

Future Ealing Borough Plan 2018-22

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Foreword by Chair of the LSP, Julian Bell

Ealing is a fantastic place to live and work. We have strong communities, buzzing town centres, superb parks and open spaces and great quality of life within easy reach of central London. This is a borough that offers great opportunities to its residents, but we also face huge challenges over the years ahead as we seek to improve outcomes and protect vital services while coping with some of the toughest ever cuts to local government funding. Alongside sustained austerity, Ealing and all its public sector partners face the challenge of rising demand as demographics and population growth place ever more pressure on key services.

In difficult times, the need for all stakeholders in the borough to build on the partnership working that we have already established in the borough becomes still more essential. Through the Local Strategic Partnership, we have developed strong links between the various arms of the public, private and voluntary sectors in Ealing and set out on the road towards achieving 'one public service' – but there is still significant work to do to achieve the goal of effective partnership working. As every part of the public sector struggles with reduced resources, with ongoing economic uncertainty impacting on the private sector, working together becomes even more vital.

In response to the challenges of coming years, the council has developed Future Ealing as our approach to delivering on the priorities for the borough and its residents. This is a radical approach to transforming the way that the council delivers local services to ensure their sustainability into the future and to focus our efforts and resources where they can have the most positive impact. At the heart of Future Ealing are three priorities, shared by our partners, to address the key issues for Ealing: Good, genuinely affordable homes; opportunities and living incomes; and a healthy, great place.

This plan sets out those shared priorities, on which the partners in the Local Strategic Partnership will seek to collaborate. By doing so, we can influence a wide range of partners and organisations that have a stake in the borough to play their part in improving outcomes. However, the scale of the challenge is such that improving outcomes in Ealing cannot solely be the responsibility of large organisations. At the heart of Future Ealing is the principle of active citizenship - at a time of shrinking resources, residents will have an important part to play in helping themselves and each other. That isn't simply a response to reduced resources, however: we genuinely believe that real and lasting change is often best delivered from the community upwards.

I'm proud of our borough and despite the challenges, am excited about the potential for the future. The arrival of Crossrail and numerous new developments has the potential to herald a new era for Ealing, where we build on the existing strengths that the borough has. With creativity and ambition in our partnership working, we can make Ealing an even better place to live by 2022.

Vision and priorities

The Borough Plan sets out our long-term vision and priorities for Ealing. It will guide the work of Ealing's Local Strategic Partnership (LSP) to engage with partners and residents, and lead the borough over the next four years (2018-22) towards delivering that vision.

The Plan has nine outcomes which have been agreed by local partners in health, education, policing, employment, housing, local business and the voluntary and community sector. The outcomes are based on the current and future context of the borough, and how the LSP members will meet the challenges and opportunities it faces. The document sets out for residents how we will work together to achieve the outcomes.

We are all committed to working together in the long term. The nine ways we want to make the borough better are:

- A growing economy creates jobs and opportunities for Ealing residents to reduce poverty and increase incomes & skills
- Children and young people fulfil their potential
- Children and young people grow up safe from harm
- Residents are physically and mentally healthy, active and independent
- Ealing has an increasing supply of quality and affordable housing
- Crime is down and Ealing residents feel safe
- The borough has the smallest environmental footprint possible
- Ealing is a clean borough and a high-quality place where people want to live
- Ealing is a strong community that promotes diversity with inequality and discrimination reduced.

This Borough Plan is about that shared vision and commitment. We have not set out a detailed set of commitments here because we have already agreed key strategies such as the Health & Wellbeing Strategy and Safer Ealing Strategy. An illustrative list of key partnership activity is outlined in **Appendix 1**, while in the Outcomes Framework set out in **Appendix 2** we have listed a set of key measures we will measure our success against and aim to influence through the work of LSP members.

Context for the borough

Ealing is an attractive area to live in. Outstanding schools, stunning parks and open spaces and great local high streets mean a good quality of life, while excellent transport links provide easy access to all the best opportunities that London has to offer.

This combination explains why so many have chosen to live, work and build their lives here, making Ealing the fourth most populous London borough. We are also a hugely diverse borough with people coming here from across the world. That diversity is one of the borough's great strengths and contributes to the unique identities of our seven

towns – Ealing, Acton, Hanwell, Greenford, Northolt, Perivale, and Southall, as well as our 23 wards.

At the heart of West London, between Heathrow, the world's busiest airport, and central London, the borough has superb transport links via road, rail and air. There will be five Elizabeth line (Crossrail) stations in the borough, strengthening the transport network and combining inner London travel times to outer London quality of life - making Ealing one of the capital's best connected boroughs. As well as cutting the journey between Ealing and Bond Street to just 11 minutes and 14 minutes to Heathrow Airport, 900,000 more jobs will be within a 45-minute journey from Ealing.

Ealing is a strong economic centre with more VAT registered businesses located here than anywhere else in West London. Indeed, there are approximately 17,885 small businesses in Ealing and over 162,000 local jobs. The Park Royal industrial estate, in Acton, is the largest in Europe. Economic growth rates in the borough are strong.

The borough is also an extremely attractive location for development and investment with the Old Oak Common and Park Royal redevelopment becoming the largest regeneration scheme in London enabled by the link between Crossrail and HS2. The borough is already home to Ealing Studios, a world class film and TV industry. The £100 million Filmworks development - which will include an eight-screen cinema – is under construction in central Ealing.

Investment and growth have helped increase the percentage of Ealing residents who are economically active. More than half of residents aged 16-64 are educated to degree level, surpassing both the London and national average.

The challenges the borough faces

The borough also faces challenges, many of which are similar across London and some of which are as a result of the borough's success.

The borough's population has increased rapidly in recent years, with certain age groups showing much larger growth than others. In particular, there has been growth in the number of very young and very old residents who can require more complex support from public services. Although the population growth is starting to stabilise, we have a high level of population churn. One in five of our residents moves in and out of the borough every year, creating new challenges.

Many growing up in Ealing cannot imagine ever owning their own home here. Indeed, property in Ealing is becoming less affordable and private rent for low earners in particular is less affordable than the London average. These costs, combined with low standards in some parts of the private rented sector, mean that, for too many, having a decent roof over their head is not guaranteed.

Despite having a highly skilled workforce, a third of workers in Ealing still earn less than the London Living Wage (currently at £10.20 per hour), meaning too many residents are in low paid jobs. The implications of Brexit could potentially mean increasing skills gaps in construction a rising housing costs, energy bills and welfare benefit reforms mean that the cost of living is a real challenge for many people.

As well as these economic issues, there are also health and social issues the borough needs to tackle. Child obesity rates are too high whilst across all ages people are not as active as they could be or as the national average. Behavioural factors like not exercising enough, bad diet or smoking can explain up to 40% of mortality rates and so we need to do more to help people of all ages embed the lifestyles that will help them to live long lives in good health and help reduce pressures on local health services. We also need to address the fact that some serious health conditions like risk of stroke and diabetes are more prevalent in Black, Asian and Ethnic Minority groups who make up a majority (54%) of the borough's population.

Despite the strength of community and that overall life satisfaction is slightly higher than the London average, some people still feel isolated and lonely. Recent national research has suggested that loneliness can have the same impact on mortality as smoking 15 cigarettes a day. We want to help people enjoy what Ealing has to offer, thrive in the community and by doing so help reduce the likelihood they will need support from health, mental health and social care services.

Additionally, the borough has made a lot of progress in tackling both anti-social behaviour and violent crime over the last few years through the work of the Safer Ealing Partnership, which includes key partners such as the Council, Police, representatives from the criminal justice system, mayor of London, and the NHS. However, tackling prolific offending, drugs, alcohol and substance misuse, preventing exploitation of vulnerable groups, and reducing reoffending, anti-social behaviour and violent crime (including issues such as knife crime) remain key priorities.

Ealing is a place where people from different backgrounds get on well together, with more than nine in ten people reporting positively about the diversity of our borough. However, with the departure of the UK from the European Union (EU), there are concerns about the potential adverse impacts this may have on EU citizens and on cohesion in our borough, which we must guard against.

We are lucky in Ealing to have an active and well established voluntary and community sector (VCS) in Ealing that plays a vital role in delivering services to vulnerable and marginalised groups and in mobilising local people to play their part. However, the sector is also facing significant challenges due to increasing financial pressures and demand. In fact, we cannot escape the fact that for all partners' resources are scarce and that is meaning that changes are having to be made to local services. The council's funding from Government will have been cut by £143m or 64% over the last decade whilst there are similarly challenging funding gaps in local health funding. All partners share the goal of trying to manage with reduced resources through more effective prevention and collaborating to get better outcomes. However, national funding decisions have already forced difficult decisions about priorities and we know that more lie ahead.

Our nine ways to deliver our strategic priorities

We want to work with residents, businesses and other organisations to help make our neighbourhoods places that everyone can enjoy, feel proud to live and work in, and which encourage people to live active and healthy lives. The Local Strategic Partnership has agreed nine outcomes that we will work together on to make Ealing a better place.

Outcome 1: A growing economy creates jobs and opportunities for Ealing residents to reduce poverty and increase incomes and skills

We will help to make Ealing the best place in London to do business and to work, working with partners to make sure those benefits are shared by everyone, increasing the employment rate above the London average, increasing household incomes to reduce the income gap between Ealing and London and increasing business birth & survival rates above the London average.

Case study: The LSP-led Northolt Project seeks to transform ways of working between the community, public services and voluntary sector through better use of community hubs, tailored key workers and local community champions. The project is running for 24 months, until March 2019. So far, it has supported 199 customers into employment in Year 1 and is aiming to get a further 200 people into employment in Year 2.

Read more at: <http://ealingnewsextra.co.uk/features/champions/>

Case study: People who are long-term unemployed, and those in need of specialised help to find work, will receive a helping hand from a new £26million jobs programme established across the seven west London boroughs. Ealing Council is working with the West London Alliance (WLA) and charity Shaw Trust on the scheme, which started in February and will run until 2023. It aims to help around 2,000 residents in our borough, with a target of getting almost 50% of these into full, sustainable employment.

The new programme will be integrated with existing local services offered by the council and other local partners. This will provide help with additional matters such as basic skills, training, health, housing and English for speakers of other languages. Shaw Trust will also support residents during the initial months of employment. It is being funded with money from the Department for Work and Pensions and the European Social Fund.

Read more at: <http://ealingnewsextra.co.uk/features/jobs-programme/>

Outcome 2: Children and young people fulfil their potential

We want to focus on helping our residents at those points in their lives where our help can make the greatest difference: in their early years and childhood; through school and in their transition to adulthood and employment. We will improve educational attainment of Ealing pupils at all stages to match or better the London average,

increase school readiness of our young children above the national average and reduce inequalities in educational attainment between disadvantaged and non-disadvantaged pupils.

Case study: The SAFE service is comprised of multiple agencies working in a collaborative manner, with the family at the centre. It incorporates a range of professional perspectives to intervene in the most effective manner, at the earliest opportunity, in order to prevent children's needs becoming more severe and entrenched. The team includes psychologists, therapists, counsellors, pupil/ school workers, family workers and other experts. Links are also made with other support groups and services in Ealing to ensure support is given within the local community.

The service works in partnership with children and young people from 0-18 years (and their families) who have a range of issues requiring a targeted service response. To help support families with more complex needs the SAFE Plus model was introduced in January 2017.

The impact SAFE can have is illustrated through this example of work involving the multi-agency Child and Adolescent Mental Health Service. A 12 year old girl had experienced bereavements which had impacted on her emotional and social wellbeing. She had low moods, anxiety and headaches and described feeling sad, having low self-esteem and struggling to identify anything positive about herself. Talking therapy as well as support work surrounding grief and loss and helping the young person to process these experiences was offered. It aimed to increase her ability to tolerate difficult emotions and to communicate with others on how she was feeling. The outcome was that the young person consistently reported an improvement in her mood and wellbeing.

Read more at: [SAFE - Supportive Action for Families in Ealing](#)

Case study: Partners have successfully collaborated to set up a new Young Ealing Foundation in Ealing. Ealing CVS, Ealing Council, Brentford Community Sports Trust and Southall Community Alliance worked together to create the foundation, securing 3 year funding from John Lyons charity.

Young People's Foundations have been developed to combat the effects of widespread cuts in funding in the Children and Young People's sector. Their goal is to ensure that the organisations and groups that serve children and young people are strong, sustainable and fit for purpose. Young Ealing Foundation is a membership organisation that is open to any group that works with children and young people in the borough.

Read more at: [Young Ealing Foundation](#)

Outcome 3: Children and young people grow up safe from harm

Protecting the most vulnerable in our society is our shared responsibility, and while we will always intervene when this is needed, we will find ways to support people to keep themselves and each other safe. We will continue working with partners through the Ealing Safeguarding Children Board to tackle complex issues such as child sexual

exploitation, serious youth violence and work intensively with families to avoid the need for children and young people to be looked after.

Case study: The partnership work with Ealing Council, the NHS, schools and the John Lyons charity is aiming to prevent and raise awareness of female genital mutilation (FGM). Ealing is the only borough in the UK that puts on safeguarding sessions with a focus on FGM in schools for pupils, parents and teachers. The involvement of parents and staff as well as the children, makes these safeguarding lessons unique. This three-way approach gives schools the tools and knowledge to recognise if someone might be at risk or for the individual to realise when they are at risk.

Read more at: <https://local.gov.uk/fgm-safeguarding-sessions-ealing-Council> and <https://ealingnewsextra.co.uk>

Outcome 4: Residents are physically and mentally healthy, active and independent

We will create a borough that supports people to enjoy a good quality of life for as long as possible, increasing people's healthy life expectancy. We will develop services that focus on people's skills and not just the barriers they face, so they can live full, active lives in their communities, increasing residents' self-reported wellbeing.

At the same time, we will support those with the most complex needs, in particular: vulnerable adults and older people, protecting residents from harm, and supporting them to live as independently as possible, continuing to reduce delayed transfers of care, waiting time for assessments and inappropriate admissions of older adults.

We will tackle conditions related to obesity by making it easier for residents to make healthy choices, in particularly reducing childhood obesity below national averages. This includes helping people to be physically active through promoting walking, increasing the user of outdoor space for exercise above the London average improving cycling infrastructure and discouraging car use for short journeys, which will also improve air quality.

Case study: Ealing's new Integrated Intermediate Care Service, Homeward, was launched in 2015. Local health partners and Ealing Council have been working together to provide alternatives to hospital admission for local people and to help people to improve their independence in the community.

Up to July 2018, Homeward has received over 15,000 referrals, of which over 10,000 were for one of our admission avoidance pathways. By providing alternative care at home, we have helped to avoid up to 6,595 admissions to local acute hospitals.

Homeward has been working with Ealing Hospital to implement a Home First pathway, fully assessing patient's health and social care needs at home rather than while they are still in hospital. By assessing people at home, we help patients to leave hospital earlier, recover faster and to make them less likely to come back into hospital. Since launching our pilot in June 2017, 600 patients have been taken home through this improved pathway.

Read more at: [Home First Pathway](#)

Case study: The Michael Flanders Resource Centre in Acton works with people over 65 with physical disabilities and dementia. It has started a ground-breaking scheme to help older people to keep their brains and social skills active. Those attending the centre are paired with children from St Vincent's Catholic Primary School to visit a reminiscence room, which is filled with memorabilia and objects from the past. Often people with dementia can still remember things from their childhood, even when their short-term memory is failing. The innovative programme not only helps the dementia sufferer through stimulating their brain and memory, it gives children the chance to find out about recent history first-hand from older people.

Read more at: <http://ealingnewsextra.co.uk/features/generational/>

Case study: The Clinical Commissioning Group (CCG) alongside the council has been working with London Fire Brigade (LFB) to pilot high quality, effectively targeted, 'Fire, Safe and Well' visits to reduce fire risks, support independent living, help prevent avoidable hospital admissions and excess winter deaths and contribute to improving quality of life for people living in Ealing. Fire, Safe and Well visits build upon LFB's traditional Home Fire Safety Visit model, harnessing the unique access that LFB has to the homes of the most vulnerable in society, with a new emphasis on promoting better health and wellbeing outcomes, as well as traditional fire safety interventions. Outcomes from the pilot will be evaluated once the scheme ends in 2019.

Read more at: [Health & Wellbeing Board Meeting: July 2018 \(Minutes\)](#)

Outcome 5: Ealing has an increasing supply of quality and affordable housing

We will work collectively to increase new housing, including 50% affordable homes. We want to prevent homelessness wherever possible, reducing the overall number of homeless households.

Case study: Partnership working between the council, A2Dominion and its delivery partners is transforming the Green Man Lane estate in West Ealing through an exciting 770-home regeneration project. The 1970s estate is being demolished to pave the way for high quality new homes. The £165m project, designed by Conran & Partners and being delivered in a joint venture between A2Dominion and Rydon. This is a flagship example of what can be done to transform a local area and community through engagement and positive architectural design.

The regeneration masterplan includes the rebuilding of the neighbouring primary school, St Johns School. Phases 1 and 2 of the residential development have been completed providing 363 homes as well as the primary school, a community café, a management office and an energy centre to serve the whole neighbourhood. Of the 363 homes completed and occupied; 166 of these are for Social Rent and a further 50 are for Shared Ownership. Phase 3 is currently on site and will deliver a further 143 homes.

Read more at: [Green Man Lane Estate Regeneration](#)

Outcome 6: Crime is down and Ealing residents feel safe

We want people who live, work or visit Ealing to feel safe. We will do everything we can to reduce crime and keep our citizens safe, reducing in particular low-level anti-social behaviour and crimes that cause the most harm, such as domestic violence and violent crimes with injury.

Case study: In response to concerns about the rise in knife crime, and the complex drivers behind this, the Safer Ealing Partnership is working collaboratively across a wide range of organisations to develop a holistic preventative approach by considering violence and vulnerability together.

The police are a key partner – and following their recent reorganisation, the new West Area Police BCU has a number of opportunities to focus their new safeguarding and neighbourhood structures on working to make an impact on knife and serious violence across the borough. Other partners include the council's Youth Justice Service, Children's Services and Safer Communities, as well as health, voluntary and community sector partners and housing providers.

As more information is shared across the multi-agency partnership, new interventions can be designed and implemented. There will be more in-depth analysis of knife crime incidents, profiles of offenders and victims. This will continuously inform both the enforcement and safeguarding activities with partners in the council's Children's Services and the Police. This will help to ensure that we have the best understanding and are able to target our resources as precisely as possible to deliver better outcomes.

Read more at: [Safer Ealing Partnership Approach & Actions](#)

Case study: Council departments including Trading Standards and Food Safety regularly work jointly with the Police to ensure that businesses are operating within the law and not working in such way that could be dangerous for residents, including almost 5,000 counterfeit and illicit mobile phone accessories from just one road.

Read more at: <http://ealingnewsextra.co.uk/latest-news/pre-christmas-raids/>

Outcome 7: The borough has the smallest environmental footprint possible

By working with residents and businesses we will make sure our streets are places people are proud to live and work in. We will work to keep our streets clean and tidy and reduce waste per householder below the national average. We will also make the air we breathe cleaner, by increasing the shift away from cars onto walking and cycling.

Case study: Local residents regularly volunteer their time to improve spaces where they live and have 'greened' traffic islands and tree pits been with flower beds and some sites have been transformed into community gardens.

In the Mill Hill Park conservation area of South Acton, a group of residents continue to sustain a small pocket park in Crown Street that in the past was underused as a result of anti-social behaviour. With the support of their ward Councillors and assistance of Council officers, the group designed the planting plan and encouraged additional assistance from the community.

Read more at: <http://www.dosomethinggood.org.uk/>

Outcome 8: Ealing is a clean borough and a high-quality place where people want to live

Together, we will ensure that the way we shape and manage the borough makes Ealing a place that is cleaner, healthier, and happier, increasing residents' satisfaction with their neighbourhood above national average. We will make sure our parks and open spaces are places that are welcoming, safe and connect people and where people can take part in the amazing diversity of cultural activities across the borough, taking advantage of our collective investment in leisure, cultural and community facilities.

Case study: The 'Let's Go Southall' programme, aims to encourage and support residents to be more physically active. The town is one of 12 areas across the country to have been chosen for a Sport England programme to help people to choose more active lifestyles. One of the main messages to residents is that the smallest things can make a huge difference to one's health and being more active now could drastically improve the quality of life as we get older.

Read more at: <http://ealingnewsextra.co.uk/features/lets-go/>

Outcome 9: Ealing is a strong community that promotes diversity and tackles inequality and discrimination

Communities are the driving force of our borough. We have hundreds of residents who already give up their time to help others; including those who help friends and neighbours on an informal basis by cooking meals for lonely people or checking on the elderly, as well as people who formally volunteer in the community to run services.

We will continue to build a borough where different communities live happily alongside each other and have opportunities to come together, increasing the proportion of how well people get on with those from different backgrounds above London average. We will enable them to develop the connections and support networks that will enable them to achieve their full potential, both reducing the proportion of people who are socially isolated, while increasing the proportion of adults who have volunteered above the London average.

Case study: Firefighters from Acton fire station came together with Ealing Community Transport (ECT) to share important fire safety tips with lonely residents about how to stay safe. As well as tea and cakes provided by local businesses and entertainment from a local school, firefighters share important fire safety tips. Data from the London Fire Brigade shows that people over 60 and those living alone are more likely to die

from a fire, so this is an important opportunity to communicate how to stay safe. The ECT provides transport to individuals who are unable to get there and who rarely leave their homes.

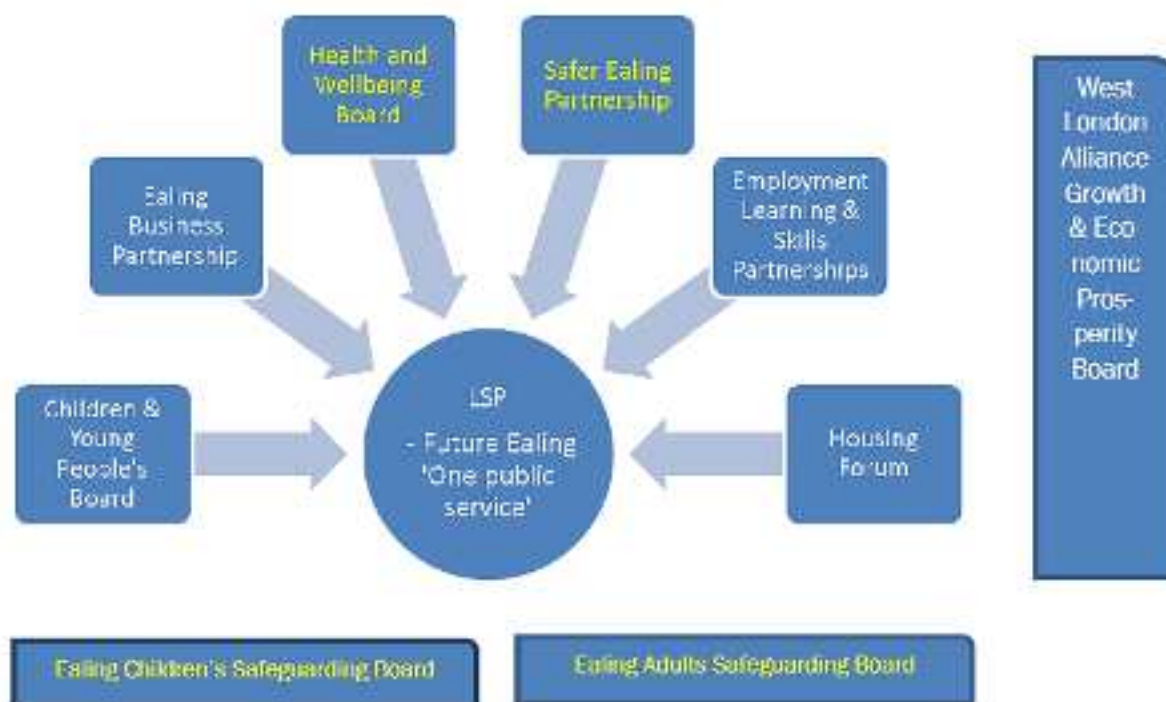
Read more at: [ECT Fire Safety Tips](#)

How we'll work together

At the very heart of Future Ealing, there is a common cause: we want to work together to make the borough a better place to live.

The Local Strategic Partnership is our key strategic partnership locally and brings together local statutory organisations (such as the council, police, hospital and clinical commissioning group) to work alongside other local public services, the voluntary sector, and businesses.

Of course, partnership working happens at many levels across Ealing. This can include informal conversations between front-line workers, collaboration between voluntary sector and statutory organisations, or formal partnership meetings and bodies. There are a small number of key strategic partnerships, illustrated here, which join up work at a local, borough and regional basis. Some have a statutory role (these are marked in yellow).



The LSP has an over-arching role. Its executive board provides strategic leadership and leads on project work on key local issues, with the aim of delivering improved outcomes on strategic issues which no single organisation could achieve on its own. The board meets on a quarterly basis and brings together senior executives from the statutory and voluntary sectors as well as business representatives.

The Local Strategic Partnership will act as the strategic over-arching governance board for the delivery of the Borough Plan and track how well the borough is performing on the measures outlined in the **Outcomes framework** (Appendix 2).

Collaborating with partners

There is already a lot of collaborative working between partners across the borough. For example, there is joint enforcement activity between the police and the council to tackle anti-social behaviour. And GPs, hospitals and the council work together to ensure that people do not get stuck in hospital longer than they need to be. Looking into the future, we will all need to collaborate even more so that, rather than different agencies, residents see and experience 'one public service' in Ealing. Our Borough Plan outlines how we will work with partners to deliver results collectively.

Improving safety and preventing antisocial behaviour through special measures

A Public Spaces Protection Orders (PSPO) is an order the local authority can make, which identifies a public place and prohibits specified things being done in the restricted area and/ or requires specified things to be done by persons carrying out specified activities in that area.

The approach taken in Ealing has been to introduce a PSPO only on the basis of compelling evidence of harm and community concern and following substantial consultation with residents, businesses and people who visit the area, and with a wide range of partners from support and enforcement agencies alike.

In April 2017, Ealing's first PSPO was introduced in the West Ealing area. However, its implementation came only after significant joint work throughout 2016 with partners, led by the council's safer communities team. Partners from police, parks services, West London Mental Health Trust, street services, Parkguard, RISE, St Mungo's and others all directly contributed to the final draft order, which was then formally consulted on over an eight-week period into early 2017.

Careful evaluation of the impact of the order has been positive, with learning continuing to be gained which is helping to shape the approach to other PSPOs in Ealing.

Read more at: [Safer Ealing Partnership Approach & Actions](#)

Preventing problems

Very often getting a better result for the community helps make good use of resources too. Like preventing costly temporary accommodation by intervening early or helping someone who has had a fall return to their own home rather than go into a care home. Prevention is our goal wherever possible.

Case study: Help Through Crisis Ealing is a four-year project, funded by the Big Lottery Fund, which has already helped 180 residents in financial crisis. It is led by Ealing CVS working in partnership with Ealing Equality Council, Ealing Foodbank, Ealing Law Centre, Ealing Mencap and Mind in Ealing and Hounslow.

The project aims to identify and support those in food crisis, or those facing eviction or house re-possession. Clients are identified at Foodbank sites across Ealing and at Brentford County Court. They are given immediate assistance as well as advice and support to achieve long-term behaviour changes.

All clients are assessed for mental wellbeing and the project is able to demonstrate significant increases by clients in their optimism to cope in their lives, feel more connected to their community and better able to manage their debts.

Read more at: [Help Through Crisis Ealing](#)

Making use of technology

Technology has transformed the way we work, how we now communicate, learn and shop. We will make greater use of technology to makes people's lives easier, use data to target services more effectively, and save resources for where they are needed most.

Case study: The DOSH project (Debts, Overdrafts and Savings Help) is a partnership including Catalyst Housing and A2 Dominion which provides one-to-one mentoring and advice to customers who need support to help them manage their finances. Across its West London remit, it has supported 1,047 customers through one-to-one mentoring, developed the Ask David app (free to download), delivered Advice Plus drop-in sessions. Independent research carried out by Brunel University showed that the combined one-to-one approach and digital approach has positively increased customers' savings, budgeting, confidence and overall wellbeing.

Read more at: [The DOSH Project](#)

Supporting residents to be active in their communities

Whether going out for a run with neighbours, looking in on an elderly neighbour or businesses paying a living wage, local people are shaping their community. And local communities play a huge role in delivering services, from volunteering as a school governor, putting out the recycling or acting as a foster carer. We want to work with all our communities to enable them to do even more. For this, we have set up a dedicated website to help residents see what they can do in their local area and make our borough a better place.

Read more at: <http://www.dosomethinggood.org.uk/>

Case study: Friends of Horsenden Hill is led by active residents who appreciate the unique appeal of Horsenden Hill and work in partnership with the Park Ranger to enable others to enjoy and celebrate it. Their efforts were recently recognised by the Duke of Kent who came on a royal visit. In preparation of the visit the Horsenden Hill

team teamed up with 120 children from local schools, 40 volunteers from Goldman Sachs, volunteers in a week of events, activities and volunteering tasks.

Read more at: <https://www.facebook.com/FriendsofHorsendenHill/>

Case study: Acton's junior parkrun takes place every Sunday. It now has on average 60 children and young people taking on the 2km course in Acton Park. Organised and run by local residents and volunteers, the event is free and open to everyone. The council supports this by enabling volunteering opportunities to be posted on the Bubble community website, at www.dosomethinggood.org.uk. Volunteering at the junior parkrun involves a small commitment of your time, but it makes a big difference – and it's great for meeting people.

Read more at: [Acton's Junior Parkrun](#)

Growing a good local economy

We want to increase economic growth, support businesses and create opportunities for residents, and ensure everyone can share the benefits. We will be working with business and local people to provide opportunities to build much needed affordable housing; create thousands of job and business opportunities; provide people with the ability to acquire new skills; and allow us to provide school places to give children the best start in life.

Case study: The Ealing Apprenticeship Network works in partnership with training providers and skills and employment organisations to provide a free service to businesses to help set up apprenticeship opportunities. More than 150 businesses have benefited from the EAN and over 650 apprenticeship vacancies have been created.

Running for 100 days between September and December, the popular campaign '100 in 100' aims to secure 100 pledges for new apprenticeship placements from local businesses – for the seventh year in a row. Employers can offer apprenticeships to new people through the Network, or use apprenticeships to grow talent from among their current employees.

The apprenticeships have allowed employers to harness local talent, as well as fill skills gaps. Businesses also report a range of benefits to taking on apprentices, with 75% of employers claiming apprenticeships had improved the quality of their product or service.

Read more at: [Ealing Apprenticeship Network](#)

What and how we're going to deliver

To make sure we focus on the most important priorities, we have developed an **Outcomes Framework** outlined in **Appendix 2** that helps us see how well we're doing.

The indicators that we present in the Outcomes Framework provide a "health check" of the borough. While we recognise that each of the organisations in the borough can only have an indirect influence on these, these provide a direction of travel which the LSP will use to scrutinise overall progress across the borough.

On an annual basis:

- Performance will be reported on these targets and how LSP partners have helped achieve these, updating the Outcomes Maps and examples of activity
- Analysis will be carried out to identify what the drivers have been of performance (benchmarked to regional & national performance)
- Discussions will be facilitated to bring together key partners to develop remedial actions to tackle under performance, reporting to the LSP

People will be able to check how we're performing through an online [performance dashboard](#) and at our Local Strategic Partnership meetings on an annual basis.

In our **Outcome Maps** in **Appendix 3**, we outline where each partner contributes those projects and key priorities that will have the biggest impact on these targets, so people can see what we're doing on the ground.

However, we know that the world doesn't stand still and there will be new challenges and opportunities that we face.

We are proud of how much we have in our borough. Developing this plan is only the first step. Making a real impact will involve changing individual and organisational behaviours, and require creativity, ambition, and expertise. We will need to radically change the way we work together and we know that this will take time, hard work and leadership. We believe that with our strong record of partnership working and with the shared vision set out in this plan we are well placed to meet that challenge,

How you can help and get involved?

We want to work with Ealing's residents, partners, businesses, voluntary and community sector and staff to develop a long-term vision for the borough. We want to invite everyone who lives, works and studies in the borough to work with us to improve the area together.

We hope you understand the challenges that the borough faces, but it also inspires you to get involved in the amazing opportunities the local area has to offer and let's work together to make Ealing an even better place.

Appendix 1: Key Partnership Activity

LSP partners are closely working together to achieve the best possible outcomes for our residents. Some of the key activities to be delivered through partnership working are listed below.

Activity	Description	Further information
Knife Crime and Serious Violence Action Plan	The Safer Ealing Partnership has developed a Knife Crime and Serious Violence Action Plan to reduce the harm from knife crime and serious violence. The plan involves close proactive and collaborative work between the local police, health partners and key council services (such as Youth Justice Service, Safer Communities Team and Children’s & Families Services) to achieve strategic priorities through information sharing, coordinating resources and integrating service delivery.	Read more here
Single out-of-hospital contract	NHS Ealing Clinical Commissioning Group (CCG) is looking to commission a single contract for Out of Hospital services for adults and children from May 2019, in order to achieve better integration of the various strands of community services such as GPs, community nursing and social care. Aligned to the North West London Health and Care Partnership delivery plan, this will ensure a better coordinated and integrated delivery of community services in Ealing. Removing the constraints of separately held multiple contracts will mean the health service is better able to respond to patient need rather than operate along rigid service lines.	Read more here
‘Let’s Go Southall’ – a partnership community health programme	Ealing Council, the NHS, Southall Community Alliance, leisure providers, sports clubs, housing associations, community organisations, businesses, charities and faith groups are working together on a new Sport England programme to help people in Southall to be more physically active. The ‘Let’s Go Southall’ programme is not simply about providing new facilities or services. It is about many organisations working in partnership with local residents to understand why some people are physically inactive and what might be done to help them to change. The partnership work involves trying to make lasting improvements, so that when the programme ends, residents continue to be more active.	Read more here
Agreed framework and Compact for working together between key partners	To develop and further strengthen partnership working, there is an agreed framework, called a Compact, between Ealing Council, Ealing Community Network and Ealing Clinical Commissioning Group. <ul style="list-style-type: none"> • As part of the Compact the key partners have formally agreed to: • Deliver and monitor a two-year Ealing External Funding Action Plan; 	Read more here

		<ul style="list-style-type: none"> • Support local voluntary and community (VCS) groups to become more self- sustainable by identifying new income streams and alternative funding sources; • Promote effective governance by VCS groups and good financial reporting on the use of public funds, identify potential efficiencies, cost savings and sharing of premises, staff, equipment and back-office services between VCS groups. 	
<p>Delivering 2,500 new homes through partnership with local partners and GLA</p>		<p>Ealing has a good track record of working with developers and housing associations in delivering affordable housing directly and enabling the market through partnerships and the planning system. This has secured support and investment from developers, housing associations and funding agencies such as the Greater London Authority (GLA), with over £1.3 billion of investment already secured across the council’s newbuild and regeneration schemes.</p> <p>Ealing has tackled its most challenging housing estates through partnership with developers and housing associations leading to the delivery of regeneration schemes to demolish 3,500 old homes and building some 5,500 new homes of mixed tenure housing. Nine estate regeneration schemes are underway, three led by the council (Copley, Golf Links and High Lane) the remainder through partnerships between developers and Registered Providers including A2 Dominion and Catalyst.</p>	<p>Read more here</p>

Appendix 2: Outcomes Framework

Outcome	Proposed outcome measures	Current Ealing position	Key partners
1: A growing economy creates jobs and opportunities for Ealing residents to reduce poverty and increase incomes	1. Increase the employment rate, maintaining it above the London average	In the past, Ealing has lagged behind London, but for the last three years Ealing's employment rate (75.9% in 2017) has been higher than London (74.0% in 2017). In 2017, Ealing's employment rate exceeded the national (74.9%) for the first time.	<ul style="list-style-type: none"> - Ealing Council - ECN - Make it Ealing - DWP - A2Dominion
	2. Increase household incomes to reduce the income gap between Ealing and London	Although median gross pay for Ealing's full time working residents has been rising it is still behind the London average (£604 as compared to £655 per week in 2017)	
	3. Increase business birth and survival rates, maintaining them above the London and national averages	In 2016, the 2-year business survival rate was 76.5%, higher than the rate for London (73.7%) and UK (75.7%).	
2: Children and young people fulfil their potential	4. Increase school readiness of young children, maintaining the proportion of children achieving good level of development above the national average	Ealing's performance against this measure was higher than the national average in 2017, with 71.5% of children achieving a good level of development, compared with 70.7% nationally. Ealing's performance was lower than that for London (73.0%).	<ul style="list-style-type: none"> - Ealing Council - West London College - ECN - DWP
	5. Improve educational attainment of Ealing pupils at all stages to match or better than the London average	Educational attainment at both KS2 and KS4 in Ealing is usually above the national average but falls behind the London average. Provisional data for 2018 shows 65% of Ealing KS2 pupils reaching the expected standard in reading, writing and maths, higher than the national average (64%) but lower than the London average (69%).	

Outcome	Proposed outcome measures	Current Ealing position	Key partners
		<p>Ealing pupils receiving a standard pass in English and Maths at Key Stage 4 was 70.5% un 2017/18</p> <p>Progress across 8 qualifications in Ealing in 2017/18 was 42.0%.</p> <p>The percentage of students achieving level 3 by 19 was 69.0% in Ealing in 2017/18.</p>	
	<p>6. Reduce the gap in educational attainment between disadvantaged and non-disadvantaged pupils</p>	<p>At KS2 the gap in 2017 was less than the national average; however in Ealing there has traditionally a gap in attainment of Black Caribbean pupils that needs to be addressed. Provisional 2018 data suggests that the gap has decreased from 15.7 percentage points to 11.9 percentage points in Ealing.</p> <p>The 2017 gap between Black Caribbean pupils and all pupils nationally receiving a standard pass in English and Maths at Key Stage 4, was 16.0 percentage points in Ealing.</p> <p>In 2017 the gap between disadvantaged pupils and all other pupils nationally reaching the expected standard in Reading, Writing and Maths at Key Stage 2, was 10.2 percentage points in Ealing.</p> <p>The 2017 gap between disadvantaged pupils and all other pupils nationally receiving a standard pass in English and Maths at Key Stage 4, was 11.3 percentage points in Ealing.</p>	

Outcome	Proposed outcome measures	Current Ealing position	Key partners
3: Children and young people grow up safe from harm	7. Reduce the number of first time entrants to criminal justice system	In 2017 Ealing had 269.3 first time entrants per 100,000; lower than the London (380.3 per 100,000) and the national (292.5 per 100,000) rates.	<ul style="list-style-type: none"> - Ealing Council - Met Police - CCG/ WLMHT
4: Residents are physically and mentally healthy, active and independent	8. Increase healthy life expectancy	2014-16 data puts the healthy life expectancy at birth at 62.7 years for males and 60.9 for females in Ealing. In London this is 63.5 for males and 64.4 for females. At national level this is 63.3 for males and 63.9 for females.	<ul style="list-style-type: none"> - Ealing Council - CCG/ WLMHT - ECN - Fire service
	9. Increase residents' self-reported wellbeing	<p>In 2017/18, self-reported levels of anxiety in Ealing were 3.23, displaying a steady decrease from previous years but still showing a greater average number of people feeling anxious than across London as a whole (3.14).</p> <p>The average self-reported life satisfaction score in Ealing in 2017/18 was 7.55, an increase on the previous year (7.42) and higher than the London average (7.52).</p> <p>2017/18 self-reported happiness in Ealing averaged at 7.70, showing an increase over recent years and averaging above London as a whole (7.44).</p>	
	10. Reduce delayed transfers of care from hospital	<p>Ealing's performance has recently improved substantially, even though performance in 2017/18 was worse than in London as well as nationally.</p> <p>Delayed transfers of care attributable to the whole system in 2017/18 were 12.7 per 100,000</p>	

Outcome	Proposed outcome measures	Current Ealing position	Key partners	
		<p>population in in Ealing; in London it was 7.1, and 12.4 nationally.</p> <p>Delays attributable to social care were 7.7 per 100,000 in Ealing, 2.7 in London, and 4.4 nationally.</p> <p>Delays jointly attributable to both NHS and social care were 0.8 per 100,000 in Ealing, 0.3 in London, and 0.9 nationally.</p>		
	11. Reduce childhood obesity rate in reception and in Year 6 below national averages	2017/18 data suggests that 20.9% of Ealing 4-5 year olds have excess weight and 38.4% of 10-11 years olds do.		
	12. Reduce the proportion of physically inactive residents	2016/17 NHS data shows that 30.9% of the Ealing population that is physically inactive, compared with 22.9% of London and 22.2% of England.		
	13. Reduce admissions of older people to permanent residential and nursing care homes	In 2016/17, there were 414.8 adults aged 65+ per 100,000 population in Ealing whose long-term support needs were met by admission to residential and nursing care homes; 438.1 per 100,000 in London; and 610.7 per 100,000 in England.		
5: Ealing has an increasing supply of quality and affordable housing	14. Increase the percentage of affordable homes among all new homes built	The London Plan has set a target of 50% affordable homes. During the last four years for which comparative data is available (2013/14 – 2016/17) the average for ‘ <i>additional affordable homes provided as a percentage of all net additional homes</i> ’ was 47% in Ealing, 33% in London and 24% amongst all English district local authorities.	<ul style="list-style-type: none"> - - - 	<ul style="list-style-type: none"> - Ealing Council - A2Dominion - Catalyst

Outcome	Proposed outcome measures	Current Ealing position	Key partners
	15. Reduce the number of homeless households	In 2017/18 there were 2,326 households living in temporary accommodation in Ealing. The London average was 1,704, while the average for all English local authorities was 289 households.	
6: Crime is down and Ealing residents feel safe	16. Reduce the levels of anti-social behaviour	This is a priority target for the Safer Ealing Partnership. The rate of repeat victims of anti-social behaviour in Ealing in 2017/18 was 0.82 per 1,000 population.	<ul style="list-style-type: none"> - Ealing Council - Met Police - ECN - A2Dominion - MakeitEaling - Fire service
	17. Reduce the levels of domestic violence	This is a priority target for the Safer Ealing Partnership. The rate of incidents of domestic abuse (violence with injury) for 2017/18 in Ealing was 2.75 per 1,000, compared with 2.73 per 1,000 in London.	
	18. Improve residents' perception of safety and reduce concerns about crime and anti-social behaviour	Although the baseline is from the 2014 Residents Survey the percentage of Ealing residents 'feeling safe after dark in their local area' was 72%.	
7: The borough has the smallest environmental footprint possible	19. Reduce the amount of residual household waste per household below the national average	In Ealing, 51.1% of household waste was sent for reuse, recycling or composting in 2017/18.	<ul style="list-style-type: none"> - Ealing Council - A2Dominion - MakeitEaling
	20. Increase transport modal shift away from cars	61.9% of trips in Ealing in 2017/18 were comprised of walking, cycling and public transport.	
8: Ealing is a clean borough and a high quality place where people want to live	21. Increase residents' satisfaction with their neighbourhood above national average	While the baseline for Ealing is from 2014 at 82%, the national average reported by the LGA is currently 81% (for the three-month period ending February 2018).	<ul style="list-style-type: none"> - Ealing Council - A2Dominion - MakeitEaling

Outcome	Proposed outcome measures	Current Ealing position	Key partners
<p>9: Ealing is a strong community that promotes diversity with inequality and discrimination reduced</p>	<p>22. Reduce the gap in employment rate among different groups</p>	<p>The employment rate for disabled (including core disabled and work-limited disability) Ealing residents aged 16-64 was 59.4% in 2017/18, while this was 76% among all residents.</p>	<ul style="list-style-type: none"> - Ealing Council - Met Police - ECN
	<p>23. Increase the percentage of residents agreeing that people get on well with those from different backgrounds, above the London average</p>	<p>Ealing’s baseline of 91% from 2014 is the same as more recent average of 91% across London.</p>	
	<p>24. Increase the proportion of adults who have done any voluntary work in the last 12 months above London average</p>	<p>While the Ealing baseline of 18% dates from 2014, the average across London was 26.8% and nationally at 29.2% in 2017/18.</p>	
	<p>25. Reduce the proportion of people who don’t sufficient social contact</p>	<p>72% of people in Ealing reported that they had sufficient social contact in 2017/18.</p>	
	<p>26. Reduce the achievement gap between disadvantaged and non-disadvantaged pupils at all stages of education</p>	<p>Provisional 2018 data suggests that the gap has decreased from 15.7 percentage points to 11.9 percentage points in Ealing.</p> <p>The 2017 gap between Black Caribbean pupils and all pupils nationally receiving a standard pass in English and Maths at Key Stage 4, was 16.0 percentage points in Ealing.</p> <p>In 2017 the gap between disadvantaged pupils and all other pupils nationally reaching the expected standard in Reading, Writing and Maths at Key Stage 2, was 10.2 percentage points in Ealing.</p> <p>The 2017 gap between disadvantaged pupils and all other pupils nationally receiving a standard pass in English and Maths at Key Stage 4, was 11.3 percentage points in Ealing.</p>	

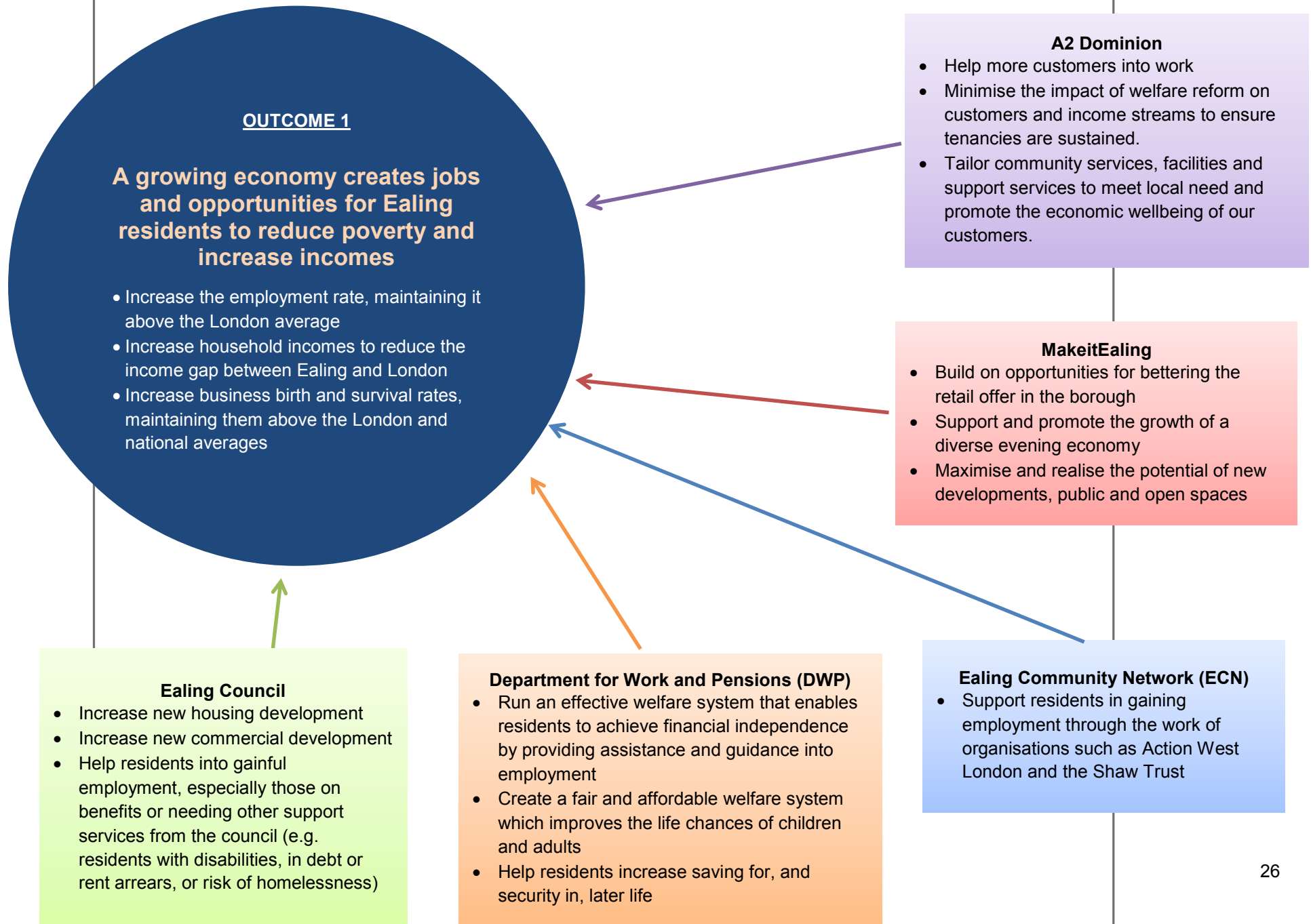
Appendix 3: Outcome Maps

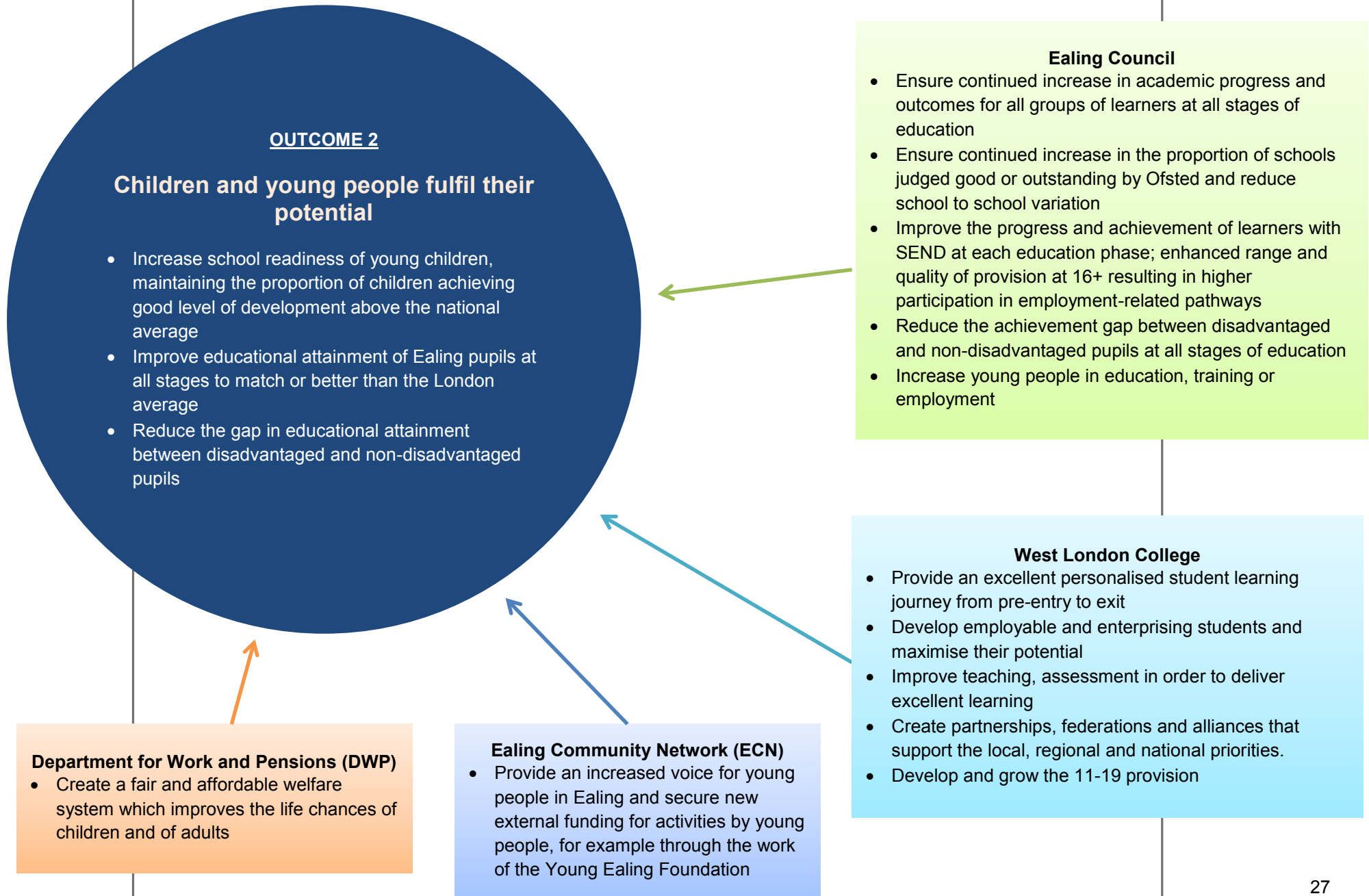
Outcome Maps showing key outcomes, performance measures and priorities for LSP partners

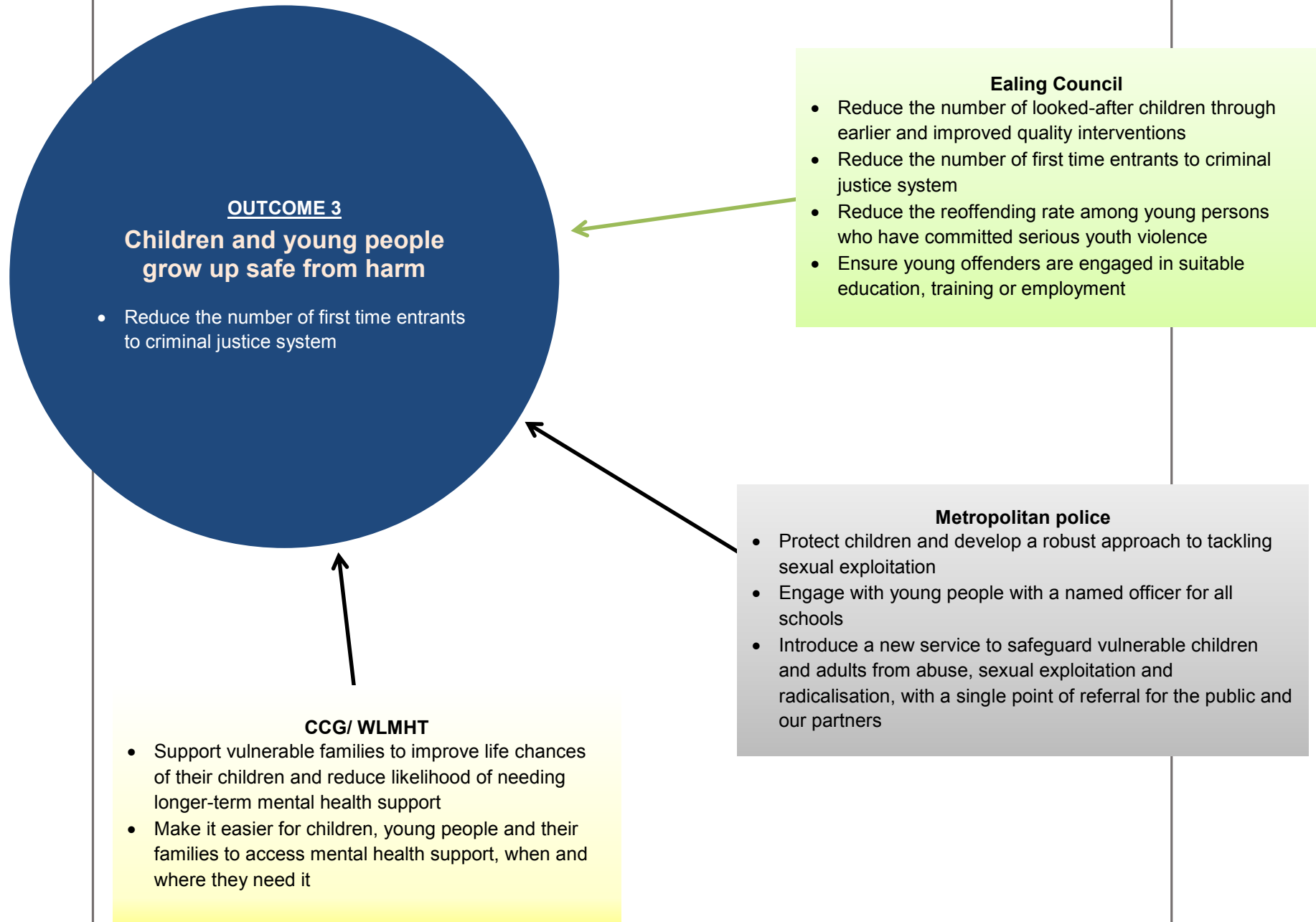
The following charts or ‘Outcome Maps’ provide a visual representation of each of the nine outcomes that all LSP partners have agreed to work towards as part of the Future Ealing approach.

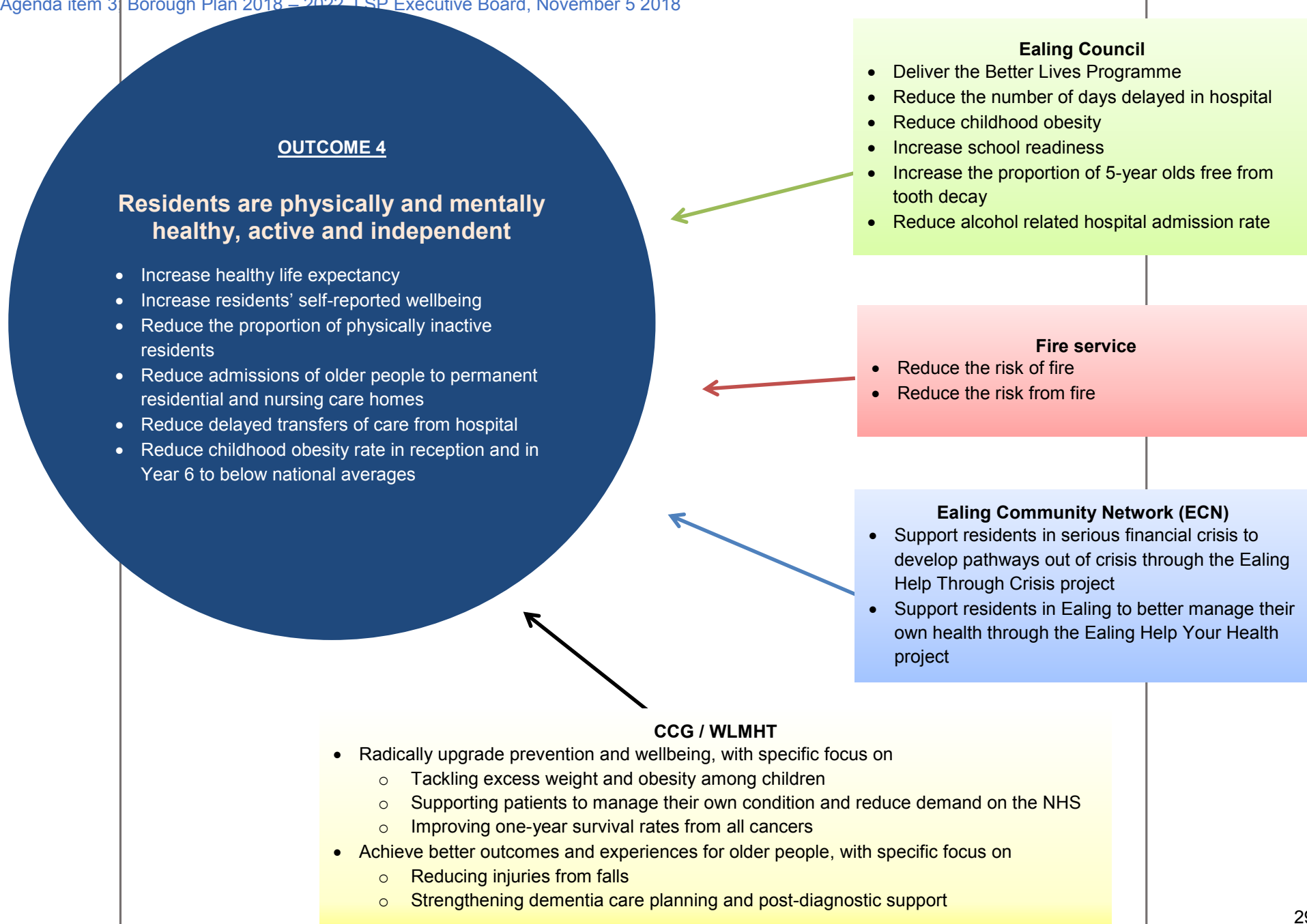
Each Outcome Map shows:

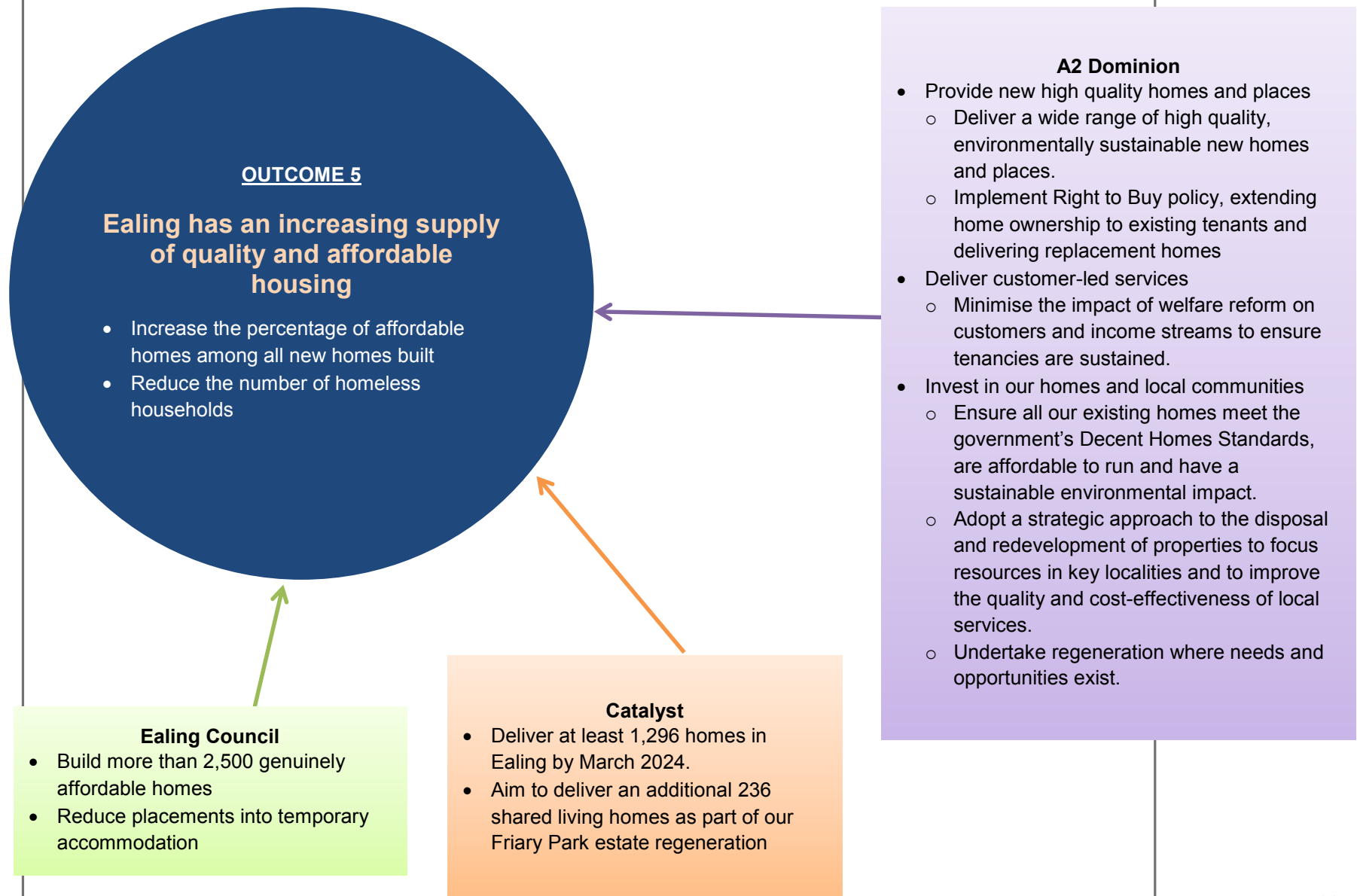
1. The Future Ealing Outcome – e.g. “A growing economy creates jobs and opportunities for Ealing residents to reduce poverty and increase incomes”
2. Key performance measures that will be used to track progress towards achieving the outcome – e.g. the employment rate for the borough. Note that these measures do not have specific targets to achieve; they will instead be regularly monitored to assess how well we are doing as a borough on each of the key outcomes
3. Strategic priorities for each individual LSP partner and how they contribute to achieving the particular Future Ealing outcome – Since some priorities will influence more than one outcome, these may appear duplicated across different outcomes. Further, these priorities are not an exhaustive list of all the priorities of the specific organisation; instead, these have been picked to illustrate how a select set of the organisation’s priorities can contribute towards achieving the Future Ealing outcomes all partners have jointly agreed

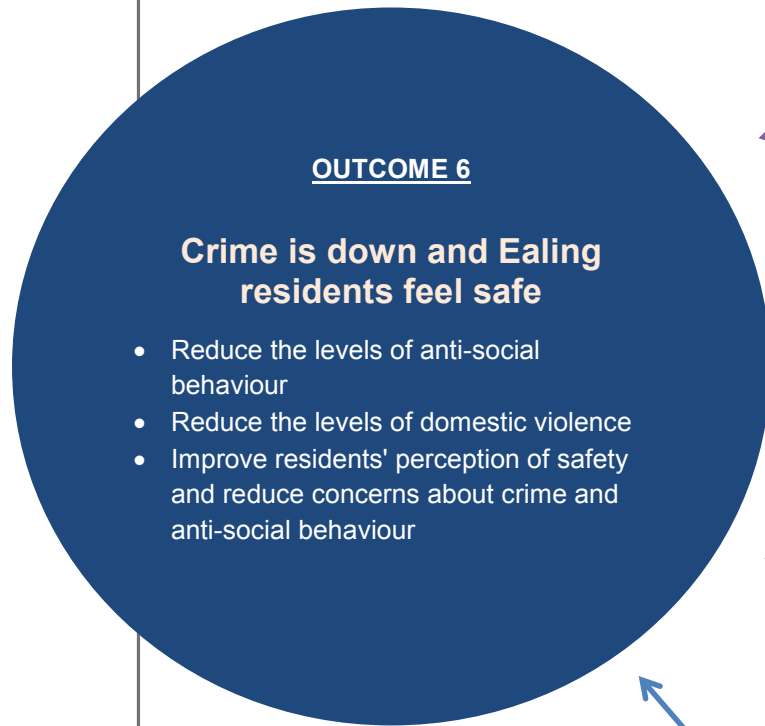












A2 Dominion

- Maintain clean and safe neighbourhoods and estates with an associated increase in customer satisfaction.

MakeitEaling

- Ensure Ealing town centre flourishes as a safe and secure place

Fire service

- Increase feelings of safety among residents, for example through youth engagement programmes to divert young people away from crime

Metropolitan Police

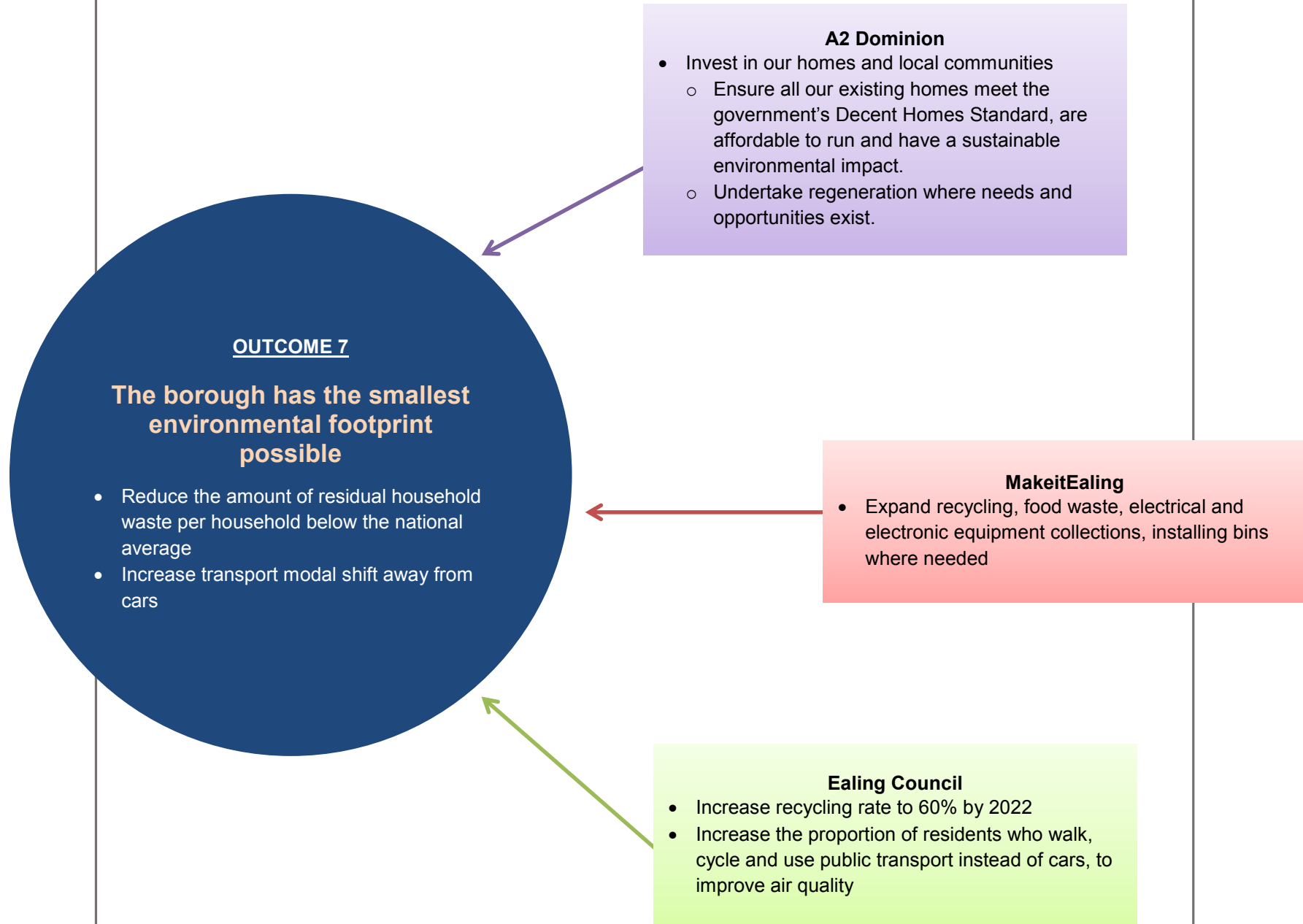
- Protect children and developing a robust approach to tackling sexual exploitation
 - Engage with young people, deploying 600 officers focused on protecting them, with a named officer for all schools
 - Introduce a new service to safeguard vulnerable children and adults from abuse, sexual exploitation and radicalisation, with a single point of referral for the public and our partners
- Tackle violent crime and especially knife crime which affects young people across London
 - Make local communities safer by reducing violent crime, including the use of guns and knives through prevention, partnership working and determined intervention on gangs
 - Encourage more victims of domestic abuse and sexual violence to come forward improve our first response and work to reduce repeat victimisation
 - Support MoPAC and other agencies in preventing young people being drawn into gang activity
 - Prevent hate crime from happening, encourage reporting and robustly investigate offences when it does
- Counter terrorism and review our strategy, tactics and resources in light of the threat
- Transform the Met to become a modern police force using technology, data, skills and engagement to fight crime more effectively

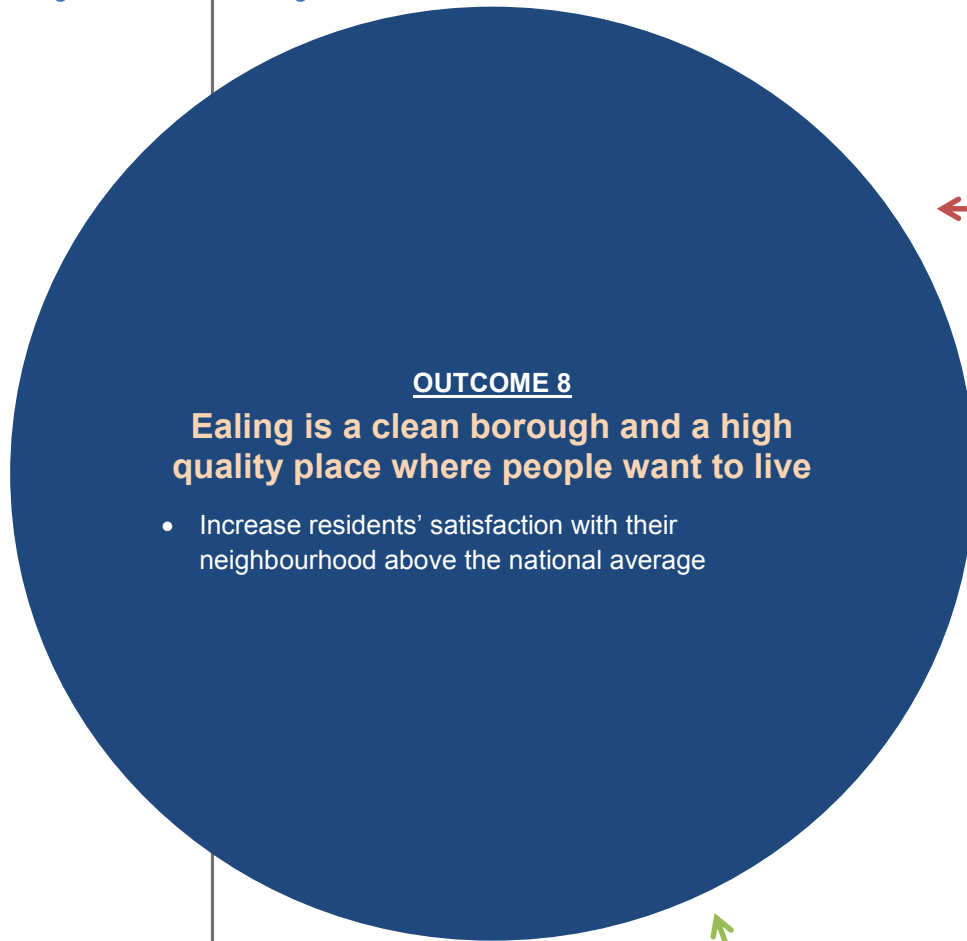
Ealing Council

- Reduce the number of victims of repeat anti-social behaviour
- Reduce incidents of domestic abuse (violence with injury)
- Reduce incidents of Assault with injury, Wounding/Grievous Bodily Harm, and common assault
- Improve residents' perception of safety and reduce concerns about crime and anti-social behaviour
- Reduce drug/alcohol related hospital admissions

Ealing Community Network (ECN)

- Promote and support activities by the Ealing Women's Forum
- Promote and support activities by the West London LGBT Forum
- Support victims of domestic abuse, through the work of community groups such as Southall Black Sisters and Hestia





OUTCOME 8

Ealing is a clean borough and a high quality place where people want to live

- Increase residents' satisfaction with their neighbourhood above the national average

MakeitEaling

- Build on opportunities for bettering the retail offer
- Work to make the customer experience in the town centre a great one
- Ensure Ealing town centre flourishes as a safe and secure place
- Support and promote the growth of a diverse evening economy
- Maximise and realise the potential of new developments, public and open spaces
- Employ a cleaning and maintenance response team to work across the town centre, to clean pavements, sweep leaves, remove litter and flyposting and report traffic or street works as a supplement to the current core street cleaning service provided by Ealing Council
- Run anti-litter campaigns and support fines for those who persist

A2 Dominion

- Maintain clean and safe neighbourhoods and estates

Ealing Council

- Keep streets clean of litter, detritus, graffiti and fly posting
- Improve the quality of the place through increased participation and inward investment

OUTCOME 9

Ealing is a strong community that promotes diversity with inequality and discrimination reduced

- Reduce the gap in employment rate between different groups
- Reduce the achievement gap between disadvantaged and non-disadvantaged pupils at all stages of education
- Increase the proportion of adults who have done any voluntary work in the last 12 months above the London average
- Increase the percentage of residents agreeing that people get on well with those from different backgrounds, above the London average
- Reduce the proportion of people who don't have sufficient social contact

Metropolitan Police

- Prevent hate crime from happening, encourage reporting and robustly investigate offences when it does
- Embed our new diversity and inclusion strategy to ensure our systems, processes and policies are fair and transparent and that the met better reflects London's diversity
- Close the gaps which exist between BAME communities and other Londoners in terms of confidence in policing and victim satisfaction

Ealing Community Network (ECN)

- Through the work of ECVS
 - support local groups to apply for external funding to develop new community projects in Ealing
 - provide free skills training to local voluntary groups
 - provide support to newly arrived residents to set up their own community groups and have a voice on local services
- Through Ealing Volunteer Centre provide a wide range of volunteering opportunities to make best use of residents skills and talents
- Support community events and activities through Area Community Forums to promote community cohesion and bring residents from different backgrounds together

Ealing Council

- Ensure our development and regeneration work leads to increased employment among all groups of residents
- Reduce the achievement gap between disadvantaged and non-disadvantaged pupils at all stages of education
- Encourage and create more opportunities for volunteering and community participation in local activities