leisure facility provision by community organisations and the private sector

- 3.141 The community centres and church halls also played an important role in supporting community-based sport and active recreation. The scale of facilities varied greatly at community venues. Most had a flexible indoor space that could be used for exercise classes and martial arts activities whilst others had outdoor multi-use games areas for informal games of football, basketball, etc. The Hanwell and Perivale Community Centres were used extensively by sports clubs and informal groups of people playing sport as both had indoor spaces that were equivalent to a sports hall.
- 3.142 Privately operated facilities or members only facilities also provided sport and active recreation opportunities for residents. However, due to the cost of membership these clubs were usually only accessible to people with the highest levels of disposable income or those employed by companies that provided corporate club membership to employees. The majority of private facilities had swimming pools and Ealing had one of the highest number of private pool facilities compared with other London boroughs. The other facilities usually provided included gyms, studios, spa facilities, indoor and outdoor tennis courts.
- 3.143 The swimming pool map looked different when private swimming pool facilities were included in the catchment mapping, as shown below.



3.144 The private sector also provided low cost options for residents. 24-hour budget gyms tended to pop up where there was a demand. These facilities were often frequented by people who worked non-standard hours, were confident gym users not needing tuition or those just wanting access to a gym and did not want to use any other facilities often provided at sport and leisure centres.

Active Ealing working in partnership with others to provide opportunities for people of all ages and abilities especially low participant target groups

3.145 The purpose of Active Ealing’s sports development function was to promote existing opportunities and the benefits of a healthy active lifestyle, by working in partnership with other external agencies and Council departments such as Public Health.

3.146 The team supported Ealing’s extensive voluntary sports club network to ensure sustainable good quality opportunities existed in a range of sports for both adults and juniors of all abilities. The team also worked with Brentford Football Club Community Sports Trust on a wide range of projects targeting different low participant groups as well as the Young Ealing Foundation to ensure that sports clubs were aware of the support available outside of sport.

3.147 Two of the team’s most important relationships are with the borough’s leisure contractors, working together to improve and expand the opportunities available in Ealing’s sport and leisure facilities. The majority of activity programmes were specifically targeted at hard-to-reach groups, improving access and increasing participation, particularly among teenagers, older adults, young women, people with disabilities, people from black and minority ethnic backgrounds, people in socio-economic groups D/E and those with specific health needs.

- 3.148 By linking Everyone Active and Better colleagues with other agencies, Active Ealing laid the foundation for effective partnership delivery of a variety of projects. A recent example of this was the joint approach taken to working with The Change Foundation, a charity that used sport and physical activity to create transformational changes in young people. The Girls Win project used sport to help young women with a disability set short, medium and long-term goals empowering them to think more positively and develop their future prospects by engaging in activities that kept the body and mind healthy. Activities would take place initially at the Everyone Active Acton Centre and then move onto the new Gunnersbury Park Sports Hub facility operated by Better.

Everyone Active – Examples of current health related activities and community initiatives and partnerships

Health Related Activities

- 3.149 These included:
- Exercise on Referral programme
 - Child Weight Management programme
 - Diabetes Prevention Programme
 - Mother and Baby Group

Community Based Initiatives and Partnerships

- 3.150 These included:
- Ealing Sports Awards
 - Partnership with Gurdwara Sri Guru Singh Sabha Southall
 - Partnership with Fizzikal Futures charity
 - Jamal Edwards Delve Youth Project
 - Havelock Family Health and Fitness Festival
 - Charity Golf Corporate
 - Certitude
 - Swimming lessons for juniors with a disability and/or additional needs

Better – Examples of current community initiatives and partnerships

- 3.151 These included:
- Club Games
 - Partnership with Ealing Mencap
 - Tennis for Kids at Gunnersbury
 - ParkTennis at Gunnersbury
 - GLL Sports Foundation
 - Gunnersbury Tennis program and staffing

Marketing

- 3.152 Everyone Active and GLL used both digital and traditional hard copy/physical forms of marketing.

Local Newspapers

- 3.153 Articles celebrating recent achievements and promotion of upcoming events and activities (e.g. activities for children during school holidays, centre open days, etc.) featured regularly in the local Ealing and neighbouring boroughs' newspapers.

Digital/Social media

- 3.154 Both operators linked in to the Council's marketing for the Around Ealing magazine, and the digital platforms such as emails, Facebook, Twitter, Instagram, etc.
- 3.155 All the borough's centres had a Facebook page from which articles and or centre updates relating directly to the centre were advertised. Advertisements could also be boosted to target the relevant groups.

Websites

- 3.156 The webpages for all the centres were also linked to the Council's website, showing the centre details as well as information on the activities.

Outreach

- 3.157 Both operators regularly arranged for colleagues to attend local events to promote their centres. The events were usually supported with an activity or fitness testing to engage with people.
- 3.158 During 2018, Everyone Active celebrated the Russia World Cup, with a world cup campaign across Ealing. This involved penalty shoot outs within the centres and throughout the community. 1,088 participants took part. The event involved attending several school health fairs, Hanwell Carnival, Southall Sports Day, etc. The Northolt High Sports Centre hosted a charity football match supported by Brentford Community Trust in which many local youths participated.

Open Days

- 3.159 The centres hosted open days which were advertised in the local newspapers, flyers and leaflet drops, online and through social media. The open days were to attract new users to come along and view the centre, make enquiries, speak to the staff and try out taster sessions. The days were designed to be fun with activities for the whole family.

London Tigers Presentation

- 3.160 Mesba Ahmed (Founder and Chief Executive of London Tigers) explained that London Tigers registered as a charity in 2003. The organisation initially launched in East and North London before expanding to Ealing. It was a charitable organisation that focused on reaching out to disadvantaged groups in areas of known deprivation and worked with hard to reach people.
- 3.161 London Tigers Sports Complex in Spikes Bridge Park, Southall opened in 2014 under a 25-year lease from the Council. The complex had grass football and cricket facilities, an indoor hall that doubled as a dance studio and meeting room, a well-equipped kitchen and changing rooms, plus a dedicated car park. The new facility was home to London Tigers Development Centres for Football and Cricket with junior and senior teams playing at competitive level, a youth club for local youngsters, junior activity programmes as well as women's fitness sessions.



Mesba Ahmed (Founder and Chief Executive of London Tigers) presenting to the Panel

3.162 London Tigers encouraged children to take part in a wide range of activities and to become members of the sports clubs on site by promoting and running school holiday activity camps, as well as community projects and youth activities.



Cllr Simon Woodroofe (Vice Chair), Cllr Jon Ball and Cllr Gareth Shaw with Mesba Ahmed (Founder and Chief Executive of London Tigers) at the London Tigers Sports Complex

3.163 Some of the challenges faced at the sports complex included antisocial behaviour, vandalism through unauthorised usage and damage, drug misuse, prostitution, homeless people getting into the three minibuses and the need to replace the inherited low fencing on the 3G pitch.

- 3.164 London Tigers were working with the Police and the Council's Parks Service to try to tackle these issues. One solution was the installation of CCTV cameras to act as a deterrent and to help reduce antisocial behaviour.
- 3.165 The original facility development project was used by Sport England as a case study for good practice and Councillors from other local authorities had visited the sports complex to learn about the successful Southall model in engaging the local community through sports and leisure activities.



On the football pitch at the London Tigers Sports Complex

Brentford Football Club Community Sports Trust Presentation

- 3.166 Lee Doyle (Chief Executive Officer), Chris Barratt (Education Manager), Pete Shears (Head of Intervention) and Luke Skelhorn (Operations Director) of Brentford Football Club Community Sports Trust (BFCCST) informed the Panel of the work of their organisation within the community.
- 3.167 BFCCST worked alongside Brentford Football Club and in partnership with an extensive network of organisations, including both Hounslow and Ealing Councils. The Trust was currently working with both Councils on the Gunnersbury Park Sports Hub project and would be delivering a wide range of year-round activities for people of all ages and abilities.
- 3.168 BFCCST was an organisation embedded in the community, employing nearly 100 staff to run a large portfolio of programmes across education, employability, sports participation, health and community engagement spanning over three decades. The Trust used the lure of sport to educate, motivate, heal and inspire people from all backgrounds. For example, through sports they linked 40 young carers to local employers e.g. Hilton Hotel, Syon Park, etc. They had also helped identify undiagnosed conditions e.g. special education needs, emotional and behavioural issues, etc. in some young people and referred them to the appropriate professional services for the right individual support.



Representatives of Brentford Football Club Community Sports Trust presenting to the Panel

3.169 Sports and health related programmes currently being delivered in Ealing included school-based pupil participation activities and teacher support, post 16 education in partnership with high schools and development programmes for 5–15 year olds. Community engagement projects included the Be Inspired and Parks Football projects in Northolt and Southall, as well as the Kickz project in Northolt. Education based projects included Brighter Futures in partnership with Ealing’s Safe Team and the Danny Fullbrook Journalism Project.



Cllr Simon Woodroffe (Vice Chair) and Cllr Hitesh Tailor with Pete Shears (Head of Intervention, Brentford Football Club Community Sports Trust) at the Horizons Education and Achievement Centre in Hanwell

- 3.170 Projects working with young carers and people with disabilities and additional needs included the Ealing young carers support project, Deaf Volunteers project covering sports coaching and IT roles, support of local disability football clubs based in Perivale and Hanwell and support to Adult Deaf Clubs specifically a women's group in Greenford.



Cllr Simon Woodroffe (Vice Chair) and Cllr Hitesh Tailor helping with the cooking for the young carers

- 3.171 In recognition of this extensive and very successful community programme, BFCCST had won the 'Football League Community Club of the Year' award four times. Looking to the future BFCCST had recently, joined the European Football for Development Network and aligned its strategy with the United Nation's sustainable development goals.

Key Issues

The Panel:

- commended the presentations and the work of the organisations in the local communities particularly with the Black, Asian and Minority Ethnic groups.
- acknowledged the need for continued partnership working in the sustainability of sports provision in the borough.

- learnt that the Council funding for targeting disability participation had been cut in 2016. This had resulted in the loss of two officer posts providing specific programmes for older people and people with a disability or additional needs. There now was only one member of staff whose role was to organise representative teams for the annual London Youth Games, host the Ealing Sports Awards and offer support to local voluntary sports clubs and other organisations promoting and delivering sport.
- heard that the Council worked in partnership with community-based clubs and organisations to promote opportunities for people to be active and play sport in Ealing. For example, the promotion of PACE Charitable Trust which provided activities such as boccia to people with disabilities and additional needs; the promotion of swimming lessons for people with a visual impairment run at Northolt Leisure Centre, by Ealing Swimming Club, Everyone Active and Metro Blind Sport and supporting the Young Ealing Foundation to organise an open forum to discuss disability sport in Ealing.
- asked about the relationship between the two main sports trusts in the borough.
 Heard that the Warren Farm development would see QPR Community Sports Trust working in Ealing; BFCCST and QPR Trust had a very good working relationship and worked well together furthering local community projects. It was noted that QPR had provided £250,000 to fund community projects as part of the Warren Farm development.
- asked whether the school premium money could be used for activities involving young people.
 Heard that the school decided how to spend the money appropriately.
- queried the promotion and publicity of the BFCCST programmes.
 Learnt that their marketing and communications officer undertook this with sustainability in mind so that activity promotion would continue if/when finite project funding came to an end e.g. websites, leaflets, social media, national publicity as well as via the housing and residents' associations on estates.
- asked about the school holiday camps.
 Heard that these were popular and often encouraged further interest especially from youngsters who may not usually take part in activity.
- asked about the size of the girls' and women's cricket teams.
 Learnt that the London Tigers currently had 20-25 young girls (under 14 years old) playing cricket.
- stressed the need for the London Tigers to engage more with people living in social housing estates within the borough.
 Learnt that it would depend on securing funding to carry out this specific work.

- had observed during the site visits that London Tigers wanted to enhance physical and mental health and the leadership was very enthusiastic in their efforts in trying to do this. They saw themselves as a one-stop shop for health enhancement and had not asked for any money to provide this service. The PACE Charitable Trust which had an inclusivity agenda focused on those at risk of exclusion and were in the process of recruiting staff to increase their capacity. There had been an article in the Council's Around Ealing magazine about BFCCST's scheme for children at school (young carers) looking after adults.
- felt that these organisations were all doing excellent jobs for the community but not asking for or expecting support. It was difficult to know how to reward such positive community activity.



Cllr Simon Woodroffe (Vice Chair) and Cllr Gareth Shaw speaking to Krishna Birdy (Project Coordinator and Trustee) during their visit to the PACE Charitable Trust in Southall

| No. | Recommendation |
|------------|--|
| R8 | Ealing Council's Parks Service should continue to work with the relevant enforcement agencies and sports organisations to help improve boroughwide sports participation. |
| R9 | Ealing Council should work with the providers to ensure that there are more leisure activities available across the borough for people with disabilities. |
| R10 | Ealing Council should provide more support to the local sports organisations and work closely with the residents associations in improving engagement with the people living in social housing estates in the borough. |

ARTS PROVISION

- 3.172 At its fourth meeting, the Panel considered the arts provision. The meeting was held at The Questors Theatre in Ealing and preceded with a guided tour of the theatre and its facilities. The Panel received presentations from Cllr Jasbir Anand (Portfolio Holder for Business and Community Services), Council officers and representatives of nine local arts organisations that had accepted the Panel's invitation to provide their perspective on the arts and culture in the borough.



The fourth Panel meeting held at The Questors Theatre in Ealing

Portfolio Holder's Address

- 3.173 Cllr Jasbir Anand (Portfolio Holder for Business and Community Services), who was accompanied by Cllr Amarjit Jammu (Deputy Portfolio Holder for Business and Community Services), highlighted that arts and culture was for all the residents in all the seven distinct towns of the borough. It needed to reflect the rich tapestry of cultures and ambitions of all the communities. Ealing's new Arts and Culture Strategy would reflect this approach. She felt that spaces in the borough could be better used for cultural activity and the strategy had to take into account the fact that 25% of the population was below 25 years old. The Council's newly appointed Arts and Culture Manager would take charge of this strategy.



Cllr Jasbir Anand (Portfolio Holder for Business and Community Services) and Cllr Amarjit Jammu (Deputy Portfolio Holder for Business and Community Services) addressing the Panel meeting

Council's Arts and Culture Service

- 3.174 On presenting their report to the Panel, Chris Bunting (Assistant Director, Leisure) and Jan De Schynkel (Arts and Culture Manager) highlighted:

The Value of the Arts and Culture

Value and Impact

- 3.175 When we talked about the value of arts and culture to society we always started with its intrinsic value: how arts and culture could illuminate our inner lives and enrich our emotional world.
- 3.176 Arts and culture had a wider more measurable impact on the economy, health and wellbeing, society and education.
- 3.177 It was important that this impact was recognised to help people think of arts and culture as a strategic national resource.

Economy

- 3.178 The UK's booming creative industries made a record contribution to the economy. Industries including arts and film, TV and radio, museums and galleries were all part of this thriving economic sector. In 2016, these industries were worth almost £92bn according to the Department for Digital, Media, Culture and Sport.
- 3.179 The creative industries' contribution to the UK was up from £85bn in 2015 and growing at twice the rate of the economy. The sector was now one of

the fastest growing industries and continued to outperform the wider UK economy.



Jan De Schynkel (Arts and Culture Manager, Ealing Council) addressing the Panel

Health and Wellbeing

- 3.180 A 2014 impact study by Arts Council England showed that those who had attended a cultural place or event in the previous 12 months were almost 60% more likely to report good health compared to those who had not.

Society

- 3.181 The study also showed that there was strong evidence that participation in the arts could contribute to community cohesion, reduce social exclusion and isolation, and/or make communities feel safer and stronger. Employability of students who studied arts subjects was higher and they were more likely to stay in employment.

Education

- 3.182 Taking part in drama and library activities improved attainment in literacy. Participating in structured music activities improved attainment in mathematics, early language acquisition and early literacy.
- 3.183 Involvement in structured arts activities increased cognitive abilities.
- 3.184 Students from low income families who took part in arts activities at school were three times more likely to get a degree than children from low income families who did not engage in arts activities at school.
- 3.185 The impact of arts and culture was significant and measurable.

Strategic Context

Arts Council England's new 10-year Strategy

- 3.186 On 27 January 2020, Arts Council England (ACE) published its new 10-year strategy for 2020-2030. The strategy's themes chimed with the Council's emerging 'Thriving Communities' strategy and there was an opportunity to align a new cultural strategy to both.
- 3.187 The key differences in the new strategy included more emphasis on supporting people individually and at every stage of their life, championing a wider range of culture as well as increasing spending and support for libraries.
- 3.188 It also aspired to give communities in every "village, town and city" more opportunity to design and develop the culture on offer there.
- 3.189 The strategy listed four principles guiding whether ACE would invest public money – "ambition and quality", "inclusivity and relevance", "dynamism", and "environmental responsibility".
- 3.190 The strategy listed a number of important issues requiring action including:
- Persistent and widespread lack of diversity across the creative industries and in publicly funded cultural organisations.
 - Difference in understanding of the terms "arts" and "culture" across the country, with many seeing the "arts" as only the high arts.
 - Big differences in cultural engagement, geographically and socioeconomically.
 - Unequal opportunities for children outside school across the country.
 - The often fragile business models of publicly funded cultural organisations.
 - A retreat from innovation, risk-taking and sustained talent development.

Mayor of London's Culture Strategy 2018

- 3.191 The Mayor's Strategy had four priorities:
- **Love London** – more people experiencing and creating culture on their doorstep.
 - **Culture and Good Growth** – supporting, saving and sustaining cultural places.
 - **Creative Londoners** – investing in a diverse creative workforce for the future.
 - **World City** – a global creative powerhouse today and in the future.

London Borough of Culture

- 3.192 Announcements of the next successful awards for the London Borough of Culture (LBOC) for 2021 and 2023 would be in February 2020. If the scheme continued then the applications for 2025 and 2027 were likely to open around 2022. This would give Ealing Council time to build a strong foundation for applying to the next rounds.
- 3.193 The current published outcomes for LBOC were:
- more Londoners getting involved in creative activities
 - a borough where people are proud to live and work

- partnerships between culture, business, community and voluntary sector
- putting culture at the core of local plans
- outstanding artists making exciting new work
- telling the story of local people and places
- creating social connections by taking part in culture
- improving health and well-being through arts and culture

A New Cultural Strategy should link to ‘Thriving Communities’

3.194 Work was underway in developing a Thriving Communities Strategy 2020–2024. This would set the strategic direction for Thriving Communities for the next four years. There were currently three emerging themes: community connections and social action; participation and engagement in decision making; and catalysts – facilitating and enabling change.

- 3.195 The programme objectives were in the early stages of development and might be around:
- Citizens leading their neighbourhoods in an inclusive way through social action and participating in decision making.
 - Shift in culture to enabling and facilitating citizens in social action.
 - More people active in their local area, supporting others and contributing to stronger neighbourhoods.
 - Improved health and well-being through inclusive social networks and activities.
 - Coordination across public, private, voluntary and community organisations to maximise the positive impact of public sector resources and community strengths.
 - Innovation at a local level, change how the Council engaged and supported residents to connect and be involved.

A New Cultural Strategy should link to priorities of ‘Vision for Place’

- 3.196 The vision for the new Place Directorate offered opportunities for a new cultural strategy to align with which were set out as follows:
- Connecting communities to resources, new opportunities and each other.
 - Housing developments that emphasised strengthening relationships between neighbours through arts and culture.
 - Connecting culture with employment and skills services that helped connect people to others already in work and foster a network of professional contacts.
 - Safer communities: using arts and culture to tackle feelings of insecurity that inhibited neighbourliness.
 - Using arts and culture to remove barriers, build connections and specific interventions.

Current Arts and Culture Provision

Ealing Council’s Arts and Cultural Strategy 2013-2018

3.197 The Council’s previous Cultural Strategy 2013-2018 had expired so a new framework was needed. This was deemed to be a timely opportunity to link the new cultural strategy to the new Thriving Communities strategy of the new Place Directorate as well as to the Arts Council’s new 10-year strategy which had a new emphasis on creative people and creative places.

The aims of the previous strategy were to:

- Enable opportunities for participation and local involvement
- Maximise contribution that the arts, culture and heritage made to Ealing
- Build capacity to attract funds and partnerships
- Raise awareness of Ealing's cultural offer

3.198 The heritage offer in particular had been progressed successfully with Pitzhanger Manor & Gallery and Gunnersbury Park & Museum.

Ealing's Arts Scene

- The service did not presently hold a directory of the arts and cultural groups. Local artists and cultural organisations were not obliged to inform the Council of their funding sources, whether grants or sponsorship. Therefore, the data in relation to investment and funding of the sector would require undertaking a mapping exercise. However, the visible players were Pitzhanger Manor & Gallery, Gunnersbury Museum, The Questors Theatre, Open Ealing, Artification BEAT Art Trail, The Ealing Club, The Hanwell Cavern, Ealing Arts and Leisure, Hanwell Hootie, Desi Radio, Ealing Summer Festivals (Jazz, Blues, Comedy as well as Greenford Carnival, Acton Carnival and London Mela), Ealing Studios, University of West London (London College of Music and the London School of Film, Media and Design), the Martinware collection at the Dominion Centre, and a large number of individual artists and creatives living in the borough. Most of these groups were supported by the Council through in-kind support and the ward forums.
- The Council's approach to supporting cultural activity had been to enable and facilitate arts activity in the borough rather than directly fund and resource arts activity. There was currently no designated arts development budget. However, lots of arts activity took place in the borough through schools, independent arts organisations, community groups, amateur arts organisations and the professional sector.

Festivals and Events

3.199 Ealing Council supported the Festival and Events programme through a contractor, The Event Umbrella, who ran the Ealing Summer Festivals and provided advice to community groups staging local events.

3.200 A 2017 consultation to inform Ealing's LBOC bid showed that respondents cited 'festivals' as what was distinctive about Ealing.

Heritage

3.201 The Cultural Strategy 2013-2018 committed the Council to secure investment and regeneration of Pitzhanger Manor (Grade I) and Gallery and Gunnersbury Park and Museum (Grade II). Both sites were completed in 2018 and were now open to the public after being transferred to the community.

3.202 For Pitzhanger Manor and Gallery, Ealing Council had invested £4.1m towards a total capital cost of £11.6m.

- 3.203 For Gunnersbury Park and Museum, Ealing Council had invested £3.7m towards a total capital cost of £12.2m. Gunnersbury Park and Museum was jointly owned with Hounslow Council.
- 3.204 In addition to the capital funding, Ealing Council had a management agreement in place with both the sites (Gunnersbury Park and Museum: £0.355m per annum and Pitzhanger Manor and Gallery: £0.427m per annum).

Opportunities and Gaps

Challenges and Gaps

- There seemed to be several evidence gaps:
 - There was an opportunity to create a framework that standardised audience/visitor data collection across the borough's public, private and voluntary sectors to develop a robust evidence base for culture. The Audience Agency's Audience Finder segments (used by Arts Council England) would be an ideal enabling tool for this <https://audiencefinder.org//>.
 - There was an opportunity to map the economic impact of culture relating to Ealing's museums, libraries and cultural organisations and how these contributed to the wider economy.
 - There was an opportunity to instigate research that quantified the savings to the public purse in terms of people's happiness, wellbeing and improved health through preventative arts and culture interventions, or other contributions to public services.
 - There was an opportunity to commission more detailed mapping, beyond the Greater London Authority's Cultural Infrastructure Map, to map cultural activity (beyond physical cultural buildings).
 - There was an opportunity to collect data on the use of digital technologies and how arts and cultural organisations were using this technology to become more resilient.
 - The most recent Active Lives Survey (2015-2017), a nationwide assessment of involvement in sporting and cultural activities, showed that across the borough fewer than two-thirds (72%) of adults attended an arts event, a museum/gallery or spent time doing an arts activity in the last twelve months. Cultural participation in Ealing was slightly lower than the London average of 74%. This was a reasonable starting point.
 - However, there was an opportunity to evaluate equality and diversity: those who were most actively involved with the arts and culture that we invested in tended to be from the most privileged parts of society; engagement was heavily influenced by levels of education, socio-economic background and where people lived. There was an opportunity to test these assumptions and recommend actions to address imbalances.

- Compared to most other London Boroughs, Ealing benefited from limited cultural capacity and infrastructure with no obvious cultural hubs (for example music venues, theatres, arts centres, galleries, Arts Council funded arts organisations (that benefited from core ACE funding), a hub or conglomeration of artist work spaces, a focal hub for digital and creative industries, etc.). In the absence of these, some isolated initiatives had sprung up. These, however, were not in a position to provide sufficient focus and leadership to transform Ealing.
- Whilst there were some good individual activities there was limited evidence of a strong collective network or strategic linked-up working from the cultural sector.
- There seemed to be no art in the public realm (either permanent or temporary).
- There was an assumption of choice outside the borough where people spent time and money.
- There was an opportunity to build culture into the local plan.

Opportunities and Potential

- The Cultural Strategy ought to be a Strategy of Cultures (in the plural), that connected and empowered all communities. The strategy should reflect an ambition of and a journey towards a democracy of cultures.
- The strategy should be developed through a partnership approach: in terms of evaluating the previous strategy; involving local people and artists in the developing of the strategy; and to embed and deliver outcomes. One of the criteria for the Mayor of London's London Borough of Culture programme was that bids should have a clear plan for involving local people in shaping the cultural programme.
- Rather than a separate document, the strategy should resemble a cross-Council framework that placed culture at the heart of all the Council's departments and acted as the glue, particularly around place-making and place-shaping, creative economy, young people and thriving communities.
- This would bring it in line with the emerging Thriving Communities strategy of the Place Directorate, the aims of which included citizens leading their neighbourhoods in an inclusive way through social action and participating in decision making; a shift in culture to enabling and facilitating citizens in social action; innovation at a local level; change how the Council engaged and supported residents to connect and be involved.

*A good **example** of such a way of working and framework was in Leeds. Leeds City Council's new culture strategy was developed through a co-production model, involving extensive consultation with the cultural sector and local communities.*

It placed culture at the heart of all policymaking for Leeds – from highways to planning and community cohesion, with the aim of creating more prosperous, healthier, stronger and happier communities. It acted as a framework for policy change, enabling a more innovative, vibrant, cost-effective and collaborative approach to place making
<https://www.local.gov.uk/developing-cultural-strategy-through-co-production-model-leeds-city-council>.

- However, against the backdrop that Ealing was currently not seen as ‘a destination’ and that there was limited cultural infrastructure (in comparison with most other boroughs), there were significant opportunities for more visible and spectacular interventions and signature moments (in partnership with national organisations) that combined started telling a unique story of Ealing. Outdoor arts interventions and art in the public realm could be key tools to achieving this. It should link to place making and regeneration.
- As there was currently no central focal point such as a professional receiving theatre or arts centre in the borough, a schedule of animation and activation events could be programmed. The purpose of such a series of interventions of differing scales and in different places was multi-fold: to test out models of practice to inform the development of policy and strategy; to help residents see Ealing differently; to inform audience impact for the cultural strategy; to inform future discussions around the role of culture in planning and place making; to think in a creative way of where culture could happen (car parks, parks, hoardings, walls, libraries, community centres, schools, squares, shopping centres, empty shops, etc).

*A good **example** of place-shaping activation events (without a ‘traditional’ venue as a focal point) was the regeneration area around New Covent Garden Market and Battersea Power Station in Nine Elms*
<https://nineelmslondon.com/arts-and-culture/>.

- There was potential to strengthen the night-time economy.
- Increasing Ealing’s profile and reputation as a cultural destination by providing quality cultural programming that drew people into the borough. Ealing Council could employ an independent creative producer on a flexible, part time contract, to help activate and animate a series of public (and hidden) spaces across the borough for different audiences. This would be a test bed for a new cultural strategy and to learn more about what audiences might like and how spaces across the borough might perform (footfall/suitability) to having activity programmed within them.
- Employ innovative new ways to engage stakeholders in the creation of a new cultural framework. For example, through commissioning a digital art installation as a fun and creative way to ask residents critical questions about the development of arts and culture within their home borough. This would ensure a wider diversity of people was reached. It

would ensure that the viewpoints of a larger group and more diverse representation of people would be captured (in comparison with the more usual consultation meetings or surveys that were sent to and completed by often the usual stakeholders).

*A good **example** of such innovative consultation process was Mystic Joe, commissioned by Crawley Borough Council*
<https://joemcalister.com/mystic-joe/>.

- Rise of pop up culture, graffiti, murals: graffiti art and murals were already becoming a focal point and possible unique selling point to be further capitalised on, particularly in the Acton area.
- Untapped potential for building on Ealing's cultural heritage, most pertinently around film and music. This would also support aims around strengthening the creative economy.
- Putting the groundwork in place to be in a better position to apply to LBOC. In 2017, Ealing unsuccessfully applied to LBOC. The feedback from the Greater London Authority had been that the bid lacked evidence of ownership across the whole Council, not just the culture team, and strong involvement of grassroots.
- A 2017 consultation to inform Ealing's LBOC bid showed that respondents cited 'cultural diversity' as what was distinctive about Ealing. What was the cultural distinctiveness of our seven town centres? How could that distinctiveness come together to form a coherent, distinctive and attractive story for Ealing as a whole?
- It was important that we developed cultural capital (<https://culturalllearningalliance.org.uk/what-is-cultural-capital/>) beyond the borough's physical locations. Returning to the principle of 'a strategy of cultures', it would be paramount that culture was defined across broader civil society as well as across the public, private and third sectors. Communities in Southall, Northolt and Perivale, for example, needed to have equal opportunities to engage with art and culture relevant to their identities, history and culture as those living in central Ealing.
- Opportunity for growth:
 - 10,000+ businesses and around 150,000 people worked here, including 56,000 travelling into the borough. Businesses and their workers were important but we still needed to better connect with as partners to build an improved borough; and as participants and audiences for our cultural offer (from the LBOC 2017 bid).
 - Ealing's creative sector represented 23% of West London's economy. 2,275 companies in the borough were in the 'creative' category providing 15% of the borough's workforce. The proximity to central London, improved transport links with the coming of Crossrail, high speed internet and flexible working meant that Ealing had a potential to attract creative/cultural businesses (from LBOC 2017 bid).

- improving the conditions for cultural businesses to thrive, stay local and get the message that Ealing was culture friendly.
- Strengthening the creative economy: Exploiting commercial income from Ealing's histories around film and music remained untapped (Arts Council's Grassroots Music report). Future digital and creative industries could be encouraged and supported through the provision of low-cost workspaces and establishing of co-working hubs.
- Significant building development in the borough: Embed culture in planning and place shaping though including capital and ongoing revenue requirements at application stage (in line with the emerging GLA guidance on how to use the planning system to secure cultural infrastructure and workspace. The GLA document would set out an approach to using planning conditions, planning obligations and the Community Infrastructure Levy to secure a positive outcome.).
- Creation of a culture network/culture board/culture task group: with a flexible shape, like task and finish groups, around particular themes and projects (laying the groundwork for a London Borough of Culture bid for 2025 or 2027). The group could also act as a peer learning network, have invited speakers and workshops to develop members' skills to aid collaborative and collegiate working across the borough.
- Heritage sites such as Gunnersbury and Pitzhanger had untapped potential to become buzzing hubs which added footfall and contributed to the wider economy (licencing and land rules may need to relax).
- The Arts Council's new 10-year strategy with added emphasis on creative communities, everyday creativity, arts and health and place making cultural participation:
 - by making a diverse range of cultural opportunities available and attractive to a wider range of local residents and engaging new audiences with the borough's cultural offer.
 - by connecting and strengthening the community-based cultural offer – by building connections and capacity amongst local cultural groups across the borough. Arts could bring people together and address divides.
- Environmental agendas and Ealing Council's Climate emergency: lots of parks, open spaces, squares, car parks, roof tops and allotments that could be locations for cultural activity around such themes.

Presentations from the Local Arts and Culture Organisations

3.205 The representatives of the organisations explained about the work of their groups and made suggestions on further improvements to the arts and culture provision in the borough.

The Questors Theatre

3.206 Alex Marker (Artistic Director, The Questors Theatre) and Andrea Bath (Artistic Director, The Questors Theatre) explained 3.203 that voluntary effort was part of the way in which The Questors Theatre worked. The theatre was 90 years old, owned its own site, purchased for £8,000 in 1929, and was entirely self-financing. The theatre had 8/9 full-time office staff. The other theatre roles included education, lighting, wardrobe and directors. It largely ran on volunteers and produced 18/19 fully resourced shows. It also provided outreach work for instance in recording elderly residents' memories and working with students from Southall Community College, enabling them to perform to their friends. The Questors Theatre was the largest non-agency run Youth Theatre in London consisting of some 400 members. However, what Questors could offer in the future may change and the meeting might inform another approach.



Alex Marker (Artistic Director, The Questors Theatre) addressing the Panel

3.207 They acknowledged the lack of money but requested if the Council could help with simple things such as:

- Installation of signposts showing the location of the theatre and other prominent arts landmarks from the borough's key transport hubs (in particular, Ealing Broadway station)
- provision of affordable communications expertise to the local arts and culture organisations.



Andrea Bath (Artistic Director, The Questors Theatre) addressing the Panel

3.208 The Panel:

- asked about the extent of Questors' outreach.
Learnt that presently it did not extend very far but there was no reason why it should not be extended to other parts of the borough.
- asked whether any national funding was received like the Shepherds Bush Theatre
Heard that the Questors Theatre was entirely self-funding and received no money either nationally or from the Council.
- asked whether more productions could be put on.
Heard that the Questors space was used all the time and that the only other expansion option would be through outreach, although he acknowledged that summer was not so busy.

Ealing Music Service

- 3.209 Yogesh Dattani (Head of Ealing Music Service and Trustee of Music Mark) explained that the Ealing Music Service (EMS) had been in existence for 20 years and was a hub. It was based in the Dominion Centre in Southall and was the lead organisation for music in the area providing music activity for some 6,500 pupils each week including ensembles and choirs. This over a year, was 30,000 pupils out of a total of 53,000. The service costed about £1million per year to run. It was 45% funded by the Department for Education and 55% by its own earnings.



Yogesh Dattani (Head of Ealing Music Service and Trustee of Music Mark) addressing the Panel

- 3.210 He explained that the EMS was an aspirational organisation concerned about the quality of provision. In order to measure this, schools had been asked to assess their satisfaction with the service. There was found to be 97-98% satisfaction with the service.
- 3.211 There was a diversity of workforce for the diverse musical genres covered by the service which included Indian music, gamelan, Japanese drumming, western music, jazz as well as classical opera. In 2018-2019, EMS had partnerships with 51 organisations e.g. Ealing Youth Orchestra. There was high quality choir provision and a satellite choir was to be based at the University of West London.
- 3.212 The Panel learnt that Yogesh Dattani played the tabla.
- 3.213 He suggested:
- involving local celebrities, such as Amanda Redman and Konnie Huq, in musical activities to attract more charitable funding.
 - that Ealing deserved its own music centre which could possibly be funded by Section 106 monies.
 - that the Panel attends the forthcoming EMS festival event.

Ealing Arts & Leisure

- 3.214 Gill Rowley (Chairman, Ealing Arts & Leisure) explained that Ealing Arts and Leisure (EA&L) had been set up with Ealing Council in 1967. There was financial support and three Councillors were on the committee. In subsequent years, the financial support was withdrawn and EA&L became a self-funding registered charity with no Council involvement.

3.215 EA&L had become an umbrella group for a large number of arts and leisure organisations including all types of music, a wide variety of arts and crafts, culture and learning, dance, drama and activities for children.



Gill Rowley (Chairman, Ealing Arts & Leisure) presenting to the Panel

3.216 EA&L drew on a rich pool of talented people willing to put time and effort into nurturing artistic ability. However, the main issues were the unavailability and/or unaffordability of suitable venues and the ability to publicise events and activities. Lack of suitable and affordable venues had become an issue since Council premises and spaces, including parks, had become unaffordable for them. Publicising EA&L events and activities had become more of an issue since the libraries refused to display posters advertising local community and charity events. The libraries also no longer accepted copies of the Ealing Arts diary, *What's On*, as these now had a paperless policy.

3.217 She highlighted that Arts and Culture was for everyone including the young, every ethnicity, people with disabilities and older people and that EA&L catered for all these provisions which was delivered by local community groups and charities.

3.218 The presentation concluded with a plea for an arts centre in, what she described as, the ideal venue of Victoria Hall in Ealing Town Hall because:

- It had originally been built by the residents of Ealing for the local people.
- In 2012, there was over £1m of Section 106 money plus £600,000 from the sale of paintings belonging to the borough for funding an arts centre. However, only a dance studio was accommodated in the Town Hall.
- In 2018, the Council again committed to the creation of an arts centre by

signing up to the Central Ealing Neighbourhood Plan, in which this was a key objective.

- 3.219 The hire prices rose continually as it costed the Ealing Youth Orchestra over £1,000 to hire the Victoria Hall.
- 3.220 She suggested that publishing and venue hire needed local pricing. The Council could help EA&L by:
- providing affordable space.
 - allowing publicity of local events and activities on the Council's website and premises.
- 3.221 The Panel pointed out that the use of the Town Hall was for the General Purposes Committee to discuss and not within its remit.

Borough of Ealing Art Trail

- 3.222 Kitty Hartnell (Chair, Communications and Sponsorship) and Mark Jorgensen (Finance and Advertising Officer) explained that they coordinated the running of the Borough of Ealing Art Trail (BEAT) which was a not-for-profit organisation. It was created by artists for artists in response to what BEAT believed was a gap in the offering throughout the borough. BEAT was currently preparing for a major event in the Ealing Cultural Calendar.



Kitty Hartnell (Chair, Communications and Sponsorship) and Mark Jorgensen (Finance and Advertising Officer) presenting to the Panel

- 3.223 BEAT enabled participating artists to show off and sell work in the borough and was an inclusive organisation providing mutual mentoring, encouragement and appreciation of the visual arts. BEAT had 250

participating artists and wanted to be identified as a non-selective artistic centre. The majority of its activity was in Ealing (town centre) but was also active in Acton and Northolt and hoping to present in Southall.

- 3.224 Most venues were hosted by the artists themselves. The artists were in the age range of 30-60 years and although most participating artists were in the upper age group, BEAT seemed to be attracting younger people.
- 3.225 BEAT covered every range of material and the way that art was exhibited enabled direct feedback to the artists, which was very important to them.
- 3.226 Apart from artists self-hosting, BEAT relied on offers of other venues including churches, local groups and had also been delighted to use Gunnersbury, Pitzhanger Manor and Questors.
- 3.227 Visitors came from all over the borough but BEAT also attracted people from outside the borough. It was costly to attract visitors. Ealing was a big borough and it costed between £20,000-25,000 to publicise an event each year and that this relied on sponsorship. The money came from some success in attracting sponsors but a lot more could be done.
- 3.228 They expressed that BEAT had support from the Council and the positive feedback was phenomenal. However, Ealing had so much talent but so little space to exhibit in the borough.
- 3.229 The Panel:
- commented that BEAT had done well on a shoestring budget, identified a need and filled a gap in the artistic provision in the borough.
 - highlighted that although there was a lack of space in parts of Ealing there were other parts of the borough which had space such as North Acton.
 - commented that although planned developments originally had community spaces in their plans but over time these had disappeared e.g. the Filmworks development.
- 3.230 The Portfolio Holder stated that a dialogue was required regarding facilities and funding for the arts in the borough.

Open Ealing

- 3.231 Mandie Wilde (Founder Member and Operations Director) and Jack Jones (Founder Member and Gallery Manager) explained that Open Ealing (OE) was founded in July 2010 by a group of local artists and residents with the support of local organisations such as Pathways and A2Dominion and community groups, West Ealing Neighbours and EA&L. The project had received access to numerous high street spaces from which to operate its artistic programming.
- 3.232 The presenters explained that in January 2013 the constituted community group became a limited company, OPEN Ealing Limited, and started the process of becoming a Charitable Incorporated Organisation in 2019.



Mandie Wilde (Founder Member and Operations Director, Open Ealing)
addressing the Panel

- 3.233 OE used art to say that regeneration was more than bricks and mortar. It currently had six spaces opposite Ealing Fire Station. During the 10 years of its operations, OE had worked with over 500 artists and engaged with over 10,000 people.
- 3.234 OE had been given a 5-storey space to use but also used pop-up shops including Orchard Café on the Green Man Estate. In 2019, when OE lost its last space in West Ealing they spoke to British Land and the two-month lease was extended to six months. 115 artists exhibited of which 65 sold at least one thing and 14 out of the 65 were emerging artists. This had generated over £15,000 in revenue. The space was also used for nine musical performances, three of which were by young performers. The space was used by 17 nationalities and also utilised for 30 workshops.
- 3.235 British Land also wanted OE to be part of the Oak Road Development.
- 3.236 For community engagement using art as a common factor, OE bonded with the Islamic Centre and worked closely with it. At Dickens Yard in Ealing, OE was working with Christ the Saviour Church where OE had paid rent for three years to use their space at this central site. The Dickens Yard location would create a landmark contemporary gallery in West London and beyond.
- 3.237 OE was forging new community links to:
- develop artistic programming this year with the local Polish community.
 - agree to co-programme with Pitzhanger Manor and Questors Theatre.

- develop a permanent exhibition and retail space in Ealing Broadway.
- promote arts in Southall.

3.238 OE indicated that in order to continue the success it needed to keep the conversations going and engage with key people.

Pitzhanger Manor and Gallery

3.239 Rachel Page (Head of Development) explained that the vision of Pitzhanger Manor and Gallery (PM&G) was to become a meeting place for creativity, debate and participation, reanimating Sir John Soane's vision to inspire and enrich our communities with art, architecture and design.



Rachel Page (Head of Development, Pitzhanger Manor and Gallery) addressing the Panel

3.240 PM&G was run by the Pitzhanger Trust on a 25-year lease. The Manor had been restored to how it was when Sir John Soane owned it. It had reopened in March 2019 with an exhibition by Anish Kapoor which attracted 3,000 visitors during the opening week.

3.241 There had been 58,000 visitors since it reopened. The majority paid the standard rate to get in and there was also a good take up of free days offered to Ealing residents. PM&G had attracted a 5-star review and sponsorship by Coutts Bank.

3.242 The plan was to keep developing the audience by doing more outreach work and growing the Architecture in School programme. The intention being to build a sustainable business model. The Soane Brasserie and shop had proved very successful but PM&G wanted to hire out the space more.

- 3.243 A key part of vision was to nurture the relevance of Soane's work today and there was an ambitious programme to do this. The next major exhibition was to be Hogarth's London Voices London Lives which will bring back Rakes Progress to Ealing which was created for Soane. Other different events included film, photography, one-off poetry reading and a DJ event in order to diversify audiences in making them more representative of the borough.
- 3.244 An events pack had been created together with a Corporate membership offer and brand association. Global leadership attended by Hillary Clinton had taken over the Manor during the event and Sky had also used the garden for a major event.
- 3.245 The Portfolio Holder stated that the South-East Asian community spent a lot of money on weddings so the details of this venue should be taken to the local community by, for instance attending the forthcoming Asian Wedding exhibition.
- 3.246 The Panel:
- asked whether the Pitzhanger Manor and Gallery partnered with the Council.
Heard that the Mayor's Office used Pitzhanger Manor for fund raising activity.
 - commented that it hoped the Council would help publicise the Pitzhanger Manor and Gallery.

Gunnersbury Estate (2026) Community Interest Company

- 3.247 Simon Cranmer (Head of Operations and Commercial Activity, Gunnersbury Park and Museum) explained that Gunnersbury Park and Museum had reopened in 2018 after a major restoration. It was jointly owned by Ealing and Hounslow Councils and was set up as a Community Interest Charity. Gunnersbury contained Ealing's museum and a collection of 55,000 objects. It had 34,000 visitors throughout the year which was above target and had used 3,952 volunteer hours. The collection included an archive of 15,000 items managed by 10 volunteers. There was a short-term display of work from Friends of the Huntley Archive at London Archives. This collection was being digitised.
- 3.248 There had been 7,400 school visits which took in Victorian School, Below Stairs, Great Fire, Printing and Past and Romans exhibitions together with an expanded outdoor programme on Stone Age, Storytelling and Science, Dig for Victory, Numeracy and Nature and Vikings.
- 3.249 Outdoor spaces – there had been 1.1 million park visits per year compared with 650,000 in 2013. The Lovebox Festival funded by the Community Fund and the young people's music programme took place in Gunnersbury Park together with the Gunnersbury Concert series.
- 3.250 In 2020, there were plans for Secret Cinema, EMStival, Hounslow Music Services Festival, open air theatre including performances of Macbeth and HMS Pinafore, Ealing Youth Justice Service – arts projects included Secret

Cinema partnership finally there were Rose Baskets, the Community Kitchen Garden and Interpretation Design.



Simon Cranmer (Head of Operations and Commercial Activity, Gunnersbury Park and Museum) addressing the Panel

- 3.251 Indoor spaces – there were 84 bookable public events in April- December 2020, including Museum lates, BEAT, Black History Month with FHALMA, Quilting Bee, West London Folk Band Summer Concert, Winter and Midsummer Fairs.
- 3.252 Literature and Art – Gunnersbury Park had The Reader which was a shared reading programme, creative writing courses with 'Write and Shine', Partnership with Poetical Word, Neon Life Drawing, Bronze Arts Awards and Art Macabre and Orignary Arts.
- 3.253 Music and Dance were covered by a Costume video – West Thames College, Midsummer fayre – Zwiiec, Tamil dancers – Diwali, dance based activities for early years children and families and older people living with dementia, historical dance in the Museum Lates. There was also a Liam Gallagher concert involving Eric Cantona.
- 3.254 Fashion was covered in Gunnersbury's offerings in the form of Lates performances costume, 'Jane Austen and The King of Bling', Ellen Wilkinson School, and Fashion Gallery in the Museum.
- 3.255 There were advantages and disadvantages to Gunnersbury's dual ownership but it could benefit from better linkage.

- 3.256 The Panel:
- asked how many people came to Gunnersbury Park and outside. Heard that it depended on the type of activity and the park was a very diverse place.
 - felt that there could be further collaboration for instance an Ealing Arts month/an Art Fair and that the effect of such a collaboration should be measured to discover its effectiveness.
 - queried how the budget was used as it was likely to be spread quite thinly given all the activities described. Perhaps it could be a bit more focussed in future on the elderly, those with disabilities and minorities.
 - noted that although sport had not been discussed the Brentford Community Trust's involvement with Gunnersbury Park was positive for the Park as a whole.

Hanwell Hootie Music Festival CIC (Hanwell Hootie)

- 3.257 June Martin (Director) and Faye Hamilton (Director) explained that Hanwell Hootie was established in 2013 to revive Ealing's music heritage and culture. It was recognised as the largest free one-day music festival in London and had been nominated for the best medium-sized festival. As well as receiving other awards, Hanwell Hootie had found and supported young and emerging talent.
- 3.258 In 2016, Hanwell Hootie became a Community Interest Company and was a member of the Association of Independent Festivals. The event was supported by community volunteers, businesses, residents, charities and schools. 10,000 programmes were distributed throughout West London to promote the event.
- 3.259 Funding was provided by Marshall Amplification, festival attendees, corporate sponsorship (for team building in the sponsoring companies), Ealing in London, the Mayor of London – High Street Innovation Fund and Ealing Regeneration Team as well as grant applications to the Arts Council and Lottery Funding.
- 3.260 The festival had experienced year-on-year growth with over 100 bands playing in 19 venues coming out of 1,000 applications. The festival extended from Viaduct Meadow to The Foresters, Northfields Avenue.
- 3.261 Regarding funding and partnerships, 10% sponsorship came from Marshall. Hanwell Hootie targeted corporate sponsorship but had been unsuccessful in attracting Arts Council grants.
- 3.262 Over 400 volunteers supported the festival and a Wall of Sound Art Gallery was created in the previous year. Hanwell Hootie successfully agreed a deal with the Canadian Government, who flew in Canadian bands to perform at the festival. Many types of foods were available at the festival to align with the festival's health and wellbeing ethos.



June Martin (Director, Hanwell Hootie) and Faye Hamilton (Director, Hanwell Hootie) addressing the Panel

- 3.263 About 30,000 people attended the previous year (2019) which had a huge impact on pubs and bars. However, most of these businesses did not and would not contribute to the cost of the festival. Nevertheless, the festival provided great support for local businesses which were struggling. Some businesses made three months' income on the day.
- 3.264 Hanwell Hootie ran an initiative in partnership with the Association of Independent Festivals called Drastic on Plastic which started in 2017 with the introduction of recycled wine bottles. In 2018, single use plastic containers, cups, cutlery, sauce sachets and straws were banned. In 2020, an additional 10,000 reusable cups were to be added to this initiative placing sustainability and recycling at the forefront of the festivals approach. In 2019, there was an 80% reduction in plastic waste which represented a measure of the success of this approach. As a further measure of Hanwell Hootie's commitment to an environmentally friendly approach, in partnership with Ealing Park Rangers, it had planted hundreds of wild flowers on the Viaduct Meadow and installed bat boxes on green sites around the festival.
- 3.265 Hanwell Hootie needed help with the applications for grants as they had been unsuccessful in securing any funding.
- 3.266 Ealing Council could help Hanwell Hootie by providing guidance and expertise on grant applications for arts and culture organisations because these did not have the time, expertise or resources for a fund-raising team.



During the tour of The Questors Theatre

Key Issues

The Panel:

- highly commended the valuable work in the borough of all the local arts and culture organisations.
- felt that coordination and collaboration between the local arts and culture groups was missing and that if a visitor attended an event in the borough then they should be able to find out about the other events going on at the time.
- recognised the need for more space to exhibit as there were few or no traditional art spaces to use.
- acknowledged that other Councils used a percentage of Section 106 monies for cultural relevance and some were more entrepreneurial and supportive of exploring innovative funding solutions. Ealing Council should consider including agreed requirements for culture in the Local Plan.
- noted that diversity had come across in the presentations and each of the seven towns that made up the borough had its own character which needed to be reflected in Ealing's artistic and cultural offering.
- highlighted that there was a need for standardised metrics for audiences/visitors and impact as there were lots of examples of good practice.
- appreciated that there was a need for Ealing to be an attractive base for artists/arts organisations and in engaging with the people of the borough.
- considered that the culture offered needed to reflect what the borough's children and young people wanted and did. For example, the Bollo Youth Centre worked in collaboration with prestigious organisations like Tate Modern and Studio Voltaire. Ealing's music heritage was phenomenal but current musical activity was equally happening here reflecting contemporary youth culture in musical styles and genres such as drill, rap and grime.
- felt that Ealing was a borough that generally took a cautious approach to the arts which gave the impression that it punched below its weight. The borough needed to take more artistic and cultural risks and its offerings more challenging.
- highlighted that Ealing needed to establish its unique selling point when thinking about a strategy and its ambitions needed to be understood.
- acknowledged that there was a need to connect back with the communities and roadshows were a possible method of communicating with them.

- deemed that there needed to be a cultural message or narrative for Ealing saying, ‘Come to Ealing’ and when you get here these are the things that were going on, including details of when and where they were happening.
- recognised that Ealing was not regarded as ‘edgy’ when compared to some areas of East London.
- Ealing was presently not seen as a destination for cultural activity and did not sell itself fittingly. However, some organisations such as Desi Radio in Southall promoted themselves well to other neighbouring boroughs.
- appreciated that some challenging events already taking place needed to have the appropriate level of publicity such as the lesbian, gay, bisexual, and transgender (LGBT) event at Gunnersbury Park which connected with the LGBT community via a pub in South Ealing.
- felt that despite some of the negative perceptions of Ealing, the presentations by the organisations represented at the meeting had demonstrated that there was a vibrant artistic and cultural offering in the borough but it was fragmented.
- suggested that the Council could offer learning and expertise to other artistic and cultural organisations and improve signage to local venues and exhibitions in the borough.
- believed that busy people needed to be persuaded to visit the borough.
- felt that the Council could offer low cost marketing and communications expertise and advice to sell the borough as a cultural destination.
- proposed that there was a need to address the search for facilities, help with fund raising and communications within the new Arts Strategy so that the local organisations could work together more efficiently and effectively in providing arts and culture in the borough.
- a potential, if somewhat tongue in cheek, tag line for a marketing campaign for Ealing’s artistic and cultural offering could be ‘Edgy Ealing’, to attract new visitors.

| No. | Recommendation |
|------------|--|
| R11 | Ealing Council should proactively work with the local arts and culture organisations including young people in devising the new Culture Strategy for the borough. |
| R12 | Ealing Council should be ambitious and create the appropriate conditions for an application to be successful in the next round (2025 or 2027) of the London Borough of Culture scheme. |
| R13 | Ealing Council should be more ambitious about the role that the arts and culture play in the local regeneration, community cohesion and economy. |

| No. | Recommendation |
|------------|--|
| R14 | Ealing Council should consider including agreed requirements for the arts and culture in the Local Plan and investigate the possibility of a Section 106 monies contribution to culture. |
| R15 | Ealing Council should consider ways in which the Arts and Culture team can support local cultural organisations to develop sustainable business models. |
| R16 | Ealing Council should actively signpost (physical and virtual) the arts and culture venues, exhibitions and events in the borough. |
| R17 | Ealing Council should encourage and promote cohesive working between the local arts and culture organisations. |
| R18 | The new Culture Strategy should consider the use of unused spaces and more innovative animation and activation of indoor and outdoor spaces for the arts and culture in the borough. |
| R19 | Ealing Council should work with the local arts and culture organisations in creating a narrative for the borough in becoming more of a cultural destination. |

FUTURE MONITORING

- 3.267 The Panel suggests that an appropriate Scrutiny Panel should undertake the monitoring of the implementation of the recommendations and further ongoing monitoring.

| No. | Recommendation |
|------------|--|
| R20 | The Overview and Scrutiny Committee should undertake the ongoing monitoring of the accepted recommendations. |



Cllr Alex Stafford (Chair) and Cllr Simon Woodroffe (Vice Chair)

4.0 **KEY LEARNING POINTS**

4.1 Some of the key learning points for the Panel were:

- Recognising the numerous and diverse organisations that operate across the borough in different ways in managing the leisure provision.
- Engaging with the community – seeking the views of the local people through publicity, site visits and their attendance at Panel meetings were a very valuable source of gathering information directly from the key stakeholders.
- Benchmarking exercises provided important comparisons.
- Site visits made a significant difference to the information obtained.
- Established good contacts with some external agencies e.g. groups, providers, etc.
- The difficulty in engaging some external agencies and areas of the community.
- The inevitability of identifying problems in the current provision and making suggestions for improvements.
- Through the meetings, have raised the profile of the leisure provision in the borough and promoted discussion between organisations.
- Has produced ideas for future development.
- An important element in the success of initiatives is the promotion and communication of activities, opportunities and new initiatives to the widest audience using relevant communication channels.

5.0 **MEMBERSHIP AND ATTENDANCE**

5.1 The table below shows the membership and attendance of Panel Members.

Membership and Attendance at Panel Meetings

| Name | Total Possible | Actual Attendance | Apologies Received |
|-----------------------------------|-----------------------|--------------------------|---------------------------|
| Cllr Alexander Stafford (Chair) | 4 | 3 | 1 |
| Cllr Simon Woodroffe (Vice Chair) | 4 | 4 | - |
| Cllr Jon Ball | 4 | 4 | - |
| Cllr Linda Burke | 4 | 4 | - |
| Cllr Gurmit Mann | 4 | 2 | 1 |
| Cllr Kamaljit Nagpal | 4 | 3 | 1 |
| Cllr Sarah Rooney | 4 | - | 4 |
| Cllr Gareth Shaw | 4 | 3 | 1 |
| Cllr Hitesh Tailor | 4 | 4 | - |

Substitutes and Other Councillors

Meeting 1:

-

Meeting 2:

- Cllr Steve Donnelly substituted for Cllr Sarah Rooney
- Cllr Paul Driscoll substituted for Cllr Gareth Shaw

Meeting 3:

- Cllr Anthony Young substituted for Cllr Alex Stafford (Chair)
- Cllr Paul Driscoll substituted for Cllr Sarah Rooney

Meeting 4:

- Cllr Shahbaz Ahmed substituted for Cllr Sarah Rooney
- Cllr Jasbir Anand (Portfolio Holder for Business and Community Services)
- Cllr Amarjit Jammu (Deputy Portfolio Holder for Business and Community Services)

External Witnesses

- Mesba Ahmed (Founder and Chief Executive, London Tigers)
- Lee Doyle (Chief Executive Officer, Brentford Football Club Community Sports Trust)
- Luke Skelhorn (Operations Director, Brentford Football Club Community Sports Trust)
- Pete Shears (Head of Intervention, Brentford Football Club Community Sports Trust)
- Chris Barrett (Education Manager, Brentford Football Club Community Sports Trust)
- Andrea Bath (Artistic Director, The Questors Theatre)
- Alex Marker (Artistic Director, The Questors Theatre)
- Yogesh Dattani (Head of Ealing Music Service and Trustee of Music Mark)
- Gill Rowley (Chairman, Ealing Arts & Leisure)
- Kitty Hartnell (Chair – Communications and Sponsorship, Borough of Ealing Art Trail)
- Mark Jorgensen (Finance and Advertising Officer, Borough of Ealing Art Trail)
- Mandie Wilde (Founder Member and Operations Director, Open Ealing)
- Jack Jones (Founder Member and Gallery Manager, Open Ealing)
- Rachel Page (Head of Development, Pitzhanger Manor and Gallery)
- Simon Cranmer (Head of Operations and Commercial Activity, Gunnersbury Estate (2026) Community Interest Company)
- June Martin (Director, Hanwell Hootie Music Festival Community Interest Company)
- Faye Hamilton (Director, Hanwell Hootie Music Festival Community Interest Company)

Service Officers

- Chris Bunting (Assistant Director, Leisure)
- Julia Robertson (Sports Development Manager)
- Pauline Lawrence (Leisure Operations Manager)
- Jan De Schynkel (Arts and Culture Manager)

Site Visits

5.2 In addition to the five formal meetings, the Panel members undertook supplementary site visits as follows:

| Site | Attendees |
|--|---|
| <p>1. Plogolution Event A 2k walk/5k run at Northala Fields Kensington Road, Northolt, UB5 6UR (Meeting Point: Middlesex Football Association, Rectory Park Avenue, Ruislip Rd) 11:00-12:30 – Saturday 21 September 2019</p> | <p>- Cllr Sarah Rooney</p> <p><i>This was a joint site visit with the Active Citizenship Scrutiny Review Panel.</i></p> |
| <p>2. Meeting with Alex Duncan (Contracts Manager, The Event Umbrella) Room M/4.07, 4th Floor, Perceval House 14:00-15:00 – Friday 27 September 2019</p> | <p>- Cllr Simon Woodroofe (Vice Chair)</p> |
| <p>3. Let's Go Southall Summit Dominion Centre, 112 The Green, Southall, Middlesex, UB2 4BQ 10:00-14:30 – Tuesday 12 November 2019</p> | <p>- Cllr Linda Burke - Cllr Kamaljit Nagpal</p> |
| <p>4. London Tigers Sports Complex Spikes Bridge Park, West Avenue, Southall, Middlesex, UB1 2AR 13:00-14:00 – Saturday 11 January 2020</p> | <p>- Cllr Simon Woodroofe (Vice Chair) - Cllr Jon Ball - Cllr Gareth Shaw</p> |
| <p>5. PACE Charitable Trust Havelock Community Centre, 17 Trubshaw Road (off Havelock Road) Southall, Middlesex, UB2 4XW 15:00-16:00 – Saturday 11 January 2020</p> | <p>- Cllr Simon Woodroofe (Vice Chair) - Cllr Gareth Shaw</p> |
| <p>6. Brentford Football Club Community Sports Trust Horizons Education and Achievement Centre, 15 Cherington Road, Hanwell, W7 3HL 17:00-19:00 – Friday 17 January 2020</p> | <p>- Cllr Simon Woodroofe (Vice Chair) - Cllr Hitesh Tailor</p> |
| <p>7. The Questors Theatre 12 Mattock Lane, Ealing, W5 5BQ 18:00-19:00 – Wednesday 26 February 2020</p> <p><i>The fourth Panel meeting was held thereafter at the venue in The Bernard Shaw Room.</i></p> | <p>- Cllr Simon Woodroofe (Vice Chair) - Cllr Shahbaz Ahmed - Cllr Jon Ball - Cllr Linda Burke - Cllr Jasbir Anand (Portfolio Holder for Business and Community Services) - Cllr Amarjit Jammu (Deputy Portfolio Holder for Business and Community Services)</p> |

6.0 BACKGROUND INFORMATION

6.1 Useful Papers

Ealing Council's Constitution, available at

http://www.ealing.gov.uk/info/200892/decision_making/597/council_constitution

Scrutiny Review Panel 4 – 2019/2020: Leisure Terms of Reference, Work Programme, Agendas, Minutes and Reports available at

https://ealing.cmis.uk.com/ealing/Committees/tabid/62/ctl/ViewCMIS_CommitteeDetails/mid/381/id/320/Default.aspx

Overview and Scrutiny Committee – 2019/2020: Agenda, Minutes and Reports available at

http://ealing.cmis.uk.com/ealing/Committees/tabid/62/ctl/ViewCMIS_CommitteeDetails/mid/381/id/34/Default.aspx

Additional reference documents provided to the Panel at the first meeting:

- Ealing, Brent and Harrow – Service Plan 2019-2020 (*pages 39-60*)
- Ealing, Brent and Harrow – Annual Report 2018-2019 (*pages 61-92*)
- Sports and Leisure Facilities in Ealing (*pages 93-94*)
- Greenwich Leisure Limited (GLL) Annual Partnership Report – Performance Review 2018-2019 (*pages 95-112*)
- GLL Annual Service Delivery Plan 2019 (*pages 113-126*)
- Facility Information Sheet: Greenford Sports Centre (*pages 127-128*)
- Leisure Pass Leaflet/Application Form (*pages 129-136*)
- Sport and Physical Activity Strategy 2013-2018 (*pages 137-200*)
- Target Groups: Older Adults Activities Across Ealing's Sports Facilities (*pages 201-202*)
- Usage Data by Centre (*pages 203-204*)

[Ealing Green Spaces Strategy](#)

[Ealing Events Policy](#)

[Ealing Playing Pitch Strategy](#)

[Good Parks for London 2018](#)

Trees for Cities Strategic Partnership 2016-2019

6.3 Useful Websites

1. Ealing Council – www.ealing.gov.uk
2. Centre for Public Scrutiny – www.cfps.org.uk
3. Government Services and Information – www.gov.uk
4. Greenwich Leisure Limited – www.gll.org
5. Better – <https://www.better.org.uk>
6. Everyone Active – <https://www.everyoneactive.com/>

6.4 Further Information

For further information about Scrutiny Review Panel 4 – 2019/2020: Leisure please contact:

Harjeet Bains, Scrutiny Review Officer

Tel: 020-8825 7120

Email: bainsh@ealing.gov.uk

7.0 RECOMMENDATIONS

| Rec No. | Recommendation |
|---------|--|
| R1 | Ealing Council should update its Joint Strategic Needs Assessment on Physical Activity to ensure that all targeted in-depth work is included in it. |
| R2 | The Council's Parks Service should consider piloting crowdfunding to help improve the play facilities in parks for children of all ages. |
| R3 | The Council's Parks Service should continue to explore further opportunities through the active citizenship initiative in increasing the residents' engagement in the borough's parks. |
| R4 | Ealing Council should take a more coordinated approach to the active citizenship initiative as the current arrangements within the organisation are fragmentary. |
| R5 | The Council's Parks Service should reinstate the basic tree warden programme for an effective maintenance and growth of the borough's trees. |
| R6 | The tree warden programme should also better promote residents watering the street trees and planting trees in their gardens to increase the number of trees. |
| R7 | The Council's Parks Service should continue to work with the relevant partners in eradicating persistent antisocial behaviour e.g. rough sleepers, street drinkers, littering, etc. in some of the borough's parks. |
| R8 | Ealing Council's Parks Service should continue to work with the relevant enforcement agencies and sports organisations to help improve boroughwide sports participation. |
| R9 | Ealing Council should work with the providers to ensure that there are more leisure activities available across the borough for people with disabilities. |
| R10 | Ealing Council should provide more support to the local sports organisations and work closely with the residents associations in improving engagement with the people living in social housing estates in the borough. |
| R11 | Ealing Council should proactively work with the local arts and culture organisations including young people in devising the new Culture Strategy for the borough. |
| R12 | Ealing Council should be ambitious and create the appropriate conditions for an application to be successful in the next round (2025 or 2027) of the London Borough of Culture scheme. |
| R13 | Ealing Council should be more ambitious about the role that the arts and culture play in the local regeneration, community cohesion and economy. |
| R14 | Ealing Council should consider including agreed requirements for the arts and culture in the Local Plan and investigate the possibility of a Section 106 monies contribution to culture. |
| R15 | Ealing Council should consider ways in which the Arts and Culture team can support local cultural organisations to develop sustainable business models. |

| Rec No. | Recommendation |
|----------------|--|
| R16 | Ealing Council should actively signpost (physical and virtual) the arts and culture venues, exhibitions and events in the borough. |
| R17 | Ealing Council should encourage and promote cohesive working between the local arts and culture organisations. |
| R18 | The new Culture Strategy should consider the use of unused spaces and more innovative animation and activation of indoor and outdoor spaces for the arts and culture in the borough. |
| R19 | Ealing Council should work with the local arts and culture organisations in creating a narrative for the borough in becoming more of a cultural destination. |
| R20 | The Overview and Scrutiny Committee should undertake the ongoing monitoring of the accepted recommendations. |

8.0 RECOMMENDATIONS WITH OFFICER COMMENTS

| Rec No. | Recommendation | Service Officer Comments (Including Any Resource and Legal Implications) | Recommended Cabinet Response (Accept/Reject) |
|---------|--|--|---|
| R1 | Ealing Council should update its Joint Strategic Needs Assessment on Physical Activity to ensure that all targeted in-depth work is included in it. | <u>Chris Bunting (Assistant Director, Leisure)</u> This is Public Health's responsibility as the lead department, need to check with the Director of Public Health. | Accept |
| R2 | The Council's Parks Service should consider piloting crowdfunding to help improve the play facilities in parks for children of all ages. | <u>Chris Bunting (Assistant Director, Leisure)</u> The Council has successfully incorporated the use of a crowdfunding platform to support the Transform Your Space (TYS) programme. Past projects have included public art projects, establishing edible gardens, improvements to allotments, creating an interesting reading space for a library and building a new kitchen for young people to use. All the projects have been developed by local groups or communities rather than prescribe where funding needs to be raised and spent. Until this programme is concluded the services would recommend focusing the limited resources on YYS rather than create a competing process. | Reject |
| R3 | The Council's Parks Service should continue to explore further opportunities through the active citizenship initiative in increasing the residents' engagement in the borough's parks. | <u>Chris Bunting (Assistant Director, Leisure)</u> Agreed. It is anticipated that the newly established Ealing Parks Foundation will be the vehicle for increasing resident engagement. | Accept |
| R4 | Ealing Council should take a more coordinated approach to the active citizenship initiative as the current arrangements within the organisation are fragmentary. | <u>Chris Bunting (Assistant Director, Leisure)</u> Noted, but is a wider responsibility than Leisure Services. | Accept |
| R5 | The Council's Parks Service should reinstate the basic tree warden programme for an effective maintenance and growth of the borough's trees. | <u>Chris Bunting (Assistant Director, Leisure)</u> Noted. | Accept |

| Rec No. | Recommendation | Service Officer Comments (Including Any Resource and Legal Implications) | Recommended Cabinet Response (Accept/Reject) |
|----------------|---|---|---|
| R6 | The tree warden programme should also better promote residents watering the street trees and planting trees in their gardens to increase the number of trees. | <u>Chris Bunting (Assistant Director, Leisure)</u> Noted. | Accept |
| R7 | The Council's Parks Service should continue to work with the relevant partners in eradicating persistent antisocial behaviour e.g. rough sleepers, street drinkers, littering, etc. in some of the borough's parks. | <u>Chris Bunting (Assistant Director, Leisure)</u> Noted. | Accept |
| R8 | Ealing Council's Parks Service should continue to work with the relevant enforcement agencies and sports organisations to help improve boroughwide sports participation. | <u>Chris Bunting (Assistant Director, Leisure)</u> Noted. | Accept |
| R9 | Ealing Council should work with the providers to ensure that there are more leisure activities available across the borough for people with disabilities. | <p><u>Chris Bunting (Assistant Director, Leisure)</u> Leisure facilities operated by Better and Everyone Active with swimming pools are DDA compliant and provide a range of facilities for people with disabilities and additional needs. The dual use sports facilities are on school sites so meet the necessary standards for DDA compliance.</p> <p>The leisure operators already work with organisations based in Ealing providing services for people with disabilities and additional needs.</p> <p>Voluntary organisations exist to provide services to their members, see comments under Recommendation 10.</p> <p>Any additional services that we require the leisure operators and/or sports clubs to offer would need funding potentially as long as we want them to deliver the</p> | Accept |

| Rec No. | Recommendation | Service Officer Comments (Including Any Resource and Legal Implications) | Recommended Cabinet Response (Accept/Reject) |
|---------|---|---|---|
| | | <p>additional services to cover new adapted equipment.</p> <p>What this might look like:</p> <ul style="list-style-type: none"> - Rent subsidy for all sports clubs offering activities for this target group. - 100% rate relief for all sports clubs offering activities for this target group. - Free use of any Council sports facility for people with disabilities and/or additional needs and their carer. - Council grants to people with disabilities and or additional needs to spend on leisure activities. - Letters written by Adult and Children’s Services to every person in this target group providing information on facilities and activities available. | |
| R10 | <p>Ealing Council should provide more support to the local sports organisations and work closely with the residents associations in improving engagement with the people living in social housing estates in the borough.</p> | <p><u>Chris Bunting (Assistant Director, Leisure)</u></p> <p>The Council supports voluntary sports clubs to provide opportunities to a wide range of people, but ultimately any voluntary organisation is constituted and managed and financed by its members to meet the specific needs of the membership of that group. Therefore, information can be provided to groups about working with different sectors of the community but ultimately it is each individual group’s decision on who they engage with and how the organisation and/or sports club operates.</p> <p>What could “more support” look like?</p> <ul style="list-style-type: none"> - Rent subsidy for all sports clubs working with this target group. - 100% rate relief for all sports clubs working with this target group. | Accept |

| Rec No. | Recommendation | Service Officer Comments (Including Any Resource and Legal Implications) | Recommended Cabinet Response (Accept/Reject) |
|---------|--|---|---|
| | | <ul style="list-style-type: none"> - Council grants to sports clubs working with this target group. - Subsidised facility hire rates for sports organisations at all Council sport and leisure facilities. - Council grants for housing association residents to take coaching courses and/or take part in sport and leisure activities. - Active design and sports contributions to be guaranteed for new housing developments through planning permission and legal agreements to the level of the Sport England formula. - All new housing estates to have a free gym and flexible indoor exercise space for residents to use free of charge. | |
| R11 | Ealing Council should proactively work with the local arts and culture organisations including young people in devising the new Culture Strategy for the borough. | <p><u>Jan De Schynkel (Arts and Culture Manager)</u> A proposal will be presented to SLT in October 2020 for the drafting of a Cultural Recovery Plan, linked to a Cultural Manifesto; co-developed with the cultural sector and communities.</p> | Accept |
| R12 | Ealing Council should be ambitious and create the appropriate conditions for an application to be successful in the next round (2025 or 2027) of the London Borough of Culture scheme. | <p><u>Jan De Schynkel (Arts and Culture Manager)</u> Ownership of this is beyond the Arts and Culture (A&C) service. Aspects that need attention to strengthen a future bid are:</p> <ul style="list-style-type: none"> • putting culture at the core of local plans (see R14). • evidence of ownership across the whole Council, with culture embedded across corporate thinking and not just the A&C service. To achieve this, councillors and senior management will have to embed culture in its overall vision and across Council priorities. • evidence of strong involvement of grassroots arts and | Accept |

| Rec No. | Recommendation | Service Officer Comments (Including Any Resource and Legal Implications) | Recommended Cabinet Response (Accept/Reject) |
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| | | culture organisations (links to R15, R17 and R19) – resource implication. | |
| R13 | Ealing Council should be more ambitious about the role that the arts and culture play in the local regeneration, community cohesion and economy. | <p><u>Jan De Schynkel (Arts and Culture Manager)</u> Noted that the Council should be more ambitious, innovative, bold and risk-taking in terms of the role that arts and culture can play.</p> <p>A proposal will be presented to SLT in October 2020 for the A&C service to play a key part in the Council's economic recovery planning and work across economic growth, communities and employment & skills departments.</p> | Accept |
| R14 | Ealing Council should consider including agreed requirements for the arts and culture in the Local Plan and investigate the possibility of a Section 106 monies contribution to culture. | <p><u>Jan De Schynkel (Arts and Culture Manager)</u> Noted.</p> | Accept |
| R15 | Ealing Council should consider ways in which the Arts and Culture team can support local cultural organisations to develop sustainable business models. | <p><u>Jan De Schynkel (Arts and Culture Manager)</u> Noted.</p> | Accept |
| R16 | Ealing Council should actively signpost (physical and virtual) the arts and culture venues, exhibitions and events in the borough. | <p><u>Jan De Schynkel (Arts and Culture Manager)</u> The A&C service will proactively work with the Council's Communications service, Inward Investment team and Skills & Employment team.</p> <p>We will also explore the setting up of a Cultural Education Partnership that brings together and promotes the whole cultural offer to young people.</p> <p>A dedicated website resource as a one-stop shop will</p> | Accept |

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| | | need additional resource and capacity to administer. | |
| R17 | Ealing Council should encourage and promote cohesive working between the local arts and culture organisations. | <u>Jan De Schynkel (Arts and Culture Manager)</u> The proposed Cultural Renewal Plan will aim to bring together council departments through a more collaborative approach as well as encourage collaborative working in the sector. | Accept |
| R18 | The new Culture Strategy should consider the use of unused spaces and more innovative animation and activation of indoor and outdoor spaces for the arts and culture in the borough. | <u>Jan De Schynkel (Arts and Culture Manager)</u> The Council's economic recovery action plan will include the encouragement of more mixed uses of our town centres and high streets and will include proposals for the role culture can play for empty premises. Where the Council is the owner of such premises, this decision lies beyond the A&C service and the Council will have to take a position on balancing short-term financial gain through commercial lets with longer term social, cultural value (as well as economic ripple effects) that cultural uses can bring on reduced social value leases and through meanwhile use. | Accept |
| R19 | Ealing Council should work with the local arts and culture organisations in creating a narrative for the borough in becoming more of a cultural destination. | <u>Jan De Schynkel (Arts and Culture Manager)</u> It is becoming clear that the Film sector brings key opportunities for Ealing's economic recovery. The A&C service will work closely with the Planning and Regeneration teams as well as the Employment & Skills team to use the film sector as a key catalyst for renewal and to make it a key USP for Ealing. A proposal will be presented to SLT in October 2020 with plans for a year-round festivals & events programme as well as ongoing cultural animation of our high streets and public realm, to develop Ealing as a cultural destination. | Accept |

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| R20 | The Overview and Scrutiny Committee should undertake the ongoing monitoring of the accepted recommendations. | <u>Sam Bailey (Head of Democratic Services)</u> The Overview and Scrutiny Committee normally reviews the progress on, a six-monthly basis, all Panel recommendations that have been accepted by the Cabinet or other bodies. | Accept |