

## **Minutes of the meeting of the Cabinet**

**Date:** Wednesday, 13 July 2022

**Venue:** The Liz Cantell Room, Ealing Town Hall, New Broadway,  
Ealing, W5 2BY

### **Attendees (in person): Councillors**

P Mason (Chair), J Anand, J Blacker, D Costigan, S Manro, K Nagpal and L Wall

### **Apologies:**

B Mahfouz

### **Attendees (virtual): Councillors**

S Donnelly and A Raza

### **Also present:**

Councillor Shaw, Chief Whip, was also present.

In accordance with paragraph 2.6(a) of the Constitution, Councillors Busuttil, Gallant and Malcolm addressed the Cabinet with regard to the following items:

Item 7 -Budget Strategy and Medium-Term Financial Strategy (MTFS) 2023-24 (Councillor Busuttil)

Item 11 – Transport Programme 2022-23 (Councillors Gallant and Malcolm)

Item 12 - Ealing Indoor and Outdoor Sports Facility Strategy and Action Plan 2022 - 2031  
(Councillor Malcolm)

Tony Clements (chief Executive) and Emily Hill (Chief Finance Officer) were welcomed to their first Cabinet Meetings in their new positions.

## **1 Apologies for Absence**

Apologies for absences were received from Councillor Mahfouz

This meeting was held in a hybrid format with members and officers able to join the meeting remotely.

However, regulations did not allow for members attending virtually to be counted as present in the attendance section of the minutes, and their attendance would not count as attendance in relation to section 85(1) of the Local Government Act 1972.

Members attending virtually would be able to speak but would not be

able to vote.

**Councillors joining remotely:**  
Councillors Donnelly and Raza

## **2 Urgent Matters**

There were none.

## **3 Matters to be Considered in Private**

There were none.

## **4 Declarations of Interest**

There were none.

## **5 Minutes**

### **Resolved:**

That the minutes of the Cabinet meeting held on 15 June 2022 be agreed and signed as a true and correct record subject to the amendment recording the speakers from the opposition parties at the meeting on 15 June 2022.

## **6 Appointments to Sub Committees and Outside Bodies**

There were none.

## **7 Budget Strategy and Medium Term Financial Strategy (MTFS) 2023-24**

### **Resolved**

That Cabinet:

- i) notes the lack of clarity regarding the timing of the Government's Spending Review and the lack of any indication as to the value of financial settlement to Local Authorities which makes budget planning, particularly in the current environment unnecessarily complex and challenging.
- ii) agrees that Executive Directors prepare detailed plans and budget proposals in accordance with the Administration's priorities and financial strategy objectives (paragraphs 4.2 to 4.4 of the report), taking into account emerging expenditure and funding information (section 3 of the report) and the proposed approach to savings identification (paragraph 4.5 of the report). Flowing from that budget proposals are to be brought back to Cabinet for approval as part of the annual budget report.
- iii) sets a requirement to identify savings proposals that will close the revised forecast budget gap for 2022/23 of £38m by the end of the budget process.

- iv) notes the increase in the forecast budget gap of £16m profiled in 2022/23 which increase the indicative cumulative budget gap over the three-year Medium-Term Financial Strategy period from c£71m to c£87m; and sets a requirement to also bring forward proposals to close the forecast gap in 2023/24 onwards, recognising that the local government finance settlement could have a material impact on this value.
- v) agrees that any revenue growth proposals will require savings of an equivalent quantum to be identified (paragraph 5.9.2 of the report).
- vi) notes and agrees the capital investment process as set out in the report (section 6 of the report).
- vii) notes Housing Revenue Account (HRA) Budget Strategy (section 7 of the report).
- viii) notes the budget preparation timetable as set out in the report (section 8 of the report).

#### Reason for Decision and Options Considered

The Council made significant investment in service areas as part of the 2022/23 budget process but continued to face significant budget pressures in future years and uncertainty, including the continuing level of support from Central Government over the medium term. Additionally due to an increased demand for services, the long-term impact of COVID-19 alongside the current backdrop of the cost of living crisis including most notably the rising inflation and energy prices, council services continued to operate in a challenging resource environment where small demand change could lead to material budget variances.

This report was part of the Council's budget setting and business planning process. The Medium-Term Financial Strategy (MTFS) was recommended by Cabinet in February 2021 and approved by Council on 2 March 2021. Building upon that there was the subsequent approval by Cabinet in May 2022 a re-allocation of revenue growth.

This report now sought approval of the updated MTFS assumptions for 2022/23 to 2024/25 so that officers could prepare detailed budget proposals for Member consideration as part of the annual budget-setting cycle in line with the timetable in section 8 of the report.

The overarching objective of the MTFS was to set a priority-led budget over the medium term that was balanced and realistic; and supported by achievable savings plans. However, it must be recognised that significant budget gaps such as that set out in this report could severely curtail the ability of the Council to deliver service levels in line with those currently provided.

The Council would continue to consider the necessary funding requirements for delivering its priorities as part of the annual medium

term financial strategy (MTFS) and budget process.

## **8 Commitment of Public Health Grant to Fund New Inequalities and Engagement Initiatives**

### **Resolved**

That Cabinet:

- i) agrees to commit £90,000 of annual funding to continuation of the Community Champions programme.
- ii) agrees to commit £400,000 of non-recurrent funding to create a fund to support innovative proposals which focus on reducing health inequalities.

### **Reason for Decision and Options Considered**

As a core part of the Labour Manifesto and the Council Plan, there was a clear commitment to reduce inequalities. The need for this had been highlighted and exacerbated throughout the COVID-19 pandemic, as well as in the wider context explored in the findings and demands of the independent Race Equality Commission that reported in January this year. Underlying this was also a clear need to continue to improve how the Council engaged with all its communities through long-term, ongoing conversations because this would be the way in which we could best understand, and then address, what we could do together to help people live healthy and happy lives.

During the last two years we had worked with people in the community who wanted to help respond to the crisis, and who were able to use their networks to promote messages about what everyone should do to protect themselves and others from COVID-19. We had built a different kind of relationship by looking at what we could do collaboratively, identifying barriers to accessing and making use of accurate information, and providing tailored support. In January 2022, the council received a £485,000 grant from the Department of Levelling up, Housing and Communities to deliver a Community Vaccine Champions programme that built on this approach, working with voluntary sector partners, including the EACH consortium. We were developing a new matrix for providing community support, starting with talking to groups to understand what the council could do to help increase capacity, particularly for those smaller voluntary sector organisations who continued to work with us to promote vaccination, and with a view to expanding the work to address wider health issues. After the funding came to an end in autumn 2022, it was proposed that £90,000 of Public Health Grant be used to continue and build on the key elements of the Community Champions programme. Details for how this resource would be used would be developed during this year, as the programme was rolled out and evaluated, and would be co-produced with community representatives. A large part of the resource was likely to be used to fund some workforce to lead on the programme. This would support continuation of an approach which would help with long-

term engagement with our local communities, responding to one of the demands of the Race Equality Commission to put communities at the heart of health programme design, and with a focus on supporting broader health and wellbeing. This was particularly important for those people in the parts of the borough that were identified in the Commission's findings as feeling left behind and under-served by health services.

There was also an opportunity to commit £400,000 from the Public Health Grant to a one-off fund to support new and innovative proposals from across the Council which focus on our priorities for reducing health inequalities, based on our understanding of what we know about our communities. This would entail an internal bidding process and a cross-Council decision-making panel, chaired by the Director of Public Health. Assessment criteria were to be finalised, but key proposed criteria would include the points below:

- Specific aim to reduce health inequalities, particularly in relation to the Race Equality Commission health demands and prioritising communities who have most felt the impacts of covid.
- To be used for a new area of spend and/or continuation of covid recovery support. Bidders could assure themselves that there is no duplication with existing spend or services provided.
- Bids would need to be submitted by Council teams. Teams were strongly encouraged to co-develop their bids with local partner organisations (e.g. NHS) and/or community, voluntary or faith groups. Teams were also encouraged to submit joint bids with other teams across the Council.
- Sustainability, to ensure a meaningful and long-lasting use of the funds – e.g. something that then became embedded in existing work/services, such as training for staff/communities or pump-priming a longer-term area of work. Bids could also be submitted to pilot and evaluate a new approach or service, as long as there was alternative sustainable funding to then take it forward.
- Bids could be any value up to a maximum of £100,000.
- Funding for successful bids could cover more than one financial year (e.g. for a 3-year initiative).
- The bidding process would be developed in detail by the Public Health department, in collaboration with other departments such as Finance, Strategy & Engagement and Community Development.

All spend must be in accordance with the terms and conditions of the Public Health Grant, and approved as such by the Director of Public Health. Bidders would be asked to specify which category of the grant conditions their bid will meet.

## **9 Council Performance Report - Year End 2021-22**

### **Resolved**

That Cabinet:

- i) notes the contents of the report.
- ii) notes the progress made against the Council Plan performance indicators during the year 2021/22 (April 2021 – March 2022).
- iii) thanks officers and members for all of the work they had done to reach the current position.

#### Reason for Decision and Options Considered

The purpose of this report is to provide Cabinet with a summary of the council's performance at the year-end 2021/22. The report also lists the indicators whose performance information will not be available this year due to the impact of the Covid19 pandemic.

## 10 Southall Reset

### Resolved

That Cabinet

Decisions:

- i) agrees to initiate the Southall Reset Programme priorities, actions and activities, set out in paragraph 3.13 Table 1 of the report, are progressed over the next four years to tackle the key challenges faced by Southall residents and businesses.
- ii) agrees to set up a 'community-led' Southall Town Forum as integral part of helping to deliver and monitor the Southall Reset Programme and to ensure Council Plan 2022-26 priorities are fully integrated and achieved.
- iii) delegates authority to the Executive Director of Place following consultation with the Leader and Cabinet Member of Good Growth to set up the Southall Reset Programme (including the Southall Town Forum) governance and take the necessary steps to lead on the implementation with the service leads, allocate resources, and monitor the progress until 2022-26.
- iv) agrees in principle to initiate the Southall Active Travel Project on the basis of that the South Road Bridge widening project described in paragraph 3.13 of the report, is replaced by alternative transport mitigation measures, for the reasons set out in Appendix 4 of the report, including significant escalation of costs, timescales and technical challenges regarding deliverability.
- v) agrees, that officers should seek consent from the GLA that the remaining GLA funding of £9.29m earmarked for South Road Bridge widening works should instead be allocated towards developing the alternative transport mitigation measures. These measures (the Southall Active Travel Project) would comprise a range of highway and public realm improvements and enhancements that would be developed in full engagement and consultation with the Southall residents and businesses, subject to the agreement and consent of the GLA and subject to the necessary planning consents being secured.
- vi) delegates authority to the Director of Growth and Sustainability following consultation with the Director of Housing, Cabinet

Member of Good Growth and Cabinet Member of Climate Action to enter into any agreements with the GLA, TfL and other stakeholders and take any other steps necessary to facilitate the implementation and delivery of the Southall Active Travel Project in line with the draft Travel in Ealing Charter to be agreed with local resident

For Noting

- vii) notes a revenue budget submission as part of the Medium-Term Financial Plan and 2023/24 budget process will be made to enable the Southall Reset Programme to be delivered and monitored until 2024-26.
- viii) notes the Southall Town Briefing headline economic performance, key challenges and opportunities included at Appendix 1 of the report, that support the need for the Southall Reset Programme and recommendations.
- ix) notes the Southall Baseline Study and Southall Employment Audit included at Appendix 2 and 3 of the report, respectively.
- x) notes the Southall summary from the Shaping Ealing engagement included at section 16 of this report carried out between November 2021 to May 2022, which has informed the Southall Reset Programme priorities.
- xi) notes the conclusions of the South Road Bridge widening report included at Appendix 4 of the report, that covers the options considered, stakeholder engagement and construction challenges to inform the recommendation.
- xii) notes the business case, outlined in the Officer's Decision, to activate Southall Manor House included at Appendix 5 of the report for it to become a local employment and business hub to benefit the wider Southall community of local businesses and offer opportunities for local residents for secure employment.

#### Reason for Decision and Options Considered

Southall was a cultural destination of national importance and was a growing neighbourhood. Significant new development of predominantly new homes was already underway and there were plans for a new commercial neighbourhood to complement the existing town centre. However, there remained much potential to bring 'good jobs' to the area to make the local economy more diverse and resilient and better capitalise on its proximity to Heathrow, the A312 and enhancing it as a destination for the South Asian food and retail.

Southall had experienced significant changes over the last decade, primarily due to the large-scale investment proposed and agreed through the planning system, of which a number of schemes had been implemented. Southall had also benefited from a multi-million-pound package of investment in infrastructure and the public realm following the publication of the 'Southall Big Plan' proposals in 2012. These schemes included: • Southall Broadway Boulevard public realm project, improving pavements and reducing pedestrian accidents by

removing formal crossings and implementing a series of crossing boulevard points. • Southall Great Streets acupuncture points – implementation of new public spaces at Southall High Street (Lidl / Market Square), Southall Manor House Square, St John's Church, St Anselm's Church, outside the Dominion Centre • Improvements to South Road and implementation of a new public square north of Iceland and Quality Foods • The Implementation of the Merrick Road Foot and Cycle Bridge (due to open Autumn 2022) to provide a safe crossing away from South Road Bridge 4 • Investment in the Dominion Centre and the opening of the library there • The refurbishment of Southall Manor House and the disused Southall toilet block shortly to reopen as a cycling café • The provision of four new outdoor gyms in Southall's parks as part of the Let's Go Southall programme.

Despite the improvements and the public investment in the area, local people had expressed concerns about the significant amount of and affordability of new residential development, the relative lack of new employment space and job creation, and ongoing issues of congestion and fly tipping in the public realm. There was also concern about some of the heights proposed in new developments and pressure on local services. The recent Shaping Ealing engagement showed how concerned local people were about the future of Southall and their expectations for change, the findings of Shaping Ealing were set out in full in the engagement paragraphs 16.2 – 16.5 of the report.

Since the COVID-19 pandemic, Ealing had been one of England's hardest hit boroughs where levels of pre-pandemic inequality and disadvantage had been exacerbated. A primary cause of this impact was the downturn in the aviation sector with Heathrow and its supply chain network of businesses being the largest source of employment for Ealing residents, most notably in the borough's western communities in Southall. As a result, Ealing's was ranked second highest in West London in terms of those on in-work benefits and Southall had London's highest rate of furloughed residents.

Furthermore, the ongoing impacts of global factors, including COVID-19, cost of living crisis and BREXIT, has made life much harder for many of Southall's residents and businesses and impacts on Southall's local economy. In this context of rapid change and economic uncertainty it was critical to fully understand the current economic and social challenges that Southall residents and businesses were experiencing, and the council had therefore produced a comprehensive and holistic data document called the Southall Town Briefing included at Appendix 1 of the report.

The Southall Town Briefing was purposefully designed to inform local priorities - providing a robust and clear evidence-led starting point for the Southall Reset Programme. The Southall Town Briefing and associated evidence base studies has identified significant issues that would need a coordinated and sustained holistic response from the

Council to fully support and enable a community-led approach to future change in Southall. However, it had also identified opportunities that could be harnessed by the Southall community over the coming years.

In early 2022, the Council commissioned two evidence based studies to provide the planning baseline of all development sites in Southall and undertake an audit of industrial areas. They were included at Appendix 2 and 3, of the report respectively and provided an up-to-date picture. The evidence base studies confirmed the limited provision of commercial and employment spaces in new developments and challenges faced by the existing businesses and industrial estates in Southall. Southall's industrial estates with nearly 400 businesses and over 8 4,000 jobs, contributed greatly to the local economy and more widely to the West London. Given the finite supply of industrial land in the borough, these estates would benefit by protection at right locations, intensification to optimise the land available and enhancement through investments to make them future ready in meeting the needs of new businesses and provide good jobs.

The Southall Opportunity Area designation and OAPF were now 10 years old, and it was time for a new vision for Southall, in short it was time for a Reset of the Council's priorities to better reflect the priorities of the local community today. Officers were engaging with the GLA to agree how the Southall OAPF could be reviewed in the light of the London Plan policies and the emerging Ealing Local Plan to guide the development of a new kind of urbanism for Southall that was based on strong urban design, place making and sustainability principles developed in conjunction with local people, local businesses, land owners and developers and all who had a stake in the future of Southall. More detailed masterplans and planning advice would be prepared for key areas of opportunity and change. This would be underpinned by the evidence base that was being developed for Ealing's new Local Plan, which would have chapter dedicated to Southall and would be adopted in due course.

The key challenges outlined above pointed towards the need for a fundamental change in how the Council deployed its finite resources and targeted investment and enhancements in Southall, along with considering how it built a new relationship with Southall's residents and businesses. This included having a full understanding and open recognition that some of the recent changes in Southall were perceived negatively by Southall's community and therefore lessons must be learned about how future changes could enable more positive outcomes and feelings for the community. A reset meant the Council would support, encourage, and enable a community led approach to future development, investment and service delivery in Southall, where local people would have the best opportunity to shape the future direction of Southall.

While Southall already had a number of successful and innovative

partnership projects underway including Lets Go Southall, Open Havelock, Southall Jobs Partnership and Southall Grand Union Canal Wellbeing Way, a longer term and co-ordinated overarching partnership between the council and the vast array of Southall stakeholders was necessary both to further develop a wider programme of improvements and to underpin the development of the New Local Plan. This would also enable the alignment of the Southall Reset Programme with the priorities set out in the Council Plan 2022/26.

Southall Active Travel Project background -South Road Bridge carried South Road (A3005) over the Great Western Main Line in Southall, London. The widening of the South Road Bridge was a S106 planning obligation on the Green Quarter site (formerly Southall Gas works) and was secured in 2010 in prior to Crossrail. However, in 2015, responsibility for the delivery of this project passed to the Council as part of the GLA's 'housing zone' agreement, facilitated by the GLA funding of £11.875m. In September 2018, Cabinet agreed to appoint Balfour Beatty as the main contractor and proceed to commission the 'preconstruction' phase of work. The feasibility study was delivered in 2018 and the detailed design was carried out by Highways consultants for the contractor Balfour Beatty in 2019 and 2020. The construction contract offer price and programme was delivered by Balfour Beatty in December 2020 and was reviewed in talks with Network Rail on method, programme and cost in 2021. It highlighted the key concerns as below:

- The total project cost estimated as £30m as against the available budget of £11.875 m.

- The construction programme estimated to cover 5 calendar years, a significantly longer duration than previously anticipated in feasibility stage.
- The construction of the bridge widening would also require a continuous 16- month one way road closure over the bridge. This would cause significant congestion in the area for all highways users including local London Bus services with a further impact on a wider area of west London.

The Council worked with Balfour Beatty and Network Rail to identify efficiencies that could significantly reduce the length of the programme and design measures to reduce costs. However no significant measures were found that could be used on the project to enhance deliverability and value for money. To date, spend of £2.58 m of the budget was incurred towards the feasibility, detailed design, and pre-construction stages. Therefore, officers in discussion with lead Members considered that the Council should not commission any further technical or design work on this project until options for alternative measures had been considered to avoid further abortive costs.

Council officers subsequently engaged with the GLA, TfL and concerned developers to discuss the findings and explore alternative

transport measures and ways the remainder Housing Zone Grant funding could be redeployed. The policy context both at the Council and TfL had changed since 2010, when the bridge widening was originally imposed as a planning obligation/ 13 condition. The Council and TfL now utilised the Healthy Streets Approach to improve air quality, safety, and reduce traffic congestion by supporting active travel measures. Poor air quality, safety, and congestion were big concerns for Southall residents and businesses, as evidenced by the recent Shaping Ealing engagement survey (see image 2 above), therefore the Southall Active Travel project was a good opportunity to directly respond to and resolve these concerns. Ultimately, the project would bring about a much wider range of benefits for the Southall community by making a larger area of Southall greener, healthier and a more pleasant place to live and work. It would also make Southall's high streets more attractive to visitors and help the local economy. Added to this the 2010 consent did not assume the delivery of the Elizabeth Line, which was now expected to open fully in 2023. This meant that the travel assessment today would be undertaken very differently to how it was undertaken in 2010 with more focus on public transport and active travel. These priorities also aligned with the Council Plan priority of Climate Action. Therefore, it was recommended that an alternative package of active travel measures should now be developed for Southall, providing enhanced infrastructure for safer walking and cycling routes complementary to the Let's Go Southall social movement, whilst still achieving the mitigation sought via the original bridge widening S106 obligation/condition and also still supporting the delivery of planned new homes in Southall.

As part of these alternative active travel measures, a range of options would be tested and form part of the engagement plans. In line with the Southall Reset ambitions, the engagement approach would follow the Council's draft Travel in Ealing Charter, currently in draft and provided an opportunity to all road users, residents and businesses alike to influence the proposals. The Let's Go Southall programme continued to focus on changing attitudes and behaviours towards physical activity amongst Southall residents by encouraging greater walking and cycling. It was helping to drive local demand for enhanced active travel measures and safe walking and cycling routes. The engagement would make use of the Let's Go Southall social movement investment and community resource, an example of this is the draft Travel in Ealing Charter work for Southall hosted and co-designed by the Let's Go Southall Active Communities Team.

GLA officers had indicated that in principle the Housing Zone funding could be used to develop the alternative packages of active travel measures, preliminary designs and stakeholder engagement. However, the GLA required the confirmation that the funding could be committed by Spring 2023 and fully spent by March 2025. There would also be a number of other tests and internal decisions by the GLA to confirm the availability of this funding package, which was currently

being discussed between officers at Ealing and the GLA. Cabinet's approval and delegated authority as worded in recommendations sought to confirm the Council's commitment and confidence over the delivery of active travel measures. Although officers would still need to work to get this package agreed and funded by the GLA, or by alternative funders should this option not be available

It should also be noted that in addition to the GLA agreement to repurpose the Housing Zone funding, it would be necessary to seek a variation to the conditions attached to the planning permission and associated s106 to reflect the alternative proposals. Any decision to proceed with the alternative measures was therefore also subject to permission for that variation being secured.

## 11 Transport Programme 2022-23

### Resolved

That Cabinet:

- i) notes and approves the proposed detailed revised 2022-23 Transport Programme funded by TfL grant, Parking Revenue Account and S106 contributions set out in Appendix A of the report.
- ii) notes and approves the proposed 2022-23 budget changes to the existing Highways capital specific scheme's budget as detailed in Section 4 of the report, which increases the budget by £8.375M and which consists of:
  - a) TfL grant funded budget £4.999M
  - b) Parking Revenue Account £2.127M
  - c) Other Capital Grants £0.030M
  - d) S106 funded budget £1.219M
- iii) approves £1.787M increase in the revenue expenditure budget for Place Transport Planning projects in 2022-23 as detailed in Section 4 of the report, which consists of:
  - a) TfL grant £1.315M
  - b) Fee Income from transport operators £0.065M
  - c) Parking Revenue Account £0.402M
  - d) S106 funded budget £0.005M
- iv) delegates authority to the Director of Housing to take the necessary steps to implement the schemes identified in the Transport Programme (which includes those schemes funded through S106 monies) as set out in Appendix A of the report, following consultation with the Portfolio Holders for Climate Action and Healthy Lives, subject to relevant detailed design and approvals and the outcome of any statutory consultation that may be required.

- v) delegates authority to the Director of Housing to approve a revised Transport Programme for 2022-23 should the level of confirmed TfL grant for the Council be lower than expected, following consultation with the Chief Finance Officer and the Portfolio Holders for Climate Action and Healthy Lives (see section 3 of the report).
- vi) authorises the Director of Housing, following consultation with the Portfolio holder for Climate Action, to authorise the Council enter into agreements with new operators to expand dockless cycles within the borough.

#### Reason for Decision and Options Considered

The proposed Ealing Transport Programme 2022/23 set out in Appendix A of the report, had been devised to meet the Council's transport priorities. The Ealing Transport Strategy and the Local Implementation Plan (LIP) 2019-22 also set out the transport strategy for Ealing Council and provided the rationale for the Council's spending decisions. The Council's transport priorities were to encourage sustainable travel for social (including health), environmental (including air quality) and economic (regeneration) reasons and the Transport Strategy and LIP reflect this.

The LIP covered several of the statutory duties that the Council was required to fulfil, including improving road safety and road network management (covering asset liability), plus responsibilities such as planning, public health, equality, crime and disorder.

The proposed Transport Programme 2022-23 also played an important role in contributing to the Ealing Climate and Ecological Emergency Strategy. The Transport Programme would help the Council reach the net zero carbon target by 2030 by satisfying the three Travel Objectives of the Strategy:

- Reduce number of vehicles travelling in and through Ealing,
- Increase active travel (mode shift) and,
- Encourage Cleaner motor vehicles

The LIP was required to be consistent with the Mayor's Transport Strategy (MTS) together with other emerging strategic transport initiatives across London and would implement these at the local level.

The Programme also allowed further development and delivery of the Northolt Levelling Up scheme / Programme to build on the design and experimentation phases already completed. This significant programme would bring substantial, new grant investment to Northolt and seeks to improve the quality of life in the area with improvements including in streetscape/greening, parks and to encourage active

travel.

## **12 Ealing Indoor and Outdoor Sports Facility Strategy and Action Plan 2022 - 2031**

### **Resolved**

That Cabinet

- i) adopts the Ealing Indoor and Outdoor Sports Facility Strategy 2022 – 2031 (the Strategy) (Appendix A of the report) and
  - a) Authorises the Director of Community Development following consultation with the Portfolio Holder(s) to make any necessary minor amendments to the Strategy before publishing the final document.
  - b) Directs the Director of Community Development following consultation with the Portfolio Holder(s) to develop a work plan that supports the implementation of the associated action plan, included at the end of the Strategy.
- ii) notes and agrees that the Playing Pitch Strategy 2017-2031 will now be superseded by this Strategy.
- iii) authorises the Director of Community Development following consultation with the Portfolio Holder(s) to:
  - a) Seek and accept grants associated with the delivery of projects in the Action Plan including (but not limited to) those from the Lawn Tennis Association (LTA) to improve park tennis courts including entering into any associated grant agreements.
  - b) Take to the market, the opportunity of providing Padel Tennis facilities in some of Ealing's parks as set out in paragraph 2.9 of the report.
  - c) Engage with local residents and users on a review of golf course facilities in the borough that by design will support the aims of the climate emergency and ecological strategy.
- iv) notes that suitable budget provision will be needed in order to deliver this Strategy, and therefore:
  - a) Directs the Director of Community Development following consultation with the Portfolio Holder(s) and the Chief Finance Officer to identify suitable financial provision to undertake a robust feasibility on the future redevelopment of Dormers Wells Leisure Centre and to explore options for the provision of outdoor swimming in the borough.
  - b) Directs the Chief Finance Officer following consultation with the Portfolio Holder(s) to identify funding sources and opportunities that will contribute £1.0M in match funding over the lifetime of this Strategy to be brought back to Cabinet for approval.
- v) notes the ongoing work with community, sports and nature groups to develop the plan to develop a strategy for the redevelopment of Warren Farm Sports Ground to be brought to Cabinet for future decision.

### Reason for Decision and Options Considered

The reason for the decision was to build on the success of the previous Strategy and ensure that the Council and external partners, adopted a new 10 year indoor and outdoor sports facility strategy for Ealing. Without an adopted strategy, the Council and external partners would lose the ability to apply to the majority of organisations for any future facility development project funding and it may well have jeopardised existing funding awards.

The Strategy covered sports facility provision across the whole borough and would provide a ten-year plan to meet both the Council and local people's needs in relation to Ealing's sports facilities both now and in the future and would have a positive impact on people's participation in sport and physical activity.

The Strategy formed a key evidence base endorsed by Sport England and recommended levels of future sports facility provision underpinning the Council's future Local Plan and other associated documents.

Investment in a network of indoor and outdoor sports facilities would ensure that Ealing residents would have the facilities available to them to be more active, as well as benefit from associated education programmes, leisure/recreation and contributors to the public health agenda.

The Strategy would assist with the development of an accurate and robust evidence base to provide the leisure and sport content for the Local Plan refresh and to help inform Planning policy decisions regarding the protection, enhancement and provision of existing and future indoor and outdoor sports facilities providing an understanding of the best location(s) for any new facilities.

The Strategy and associated action plan would be used to provide an evidence base to help calculate and secure developer contributions as part of the planning process where sport and leisure was a consultee on all future housing developments to ensure the impact on the sport and leisure infrastructure is considered and to provide funding to enable the development of sports facilities to benefit residents.

The Strategy and action plan would provide an agreed list of priority projects which would help to meet any existing deficiencies, meet future demand and feed into wider infrastructure planning as well as helping to secure internal capital and revenue investment.

The Strategy work had already identified Padel Tennis, as a new sport which was growing fast across the country that provides an exciting addition to the traditional game of tennis, enjoyed by both existing players and complete beginners. As a result of this identified demand for a new version of the sport, the council has received a significant number of enquiries from Padel Tennis operators to design, build and operate new facilities in Ealing. It was anticipated that there would be little or no requirement for any capital contribution for the Council and will yield a moderate revenue income. To capitalise on this wave of interest and the potential benefits to residents that might be available from commercial operators in this market, the Leisure team was keen to explore what opportunities there might be to partner with a Padel Tennis operator to develop new sports facilities in Ealing for local residents to enjoy and be active.

### **13 Date of the Next Meeting**

#### **Resolved**

That Cabinet notes that the next meeting of Cabinet would be held on 14 September 2022 at 7pm.

Meeting commenced: 7.00 pm

Meeting finished: 8.07 pm

Signed:

P Mason (Chair)

Dated: Wednesday, 14 September  
2022