

Public Document Pack



Notice of Meeting:

Cabinet

Meeting Location:

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

Date and Time:

Wednesday, 22 February 2023 at 7.00 pm

Contact for Enquiries:

Email: democraticservices@ealing.gov.uk

Telephone: 020 8825 6302

Chief Executive:

Tony Clements

Members:

J Anand
J Blacker
D Costigan

S Donnelly
B Mahfouz

S Manro

P Mason (Chair)
K K Nagpal
A Raza
L Wall

Portfolio

Cabinet Member for Tackling Inequality
Cabinet Member for Healthy Lives
Deputy Leader and Cabinet Member for
Climate Action
Cabinet Member for Inclusive Economy
Cabinet Member for Safe and Genuinely
Affordable Homes
Cabinet Member for Good Growth and New
Homes
Leader of the Council
Cabinet Member for A Fairer Start

AGENDA

This meeting will be held in public and webcastlive

This meeting will be webcast live on the Council's
Youtube site:

[Ealing Council - YouTube](#)

- 1 Apologies for Absence**
- 2 Urgent Matters**
- 3 Matters to be Considered in Private**
- 4 Declarations of Interest**
- 5 Minutes** (Pages 5 - 22)

To approve as a correct record the minutes of the meeting held on 25 January 2023.
- 6 Appointments to Sub Committees and Outside Bodies**
- 7 2022/23 Budget Update** (Pages 23 - 42)
- 8 2023/24 Budget Strategy and Medium Term Financial Strategy (MTFS)** (Pages 43 - 284)
- 9 Additional Council Tax Support 2023.24** (Pages 285 - 296)
- 10 Community School Admissions Arrangements 2024/25** (Pages 297 - 334)
- 11 Housing Delivery Update** (Pages 335 - 450)
- 12 Property Insurance Procurement** (Pages 451 - 456)
- 13 Replacement of Gurnell Leisure Centre** (Pages 457 - 760)
- 14 Sale of Minority Shareholding in BSF Project company'** (Pages 761 - 800)
- 15 Special Education Needs Statutory and Capital Approvals - Mandeville statutory and capital proposals and John Chilton contract award** (Pages 801 - 852)

16 Violence Against Women and Girls Strategy

**(Pages 853 -
922)**

17 Date of the next meeting

The date of the next meeting will be 29 March 2023.

Exclusion of the Public and Press

Published: Tuesday, 14 February 2023

This page is intentionally left blank

Minutes of the meeting of the Cabinet

Date: Wednesday, 25 January 2023

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 Donnelly, B Mahfouz, S Manro and K K Nagpal

Apologies:

L Wall

Attendees (virtual): Councillors

A Raza

Also present:

J Gallant, G Malcolm

1 Apologies for Absence

Apologies were received from Cllr Wall.

In accordance with paragraph 2.6(a) of the Constitution, the following Members addressed the Cabinet regarding the following items:

Item 7 - Environmental Enforcement Services Contract Extension

- Cllr Gary Malcolm

Item 12 – The Future of Warren Farm Sports Ground:

- Cllr Julian Gallant
- Cllr Gary Malcolm

With permission from the Leader/Chair, Samantha O'Connor of Hanwell Nature, addressed the Cabinet meeting with respect to Item 12 – The Future of Warren Farm Sports Ground:

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: Cllr Raza

2 Urgent Matters

There were none.

3 Matters to be considered in private

Item 7 - Environmental Enforcement Services Contract Extension contained a Confidential Appendix, A, excluded by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

Item 8 - Housing Procurement Strategy contained Confidential Appendices A & B Strategy Report and List of Contracts excluded by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972

4 Declarations of Interest

Cllr Blacker declared a non-pecuniary interest connecting to Item 12, The Future of Warren Farm Sports Ground.

Cllr Donnelly declared a non-pecuniary interest connecting to Item 9, Housing Revenue Account (HRA) 2023/24 Budget, 5-year MTFs and 30-year Business Plan

5 Minutes

The minutes of the previous meeting, 7 December 2022, were discussed.

RESOLVED:

That the minutes of the Cabinet meeting held on 7 December 2022 be agreed and signed as a true and correct record.

6 Appointments to Sub Committees and Outside Bodies

There were none.

7 Environmental Enforcement Services Contract Extension

RESOLVED:

It was agreed that Cabinet:

1. Authorised the Strategic Director of Housing and Environment to extend the Contract made between Ealing, Barnet and Harrow Councils with Kingdom Services Group Limited dated 10 December

2020 for the supply of Report for: Item Number: 1 Page 29 Agenda Item 7 2 environmental enforcement services (“the Contract”) for 1 year from 1st February 2023 to 31st January 2024.

2. Authorised the Council to vary the Contract to have included a new provision which allowed additional environmental enforcement activities at an hourly rate by the Provider to support the enforcement activities under the Contract to an individual member authority with an approximate value not to exceed 10% of the original value of the Contract.
3. Authorised the Strategic Director of Housing and Environment to have undertaken a competitive procedure with negotiation (or such other appropriate procurement process as agreed with the Director of Legal & Democratic Services) for a contract for Environmental Enforcement services for a term of up to 3 years, with provision to extend for 2 further 12-month periods each (3 +1 +1) or such other period up to a total of 5 years as determined by the Assistant Director, Street Services following a soft market testing exercise.
4. If an acceptable tender was received, delegated authority to the Strategic Director of Housing and Environment to award the contract to the successful bidder to be commenced on 1 February 2024.

It was additionally noted that

5. That the Contract was a services contract and that its value was calculated as the total turnover for the Contract or over the duration of the Contract extension taking into account amongst other things the revenue from the payment of fees and fines under the Contract.

REASON FOR DECISION AND OPTIONS CONSIDERED:

6. In December 2020 the Council had entered into the Contract to build on the work of the in-house team by providing additional capacity to issue Fixed Penalty Notices (FPNs) in the borough in relation to littering enforcement (also covering dog fouling and spitting) and to fly tipping, to achieve zero tolerance principally in town centres and other high footfall areas. Kingdom delivered cost neutral environmental enforcement services to several Councils in London and across the country. The Contract was for 3 years with the option to extend for two additional individual years, and the Council decided on the value of extending the contract for a second individual year (which ends on 31st Jan 2023). Harrow had agreed to extend the Contract and also agreed to waive the requirement for 3 months prior written notice. Hounslow joined the Contract on 1st November 2021 and had also agreed to the extension and waiver.

7. The scope of services currently covered in the Contract included authority to issue fixed penalty notices for offences under
 - a. Environmental Protection Act 1990;
 - b. Clean Neighbourhoods and Environment Act 2005;
 - c. Dogs (Fouling of Land) Act 1990 and 1996;
 - d. Refuse Disposal (Amenity) Act 1978 and 1987
 - e. Anti-social behaviour, Crime and Policing Act 2014;
 - f. Highways Act 1980
 - g. London Local Authorities and Transport for London Act 2003

8. In addition to the standard littering and dog fouling offences, Ealing had used Kingdom officers to investigate fly tips throughout the borough. The Kingdom officers also investigated business compliance issues like commercial waste agreements and street trading licences. During the early stages of the Covid-19 pandemic, Kingdom officers were redeployed to enforce lockdown measures in parks and later to assist with traffic control around the recycling centres of Greenford and Acton when they reopened.

9. The littering enforcement income was operating with 70% of notices being paid. This activity provided a forecasted net operating surplus of £0.246m in 2023/24. With a high number of fixed penalty notices issued (average 800 issued per month), the number of cases where alleged offenders had not paid the fixed penalty notice, and therefore had to be pursued via the courts, was also high. Under the 'single justice system' it was possible for multiple cases to be heard in a single court session, so currently an average of 35 cases a month are heard at court, with a 99% success conviction rate.

10. Ealing proposed to extend the Contract for one year and amend the Contract to include the provision of additional environmental enforcement activities at an hourly rate by the Provider to an individual member authority. This may be additional uniformed patrols in a designated area or other activities in support of environmental enforcement.

11. The services delivered by Kingdom provided economically sustainable, cost effective and flexible environmental enforcement support to the Council whilst strengthening partnerships with participating boroughs. It was the view of Officers that the contract with Kingdom should be extended by one year in line with provisions.

RESOLVED:

It was agreed that Cabinet:

1. Approved the Housing Procurement Strategy detailed within this Cabinet Paper.
2. Authorised the Strategic Director of Housing & Environment to, subject to compliance with Public Contract Regulations 2015 and the Council's Contract Procedure Rules, enter into short term contracts of up to 2 ½ years each up to value of £5m to replace or cover those contracts set out in Appendix B that have expired or are likely to expire prior to the implementation of the Housing Procurement Strategy. This will be following consultation with the Portfolio Holder for Genuinely Affordable Homes, Strategic Director of Corporate Resources and the Director of Legal and Democratic Services.
3. Where required, delegated authority to the Strategic Director of Housing & Environment to award contracts following the procurement procedure referred to in resolution 2

REASON FOR DECISION AND OPTIONS CONSIDERED:

1. A recent review of contracts within Housing identified 23 contracts relating to the delivery of repairs, maintenance, compliance, and investment. A number of these contracts were short term and with a limited scope and were often difficult to manage effectively given the number of live contracts, the level of available resource, the lack of systems and processes in place and the requirement to regularly re-procure new contracts. In addition, the review identified a number of issues including:
 - a. Current contracts did not have standardised terms and conditions and contract periods are generally too short to foster good relationships and loyalty with contractors.
 - b. Often contractors were not all instructed under a formal contract; often this is informally based on a quotation and a Purchase Order only
 - c. Tender processes were not consistent and contract award tends to be based on the cheapest price, often resulting in inferior contractor performance, concerns over supplier competence and increased Officer time to manage and maintain the

- contracts.
- d. Specifications were non-standard, have been developed over time and do not necessarily comply with industry standards or best practice
 - e. Contractual Key Performance Indicators were not linked to Ealing Council's objectives, were not robust enough, and lacked enforcement options
 - f. Specifications were often produced by contractors, and this created the risk of excessive or over-priced work being instructed
 - g. Extensive use of spreadsheets and multiple systems to manage the contractual portfolio.
2. The review of the current contracts was completed by WT; a specialist procurement consultancy. As part of the review, the Council worked with WT to evaluate options and make recommendations for a new Procurement model for Housing. In developing and implementing the proposed Housing Procurement Strategy opportunities to procure joint contracts with Property Services will be considered, however given the different requirements of each service, opportunities for joint procurements will be limited and are likely to be focused on mechanical and electrical works and services.
3. In developing the Housing Procurement Strategy, the following options were considered:
- a. **Option 1 – Continue 'As Is'** – this option was discounted based on the results of the review and the issues identified.
 - b. **Option 2 – Procure Specialist Contracts for Each Service Area** - this option was discounted as although this would reduce the number of contracts housing would require, this would not address a number of the fundamental issues identified in the procurement and contract review.
 - c. **Recommended Option** – Housing and Property Services entered into separate sets of contracts for works and services but explore the option of combining Mechanical & Electrical contracts where service requirements are similar, such as lift servicing and maintenance.

year Business Plan

RESOLVED:

It was agreed that Cabinet:

1. Noted the HRA revenue and capital 2022-23 budget forecast based on the position at Q2 (Period 6).
2. Approved the proposed HRA revenue budget for 2023-24.
3. Noted the HRA 4-year indicative revenue budgets for 2024-25 to 2027-28.
4. Noted the HRA 30-year indicative revenue budgets for 2023-24 to 2052-53.
5. Approved the HRA 5-year Capital Programme from 2023-24 to 2027-28, for a total of £501.634m and approve the net additions to the value of £225.393m, which includes £2.944m for 2022-23 as shown within Tables 10 and 13, financed by HRA borrowing of £159.352m, capital receipts of £3.223m, revenue contribution of £4.293m, grants of £47.125m and Right to Buy receipts of £11.400m.
6. Agreed to the inclusion in the HRA Capital Programme (subject to GLA agreement) of three housing redevelopment sites at the former Northolt Grange Community Centre, Lexden Road, and Sussex Crescent which were previously part of the Broadway Living RP Tranche 2 programme approved by Cabinet in April 2022 and included in the GLA Homes for London 2016-2023 programme.
7. Delegated to the Strategic Director, Corporate Resources, the ability to appropriate land for the schemes, subject to Cabinet approval from the General Fund to the HRA.
8. Noted that Cabinet approved the acquisition of the affordable housing forming part of the Perceval House redevelopment by the Council's Housing Revenue Account (HRA) in December 2022 and to incept the scheme within the HRA Capital Programme up to £66.868m enabling the purchase of units to be funded from a combination of GLA grant, Right to Buy receipts and external borrowing which will be serviced through future rental income.

9. Delegated to the Strategic Director Corporate Resources, the ability to appropriate land for the scheme noted in 1.8 from the General Fund to the HRA
10. Noted that the HRA 5-year Capital Programme from 2023-24 to 2027-28 includes additional new investment to existing schemes of £50.606m, as shown in Tables 10 and 11, and the reprogrammed 2022-23 HRA Capital Programme reduces the investment to existing schemes by £6.375m as shown in Tables 10 and 12 of the agenda.
11. Delegated to the Strategic Director, Corporate Resources the ability to amend any funding source for any approved HRA capital programme scheme and any alteration to the profile for such schemes.
12. Noted the indicative 25-year Capital Programme for 2028-29 to 2052-53.
13. Approved a rent increase of 7% in line with the rent cap for all tenancies from April 2023, which equates to an average weekly rent increase of £8.31 in 2023-24, as permitted under the Government's current Direction in respect of rents for social housing.
14. Approved a corresponding increase in all service charges by 7% and a further £3 per week per property to address the historic under-recovery of tenant service charges.
15. Approved a Heating Charge increase that fully recovers the extraordinary increase in utility charges from April 2023.
16. Approved an increase in temporary accommodation (TA) hostel charges of 7% from April 2023 in line with the rent increase.
17. Noted the HRA reserves and balances for the 5-year MTFs and the maintenance of earmarked reserves of over £9m (revenue) and £3m (capital).
18. Approved the 2023-24 Fees & Charges schedules for HRA tenants and leaseholders.

REASON FOR DECISION AND OPTIONS CONSIDERED:

1. The Local Government and Housing Act 1989 Section 76 required local authorities with an HRA to set a ring-fenced budget for the account which is based on best assumptions and avoids a deficit, and to keep the HRA under review.
2. The HRA covered revenue expenditure and income relating to the Council's own housing stock. It was ring-fenced from the Council's General Fund as required by the Local Government and Housing Act 1989, which specified the items that can be charged and credited to it. The account must include all costs and income relating to the Council's landlord role (except in respect of leased accommodation, for households owed a homeless duty, and accommodation provided other than under Housing Act powers). The Council had a legal duty to budget to ensure the account remains solvent and to review the account throughout the year.
=
3. The budget for 2023-24 had been developed from a review of the baseline budget, factoring in current revenue expenditure on Housing Services and capital investment to maintain, improve and expand the housing stock. As set out in the report, Housing Services were working within the financial parameters of the HRA to improve services to residents, and ensured all homes are as safe as possible and met the Council's responsibilities with regards to property safety. .
4. The HRA supported the Council's ambitious programmes for estate regeneration and the delivery of new, genuinely affordable homes to meet the range of housing needs in the borough.
5. Alongside the prudent use of HRA resources, Housing Services sought to maximise other available sources of funding to meet the Council's housing ambitions. The regeneration programme was supported by grant funding from the Greater London Authority (GLA). Sustainability initiatives such as retrofitting are creating opportunities to secure additional grant funding for improvements in the Council's stock, with matched funding from the HRA committed where necessary.
6. As a stock-holding authority, Ealing was legally required to operate an HRA. There were no plans at present to depart from the current overall organisational structure for HRA services, taking into account the formation of Broadway Living and its subsidiary Broadway Living R P (and the previous winding-up of Ealing's Arm's Length Management Organisation (ALMO) in 2012).

- Options for more limited changes to service structures, delivery models, contract and procurement arrangements, and other elements of housing services were regularly identified and considered through performance reviews, new legislation, and other drivers. Any significant changes proposed by senior management in the course of 2023-24 would be progressed through Human Resources and governance structures.

10 Ofsted Focussed Visit October 2022

RESOLVED:

It was agreed that Cabinet:

- Noted the outcome of the recent Ofsted Focused Visit to Ealing Children's Services looking at the local authority's arrangements for 'Front Door' services in Children's Services. There had been a sustained focus on 'Front Door' services by senior managers, elected members and partners which had resulted in significant and tangible improvement since the previous judgement inspection in 2019.
- Noted the feedback from Mark Riddell on the rapid progress since his visit in November 2021 and the high-quality offer to Care Leavers in Ealing.

REASON FOR DECISION AND OPTIONS CONSIDERED:

- The Ofsted framework for inspecting local authority children's services "ILACS" Inspection was one of a cycle of inspections for all Local Authorities in England and Wales. This inspection gave a view on the quality of work to support and safeguard children and young people in Ealing. This inspection result was a positive endorsement of the improvement work undertaken since the ILACS in 2019 and supported the direction of travel.
- The DfE Advisor for Care Leavers provided advice and guidance to Local Authorities seeking to improve their offer to Care leavers. The advisor first visited Ealing in November 2021 and noted significant progress since the 2019 ILACS Inspection. His return visit in December 2022 further endorsed the progress towards an Outstanding service to Care Leavers in Ealing.

11 Review of Housing Allocations Policy

RESOLVED:

It was agreed that Cabinet:

1. Approve the proposed changes to the Housing Allocations Policy.

REASON FOR DECISION AND OPTIONS CONSIDERED:

1. The Council's Housing Allocations Policy set out the rules which were used to award priority to applicants applying on the Housing Register, which assisted with the allocation of social housing in the Borough. Social housing includes the allocation to Council owned housing and nominations by the Council to accommodation owned by Registered Providers (formerly known as Registered Social Landlords or RPs). By law, every Local Authority must have a Housing Allocations Policy which was published and kept under review. The Housing Allocation Policy was important in meeting key objectives in various Council plans, including the Council corporate plan and the Housing and Homelessness Strategy.
2. The Council last reviewed and revised the current Housing Allocation Policy in 2012, taking into consideration the new powers within the Localism Act 2011 with some further small administrative updates in October 2013. The Act allowed the Council to take into consideration additional local housing priorities alongside the 'reasonable preference' criteria as defined in the Code of Guidance on Allocations. The reasonable preference categories include statutory homeless households; overcrowded households, households living in unsatisfactory housing conditions and households needing to move on medical and/or welfare grounds. There had also been government guidance on additional groups including Right To Move, Armed Forces and Domestic Abuse in recent years.
3. The demand for social housing had continued to increase year on year, as households had struggled financially after economic downturns, covid pandemic and the increased cost of living. Subsequently, it had become more difficult to move onto and up the property ladder, given the high cost of purchasing a property tighter, restrictions on being able to obtain a mortgage with interest rates beginning to rise after a period of being below 1%. This had led to increased demand for private sector housing, and consequently rents are now well above maximum Local Housing Allowance levels, which was the maximum amount of benefit payable. The supply of private rented accommodation especially for families were reducing, with c.35% less properties becoming available to rent than pre-covid periods and rent levels have increased by about 10% this year. Many landlords are leaving the PRS market with a more difficult tax regime and opting to profit from the high sale prices. Households on Universal

Credit are finding it increasingly difficult to rent privately and landlords not being easily able to obtain direct payments of the housing cost element had also caused landlords to leave the PRS market, whilst some have converted their accommodation to HMO type units and the 'exempt' accommodation market. All of these factors are impacting on supply and for many, social housing was the only available option for those wishing to remain in the Borough on an affordable rent and security of tenure.

4. At the end of August 2022, there were over 12,000 households with live applications on the Council's housing register, broken down by the primary priority bands of 261 applications in Band A; 324 applications in Band B; 5966 applications in Band C and 5561 in Band D. The number of applications on the housing register roughly grows by a minimum of 100 additional application per month once applications received and closed are resulted each month.
5. The availability of social housing lets had been reducing year on year. In 2011/12, the Council achieved 1,012 social housing lets, but by 2021/22, this had fallen to 526 social lets. The projection for 2022/23 was 611 lets, which was higher than the previous year as the post covid relets are turned around and a number of new build completions occur in year. Up until end of August 2022, there had been 248 social lets, which means that the actual lets are likely to be slightly lower than the projected 611 lets at year end as the months of December and January tend to be periods of low social lets.

12 The Future of Warren Farm Sports Ground

RESOLVED:

It was agreed that Cabinet:

1. Noted and agreed the proposal to declare part of the land at Warren Farm Playing Fields Windmill Lane Southall (indicatively shown hatched in dark green on Figure 7) in the ownership of the Council and Imperial College London as a Local Nature Reserve (LNR) (the proposed Warren Farm LNR) to support the delivery of the largest rewilding scheme in London.
2. Authorised the Strategic Director of Economy and Sustainability to agree final terms and enter into a 99-year Management Agreement with Imperial College London and Imperial College Healthcare NHS Trust regarding the proposed Warren Farm LNR to secure the future management of the proposed LNR by the Council.

3. Authorised the Strategic Director of Economy and Sustainability to determine the final respective boundaries of the proposed LNR and sports facilities following consultation with local interest groups.
4. Authorised the Strategic Director of Economy and Sustainability to apply to Natural England to designate the proposed Warren Farm LNR as a Local Nature Reserve in accordance with sections 19 and 21 of the National Parks and Access to Countryside Act 1949 (as amended) in collaboration with local user groups.
5. Authorised the Strategic Director of Economy and Sustainability to apply to Natural England to designate Jubilee Meadow, Blackberry Corner, Trumpers Field and Fox Meadows (as shown on the plan at Figure 9) as Local Nature Reserves in accordance with sections 19 and 21 of the National Parks and Access to Countryside Act 1949 (as amended) in collaboration with local user groups.
6. Agreed that the Strategic Director of Economy and Sustainability commissions a costed study for the provision of sports pitches on part of Warren Farm Sports Ground to support the need identified in the Council's adopted Indoor and Outdoor Sports Facility Strategy 2022-2031.
7. Authorised the Strategic Director of Economy and Sustainability to develop a fundraising strategy (including the application of any relevant S106 agreement payments) to support the investment in the provision of pitches at Warren Farm Sports Ground.
8. Authorised the Strategic Director of Economy and Sustainability to finalise the necessary documents required to carry out a marketing exercise for the site to include a Development Brief which accords with the strategy and principles for Warren Farm as set out in this report and to be informed by the costed study and fundraising strategy as confirmed at recommendations 5 and 6 of this report.
9. Authorised the Strategic Director of Economy and Sustainability to carry out a exercise to identify a suitable delivery partner for the site and, subject to the successful conclusion of this exercise, bring a

further report to Cabinet to recommend a Development Partner for the provision of the new playing pitches and ancillary facilities including changing rooms and car parking and to negotiate and finalise terms and enter into a Development Agreement with the selected partner organisation, on the basis of granting a long lease of up to 40 years.

10. Agreed to allocate a budget of £0.050m for any preliminary works associated with the management agreement / plan and any survey work.

11. Agreed to consider renaming Warren Farm Sports Ground following consultation with local interest groups.

It was additionally noted that

1. The necessary steps will be undertaken to register the unregistered land on Trumpers Field, Long Wood and Fox Meadow.

REASON FOR DECISION AND OPTIONS CONSIDERED:

1. Warren Farm Sports Ground was a key strategic multi-sport multi pitch priority site for the Council due to its location, size, and its capacity to meet growing demand for sporting activity. However, with the site having been out of use for community sport for some time, its potential re-instatement and rejuvenation for community sport would need to be correctly scoped, planned and delivered.

2. Having left the site to fallow for the last ten years, the Council needed to ensure that the sporting facility needs of local residents were met alongside the desire to accommodate accessible and high-quality open space on site for nature and biodiversity to continue to thrive. With the additional significant benefit of including the land immediately to the northwest of Warren Farm Sports Ground which was owned by Imperial College London and Imperial College Healthcare NHS Trust, to be incorporated into the area to be designated as a Local Nature Reserve.

3. Given the findings from the Sports Facility Strategy for the demand for football and cricket in particular, a viable case could be presented to enhance Warren Farm Sports Ground to meet the needs of Ealing residents for community sport. Given the capacity of the site (and the

surrounding land) there is the opportunity to provide formal and informal sports provision, co-located with high quality open space and nature reserve provision.

4. The pandemic had taught the Council that the need to provide high quality open space for sport and physical activity had become even more critical. Warren Farm Sports Ground presents the opportunity to combine high quality open space for sport and leisure, and local nature. There is a demand for additional outdoor sport and physical activity, which the site at Warren Farm Sports Ground had the capacity to provide alongside open space and nature reserve provision. This would help meet the needs across the whole of the local community and will enable the Council to reinstate this strategically important green space and community sports facility.

5. All of the potential configurations outlined in this report aimed to develop community sports facilities on the current Warren Farm Sports Ground, whilst still providing land for the local wildlife. The configuration recommended was considered to secure the best allocation of land for the respective proposed future uses based upon the strategic need for sports pitches and to minimise disruption to existing wildlife. This would need to be further tested as any project is progressed.

6. Warren Farm Sports Ground was a 24.8 hectares site located off Windmill Lane, Southall, UB2 4NE. The site was owned by Ealing Council and was designated as Metropolitan Open Land and Community Open Space and was Ealing's largest sports ground, previously used by multiple sports clubs within the Borough. The sports ground land was flanked by two areas of land owned by Imperial College (to the West) and the Earl of Jersey (to the East). Warren Farm Sports Ground previously provided 16 adult football pitches, 6 cricket pitches, 8 netball courts, and softball provision, as well as cricket nets and athletics facilities. These facilities were supported by changing facilities spread across 5 separate buildings. The playing fields and buildings were taken out of use for community sport approximately 10 years ago, in preparation for the redevelopment of the sports ground.

7. The current Ealing Indoor and Outdoor Sports Facility Strategy identified Warren Farm Sports Ground as a strategic multi-sport and multi pitch priority site. Strategic multi-sport multi pitch priority sports grounds are designated as Outdoor Sports Facilities and were primarily protected and maintained for sports use only with the presumption that the sites be developed in favour of outdoor sport to enhance existing activities and facilities. These were sites, which comprise of a number of pitches, and accommodate a range of sports, often used by a significant number of organisations and clubs. Pitches as well as ancillary facilities including changing rooms, toilets, social spaces and car parking, would be either maintained or developed to a standard acceptable for local clubs to play in organised leagues with Council owned facilities being available for pay and play as well as season long bookings. The user catchment for these strategic sites, located across the borough would include the wider West London area. Figure 1 highlights the site boundaries of Warren Farm Sports Ground. The Warren Farm Sports Ground boundary is highlighted by the red line. Meanwhile the blue boundary line indicates the land owned by Imperial College London.

8. The area that surrounds Warren Farm Sports Ground was characterised by a range of different land uses including residential, commercial, rural, and light industrial. The land immediately to the northwest of Warren Farm Sports Ground (marked 2 on the site map in figure 2) is owned by Imperial College London and Imperial College Healthcare NHS Trust, who have confirmed that they had no intention of using or developing this land and have agreed to enter into a 99-year Management Agreement with the Council to incorporate this landholding into a Local Nature Reserve.

9. To the southeast of Warren Farm Sports Ground there was a site, which was owned by the Earl of Jersey and was currently underutilised (marked 3 on the site map in figure 2). Beyond Warren Farm Sports Ground and the Imperial College site lies the predominately residential areas of Southall and Hanwell. The site's eastern boundary was formed by the railway (Brentford Branch Line) with its western boundary is formed by Windmill Lane.

10. Given the lack of use of the Warren Farm Sports Ground, the buildings were in extremely poor condition and were subject to notable

vandalism. The land across the site was overgrown and had become home to different types of wildlife. There were still some sporting facilities, including disused cricket nets and a jumping pit on the site. Although these could be seen on site, it is almost unrecognisable as a formal sports facility.

11. The site was currently identified as a Community Open Space and a Strategic Outdoor Sports Site under the London Borough of Ealing Green Space Strategy. It borders with Greenford Line green corridor to the northeast and Earl of Jersey's Field to southeast both have ecological value.

13 Date of the Next Meeting

It was agreed that the next meeting will be held on Wednesday 22nd February 2023.

Meeting commenced: 7.00 pm

Meeting finished: 8.28 pm

Signed:

P Mason (Chair)

Dated: Wednesday, 22 February
2023

This page is intentionally left blank



Report for: DECISION

Item Number: 1

Contains Confidential or Exempt Information	No
Title	BUDGET UPDATE REPORT 2022/23
Responsible Officers	Emily Hill, Interim Strategic Director, Corporate Resources
Authors	Shabana Kausar, Assistant Director, Strategic Finance Baljinder Sangha, Finance Manager, Financial Planning & Monitoring Katherine Ball, Finance Manager, Capital & Projects
Portfolio	Councillor Steve Donnelly, Cabinet Member for Inclusive Economy
For Consideration By	Cabinet
Date to be considered	22 February 2023
Implementation Date if Not Called In	7 March 2023
Affected Wards	All
Area Committees	All
Keywords/Index	Financial Monitor, DSG, Savings, Capital

Purpose of Report

This report provides the third financial update on the General Fund, Housing Revenue Account, Dedicated Schools Grant, and Capital budget positions for 2022/23 at 31 December 2022.

The Council is facing considerable financial pressures in managing the implications

of external factors and the wider economic context. It is dealing with the impact of rising costs due to high levels of inflation, increases in demand and complexity of demand, including increased costs in social care and demand-led services arising from COVID-19 and the cost-of-living crisis which also affect important income streams.

The General Fund forecast is a net pressure of £5.169m (2.24%) with continuing COVID-19 related costs being met from grants and reserves held for these purposes. Despite the extensive efforts of the Council to manage its position, the operating environment and wider economic context continues to be unpredictable with small changes in cost and demand potentially resulting in large financial pressures. To date, no additional support to meet these pressures is being made available from government for the current financial year.

The Council is continuing to identify, develop, and monitor management actions to address the forecast pressures. Progress of these will form part of the overall financial management strategy aiming to deliver a balanced budget position for the year-end.

1. Recommendations

It is recommended that Cabinet:

- 1.1 Notes the estimated General Fund revenue budget outturn position of net £5.169m (2.24%) overspend for 2022/23 (section 4), and a breakeven position on the Housing Revenue Account for 2022/23 (section 7).
- 1.2 Notes that financial pressures arising from COVID-19 in 2022/23 of £5.046m are forecast to be met from combination of available grants and reserves held for these purposes.
- 1.3 Notes the in-year Dedicated Schools Grant (DSG) deficit forecast of £1.249m to be charged to the DSG account (section 6).
- 1.4 Notes the progress on delivering the 2022/23 savings programme (section 5).
- 1.5 Notes the 2022/23 capital programme break-even forecast position (paragraph 8.3).
- 1.6 Approves the re-profiling of 2022/23 capital programme net slippage of over £1m of £44.429m (Appendix 2) into future years.

2. Reason for Decision and Options Considered

- 2.1 To forecast the financial position for 2022/23 based on available information at end of 31 December 2022. The report outlines the Council's forecast position on revenue, capital, income, and expenditure to the end of Quarter 3.

3. Key Implications

- 3.1 In 2022/23, the Council continued to invest in services that experience significant and continued demand pressures, prioritising its most vulnerable residents. Council services continue to operate in a challenging resource environment where small demand and cost changes can lead to material budget variances exacerbated by high levels of inflation and energy prices, the ongoing impact of COVID-19, the cost-of-living crisis and wider economic volatility and uncertainty.
- 3.2 The report presents the management accounts of the Council and provides information on the forecast financial position at 31 December 2022 (Quarter 3). The overall net budget pressure forecast at the end of Quarter 3 is £5.169m. A gross COVID-19 related pressure of £5.046m is forecast to be met from COVID-19 available grants and reserve balances held for these purposes.
- 3.3 Councils are required to deliver a balanced budget each year ensuring that the projected expenditure and commitments can be matched by the available resources. Services have identified and delivering mitigating actions and must continue to explore further measures to address the forecast overspend. Whilst Quarter 3 shows an improvement on the Quarter 2 pressure of £5.739m (2.24%) there remain significant risks and inflationary and demand pressures. Progress of these will be reported through the quarterly budget monitoring process and outturn report and will form part of the overall financial management strategy to help deliver a balanced position by year-end.

4. General Fund Revenue Forecast Position 2022/23

- 4.1 The General Fund revenue outturn forecast for 2022/23 is £262.326m. This represents a net overspend of £5.169m (2.24%) against a General Fund revenue budget of £256.587m. The net position is summarised in Table 1 below:

Table 1: Quarter 3 Summary of Net Revenue Budget Variance

Revenue budget	Forecast Net Variance before mitigation action - Quarter 3 (£m)	Mitigation Action Plan (£m)	Forecast Net Variance - Quarter 3 (£m)	Forecast Net Variance - Quarter 2 (£m)
Children's & Schools	11.257	0.000	11.257	11.024
Adults & Public Health	8.964	(0.150)	8.814	12.026
Place	3.378	0.000	3.377	3.060
Chief Executive	0.437	0.000	0.437	(0.877)
Unallocated savings	0.000	0.000	0.000	0.000
COVID-19	(5.046)	0.000	(5.046)	(4.928)
Net Cost of Services sub-total	18.990	(0.150)	18.839	20.306
Corporate budgets	(13.670)	0.000	(13.670)	(14.567)
Total General Fund	5.319	(0.150)	5.169	5.739

4.2 Budget Pressure

4.2.1 Explanations for significant pressures and underspends are set out below.

Children's & Schools

4.2.2 Children's & Schools are reporting a significant gross pressure of £12.707m (Quarter 2 £12.475m) which includes a DSG pressure of £1.249m and a COVID-19 pressure of £2.174m. The gross budget pressure is off-set by in year management actions £0.750m and planned mitigations achieved of £0.700m reducing to a net budget pressure of £11.257m (Quarter 2 £11.024m). The budget pressure is being reduced by a combination of transferring the DSG deficit into the DSG Reserve (Section 6), one-off use of COVID-19 grants and management actions now being included in the forecast. The budget pressure at Quarter 3 has increased by £0.232m from Quarter 2.

4.2.3 The budget pressures as per Quarter 3 are driven by:

- a) £7.168m relating to Looked After Children demand and cost pressures (including Unaccompanied Asylum-Seeking Children) and Home to School Transport. This includes a COVID-19 pressure of £2.174m which will be funded by COVID-19 grants.
- b) £1.829m inflationary pressures relating to placements.
- c) £2.260m staffing cost pressures.

Adults & Public Health

4.2.4 Adults and Public Health are reporting a significant gross budget pressure of £27.838m (Quarter 2 £27.773m) which includes a COVID-19 pressure of £1.600m (Quarter 2 £1.600m). The gross budget pressure is off-set by significant in-year management actions of £15.766m and planned mitigations

achieved of £3.108m, reducing the budget pressure to £8.964m (Quarter 2 £12.026m) which is driven by:

- a) £6.976m relating to the value and volume of placements, including £1.600m of nursing and hospital discharge costs to be funded from COVID-19 grants.
- b) £1.988m inflationary pressures relating to placements.

4.2.5 In addition to the above, £0.150m of planned mitigations (£3.258m identified in Quarter 1 and £3.108m achieved at Quarter 3) include additional income from health partners, a review of client contributions towards residential and homecare and a review of provider costs and liabilities. If delivered, this is forecast to reduce the net pressure from £8.964m to £8.814m.

Place

4.2.6 Place are reporting a gross pressure of £5.229m (Quarter 2 £4.492m), including a COVID-19 pressure of £0.874m (Quarter 2 £0.801m), off-set by mitigations achieved of £1.852m reducing the budget pressure to £3.377m (Quarter 2 £3.060m) which is driven by:

- a) Place Delivery pressure of £0.770m relating to:
 - (£2.352m) favourable variance in Parking income which has improved since Quarter 2 partly flowing from agreed in-year management actions.
 - £0.676m COVID-19 pressure relating to under-achieved income across street trading and commercial waste.
 - £0.828m inflationary pressures in Highways.
 - £1.322m Greener Ealing (GEL) contract costs.
 - £0.296m other net adverse variances.
- b) Community Development pressure of £1.221m relating to:
 - £0.566m in Leisure mainly relating to non-delivery of historic leisure savings in relation to the Gurnell development.
 - £0.483m under-achieved income across the Arts, Heritage & Libraries service relating to community centres.
 - £0.321m unbudgeted staffing costs in Community Management.
 - £0.198m COVID-19 pressure relating to under-achieved income across Regulatory services (Food Safety Standards).
 - (£0.369m) underspend in Housing Demand mainly driven by improved debt collection, leading to a lower bad debt provision.
 - £0.022m other net adverse variances.
- c) Growth & Sustainability net pressure forecast of £1.100m is mainly driven by staffing pressures across Economic Growth of £0.288m, additional forecast Local Plan costs of £0.864m and (£0.026m) other net underspend variances.
- d) Housing Development forecast pressure of £0.274m relates to project costs that are being written off to revenue as the relevant scheme is not proceeding.

Chief Executive

- 4.2.7 Chief Executive gross overspend of £1.227m, including a COVID-19 pressure of £0.397m (£0.353m in Quarter 2). The gross pressure is offset by in-year management actions, reducing the budget pressure to £0.437m (Quarter 2 (£0.877m)).

The key drivers relating to the forecast are:

- a) ICT & Property Services includes a net pressure of £0.400m for utility cost increases for Perceval House, Ealing Town Hall and other properties.
- b) Finance & Customer Services net pressure of £0.597m includes a £0.564m pressure across Customer & Transaction services which is driven by increased staffing and agency costs, which is supported through the Housing Support fund grant, and £0.397m in relation to COVID-19.
- c) Housing Benefit (HB) Subsidy is forecasting a net underspend of (£0.700m) which includes a net pressure of £2.152m relating to temporary accommodation HB losses above the HB cap which is being offset by an increase in overpayment recovery and the release of bad debt provision.
- d) HR is forecasting a net pressure of £0.235m, which is mainly driven by increased staffing costs including Corporate Health & Safety.

Corporate Budgets

- 4.2.8 The Corporate Budget is reporting a gross underspend of (£10.080m) with the achieved mitigations of (£3.089m) the net underspend is (£13.669m) (Quarter 2 (£13.067m)) which is driven by:
- Increased forecast underspend on treasury management (£7.044m) which reflects lower PWLB borrowing costs and additional investment income due to the increase in cash balances and interest rates.
 - Use of contingency (c.£2m).
 - One-off underspend with regards to pension fund contributions (c.£1m).
 - One-off net underspend in relation to waste disposal due to the commodity price paid for materials (£0.843m).
 - One-off underspend relating to the part-year effect of growth approved by Cabinet in May 2022 (£0.704m).
 - One-off forecast underspend across Levies (£0.571m).
 - Increased forecast cost pressure of £1.200m relating to the national pay award agreed in November 2022.
 - Release of one-off funds of (£2.089m) by West London Waste Authority (WLWA) following WLWA board approval.

5 Achievement of 2022/23 Savings

- 5.1 Cabinet has approved £10.430m of net savings for 2022/23, of which £3.548m were approved in previous MTFS periods. Table 2 below provides an overview summary of savings across the various funding sources.

Table 2: 2022/23 Approved Savings Summary by Funding

Savings Summary	General Fund	HRA	DSG	Total
	£m	£m	£m	£m
Gross saving	12.812	0.345	0.161	13.318
Digital programme	0.201	0.092	0.145	0.438
Cost avoidance	3.019	0.000	0.000	3.019
Write back (growth)	(0.518)	0.000	0.000	(0.518)
Subtotal: Gross savings	15.514	0.437	0.306	16.256
One-off prior year savings reversed	(5.394)	0.000	0.000	(5.394)
Investment	(0.484)	0.003	0.048	(0.432)
Net approved saving	9.636	0.441	0.354	10.430

5.2 Progress on delivery of savings is monitored and reported to the Strategic Leadership Team each quarter.

5.3 At the end of Quarter 3, £7.009m (43.12%) of the savings have been achieved with £5.014m (30.84%) identified at being risk and the remaining in progress, as set out in Table 3 below.

Table 3: Quarter 3 2022/23 Savings Programme Delivery

Future Ealing Outcomes Bundles	Total	Red	Amber	Green	Blue	% Savings Achieved (Green)
	£m	£m	£m	£m	£m	
Thriving Places (Neighbourhoods)	0.363	0.149	0.000	0.214	0.000	59.04%
All Age Disability	0.201	0.179	0.000	0.022	0.000	11.05%
Assets	0.430	0.000	0.191	0.239	0.000	55.65%
Better Lives Phase 2	(0.500)	0.000	0.000	(0.500)	0.000	100.00%
Commercial	0.938	0.843	0.011	0.084	0.000	8.96%
Healthy Lives	4.981	2.427	0.000	2.554	0.000	51.27%
Thriving Communities	1.408	0.200	0.480	0.728	0.000	51.70%
Safe and Achieving Young People	0.193	0.193	0.000	0.000	0.000	0.00%
Skills & Employment	0.029	0.029	0.000	0.000	0.000	0.00%
Housing & Homelessness	1.069	0.756	0.000	0.313	0.000	29.23%
Environment Service	0.135	0.000	0.014	0.120	0.000	89.36%
Efficiency	3.090	0.004	1.076	2.009	0.000	65.02%
Income & Debt	0.465	0.000	0.465	0.000	0.000	0.00%
Digital Programme	0.438	0.234	0.025	0.179	0.000	40.96%
Cost Avoidance	3.019	0.000	1.971	1.048	0.000	34.70%
Total	16.256	5.014	4.232	7.009	0.000	43.12%
Key:	Red	Savings at risk of not being achieved in-year and/or have not been replaced.				
	Amber	Savings forecast to be achieved; or are in progress to be delivered and/or potentially at risk of being delivered.				
	Green	Savings achieved				

Future Ealing Outcomes Bundles	Total	Red	Amber	Green	Blue	% Savings Achieved (Green)
	£m	£m	£m	£m	£m	
Blue	Replacement savings for savings which were at risk of not being delivered (red savings) and will not be achieved.					

6 Dedicated Schools Grant (DSG) Account

- 6.1 Dedicated schools grant (DSG) is paid in support of local authority schools and is the main source of income for school budgets. The terms and conditions allow the Council to carry forward any deficits and underspends to a ring-fenced reserve. This is separate from the General Fund, which cannot be used to subsidise the account.
- 6.2 At the end of 2021/22, the Council held a net surplus balance of £0.781m on its DSG account which includes a High Needs DSG deficit of £1.147m. At Quarter 3 the forecast is estimating a deficit of £1.249m, which will add £0.616m to the High Needs deficit after mitigating by block transfer and use of provisions.

Table 4: Quarter 3 2022/23 DSG Account Summary Forecast

DSG Account	Quarter 3 forecast £m				Q2 forecast
	Schools Block	Early Years Block	High Needs Block	Total	
Opening balance at 1 April 2022	(1.365)	(0.563)	1.147	(0.781)	(0.781)
2022/23 in-year movements	1.143	(0.510)	0.616	1.249	2.128
DSG Deficit (+) / Surplus (-) balance at 31 March 2022	(0.222)	(1.073)	1.763	0.468	1.347

- 6.3 The Council along with many other authorities continues to experience pressures on the High Needs Block due to increased demand for Education, Health and Care Plans (EHCPs) and the level of need. The DSG High Needs Deficit Recovery Plan continues to be refined and the Council is working with London Councils to lobby for additional funding.
- 6.4 The Council continues to work with the Schools Forum to implement a DSG High Needs Recovery Plan in line with government directives. The Schools Forum will continue to review the position on the other blocks

7 Housing Revenue Account (HRA)

- 7.1 At Quarter 3, the HRA is forecasting a net breakeven position. The main driver of the forecast income pressure relates to reduced forecast dwelling rental income compared to the budget due to delays in getting the voids properties ready for occupation and new-build properties not being occupied as quickly as anticipated. However, there are plans in place to rectify this situation and they have been factored into next year's budget assumptions.
- 7.2 This pressure has been offset by a forecast underspend in housing property and assets revenue budgets due to higher than planned capital voids works.

Table 5: HRA Quarter 3 2022/23 Summary

HRA	Forecast net variance - Quarter 3 (£m)	Forecast net variance - Quarter 2 (£m)
Income	4.091	2.980
Expenditure	(4.091)	(2.980)
Sub-total	0.000	0.000
Contribution to reserves	0.000	0.000
Total	0.000	0.000

8 Capital Programme

- 8.1 A summary of the capital programme is set out in the table below.

Table 6: Capital Programme Summary 2022/23 – 2026/27+ Movements

Capital Programme Summary	Budget 2022/23	Budget 2023/24	Budget 2024/25	Budget 2025/26	Budget 2026/27+	Total
	£m	£m	£m	£m	£m	£m
Revised Programme at Quarter 3						
General Fund	184.502	244.566	165.590	75.034	138.355	808.047
HRA	79.297	97.209	87.238	75.505	43.841	383.091
Total	263.800	341.775	252.828	150.539	182.196	1,191.138
Revised Programme at Quarter 2						
General Fund	213.681	213.887	164.840	74.284	138.355	805.047
HRA	89.216	85.021	88.426	75.587	44.841	383.091
Total	302.897	298.908	253.266	149.871	183.196	1,188.138
Changes due to slippage, accelerated spend, reprofiling and/or in-year additions						
General Fund	(29.179)	30.679	0.750	0.750	0.000	3.000
HRA	(9.918)	12.188	(1.188)	(0.082)	(1.000)	0.000
Total	(39.097)	42.867	(0.438)	0.668	(1.000)	3.000

- 8.2 The revised capital programme reflects Q2 2022/23 slippage of £39.847m, of which £35.477m (over £1m) was approved by Cabinet in December 2022. Total General Fund slippage was £29.929m.
- 8.3 The capital programme for 2022/23 is reporting a breakeven position against the approved programme budget, summarised in the table below.

Table 7: 2022/23 Quarter 3 Capital Summary

2022/23 Capital Budget Summary	2022/23 Budget	Year to Date Actuals	Current Forecast	Slippage/ (Accelerated) Spend	Forecast Variance Under (-) / Over (+) spend
	£m	£m	£m	£m	£m
Children's & Schools	12.053	6.246	11.426	0.626	0.000
Adults & Public Health	0.571	0.000	0.571	0.000	0.000
Total Children's and Adults	12.624	6.246	11.997	0.626	0.000
Place	93.013	35.804	88.767	4.246	0.000
Chief Executive	78.865	2.827	38.363	40.503	0.000
Total General Fund	184.502	44.877	139.127	45.375	0.000
HRA	79.297	29.596	72.923	6.374	0.000
Capital Programme Total	263.800	74.474	212.051	51.749	0.000

- 8.4 The recommendations seek approval to re-profile capital budgets in excess of £1m of £44.429m and the carry-forward of resources into future years, details of these schemes are set out in Appendix 2.

9 Council Tax and Business Rates Collection 2022/23

- 9.1 The Council's collection performance for council tax and business rates in 2022/23 to 31 December 2022 is set out below.

9.2 Council Tax

- 9.2.1 Council tax in-year collection is behind the target collection profile (2.03%) which equates to £4.354m. The current net debit figure compared with this period last year has increased by £13.187m, and the cash collected in the first nine months of the year has increased by £12.259m.

Table 8: 2022/23 Quarter 3 Council Tax in-year collection

Council Tax In-Year Collection	Quarter 3		Quarter 2	
	£m	%	£m	%
Amount to be collected to achieve 97.2%	208.439	97.20%	208.445	97.20%
Target collection	179.703	83.80%	122.886	57.30%
Amount collected	175.349	81.77%	121.682	56.74%
Variance against target	(4.354)	(2.03%)	(1.204)	(0.56%)

Source: QRC Monthly data

9.3 Business Rates

Business Rates collection is 0.12% behind target. The net debit has increased by £17.602m compared to this period last year mainly due to changes in the relief given to retail properties.

- 9.3.1 Collection is 7.45% ahead of this period last year, although this has been boosted by the addition of a COVID-19 Additional Relief Fund (CARF) rebate and recent payments of London Borough of Ealing charges.

Table 9: 2022/23 Quarter 3 Business Rates in-year collection

Business Rates In-Year Collection	Quarter 3		Quarter 2	
	£m	%	£m	%
Amount to be collected to achieve 97.2%	145.849	97.20%	146.891	97.20%
Target collection	116.589	77.70%	81.304	28.40%
Amount collected	116.402	77.58%	84.390	32.10%
Variance against target	(0.187)	(0.12%)	3.086	3.70%

Source: QRC Monthly data

10 Legal

- 10.1 The Council is required to monitor and review, from time to time during the year, its income and expenditure against budget. If it appears to the Council that there has been a deterioration in its financial position, it must take such action, if any, as it considers necessary to deal with the situation, and be ready to take action if overspends or shortfalls in income emerge (Section 28 of the Local Government Act 2003).

10.2 Schools Funding and Dedicated Schools Grant (DSG)

- 10.2.1 The Council currently receives funding for schools through the Dedicated Schools Grant (DSG) and has the statutory responsibility under the Schools and Early Years Finance Regulations for allocating this funding to schools.

- 10.2.2 The Schools and Early Years Finance (England) Regulations published in

February 2022 (and to be updated for 2023) sets out the grant condition and accounting regulations that local authorities must follow in respect of DSG deficit and underspend balances.

11 Value for Money (VFM)

11.1 Managing within budget and the achievement of efficiency savings are key responsibilities of budget managers, as identified in their performance objectives, which have helped promote the VFM culture.

11.2 Detailed forecasting by service budget holders, together with a corporate overview by Strategic Finance is reported regularly to the Finance Strategy Group and the Strategic Leadership Team. Where forecast adverse variances are identified, they will be addressed via action plans, with the aim of bringing General Fund spending within budget during the year.

12 Sustainability Impact Appraisal

12.1 Any sustainability impacts are considered before final decisions are taken to implement savings proposals as part of the budget setting process.

13 Risk Management

13.1 It is important that spending is contained within budget so that the Council can maintain its financial standing in the face of further pressure on resources in 2022/23 and beyond as set out in the annual review of the Medium-Term Financial Strategy (MTFS) approved by Cabinet in February 2022.

13.2 The Council is faced with an uncertain financial context over the short to long term in relation to government funding, social and economic factors such as the impact of high inflation and energy prices, and social care demand, which present risks to financial sustainability and there remains potential for further, unrecognised, risks. The most immediate risks to the budget in the current year are:

- cost-of-living, high inflation and energy prices
- unfunded income pressures as a result of the pandemic and current economic climate, particularly in relation to Council Tax and Business Rates income
- non-delivery of approved savings
- social care placement demand and cost pressures.

13.3 Close monitoring by Strategic Leadership Team of the pressures is undertaken through the year to reflect success and impact of mitigations and other management actions that aid in delivering a balanced budget. The agreed minimum level of the General Fund balance has been set at £15.919m as part of the 2022/23 budget process approved by Cabinet in February 2022.

- 13.4 Given the significant uncertainties and volatility of the economic environment and the level of in-year pressure, there are inevitably significant risks involved in delivering balanced budgets in the current year. Key strategic risks will continue to be:
- included in the Corporate Risk Register
 - regularly reported to Audit Committee
 - reviewed through quarterly budget update reports to Cabinet
 - reviewed through ongoing budget and MTFS planning.

14 Community Safety

- 14.1 There are no direct community safety implications.

15 Links to Three Key Priorities for the Borough

- 15.1 The Council's medium-term financial strategy, budgets and capital programme are designed to enable the delivery of the Council's key priorities of fighting inequality, fighting the climate crisis, and creating good jobs. The budget for 2022/23 supported delivery of national and local priorities.

16 Equalities, Human Rights & Community Cohesion

- 16.1 Budget proposals were developed, and impacts considered in line with the principles set out under S149 Equality Act 2010 and Human Rights Act 1988, including the need to protect elderly, disabled, children and young people who are the most vulnerable residents of the borough. There is no requirement for an Equality Impact Assessment.

17 Staffing/Workforce and Accommodation Implications

- 17.1 There are no direct staffing/workforce and accommodation implications.

18 Property and Assets

- 18.1 There are no direct property/asset implications.

19 Any Other Implications

- 19.1 The overall financial position of the Council impacts on the future provision of all Council services.

20 Consultation

- 20.1 Information and explanations have been sought from directorates on specific aspects of this report and their comments have been included.

21 Appendices

Appendix 1 – 2022/23 General Fund Forecast Summary

Appendix 2 – Capital Programme Slippage/Acceleration over £1m

22 Background Information

22.1 Cabinet reports:

- Budget Update report 2022/23 – 7 December 2022
- Budget Update report 2022/23 – 12 October 2022
- Revenue and Capital Outturn 2021/22 – 15 June 2022
- 2022/23 Budget Amendment – 18 May 2022
- Budget Strategy and Medium-Term Financial Strategy 2022/23 to 2024/25 – 9 February 2022

Consultation

Name of consultee	Department	Date sent to consultee	Date response received from consultee	Comments appear in report para:
Internal				
Emily Hill	Strategic Director of Corporate Resources (Interim)	Continuous	Continuous	Throughout
Tony Clements	Chief Executive	27 Jan 2023		
Sandra Fryer Darren Henaghan	Strategic Directors (Interim)	27 Jan 2023		
Kerry Stevens Carolyn Fair	Strategic Directors (Acting)	27 Jan 2023		
Helen Harris	Director of Legal and Democratic Services	27 Jan 2023		
Councillor Steve Donnelly	Cabinet Member for Inclusive Economy			
Councillor Peter Mason	Leader of the Council			
Russell Dyer	Assistant Director – Accountancy	Continuous	Continuous	Throughout

Report History

Decision type: For decision	Urgency item? No
Authorised by Cabinet member:	Date: Report deadline: Date report sent:
Report	Report authors and contacts for queries: Shabana Kausar, Assistant Director Strategic Finance, 020 8825 7549 Baljinder Sangha, Finance Manager Planning & Monitoring, 020 8825 5579 Katherine Ball, Finance Manager Capital & Projects, 020 8825 5757

This page is intentionally left blank

2022/2023 Revenue Summary as at Quarter 3

Appendix 1 - Revenue Forecast Summary 2022/23

Directorate Revenue Summary		2022/23 Original Net Budget	2022/23 Revised Net Budget	Actual to Date	QUARTER 3						Quarter 2 Net Variance Total	TOTAL MOVMENT SINCE Q2	UPDATED MITIGATIONS	
					BAU Net Forecast	COVID-19 Forecast	Total Forecast	BAU Variance	COVID-19 Variance	Total Net Variance [Over(+)/ Under(-) spends]			Mitigations Q3	Revised Net Variance excl. Covid Grant [Over(+)/ Under(-) spends]
					£'000	£'000	£'000	£'000	£'000	£'000			£'000	£'000
Children's Adults and Public Health	Schools Service	2,538	2,470	21,428	2,595	0	2,595	125	0	125	0	124	0	125
	Childrens and Families	62,879	62,694	116,247	71,653	2,174	73,827	8,958	2,174	11,132	11,024	108	0	12,511
	Adult Services	83,034	82,774	79,232	90,138	1,600	91,738	7,364	1,600	8,964	12,026	(3,062)	(150)	10,414
	Public Health	0	0	(8,371)	(0)	0	(0)	(0)	0	(0)	0	(0)	0	(0)
	Total for Childrens, Adults and Public Health	148,451	147,938	208,537	164,385	3,774	168,159	16,447	3,774	20,221	23,051	(2,830)	(150)	23,050
Place	Place Management	455	439	483	451	0	451	12	0	12	11	1	0	12
	Place Delivery	2,854	2,750	3,495	2,844	676	3,520	93	676	770	797	(27)	0	770
	Community Development	10,457	10,233	24,206	11,256	198	11,454	1,023	198	1,221	1,416	(194)	0	1,221
	Growth and Sustainability	(3,457)	(3,520)	1,118	(2,419)	0	(2,419)	1,101	0	1,101	837	264	(0)	1,101
	Housing Development	500	498	1,537	772	0	772	274	0	274	(0)	274	0	274
Total for Place	10,809	10,399	30,840	12,903	874	13,777	2,503	874	3,378	3,060	317	(0)	3,377	
Chief Executive Page 39	Chief Executive	50	50	10	58	0	58	8	0	8	0	8	0	8
	Finance & Customer Services	11,098	10,979	17,633	11,576	397	11,974	597	397	995	477	517	0	995
	Housing Benefit Subsidy	5,298	5,298	127,972	4,598	0	4,598	(700)	0	(700)	(839)	139	0	(700)
	ICT & Property Services	21,001	20,847	14,887	20,907	0	20,907	60	0	60	(290)	350	0	60
	Human Resources	2,344	2,318	2,470	2,552	0	2,552	235	0	235	4	230	0	235
	Strategy & Engagement	4,786	4,761	4,374	4,573	0	4,573	(188)	0	(188)	(250)	62	0	(188)
	Legal & Democratic Services	3,182	3,150	4,487	3,177	0	3,177	27	0	27	20	7	0	27
	West London Alliance (WLA)	0	0	3,768	0	0	0	0	0	0	0	0	0	0
	Total for Chief Executive	47,758	47,402	175,600	47,442	397	47,839	39	397	437	(877)	1,313	0	437
Unallocated Savings	(650)	0	0	0		0	0	0	0	0	0			
Covid Grant (Council Wide)	0	0	5,362	0	(5,046)	(5,046)	0	(5,046)	(5,046)	(4,928)	(118)	0	(8,025)	
Sub Totals	206,368	205,740	420,338	224,730	0	224,730	18,990	0	18,990	20,306	(1,317)	(150)	18,839	
Corporate Budgets	Centrally Held Budgets (incl Treasury Management)	60,086	60,714	8,945	49,131	0	49,131	(11,583)	0	(11,583)	(12,740)	1,157	0	(11,583)
	Centrally Held Grants	(37,254)	(37,254)	(26,334)	(38,770)	0	(38,770)	(1,516)	0	(1,516)	(1,516)	(0)	0	(1,516)
	Levies	23,887	23,887	13,741	23,316	0	23,316	(571)	0	(571)	(312)	(259)	0	(571)
	Total for Corporate Budgets	46,719	47,347	(3,648)	33,677	0	33,677	(13,670)	0	(13,670)	(14,567)	897	0	(13,670)
Total Before Reserves	253,087	253,087	416,690	258,407	0	258,407	5,320	0	5,320	5,739	(419)	(150)	5,169	
Contribution to/from Reserves	3,500	3,500	0	3,500	0	3,500	0	0	0	0	0	0	0	
Totals	256,587	256,587	416,690	261,907	0	261,907	5,320	0	5,320	5,739	(419)	(150)	5,169	

This page is intentionally left blank

Capital Schemes		2022/23 Slippage	2022/23 Acceleration	2022/23 Net Slippage
COUNCIL WIDE				
380601	BROADWAY LIVING CAPITAL	39.404		39.404
COUNCIL WIDE TOTAL		39.404	0.000	39.404
GENERAL FUND TOTAL		39.404	0.000	39.404
HRA				
351103	INTERNAL REFURBISHMENT	4.000		4.000
351104	MECHANICAL AND ELECTRICAL WORKS		(1.225)	(1.225)
351106	CAPITALISED WORKS	3.600		3.600
351513	GREENMAN LANE EST REGENERATION		(6.065)	(6.065)
351525	COPLEY CLOSE REGENERATION	2.661		2.661
351527	COUNCIL NEW BUILD ROUND3	11.273		11.273
351535	HIGH LANE ESTATE REGENERATION		(9.219)	(9.219)
HRA TOTAL		21.534	(16.509)	5.025
TOTAL CAPITAL PROGRAMME		60.938	(16.509)	44.429

This page is intentionally left blank

Agenda Item 8



Report for: **DECISION**

Item Number:

Contains Confidential or Exempt Information	No
Title	BUDGET STRATEGY AND MTFS 2023/24 TO 2026/27
Responsible Officers	Emily Hill, Interim Strategic Director of Corporate Resources (Section 151)
Authors	Shabana Kausar, Assistant Director Strategic Finance
Portfolio	Councillor Steve Donnelly, Cabinet Member for Inclusive Economy
For Consideration By	Cabinet
Date to be considered	22 February 2023
Implementation Date if Not Called In	8 March 2023
Affected Wards	All
Area Committees	All
Keywords/Index	Budget strategy, Medium-Term Financial Strategy (MTFS), Capital Strategy, Treasury Management Strategy, Business Rates, Savings, Council Tax

Purpose of Report

In times of unprecedented political turmoil and economic uncertainty, the Council has acted decisively to invest in the delivery of key services to residents in the year ahead whilst ensuring a balanced budget and a more secure financial footing for future years.

The Council's operating environment is highly uncertain. The financial challenges sit against the context of significant inflation, the cost of living crisis, the global energy crisis and rising utilities costs, increasing demand for services and complexity of demand, the continued impact of COVID-19, and a lack of clarity of future Government funding reforms and plans. Although the financial backdrop for setting a balanced budget has been challenging, the Council has continued to ensure that both existing service challenges are appropriately funded and where new demand is forecast, proportionate growth is allocated to meet that expected demand whilst meeting Council priorities for investment.

This report sets a balanced budget for 2023/24, it brings forward new savings and income proposals and sets out the proposals to invest in Council services. Savings continue to be delivered although this is increasingly difficult after over a decade of austerity. The Council has also looked to utilise local taxation powers within the Government's Core Spending Power which assumes councils will increase both Council Tax and the Social Care Precept by 2.99% and 2% respectively and to use additional funding made available as part of the final Local Government finance settlement to balance its budget for 2023/24. The predicated utilisation of the local taxation powers will yield the Council a recurring Council Tax income of £8m.

In total, this report sets out direct revenue investment plans of over £46.368m for 2023/24 with £3.5m being set aside to instil additional resilience in face of a continuing uncertain financial climate; putting prudent and proportionate new funding into services to meet the significant increase in inflation and demand led pressures and continued capital investment. It also sets out how the Council continues to act prudently in highly uncertain times, with amounts retained to address and unforeseen pressures or events that may arise, compounded by another single year Government funding allocation.

The report also sets out key issues faced by the Council when planning a balanced budget for beyond 2023/24 including the impact of the cost of living, inflation and energy crisis, and the continued impact of the pandemic on our communities and demand for services. The uncertain operating and financial challenges faced by the Council against the context of prolonged underfunding of both children's and adult social care and unknown impact of potential future Government funding reforms cause an acute challenge to the Council's financial planning decision process.

The report seeks Cabinet approval of the specific revenue budget proposals and the capital programme for recommendation to Full Council at the statutory budget setting meeting on 8 March. The report presents new savings proposals for approval. It presents the refreshed Medium-Term Financial Strategy for approval and provides an update on the economic climate, funding position following the 2023/24 final Local Government finance settlement and provides an update on schools funding. It also seeks approval for both the Council Tax Reduction Scheme and Business Rates discount for 2023/24.

The report fulfils the legislative requirement for the Section 151 Officer to report formally on the robustness of the estimates, the adequacy of reserves and on the risks in the budget strategy. The report also includes recommendations on treasury management and prudential borrowing for Full Council to approve to comply with statutory requirements.

Index to Report: Budget Strategy and MTFS 2023/24 to 2026/27

1. Recommendations	4
2. Reason for Decision and Options Considered	8
3. Approach to Budget Setting	9
4. Medium-Term Financial Strategy (MTFS)	10
5. 2023/24 General Fund Revenue Budget	25
6. Schools Budget	37
7. Housing Revenue Account (HRA) Budget	42
8. Capital Budget	42
9. Treasury Management	45
10. Statutory Declarations on Robustness of Budget Estimates and Adequacy of Reserves	46
11. Legal	49
12. Value for Money	52
13. Sustainability Impact Appraisal	52
14. Risk Management	52
15. Community Safety	53
16. Links to Three Key Priorities for the Borough	54
17. Equalities, Human Rights and Community Cohesion	54
18. Staffing / Workforce and Accommodation Implications	54
19. Property and Assets	54
20. Consultation	55
21. Timetable for Implementation	55
22. Appendices	56
23. Background Information	56

1. Recommendations

1.1. It is recommended that Cabinet:

Revenue Budget

- 1.2. Approves total General Fund savings of £14.729m over the MTFS period 2023/24 to 2026/27, submitted as part of the 2023/24 budget review process. This includes £7.396m savings from the General Fund over the same period of which £7.184m is to be delivered from the General Fund in 2023/24 (section 5.2 and Appendix 2).
- 1.3. Authorises the Strategic Director or Director with responsibility for each proposal (including fees and charges) to:
- a) carry out all steps required in relation to each proposal, including carrying out any consultation.
 - b) consider any consultation outcomes and other detailed implications.
 - c) complete and consider the implications of any equalities analysis assessment required.
 - d) following completion of 1.3(a), 1.3(b) and 1.3(c) above:
 - i) determine whether to amend any proposal prior to implementation;
 - ii) determine whether a further report needs to be considered by Cabinet or the relevant officer or portfolio holder before a final decision is taken on implementation; and
 - iii) where a decision is taken not to proceed with any proposal then alternative proposal(s) will be brought forward for consideration.
- 1.4. In relation to savings proposals that are significantly cross cutting across more than one service, authorises the Strategic Director or Director with primary responsibility for the savings proposal to complete any required equalities analysis assessments and to consider the outcome, and any other cross-cutting implications, following consultation with the Strategic Directors or Directors of the other services significantly impacted by the proposals, prior to taking any decisions to implement such proposals.
- 1.5. Notes in relation to 1.3 and 1.4 above, that where appropriate any key decisions will be brought back to Cabinet.
- 1.6. Notes the latest Medium-Term Financial Strategy (MTFS) for 2023/24 to 2026/27 (Section 4).
- 1.7. Approves £46.368m of revenue growth for 2023/24 (paragraph 5.2.2) and authorises the Strategic Director of Corporate Resources (Section 151), following consultation with the Portfolio Holder and Strategic Leadership Team (SLT) to agree and allocate the service growth as part of the detailed service budget setting process.

- 1.8. Notes that the Council is in a position to agree a balanced budget for 2023/24 and that any remaining budget gap following the Council Tax decision by Full Council on 8 March 2023 will be closed using reserves.

Fees and Charges

- 1.9. Approves the schedule of fees and charges for 2023/24 (paragraph 5.3 and Appendix 3).

Council Tax

- 1.10. Considers and recommends to Full Council an increase of 2% for the Social Care Precept and an increase of 2.99% for Council Tax in 2023/24 (paragraph 5.7.4).

Council Tax Reduction Scheme

- 1.11. Notes the changes to the current Council Tax Reduction Scheme (paragraph 5.7.15 and Appendix 4) as approved by Cabinet on 7 December 2022 for recommendation to Full Council on 8 March 2023.

- 1.12. Notes that elsewhere on this agenda, Cabinet is being asked to approve the distribution of the additional Council Tax Support Fund for 2023/24.

Council Tax Empty Property Premium Charge

- 1.13. Approves to continue with an additional premium on top of the standard council tax for properties which have been empty for more than 2 years and to agree in principle to commence an additional 100% charge for the properties empty for more than one year from 1 April 2024 (paragraph 5.7.7).

Business Rates Discount

- 1.14. Approves (in accordance with powers granted under Section 47 of the Local Government Finance Act 1988) the continued offering of a discount in National Non-Domestic Rates (NNDR) of two times the cost of accreditation to the first 100 businesses in Ealing which are, or which will become accredited with the Living Wage Foundation and who meet the criteria as set out in the February 2016 Cabinet report: Discretionary Discount Scheme for Businesses accredited to Living Wage Foundation and extend the offer to new applicants, for 2023/24 (paragraph 5.10.3).

- 1.15. Authorises the Strategic Director of Corporate Resources (Section 151) to make determinations in relation to applications for such NNDR discounts, in accordance with the Council's adopted criteria.

Schools Budget

- 1.16. Notes the outcome of 2023/24 School Funding Formula changes as agreed in consultation with Schools Forum (Section 6) and authorises the Strategic Director of Corporate Resources (Section 151) to consider and, following

consultation with the portfolio holder for a Fairer Start to take on behalf of the Council any actions necessary for the Council to fulfil requirements for Dedicated Schools Grant (DSG) budgets.

- 1.17. Approves the Dedicated Schools Grant (DSG) Early Years Funding Formula Factors for 2023/24 (paragraph 6.2.12).

Housing Revenue Account (HRA)

- 1.18. Notes the HRA revenue budget for 2023/24, as presented to Cabinet on 25 January 2023 (Section 7).

Capital Programme 2023/24 – 2027/28

- 1.19. Notes the new General Fund capital programme additions totalling £12.850m to be approved by Full Council on 8 March 2023 and decommissioning of £12.574m (Section 8 and Appendix 6).
- 1.20. Notes the capital programme additions relating to the HRA (Section 8) that were considered as part of the HRA Business Plan by Cabinet on 25 January 2023.
- 1.21. Endorses and approves the following recommendations to Full Council, on 8 March 2023, that it:

1. Revenue Budget 2023/24 and Medium-Term Financial Strategy 2023/24 to 2026/27:

- a) Considers and approves the Revenue Budget for 2023/24 as summarised in Appendix 1.
- b) Considers the advice of the Strategic Director of Corporate Resources (Section 151) on the levels of reserves and robustness of estimates in setting the budget as required by Section 25 of the Local Government Act 2003 (Section 10).
- c) Notes the financial risks and pressures set out in the report (Section 4 and Section 14).
- d) Approves the Parking Account 2023/24 (paragraph 5.12 and Appendix 5).
- e) Approves the draft Schools budget of £310.595m and agrees that any changes to the budget reasonably required as a result of the final 2023/24 DSG settlement are delegated to the Strategic Director of Children's following consultation with the Strategic Director of Corporate Resources (Section 151) (Section 6).
- f) Approves for the Strategic Director of Corporate Resources (Section 151) to agree appropriate actions to comply with the revised DSG guidance, including agreeing the appropriate Deficit Recovery plan for DSG (Section 6).
- g) Notes that the General Fund balance is scheduled to remain the same at £15.919m for 2022/23 and notes the forecast levels of earmarked reserves (Section 10 and Appendix 10).

2. Capital Programme 2023/24 – 2027/28

- a) Approves the new General Fund capital programme additions totalling £12.850m (paragraph 8.3 and Appendix 6) and £12.574m of budgets to be decommissioned.
- b) Approves the updated profile of the current Capital Programme, as set out in Section 8 and Appendix 7.

3. Capital Strategy, Treasury Management and Pension Fund

- a) Approves the Treasury Management Strategy including the associated Prudential Indicators and Annual Investment Strategy (Section 9 and Appendix 9).
- b) Approves the Treasury Management Policy Statement (Appendix 9).
- c) Notes the Strategic Director of Corporate Resources (Section 151) will implement the Treasury Management Strategy under existing officer delegated powers (Appendix 9).
- d) Approves the Minimum Revenue Provision (MRP) policy (Appendix 9).
- e) Notes that the Council manages cash on behalf of the Pension Fund and West London Waste Authority in accordance with the Treasury Management Strategy (Appendix 9).
- f) Approves the Capital Strategy (Appendix 8).
- g) Approves the Flexible Use of Capital Receipts policy for 2023/24 over the new MTFs period, subject to meeting Department for Levelling Up Housing and Communities (DLUHC) criteria (Appendix 8).
- h) Authorises for the Strategic Director of Corporate Resources (Section 151) to agree commencement of the programme and sub-projects to be funded from the Flexible Use of Capital Receipts (Annex A of Appendix 8).

4. Council Tax and Business Rates

- a) Approves the officer recommendation of an increase of 2% for the Social Care Precept and an increase of 2.99% for Council Tax in 2023/24 (paragraph 5.7.4).
- b) Notes the Greater London Authority (GLA) Band D precept of £434.14 for 2023/24 (paragraph 5.6.2).
- c) Notes that the Strategic Director of Corporate Resources (Section 151) calculated under delegated authority on 9 January 2023 the amount of 121,612.9 as the Council Tax Base, being the number of properties in Bands A-H in the Borough, expressed as an equivalent number of Band D units for the year 2023/24; in accordance with regulation 3 of the Local Authorities Calculation of Council Tax Base Regulations 1992 as amended made under Section 335 and 344 of the Local Government Finance Act 1992 (paragraph 5.7.1).
- d) Notes the forecast Collection Fund position for 2022/23 (paragraph 5.9).
- e) Notes the Council's share of the council tax and business rates income forecast for 2023/24, as approved by the Strategic Director of Corporate Resources (Section 151) (paragraphs 5.9 to 5.10 and Appendix 1).

- f) Approves to continue an additional premium on top of the standard council tax for properties which have been empty for more than 2 years and to agree in principle to commence an additional 100% charge for the properties empty for more than one year from 1 April 2024 (paragraph 5.7.7)
 - g) Notes the revised Local Council Tax Reduction Scheme for the financial year 2023/24 as approved by Cabinet on 7 December 2022 (paragraph 5.7.15, Appendix 4).
 - h) Notes that elsewhere on this agenda Cabinet is being asked to approve the Additional Council Tax Support Fund for 2023/24.
- 1.22. Notes the verbal feedback from the Portfolio Holder for the following meetings with regards to the budget proposals:
 - a) Ealing Business Partnership meeting held on 16 February 2023; and
 - b) Overview and Scrutiny meeting held on 21 February 2023.

2. Reason for Decision and Options Considered

- 2.1. This report to Members on the 2023/24 Budget and Medium-Term Financial Strategy (MTFS) finalises the position since the last budget strategy report to Cabinet in July 2022 and brings together a number of significant issues for Cabinet decision. The main purpose is to enable Cabinet to consider the budget proposals and make recommendations to Full Council for when it finalises the budget and sets the council tax on 8 March 2023.
- 2.2. The Council has continued to invest in services that experience significant and continued demand pressures, with prioritisation being given to the most vulnerable groups. Due to the complexity of the service provision, against the backdrop of a pandemic, continuing uncertainty of long-term Government funding notwithstanding the increase in funding as a result of the final Local Government finance settlement, these services continue to operate in a challenging resource environment where small demand changes can lead to material budget variances.
- 2.3. The proposals in this report will contribute to the savings agreed in the budget strategy. Some of the savings' proposals will have more detailed implications which will only emerge following consultation. Where this is the case, those detailed implications will be considered before a final decision is taken on implementing the proposal, including whether a proposal should be amended prior to implementation. Where proposals when considered in more detail result in a lower financial saving, it is the responsibility of the respective Director to find alternative savings to the equivalent value to replace the reduced amount.
- 2.4. Any consultation in relation to proposals will be carried out as required and in

accordance with the Council's legal duties and responsibilities.

3. Approach to Budget Setting

3.1. The Council's approach to setting the budget was originally set out in the Budget Strategy Report to Cabinet on 13 July 2022.

3.2. Delivering the Administration's Priorities

3.2.1. The budget process is priority-led, aligning the allocation of resources with the priorities of the Administration. There are three key new Administration priorities for Ealing supported by nine priority outcomes covering the MTFS period:

- Creating good jobs;
- Tackling the climate crisis; and
- Fighting inequality.

3.3. 2023/24 Budget Approach

3.3.1. The budget strategy focussed on identifying opportunities in the following strands:

- Transformation and Change opportunities;
- Department/ Service-led savings, income opportunities and efficiency;
- Review of corporate budgets; and
- Growth mitigation measures, for example through demand management and other mitigating actions.

3.4. Key Objectives and Deliverables

- 1) Set and deliver a balanced budget and improve financial resilience.
- 2) Supporting the delivery of the Administration's manifesto and priorities.
- 3) Maximise transformation and medium-term decision-making to deliver savings and improve outcome for residents.

3.5. 2023/24 Budget Process

3.5.1. The last update to Cabinet in July 2022 showed a revised indicative budget gap of £38.276m.

3.5.2. As part of the budget process, the review of corporate budgets and service-led savings reviews have contributed towards addressing the MTFS challenge. In

addition, a number of mitigating actions have been identified to reduce the growth requirements. Significant savings are increasingly hard to identify with a number of savings in 2023/24 being of a one-off or short-term nature, with some new savings identified for future years whilst demand pressures continue to rise. The table below summarises how the Council is looking to close the 2023/24 budget gap.

Table 1: 2023/24 Indicative Budget Gap as at February 2023

2023/24 Budget Gap as at February 2023	2023/24
	£M
Budget Gap as at July 2022	38.276
General Fund Savings (appendix 4)	(7.184)
General Fund Growth above £35m gap assumption	11.366
Subtotal: Budget Gap	42.458
Updated grant income assumptions following final Local Government Finance Settlement	(19.920)
Updated core funding income assumptions for Business Rates and Council Tax	(9.887)
Income from proposed increase to core Council Tax and Social Care Precept	(8.131)
Concessionary fares levy and other corporate items	(4.521)
2023/24 Budget Gap as at February 2023	0.000

4. Medium-Term Financial Strategy (MTFS)

4.1. Financial Context and Overview

- 4.1.1. The aim of the MTFS is to ensure a stable and sustainable financial position that will allow the Council to achieve its vision and strategic objectives. It reflects the impact of Government funding decisions, analysis of advice and information and the impacts of the national and local economic context. It provides a robust financial framework to support the achievement of the Council's overall objectives and delivery of services.
- 4.1.2. In broad terms although the final settlement was better than had been feared for much of the year, there still is a high degree of uncertainty around levels of funding in future years. The postponement of funding reforms and the absence of Government spending plans mean that there is significant funding uncertainty, making the preparation of medium-term financial plans complicated and speculative.
- 4.1.3. Uncertainty regarding the impact of Local Government funding reforms (business rates baseline funding reset and the Fair Funding review), the

deferred health and social care reforms and the wider economic turmoil including the cost of living crisis present significant risks. This in turn creates a high degree of uncertainty both within and beyond 2023/24. As such the MTFS and budget strategy is being compiled in a period of unprecedented financial uncertainty and any estimates beyond one-year need to be viewed with a degree of caution.

- 4.1.4. In addition to the uncertainty, there is also the potential for significant spending pressures from demand-led services, new burdens which impact on the budget and recurring pressures seen as a result of cost of living, utility cost increases, inflation and COVID-19. Although growth has been built into the MTFS to help alleviate some of these pressures, they continue to present a significant budget risk, particularly in respect of the inflationary, demographic and contractual pressures.
- 4.1.5. By design the MTFS is agile and moves to reflect the changing circumstances faced by the Council, updated priorities and ambitions, the latest financial situation and external factors such as national pay settlements (section 4.4 to 4.7). Members are asked to consider and agree the updated MTFS for 2023/24 and beyond as set out in table below, noting that the Council, in common with all local authorities, continues to face a challenging financial outlook. A more accurate forecast will need to be developed as and when further information is released by the Government, however initial plans will be prepared for following financial years on the basis of prudent scenarios in the absence of such clarity.
- 4.1.6. Over the last MTFS period the Council's budget approach has focused on driving efficiencies to deliver a balanced budget in the face of real terms Government funding cuts. At the end of this period the Council has continued to be successful in delivering a savings programme without adversely impacting on the most vulnerable. The MTFS has also been successful in building investment opportunities that have allowed the Council to adequately fund growth pressures resulting from both demographic pressures and also the changing needs of its vulnerable residents particularly social care pressures, with the Council using its precept powers to raise additional council tax income.
- 4.1.7. Noting the limitations in the ability to determine a budget gap with a reasonable degree of accuracy due to no certainty on future funding, an issue further compounded due to the uncertainty on services due to the pandemic and cost of living crisis, the table below summarises the MTFS forecast (including budget gap) for the period 2023/24 to 2026/27.

Table 2: Medium Term Financial Strategy Summary

MTFS 2023/24 to 2026/27	2023/24	2024/25	2025/26	2026/27
	£M	£M	£M	£M
Funding	(286.681)	(290.748)	(292.476)	(294.221)
Net Services Expenditure	208.189	209.473	208.255	207.761
Levies	25.401	30.711	34.594	34.594
Inflation	20.748	30.725	43.552	55.379
Contingency	2.000	2.000	2.000	2.000
Corporate Items	40.195	52.442	68.547	83.818
Treasury Management	33.184	41.691	43.528	45.280
Grants Held Centrally	(46.537)	(51.382)	(51.382)	(51.382)
Net Centrally Held Budgets	74.991	106.188	140.839	169.689
Net Budget Requirement	283.181	315.661	349.094	377.450
Contributions to (+) / from (-) reserves	3.500	3.500	3.500	3.500
Net Budget Requirement after Reserves	286.681	319.161	352.594	380.950
Forecasted Budget Gap - Incremental	0.000	28.413	31.706	26.610
Forecasted Budget Gap - Cumulative	0.000	28.413	60.119	86.729

4.2. As set out in 4.1.7 due to the continued uncertainty of Government funding beyond 2023/24, it is challenging for the Council to estimate an accurate 2024/25 budget gap. As such the budget gap set out in Table 2 should be seen as an indicator of direction of travel. Over the last three years, the Council has received late notification of additional grant that has facilitated the Council in closing its budget gap albeit it has been announced as typically one-off funding. Whilst the Local Government finance policy statement 2023/24 to 2024/25 seeks to provide some clarity over government funding intentions for 2024/25, the complex nature of the grant regime and the omission of key funding streams such as the New Home Bonus means that it is difficult to estimate the expected impact on Ealing's expected grant funding levels and amounts will not be known until mid-December 2023. At this time, it is financially prudent for the Council to look to work within the current estimate. The budget gap estimate will therefore be updated throughout the year as part of the development of the Budget Strategy for 2024/25.

4.3. Principles underpinning the MTFS

- Robust budget setting, taking account of known pressures, prepared in consultation with Strategic Directors.
- Regular monitoring of budgets and robust management and mitigating actions to address any unplanned variances that arise in-year and reporting to the Strategic Leadership Team (SLT) and Cabinet.
- Appropriate levels of income generated with effective debt management

processes that allow for prompt collection of sums owed to the Council and monitoring of debt levels.

- Prudent assessment of future resources and unfunded cost pressures.
- Production of detailed implementation plans for all savings proposals and monitoring of delivery.
- Maximisation of external grant funding that meets the Council's priorities.
- Prudent assessment of provisions required to mitigate future liabilities.
- Risk assessed level of reserves and balances held to mitigate potential financial liabilities and commitments and enable investment in transformation and change to deliver future savings.
- Prudent and planned use of reserves to fund one-off expenditure.
- Effective forecasting and management of the Council's cash flow requirements.
- Full integration of revenue and capital financial decision processes, to ensure the revenue implications of capital projects are appropriately reflected in the MTFS.
- Effective management of treasury management risks and opportunities, including smoothing out the debt maturity profile and borrowing only when necessary (in accordance with the Treasury and Capital Strategies).
- Prudent and proportional use of the Council's borrowing powers to undertake capital investment that is not funded by capital receipts or contributions from third parties.

4.4. **Final Local Government Finance Settlement**

4.4.1. The final Local Government finance settlement was announced on 7 February 2023 for one-year only and reconfirmed previous announcements included within the 2021 Spending Round (November 2021) updated for the 2022 Autumn Budget statement announcements, Local Government Provisional Settlement and the Local Government technical consultation (December 2022). The settlement included the following key announcements:

a) Local Government

- Settlement Funding Assessment (SFA) to increase by £789m (5.3%) of which £154m relates to London. SFA includes business rates baseline, business rates top-up grant and revenue support grant.
- Revenue Supports Grant (RSG) to increase in line with September CPI (10.1%). Three grants were consolidated into the RSG keeping their existing distribution:
 - Council Tax Discounts Family Annex (£7.4m)
 - Local Council Tax Support Administration Subsidy (£69m)
 - Natasha's Law (£1.5m)
- Business Rates:
 - Business rates multiplier to be frozen.
 - Under-indexing multiplier grant has increased (by £930m), as

- compensation for lost income that would have been generated from an increase to the multiplier.
 - Implementation of 2023 business rates revaluation, consulted in September 2022 with any adjustment of any gains or losses from this to be reflected with the tariff levy or top-up grant.
 - Transitional protection provided over the next three years before commencement of the next revaluation cycle.
- Councils will be able to increase their core council tax threshold by 3% and Adult Social Care precept by 2%.
- Continuation of New Homes Bonus (NHB) grant on same basis as 2022/23, attracting no new legacy payments with new scheme to be confirmed before the 2024/25 local government finance settlement. Overall the grant will be reduced by £265m in England of which £38m relates to London.
- Lower Tier Services grant to be discontinued in 2023/24.
- ‘Services Grant’ reduced by £464m across England (44%), of which £86m relates to London boroughs.
- ‘Independent Living Fund’ grant (£161m) will be rolled up in the social care grant.
- Fair Funding review (review of relative needs and resources) and business rates reset have been deferred for another two years.

b) Health and Social Care:

- As set out in the Autumn 2022 Budget Statement the adult social care funding reforms have been pushed back to October 2025.
- Social Care Grant to increase by £1.345bn of which £1.285bn is funded by money previously earmarked for adult social care funding reform, with an additional £80m redistributed from within the settlement. £1.185bn of this new funding will be allocated using the ASC Relative Needs Formula (RNF), with the remainder (£160m) used to equalise for the variation in yield that can be generated from the social care precept.
- Market Sustainability and Fair Cost of Care Fund grant totalling £162m has now been rolled up into a new ‘Adult Social Care Market Sustainability and Improvement Fund’ ring-fenced grant totalling £562m to address discharge delays, social care waiting times, low fee rates, workforce pressures, and to promote technological innovation in the sector. Further details on the conditions of this funding will be announced in due course.
- Continuation of Improved Better Care Fund at same level as 2022/23.
- A new Adult Social Care Discharge Fund grant worth £300m in 2023/24, aimed at reducing delayed transfers of care will be required to be pooled as part of the Better Care Fund. London boroughs will receive £49m (16.3%). Further details on the conditions of this funding will be announced in due course. The funding is expected to be made available for the next two years.

c) Education and Skills

- Dedicated Schools Grant (DSG):
 - England will receive a 6.9% increase in total funding from 2022/23 (£3.8bn), while London will see only a 6.1% increase (£579m).
 - Schools Block funding will see an increase of 6.33% (£2.639bn) nationally which includes £1.45bn of supplementary grant for mainstream schools. For London the increase will be 0.89% (£370m), mainly supplementary funding for mainstream schools (£240m).
 - High Needs Block (HNB) funding will see an increase of 10.74% totalling £965m which includes £400m of supplementary funding. Overall London will see 10% increase (£177m of which £79m relates to the supplementary funding).
 - Early Years Block funding will see a 5.4% increase from 2022/23 with London to see a 4.9% increase.
 - The Central Schools Service Block funding continues to decline, falling by 2.6% (£10.3m). London will experience a 4% drop in funding.

d) Housing:

- Homelessness Prevention Grant in 2023/24 has been increased by £8.863m (2.90%) nationally of which London will receive £2.680m (1.78%), with a further increase of £8.150m expected in 2024/25. The grant includes funding for councils to meet the burdens following the expansion of priority need to those who are homeless as a result of domestic abuse, which came into force in July 2021 following the landmark Domestic Abuse Act 2021.

e) Welfare

- National Living Wage (NLW) and National Minimum Wage (NMW) increases from April 2023:
 - NLW – 9.7% for individuals aged 23 and over from £9.50 to £10.42
 - NMW (16 to 22 year-old) – between 9.7% to 10.9%, depending on age and role
 - NMW Apprentice rate – 9.7% from £4.81 to £5.28
- Benefits including Universal Credit and state pension to increase by 10.1%.

4.4.2. The health of the economy has direct and indirect impacts on the Council's MTFS. The comprehensive spending review (CSR) provides a high-level funding outlook over the short to medium term considering the latest economic performance and projections of GDP, borrowing, taxation levels and employment rates. However, a one-year finance settlement makes it difficult to assess the financial impact of the current MTFS assumptions in the medium term. It is made even more difficult due to the pandemic and wider global and

particularly national economic volatility and their impact in the long term on the national and local economy.

4.4.3. Many service pressures continue to increase. Adult and Children's social care and children with special educational needs and disabilities (SEND) demand and increasing complexity and cost of care needs continue to drive growth requirements along with increasing housing and accommodation challenges. As an example, in Adult Social Services alone the Council continues to spend over £0.276m per day (equivalent to £8.375m per month) providing care for eligible residents.

4.5. **Inflation**

4.5.1. Currently inflation stands at 10.5% (CPI December 2022) which is 8.5% above the Bank of England inflation target rate of 2%, and the highest rate for 40 years.

4.5.2. The impact of the on-going high levels of inflation combined with the cost of living crisis and rising energy prices have a significant impact on the local and national economy, local businesses and residents. The Council is not immune to this and is experiencing significant increases in costs. Below is a list of key service areas or contracts that have been identified to have a financial impact in-year.

- a) Social care - both adults and children services are expected to be faced with additional in-year costs in relation to higher fees to care providers to offset their rising costs of running care homes and providing care.
- b) Home to School Transport - cost increases driven predominantly by the rising fuel prices.
- c) Construction - the soaring cost of construction materials means the costs of delivering capital projects is at risk of increasing which will impact both the General Fund and Housing Revenue Account (HRA) programmes. At the moment most contractors are trying to absorb such costs within their project budgets through the use of project contingency. However, as inflation keeps rising there is a higher probability that developers/providers will pass on some of these costs to the Council and new contracts are procured at significantly higher costs than anticipated 18 months ago. Although this will be dependent on individual negotiations and contract terms such cost increases could have an impact on the Council's treasury management budgets and borrowing requirements which may require the Council to review, defer and/or reprioritise capital projects to balance the overall budget.
- d) Private Sector Rental - landlords may seek to increase rents in line with

inflation which can lead to additional costs due to the availability of genuinely affordable private rented properties which could lead to increased homelessness requiring the need for temporary accommodation and use of bed and breakfast. In addition, the Local Housing Allowance was frozen which has an impact on council budgets due to the differential between the rent income from housing benefits and cost of property lease in relation to temporary accommodation.

4.5.3. As part of the annual budget process for 2023/24 the following inflation has been set aside in-year for inflation:

- £9.4m for pay inflation.
- £10.6m for contract inflation.

4.5.4. Due to uncertainty over the nationally negotiated staff pay-award and wider economic volatility impacting on prices, it is recognised that although this may not be sufficient to fully fund all inflation driven pressures borne by the Council, officers will flag pressures to the SLT and Members via the in-year financial monitoring process to ascertain the impact. Where required SLT will look to put in place measures and corrective action that continues to deliver a balanced budget for the year. Where such actions cannot fully meet the financial pressures, the Council will need to use its cash reserves to balance its budget in 2023/24. Any recurring cost pressures will need to be considered as part of the 2024/25 MTFs and budget process. The 2023/24 pay inflation growth includes the unfunded element of the 2022/23 pay award due to the higher than expected impact of the flat rate pay award.

4.5.5. Global price increases and spiralling inflation are having a major impact on these day-to-day services and construction projects and the Council could be faced with extraordinary additional costs at a time when budgets are already under strain. Councils have a legal obligation to balance their budgets and have very little scope for meeting these pressures without cutting services, cancelling or delaying major infrastructure projects, proposing council tax rises next year or using one-off reserves. With inflation likely to rise even further and remain high for the foreseeable future, councils face a winter of difficult decisions unless financial support is provided by government to offset these extraordinary additional extra costs.

4.6. **Interest Rates**

4.6.1. Over the last year the Bank of England has increased interest rates eight times, from 0.50% in February 2022 to 4% in February 2023. The Bank of England Monetary Policy Committee are expected to review this next on 23 March 2023.

4.6.2. Officers have been observing the increase in interest rates on the Council's

investment income and borrowing requirement and have fed this into the Treasury Management Strategy for 2023/24. They will continue to monitor this closely and feed this into the quarterly financial position during 2023/24.

4.7. **Children's Social Care Reforms**

4.7.1. On 2 February 2023 the Government published its vision for children's social care accompanied by a consultation. The 'Stable Homes, Built on love' implementation strategy is based on recommendations from the following three independent reviews:

- Alister's Independent Review of Children's Social Care;
- The Competition and Markets Authority report on children's residential homes; and
- The Child Safeguarding Practice Review Panel report into the murders of Arthur Labinjo-Hughes and Star Hobson.

4.7.2. The published strategy commits to additional investment of c£200m over the next two years for a number of measures relevant to local authorities.

4.7.3. The financial impact of any changes to funding distribution for children's social care and other proposals are not yet quantifiable. As further details emerge a financial assessment will be undertaken to understand the impact on councils general fund budgets.

4.8. **Budget Planning Assumptions**

Council Tax and Social Care Precept Options

4.8.1. The MTFS assumes council tax will be raised by the officer recommended maximum of 4.99% (including a 2% rise in the social care precept) in 2023/24. This will increase the level of Ealing's element of council tax from £1,339.89 to £1,406.75 (£1,735.48 to £1,840.89 including the GLA precept) at Band D. No council tax increases are assumed in future years. However, Council Tax level is subject to an annual Full Council decision which may vary from this assumption. As such, the MTFS assumes no increases to council tax beyond 2023/24.

4.8.2. Each year the government determines the limit at which council tax increases would be excessive and therefore require a referendum. The referendum limit for 2023/24 is 2.99% for core Council Tax and up to 2% for the Social Care Precept. These increases are assumed in the Government's Core Spending Power calculations for councils and approximately 3.3% of the 9.9% increase for Ealing.

4.8.3. The financial value of additional income to Ealing of each 1% increase in

Council Tax is approximately £1.6m. The table below shows the weekly impact of each rise on the Band D value of the Ealing element of the Council Tax.

Table 3: Council Tax Scenarios

Council Tax Increase (including Social Care Precept)	Ealing Band D Council Tax (£)	Weekly Band D Increase Impact (£)	Annual Band D Increase Impact (£)
0.00%	1,339.89	0.00	0.00
1.00%	1,353.29	0.26	13.40
2.00%	1,366.69	0.52	26.80
3.00%	1,380.09	0.77	40.20
4.00%	1,393.49	1.03	53.60
5.00%	1,406.88	1.29	66.99

Retained Business Rates

- 4.8.4. From 1 April 2023 the locally retained share will continue to be 67% of the business rates income (37% GLA and 30% Ealing's share).

Government Grants

- 4.8.5. The final Local Government finance settlement confirmed the allocation of the following grants, and details of the grants and MTFS assumptions are summarised below:

a) Services Grant

In the 2022/23 Local Government finance settlement, the Government introduced this as non-ringfenced one-off allocation provided in recognition of the vital services, including social care, delivered at every level of local government and also included funding for local government costs for the increase in employer National Insurance Contributions. The grant has been continued for 2023/24, albeit reduced to reflect the reversal of the 1.25% increase in national insurance originally envisaged to fund the health and social care reforms and funding that has been redistributed to other grants. The MTFS continues to assume this grant will continue.

b) New Homes Bonus (NHB)

The government have confirmed new rounds of payments in 2023/24, although, as with 2022/23 these will not attract new legacy payments. Overall, there is an increase to the current funding of £0.396m. A consultation was launched after the 2021/22 settlement on the future of NHB. the consultation on the future of NHB concluded in April 2021, there has been no official response. The MTFS assumes for the funding to be phased out with an alternative funding to be provided at the minimum level assumed in the MTFS.

c) Improved Better Care Fund (iBCF)

The final Local Government finance settlement confirmed the Council's 2023/24 allocation of iBCF will remain the same as the 2022/23 allocation. Councils can spend the grant following agreement of local plans with their Integrated Care Boards (ICB) partners. Ealing has agreed a local plan for the funding which it will continue to use to deliver adult social care placements and services. The MTFs assumes this grant will continue.

d) Social Care Grant

The final Local Government finance settlement confirmed an increase in the Social Care Grant for 2023/24. The MTFs assumes this grant will continue and increase in 2024/25 in line with announced increases in funding.

e) Lower Tier Service Grant

The Lower Tier Service Grant has been abolished as part of the 2023/24 final Local Government finance settlement.

f) Market Sustainability and Fair Cost Fund

This has now been rolled into the Adult Social Care Market Sustainability and Improvement Fund, set out below.

g) Adult Social Care (ASC) Market Sustainability and Improvement Fund

The 2023/24 final Local Government finance settlement confirmed a new grant to address discharge delays; social care waiting times; low fee rates; workforce pressures; and to promote technological innovation in the sector. The MTFs assumes this grant will continue and increase in 2024/25 in line with announced increases in funding.

h) Adult Social Care Discharge Grant

The 2023/24 final Local Government finance settlement confirmed a new grant will be required to be pooled as part of the Better Care Fund to support improvements to adult social care and in particular to address discharge delays, social care waiting times, low fee rates and workforce pressures in the adult social care sector. The MTFs assumes this grant will continue and increase in 2024/25 in line with announced increases in funding.

Table 4: Centrally Held Grants Income Expected

Centrally Held Grants	2022/23 Budget £M	MTFS Forecast £M			
		2023/24	2024/25	2025/26	2026/27
Services Grant	(5.315)	(3.118)	(3.118)	(3.118)	(3.118)
New Homes Bonus	(4.492)	(4.888)	(1.520)	(1.520)	(1.520)
Improved Better Care Fund ¹	(12.679)	(14.457)	(15.643)	(15.643)	(15.643)

Centrally Held Grants	2022/23 Budget £M	MTFS Forecast £M			
		2023/24	2024/25	2025/26	2026/27
Children's and Adults Social Care Grant	(14.584)	(22.532)	(26.110)	(26.110)	(26.110)
Lower Tier Service Grant	(0.725)	0.000	0.000	0.000	0.000
Market Sustainability and Fair Cost of Care Fund	(0.957)	0.000	0.000	0.000	0.000
ASC Market Sustainability and Improvement Fund	0.000	(3.319)	(4.991)	(4.991)	(4.991)
Total Expected Grant Income Held Centrally	(38.752)	(48.315)	(51.382)	(51.382)	(51.382)

¹ As the new Adult Social Care Discharge grant of £1.778m in 2023/24 and an additional £2.963m in 2024/25 are included as part of the pooled Improved Better Care Fund total.

Budget Factors

4.8.6. The table below sets out the pressures that could have an impact on the budget.

Table 5: Factors that are likely to impact the Budget

Factors	Impact
Delivery of agreed savings	The budget for 2023/24 and over the medium-term requires the Council to deliver on all the savings set out in this report. These savings will be closely monitored on a regular basis throughout the financial year to ensure that they are on track to be achieved. Where savings are unlikely to be achieved then substitute proposals will need to be taken to ensure the overall budget can be achieved.
Inflation differing from assumptions	As the National Joint Committee (NJC) is negotiating with representatives of public sector unions at the time of setting the budget for 2023/24 the pay awards are unknown. The MTFS has assumed an estimated pay increase cost of £9m for 2023/24. £9.5m has been estimated for price inflation of contracts and utilities, including £3.8m for adult social care.
School pay inflation and associated on-costs	This can result in additional pressures on schools' budgets that can lead to pressures manifesting through either an increase in school deficits and/or DSG overspend.
Contractual risks	For example, contractor viability, non-delivery of commissioned services, impact of national minimum wage increases from April 2023 to name a few.

Factors	Impact
Demographic and demand-led pressures	<p>a) Children and Adults The Children’s and Adults’ budgets are under pressure due to the demand led nature of these services. One of the main risks in the budget relates to demographic change:</p> <ul style="list-style-type: none"> • Adults – Residents are living longer, and many have increasingly complex care needs, particularly following the pandemic. Residents are being discharged from hospital with more acute and complex needs leading to additional costs. Although the Council has good monitoring and forecasting tools, it remains extremely difficult to forecast both numbers and need resulting in a risk that current forecasts could be understated, that may give rise to budget pressures. • Children – There are ongoing pressures in respect of expensive care placements due to the increased complexities of children in care and sufficiency of placements in the market. There also remain pressures in respect of SEN transport relating to the increased Education Health and Care Plan (EHCP) outcomes that results in more children requiring support. <p>b) Homelessness There is a risk that levels of homelessness increase in the borough particularly due to the cost-of living crisis, increasing rents and landlords leaving the market with the subsequent requirement for the Council to support individuals in Temporary Accommodation at high cost.</p>
Income	<p>Levels of Council income are impacted by both businesses and individuals’ responses to the pandemic, economic climate and as people may cut back on areas of discretionary spending in a cost of living crisis. This could impact on levels of rental (HRA and temporary accommodation), planning, property, leisure services and car park income.</p> <p>Increased risks of collection and bad debts including for significant funding sources of business rates and council tax.</p>
School SEN expansions	<p>Due to the steep increase in the number of EHCPs, the service is experiencing pressures across SEN placement (DSG) and transport budgets (General Fund) due to the lack of adequate SEN places in the borough.</p>
Academisation	<p>Pressures caused by schools who are required to move to Academy status and the resultant financial liability upon transfer being the responsibility of the Council i.e., the Council having to fund any school deficit balances upon transfer.</p>

Factors	Impact
Levies paid to external bodies	<p>Levy payments are outside the Council’s control and need to be met from its budget requirement. Key cost drivers leading to any budget pressure will be due to:</p> <ul style="list-style-type: none"> • volume-led levy payments such as the West London Waste ‘Pay as You Throw’ (PAYT) • inflation and cost increases above inflation assumed within the MTFS.
Pension Fund	<p>Employer contributions into the Pension Fund can fluctuate depending on the net liability of the fund and an agreed deficit repayment plan. An actuarial review of the pension fund assets and liabilities is carried out every three years with the outcome feeding into the MTFS for the following three years. A valuation was undertaken during 2022 concluding no recommended change to Council’s budgeted contribution.</p>
Government grant income differing from assumptions	<p>With the Local Government Finance Settlement only announcing a one-year funding announcement it is difficult to predict whether grants are to continue, at what level and its impact – a significant risk to the Council is the continuation of the new Home Bonus which will be consulted on during 2023/24.</p>
Business rates revaluation	<p>Previously, the revaluation cycle has varied from 6 to 7 years with the last business rates revaluation being 1 April 2017. The Government have introduced a shorter three-year revaluation cycle period which will look to align property valuations more closely with the current market rental values and will come into force on 1 April 2023. There remains a risk of an overall reduction to the Council’s income from business rates due to the volatility of appeals and the impact of COVID-19, inflation and wider economic downturn on businesses. In parallel the Council may see a budget pressure for revised business rates liability for its own premises.</p>
Local Government funding reform	<ul style="list-style-type: none"> • Funding Fair Funding Review and Business Rates Baseline Reset – The Department of Levelling up, Housing and Communities (DLUHC) Local Government finance policy statement 2023/24 to 2024/25 indicated that in the longer-term it would seek to update Local Government funding with a review to be undertaken in the next Parliament. • This causes significant uncertainty regarding Ealing’s funding baselines for future years after 2024/25 and in undertaking any medium term financial planning. In the absence of implementation timeline and details of proposed funding reforms, the MTFS currently makes an assumption with regards to Fair Funding budgetary impact on the General Fund. The lack of details on the proposed change and an updated timeline for implementation causes considerable uncertainty when undertaking meaningful financial planning to determine future funding assumptions.

Factors	Impact
COVID 19 and economic downturn	The potential long-term impact on the local economy, particular in relation to council tax and business rates income and fees and charges can pose a considerable budget pressure. In addition, the medium and long term effect of Covid on demand for services is still unknown.
Health and Social Care Reforms	The Chancellor has deferred the implementation of the Health and Social care reforms for the next 2 years, especially changes proposed around charging and caps of care funding contributions.
New Waste Recycling Legislation	On 24 March 2021, the Government published the second round of the Resources and Waste Strategy consultation on the DRS (Deposit Return Scheme) and EPR (Extended Producer Responsibility). The impact of the schemes will have financial implications on the collection and separation of certain items, collections from difficult to reach properties etc. As details of the policy are released a financial implication assessment will need to be undertaken in collaboration with the West London Waste Authority to determine the impact on the Council's finances.
Children's Social Care Reform	<p>As set out above on 2 February 2023 the Department for Education (DfE) published 'Stable Homes, Built on Love' its implementation strategy and consultation in response to three independent reviews.</p> <p>The published strategy commits to additional investment over the next two years relating to Phase One of the Government's reforms, taking these to the end of the current Spending Review period. Phase One focuses on making immediate improvements with subsequent phases to follow subject to funding, outcome of consultation and parliamentary approval focussing on fundamental reforms everywhere.</p> <p>Before the next spending review the Government is intending to publish and consult on a new Local Government funding formula distribution with regards to children and young people services aim of which is to improve support for vulnerable children and families, reduce the need for crisis response and providing more early support to families. As details of the funding reforms are known a financial implication assessment will need to be undertaken to determine the impact on the General Fund.</p>

4.9. **Monitoring and Review**

- 4.9.1. Cabinet receives regular budget update reports during the year on how the Council is progressing against its MTFS. All processes and procedures relating to the monitoring of the budget are set out in the Council's Financial Regulations.

4.9.2. The strategy is published on the Council’s website and communicated to staff and stakeholders.

5. 2023/24 General Fund Revenue Budget

5.1. The Council’s General Fund Revenue Budget and Capital Programme proposals are the outcome of work through the budget and service review process. Appendix 1 provides a summary of the 2023/24 Revenue Budget.

5.2. 2023/24 Budget Assumptions

5.2.1. Budgets reflecting cost increases identified between 2022/23 and 2023/24 have been prepared in consultation with the Strategic Director of Corporate Resources (Section 151), Strategic Leadership Team (SLT), service budget leads and other officers within the Council’s departments. For 2023/24 there will be no automatic inflationary increase of budgets. The assumptions are set out below:

- a) Inflation – The overall inflation fund set aside centrally is for both pay and contractual inflation. The NJC are currently in negotiation with public sector unions to agree 2023 pay inflation. Pay increases will be prioritised against the funds initially with the remaining budget being made available to fund any contractual increases. The Commercial Hub will lead on reviewing and assessing the contractual inflation and upon their recommendation a budgetary uplift will be considered and provided by the Strategic Director of Corporate Resources (section 151 officer) within the available funding envelope.
- b) Income – a review was undertaken of all fees and charges as part of the annual budget process. For 2023/24 increases are recommended in response to cost inflation pressures on the underlying service delivery budgets and to ensure that charges are set to recover costs (except for those that are set under statute or subsidised).

Growth Proposals

5.2.2. Budget growth proposals have been considered as part of the budget review process under five broad categories. As part of this process a general fund growth provision of £46.368m for 2023/24 has been made centrally, summarised in the table below.

Table 6: Centrally held revenue growth

2023/24 Growth held Centrally	£M
Organisational Change	1.791
Delivery of Savings	0.065
Service Growth and Pressures	21.047

2023/24 Growth held Centrally	£M
Inflation	19.959
Capital Investment (revenue support)	0.506
Council Plan – Real Living Wage	3.000
Total MTFS Growth	46.368

- 5.2.3. Significant increases in inflation experienced during 2022/23 were not envisaged in February 2022 when the 2022/23 budget was being set. At that time inflation was running at 5.5% compared to 10.5% in December 2022. Whilst the sector has campaigned for additional in-year funding from Government to meet this extraordinary inflationary pressure, this has not been forthcoming. Therefore the 2023/24 budget includes significant service growth required to meet the 2022/23 unfunded price increases experienced in-year.
- 5.2.4. The growth is derived from sensitivity budget modelling, with the ‘realistic’ case assumptions being included within the final budget. The growth budget being set aside is to fund key service which is reflected in the third quarter monitor for 2022/23 and adjusted for one-off mitigations, in particular inflationary pressures across social care, cost of nursing and hospital discharges. Placement costs for Children with Disabilities (CWD) and SEN transport are being reported as significant pressures in the Budget Update 2023/24 report to the same Cabinet meeting.
- 5.2.5. In consultation with the Portfolio Holder and Strategic Leadership Team (SLT), the Strategic Director of Corporate Resources (Section 151) will agree an allocation framework of growth as part of the detailed service budget setting process.
- 5.2.6. Social care grant increases and precept growth will be used to fund inflationary and growth pressures in Adult social care. The additional funding for social care for both Adults and Children has been used to focus on addressing unbudgeted expenditure and use of reserves across these areas. This has enabled the Council to set a balanced budget without the use of a planned transfer from reserves.
- New Saving proposals**
- 5.2.7. Members should note that the net savings proposals are presented as incremental changes to the 2023/24 base budget. Each subsequent year’s proposals are then shown as incremental changes to the preceding year.
- 5.2.8. Officers have continued to work on proposals to close the gap across a range of Council Plan Priorities and specific service programmes. In total there are £14.729m of savings proposed as part of this report, of which of £7.396m relate

to General Fund. Details are contained with Appendix 2 with a summary of the saving proposals presented for approval set out in Tables 7 and 8.

Table 7: Summary of Saving Proposals

Savings Summary	2023/24	2024/25	2025/26	2026/27	Total MTFS Savings
	£M	£M	£M	£M	£M
General Fund Savings	7.184	(1.169)	1.037	0.344	7.396
Cost Avoidance Savings	2.968	0.864	2.662	0.839	7.333
Total Gross Savings	10.152	(0.304)	3.699	1.183	14.729

Table 8a: Net Saving Proposals relating to General Fund

General Fund Savings Summary By Department	2023/24	2024/25	2025/26	2026/27	Total MTFS Savings
	£M	£M	£M	£M	£M
Children's Services	0.733	(0.733)	0.000	0.000	0.000
Housing & Environment	3.167	1.018	0.954	0.261	5.400
Economy	1.787	(1.787)	0.000	0.000	0.000
Corporate Resources	(0.011)	0.288	0.038	0.038	0.353
Strategy & Change	0.095	0.000	0.000	0.000	0.095
Council Wide	1.412	0.045	0.045	0.045	1.547
Total Net General Fund Savings	7.184	(1.169)	1.037	0.344	7.396

Table 8b: Cost Avoidance Proposals

Cost Avoidance Savings Summary By Department	2023/24	2024/25	2025/26	2026/27	Total MTFS Savings
	£M	£M	£M	£M	£M
Children's Services	2.284	1.355	2.246	0.717	6.602
Adults Service & Public Health	(0.316)	0.509	0.416	0.122	0.731
Housing & Environment	1.000	(1.000)	0.000	0.000	0.000
Total Cost Avoidance Savings	2.968	0.864	2.662	0.839	7.333

5.3. Fees and Charges

- 5.3.1. The Council charges for a range of services. Approval of fees and charges is dependent on relevant legislation so decisions may be made by Cabinet, General Purposes Committee or by Officer decision under delegated authority.
- 5.3.2. Any significant changes must take account, from an equalities perspective, of the impact on paying customers of not only the proposed change in question but also of changes to other council fees and charges for which that individual may be liable.

5.3.3. The Council's approach to setting fees and charges for 2023/24 has been to increase any discretionary charges (where possible) by inflation or in line with previously approved savings or to recover full costs. As part of the MTFS and budget process, reviews are planned during 2024/25 as part of the Council's continuous assessment of recovery of full costs.

5.3.4. The proposed fees and charges schedule for 2023/24 is attached as Appendix 3.

5.4. **Specific Grants**

5.4.1. In 2022/23, Ealing expects to receive £45m in specific Government grants excluding RSG, retained business rates grants (section 31 and top-up funding), DSG, housing benefit payments, Pupil Premium grant, other schools funding and monies for Public Health responsibilities.

5.4.2. At this point, not all Government grants have been announced for 2023/24. Ealing is therefore awaiting notification of what some grants will be in 2023/24, the most significant grant allocation outstanding is for Public Health.

5.5. **Levies**

5.5.1. Levies in 2023/24 make up 8% of the Council's net budget. Set out in Table 9 are details of the levies which, although outside of the Council's direct control, need to be considered when setting the budget and council tax. At the time of writing final figures are still awaited; any adverse changes will be met by a balancing adjustment on council-wide budgets held centrally. The main change in levies is to do with concessionary fares because of the reduction in number of passenger journeys over the last years which has been used by London Councils to determine an estimate for the following year.

Table 9: Provisional Levies Budget

Authority	2022/23 Budget	2023/24 Indicative	Movement		Provisional / Final
	£M	£M	£M	%	
Concessionary Fares	9.443	10.220	0.778	8.23%	Provisional
West London Waste Authority	13.044	13.734	0.690	5.29%	Provisional
London Pension Fund Authority	0.398	0.411	0.013	3.19%	Provisional
Coroners Service	0.441	0.441	0.000	0.00%	Provisional
Lee Valley Regional Park Authority	0.281	0.306	0.025	9.01%	Provisional

Authority	2022/23 Budget	2023/24 Indicative	Movement		Provisional / Final
	£M	£M	£M	%	
National Rivers Authority	0.280	0.288	0.008	3.04%	Provisional
Total	23.887	25.401	1.514	6.34%	

5.6. Greater London Authority Precept

5.6.1. The Mayor of London issued a consultation document on 18 January 2023 proposing an increase in the council tax precept of £38.55p from the 2022/23 level of £395.59 per Band D council taxpayer, rising to £434.14 in 2023/24. The precept represents 23.58% of the overall headline council tax bill. At the time of writing the Greater London Authority's (GLA) final draft budget is scheduled to be considered by the London Assembly on 23 February 2023. Should the Assembly agree a precept other than the amount set out in this report, which is considered unlikely, then a revised Council Tax Resolution will be tabled at the Full Council meeting on 8 March 2023. Otherwise, the amounts in this report are final.

5.6.2. The amount of GLA precept per council tax band is set out in Table 10.

Table 10: GLA Proposed 2023/24 Council Tax by Band D

Valuation Band	A	B	C	D	E	F	G	H
£	£289.43	£337.66	£385.90	£434.14	£530.62	£627.09	£723.57	£868.28

5.7. Council Tax

Council Tax Base

5.7.1. The council tax base is the number of properties in Bands A-H in the borough expressed as an equivalent number of Band D units. The Strategic Director of Corporate Resources (Section 151) has calculated under delegated authority on 9 January 2023 the amount of 121,612.9 as the council tax base for the year 2023/24 at a collection rate of 98%.

Council Tax Increase 2023/24

5.7.2. Each year the Government determines the limit at which council tax increases would be excessive and therefore require a referendum. The referendum limit for 2023/24 is 2.99% for core Council Tax and 2% for the Social Care Precept.

5.7.3. Final decisions on the budget and council tax will be taken on 8 March 2023 by Full Council. The level of council tax is a matter of political judgment, having due regard to the professional advice of Officers, and in particular to the advice

of the Strategic Director of Corporate Resources (Section 151) on the robustness of the budget and on reserves and balances.

- 5.7.4. Over the last decade the Council has successfully delivered low council tax levels significantly below both the national and outer London average and high-quality services with 2018/19 being the first rise in Ealing’s element of the core Council Tax in eight years. However, for 2023/24, to deliver a balanced budget, the MTFs is based on a recommended increase of the Adult Social Care Precept by 2% and the core Council Tax by 2.99%. This increase is necessary to mitigate the impacts of ongoing social care demand pressures and inflationary increases. The council tax income that will be generated is estimated to be around £8m.
- 5.7.5. Table 11 sets out the Indicative Basic Amounts of Ealing's council tax for 2023/24 excluding GLA based on the 2% Social Care Precept increase plus a 2.99% core Council Tax increase. Officers recommend that this increase is necessary to mitigate the impacts of inflationary cost pressures and social care growth.

Table 11: Ealing's Proposed 2023/24 Council Tax by Band D

Valuation Band	A	B	C	D	E	F	G	H
£	£937.84	£1,094.14	£1,250.45	£1,406.75	£1,719.36	£2,031.97	£2,344.59	£2,813.50

- 5.7.6. As set out in paragraph 4.8.3 and Table 3 above, for every 1% increase in the 2023/24 council tax, an additional £1.6m of council tax revenue is raised and therefore for every 1% variation in the proposed council tax increase, further savings of £1.6m would be required.

Council Tax Empty Property Premium

- 5.7.7. From April 2013, the Government introduced legislation allowing authorities to charge a premium on top of the normal council tax for dwellings that have been empty and substantially unfurnished for at least two years (excluding those exempted from paying such as those under probate or where occupation is prohibited by law). This allowed the Council to introduce a premium of 50% to be added to the Council Tax bill. The drive behind this was to reduce the number of properties left empty for long periods of time, to bring back properties into use particularly given the challenges of housing shortages seen in many areas.
- 5.7.8. In 2018, the Government announced the extension of the empty property premium to double the amount of the premium to be levied and allow authorities to charge a 100% additional amount from 1 April 2019. This was contained in the Rating (Property in Common Occupation) and Council Tax

(Empty Dwellings) Act 2018.

- 5.7.9. This charge could be levied on all long-term empty properties that had been empty for more than 2 years. Full Council on 26 February 2019 agreed to charge a 100% premium (increased from 50% extra) on top of standard council tax for properties which have been empty for more than 2 years, with effect from 1 April 2019.
- 5.7.10. Further to this change, the new Government Bill introduced formal legislation for this premium to be extended to allow authorities to charge a 200% premium from April 2020 for properties empty for over 5 years, and then a 300% premium from April 2021 for properties empty for over 10 years.
- 5.7.11. From April 2020, Ealing Full Council decided that in addition to the 100% premium being charged on properties empty for over 2 years, to be able (subject to full council resolution) to charge a further 100% (300% in total) for those properties empty for more than 5 years.
- 5.7.12. From 1 April 2021, Ealing Full Council further extended this charge in line with legislation, with a 300% premium to be charged (400% in total) for all qualifying properties empty for more than 10 years.
- 5.7.13. The recommendation is to continue to extend the Empty Property Premium Charge as detailed above.
- 5.7.14. The Government have now announced that an empty property premium (100%) can be charged on properties that have been empty for more than a year with effect from 1st April 2024. The Council intends to charge this premium to encourage the return to use of these properties. A final decision will be taken before the commencement of the 2024/25 financial year.
- Localised Council Tax Reduction Scheme**
- 5.7.15. On 7 December 2022, Cabinet approved to increase the maximum council tax reduction for the non-protected category from 75% to 80% for those who fall in the lowest income band (band 1) and their weekly income is below £136.89. Full Council will be asked to ratify the scheme on 8 March 2023.
- 5.7.16. The change will increase the Council Tax Reduction (CTR) entitlement for 4,933 households that currently receive 75% council tax award. Those in the protected category are already entitled to up to 100% of CTR.
- 5.7.17. The income bands have also been updated in line with September 2022 CPI of 10.1%. No other changes to income bands were made and the income bands, effective from 1 April 2023 will therefore be as follows:

Table 12: CTR Scheme Income Bands

Band	Protected		Non-protected	
	Income Bands (weekly income)	Council Tax Reduction Award	Income Bands (weekly income)	Council Tax Reduction Award
1	£0.00 - £136.89	100%	£0.00 - £136.89	80%
2	£136.90 - £159.70	75%	£136.90 - £159.70	60%
3	£159.71 - £182.51	60%	£159.71 - £182.51	50%
4	£182.52 - £205.34	50%	£182.52 - £205.34	40%
5	£205.35 - £228.15	40%	£205.35 - £228.15	30%
6	£228.16 - £250.96	30%	£228.16 - £250.96	20%
7	£250.97 - £273.79	20%	£250.97 - £273.79	10%
8	£273.80 - £296.60	10%	£273.80+	0%
9	£296.61+	0%		

5.7.18. The local CTR scheme also stipulates that the following items will be increased by the September CPI (or equivalent replacement) each year and applied to CTR calculations the following April:

- Earnings disregard
- Non-dependant deductions
- Banded incomes.

5.7.19. Full details of the scheme can be found at Appendix 4.

CTR Caseload

5.7.20. The makeup of the CTR caseload for the last 18 months is broken down in the table below:

Table 13: CTR Caseload Numbers

Scheme Group	2020/21 Actual	2021/22 Actual	2022/23 Estimate
Pensioner	7,955	7,918	7,974
Working age non/protected (non-vulnerable)	8,840	7,404	6,744
Working age protected (vulnerable)	8,776	9,080	9,226
Total Caseload	25,571	24,402	23,944

5.7.21. Pensioner caseload accounts for 33% of the caseload, and working age for 67% of the caseload.

5.7.22. Prior to the introduction of the income band scheme on 1st April 2020, the CTR

caseload had been reducing year on year since CTR was introduced in April 2013. The caseload on 31st March 2020 was at 22,486. There was a sharp increase in CTR caseload at the start of the Covid pandemic and the demand for CTR has remained high. Since April 2022, the caseload has been reducing and the current trend is now showing a 5.57 % decline.

CTR expenditure

- 5.7.23. Based on the current caseload and Council Tax Liability, it is estimated that the increase in CTR from 75% to 80% will increase CTR expenditure by £0.318m.
- 5.7.24. The Council uprated the income bands in line with the September 2022 CPI, 10.1%. This will result in many customers, who fall into other income bands, being entitled to more CTR as from April 2023 unless they also have a pay increase in line with inflation. This will further increase the CTR expenditure by £0.363m.
- 5.7.25. The combined effect of the increase in maximum CTR for non-vulnerable groups from 75% to 80% and an uprating of income bands in line with inflation will increase the CTR expenditure in total by £0.682m, which is a 2.4% increase. This excludes any potential increases in Council Tax from 2023/24.
- 5.7.26. The breakdown of forecasted expenditure for Council Tax Reduction for 2022/23 and 23/24 is below:

Table 14: CTR Expenditure

Scheme Group	2022/23 Estimate (£M)	2023/24 Estimate (£M)
Pensioner	11.030	11.030
Working Age	17.700	17.700
Total Expenditure	28.730	29.360

- 5.7.27. The expenditure does not take into account any potential council tax increases. A 1% increase in Council Tax will increase CTR expenditure by around £0.294m.
- 5.7.28. The actual Council Tax Reduction expenditure depends on the caseload for 2023/24 and any increase or decrease in CTR caseload will impact the CTR expenditure accordingly.
- 5.7.29. The Council will be considering the decision to adopt the amended scheme from 1 April 2023 at the Full Council meeting on 8 March 2023.

5.8. **Additional Council Tax Support Fund 2023/24**

- 5.8.1. On 23 December 2022, the Government announced funding and guidance for its Council Tax Support Fund for 2023/24. This allows the Council to reduce Council Tax bills by up to £25 for those in receipt of Council Tax Support (CTS) and to use the remaining funding as they see fit to further support households in need.
- 5.8.2. The Government has advised that the mechanism which should be used to make these reductions in Council Tax liability is by relying on section 13A(1)(c) of the Local Government Finance Act 1992 ("1992 Act"). Therefore, this report recommends an amendment to the Council's existing 13A(1)(c) policy provided as Appendix 4 to this report.
- 5.8.3. The Council's funding allocation for the additional Council Tax Support funding is £630,896.
- 5.8.4. The funding will be distributed under the policy which sets out the way in which the Council's discretion to make council tax reductions under section 13A(1)(c) of the 1992 Act will be utilised in 2023/24 and in subsequent years. This is distinct from the Council's Council Tax Reduction Scheme set out in 5.7.
- 5.8.5. The policy sets out two classes of taxpayer as eligible for the funding:
- 1) Those in receipt of CTS who will be entitled to an award of up to £40 off their Council Tax bill for 2023/24 under the Government's CTS fund. This will apply to all awards of CTS for the 2023/24 financial year. These reductions are made to qualifying Council Tax accounts without the need for application.
 - 2) Any excess Council Tax Support Fund provided to the Council and not used in a) will be provided to supplement the Council's Council Tax Discretionary Discount scheme from which households are able claim support under 13A(1)(c).
- 5.8.6. The £40 award consists of a £25 statutory maximum payment required by the Government and an additional £15 discretionary award which has been determined locally to support CTS claimants during the cost of living crisis. The award will be a maximum of £40, limited to the actual Council tax liability of the individual CTS recipient.
- 5.8.7. It is expected that the 2023/24 reductions under this policy will benefit around 9,926 households. This includes 1,934 pensioner households and 7,992 working age households.

5.9. Collection Fund

5.9.1. Statutory regulations require councils to account for annual council tax and business rates income in a manner different to normal accounting arrangements as would apply if using International Financial Reporting Standards (IFRS). This means any difference between the budgeted net council tax and business rates income and the actual is held on the Council's balance sheet to be distributed in subsequent years.

5.9.2. Councils are required to calculate an estimated position of the Collection Fund in January each year which is used by the precepting authorities in setting its budget for the forthcoming year.

Phasing of the in-year 2020/21 Collection Fund Deficit

5.9.3. On 5 November 2020 Parliament passed legislation allowing local authorities to phase 2020/21 collection fund deficits. The change in legislation was a direct result of the pressure placed on council tax and business rates collection rates due to the economic downturn caused by the COVID-19 pandemic. The 2020/21 deficits on the Collection Fund were allowed to be spread over three years to smooth the financial impact for councils. 2023/24 is the last year of phasing of the 2020/21 deficit.

Estimated Collection Fund Balance as at 31 March 2023

5.9.4. The net estimated deficit as at 31 March 2023 is £12.022m, of which Ealing's share is £3.003m.

Table 15a: Net Estimated Collection Fund Deficit as at 31 March 2023

Net Estimated deficit on Collection Fund as at 31 March 2023	Council Tax (£M)	Business Rates (£M)	Total (£M)
London Borough of Ealing	(1.012)	4.015	3.003
Greater London Authority (GLA)	(0.350)	4.952	4.602
Department of Levelling Up, Housing and Communities (DLUHC)		4.417	4.417
Collection Fund Net Surplus (+) / Deficit (-)	(1.362)	13.385	12.022

5.9.5. At the time of writing the report the Business Rates element of the Collection Fund deficit included in the table above has been included within the final 2022/23 NNDR 1 return to DLUHC.

2023/24 General Fund Budget Impact

5.9.6. The net impact of the collection fund position on the budget is a net deficit of c£3m to be funded by the General Fund in 2023/24.

Table 15b: Collection Fund Net Deficit (+) / Surplus (-) as at 31 March 2023 Budget Impact

General Fund Impact for Ealing	Council Tax (£M)	Business Rates (£M)	2023/24 Total (£M)
% Share	78.80%	30.00%	
2020/21 Year 3 Deficit Phased	1.870	2.197	4.067
2021/22 Outturn Adjustment	0.432	0.333	0.765
Total 2021/22 Deficit Balance	2.302	2.530	4.832
2022/23 Estimated in-year Surplus (-) / Deficit (+)	(3.314)	1.485	(1.829)
2022/23 Estimate Surplus (-) / Deficit (+) Balance	(1.012)	4.015	3.003

5.10. Business Rates

- 5.10.1. The current Business Rates Retention scheme was implemented from 1 April 2013. The table below sets out the retained business rates share for 2022/23 and 2023/24.

Table 16: Retained Business Share

Retained Business Rates Share	2022/23 %	2023/24 %
Ealing's Share	30%	30%
GLA Share	37%	37%
Total Retained	67%	67%
Central Government Share	33%	33%
Total	100%	100%

- 5.10.2. The Council's MTFs has assumed retention of 30% of the estimated business rates for 2023/24.

Real Living Wage Business Rates Discretionary Discount

- 5.10.3. On 16 February 2016, Cabinet decided to introduce a Real Living Wage (formerly known as London Living Wage) Business Rates Discretionary Discount scheme which encouraged employers to pay their employees a minimum of the London Living Wage. This scheme gave employers who pay business rates on property in the borough the opportunity to apply for a rating discount equal to two times the Living Wage Foundation accreditation fee for 2016/17, upon presentation of accreditation documentation issued, or renewed, during the 2016/17 financial year. The scheme was limited to the first 100 employers to apply. The decision made on 16 February 2016 was that the scheme was initially limited to one-year 1 April 2016 to 31 March 2017 and that its success would be reviewed. The scheme has since been extended to 31 March 2023.

5.10.4. Approval is now sought to extend the scheme for a further year from 1 April 2023 to 31 March 2024. This extended period only covers new applications for the discount and any ratepayers already receiving the discount could not apply again. The rest of the scheme rules remain the same.

5.11. **Central Contingency**

5.11.1. As part of developing the budget proposals it would be prudent to allow for a contingency within the base revenue budget. This approach is designed to enable the risks associated with the uncertainty and process to be effectively managed. Officers deem it prudent to continue to sustain a central contingency budget of £2.000m for 2023/24, given the service pressures experienced in the current year and those identified for the coming year as set out in this report above particularly given economic volatility, volatility of energy prices and significant demand pressures.

5.12. **Parking Account**

5.12.1. The budget also includes a contribution from the Parking Account. All charges against the Parking Account are bound by the rules set out in section 95 of the Traffic Management Act 2004 which limits the areas on which a surplus can be spent to include:

- Off street car parks
- Highway maintenance and improvements
- Controlled parking zones
- Meeting the cost of public passenger transport services
- Environmental improvements.

5.12.2. The parking contribution to concessionary fares for 2023/24 is £10.220m. A breakdown of the parking account for 2023/24 is provided at Appendix 5.

6. **Schools Budget**

6.1. As an education authority the Council receives the following funding to either passport/administer funds to local schools and spend on any centrally retained functions:

- Dedicated Schools Grant (DSG)
- Pupil Premium Grant (PPG)
- Universal Infant Schools Meals (UIFSM)
- School Supplementary Grant

6.2. Dedicated Schools Grant (DSG) Allocation

- 6.2.1. The DSG is a specific ring-fenced grant to support the schools' budgets. In 2018/19 the National Funding Formula (NFF) was introduced which distributed the grant according to a formula based on the individual needs and characteristics of every school in the country. To provide stability for schools during the transition to the NFF, local authorities continued to be responsible for distributing money between schools in their area. 2023/24 is the first year of the transition to the direct schools NFF, with local authorities only allowed to use NFF factors in their local formula, excluding locally determined premises factors, and a requirement for local authorities to move their formula closer to the NFF and/ or where they are already mirroring the NFF to continue to do so.
- 6.2.2. The DSG is currently split into the following four blocks:
- (i) Schools Block (SB)
 - (ii) Early Years Block (EYB)
 - (iii) High Needs Block (HNB)
 - (iv) Central School Services Block (CSSB)
- 6.2.3. In December 2022 the Government published the Council's 2023/24 DSG allocation.
- 6.2.4. The table below sets out the 2023/24 DSG indicative budget which has been consulted and agreed by the Schools Forum at the November 2022 and January 2023 meetings.
- 6.2.5. With the agreement of the Schools Forum the Council have retained elements of central funding and moved 0.5% of the SB (a continuation of funding agreements made in previous years), from the SB to HNB in 2023/24.
- 6.2.6. The 2023/24 DSG allocation is set out in the table below.

Table 17: DSG Allocation

DSG Blocks	2022/23 Revised	2023/24	Variance	Status
	£M	£M	£M	
Schools Block	274.247	291.294	17.027	Confirmed
Academy Recoupment	(79.343)	(84.955)	(5.612)	Provisional
Deduction for ESFA payments to billing authorities for NNDR	(3.986)	(4.007)	(0.021)	Confirmed
Subtotal: School Block Allocation	190.918	202.332	11.414	
High Needs Block	70.660	77.368	6.708	Provisional

DSG Blocks	2022/23 Revised	2023/24	Variance	Status
	£M	£M	£M	
Central Schools Service Block	2.565	2.498	(0.067)	Confirmed
Early Years Block	26.965	28.397	1.432	Provisional
Total Allocation	291.107	310.595	19.488	

6.2.7. Below is a summary of the school funding with further detail to be found in the School Funding 2023/24 report presented by the Council at the January 2023 Schools Forum meeting.

Schools Block (SB)

6.2.8. Listed below are the decisions the Schools Forum has taken in respect of the Schools DSG Block:

- 2023/24 Minimum Funding Guarantee (MFG) has been set at 0.0%.
- Continuation of funding transfer of £1.456m, 0.5% of SB to the HNB.
- Growth fund rules were agreed, and the rates uplifted to reflect the increased age weighted pupil funding rates that will be used in the 2023/24 funding formula.
- Schools that gain may be capped and scaled for affordability purposes. The local formula will be scaled back if needed through the Prior Attainment factor and deprivation factors.

Early Years Block (EYB)

6.2.9. From 2017/18 a new method of allocating early years funding to local authorities was introduced through a National Early Years Funding Formula EYFF. The EYB comprises:

- 3 & 4-year-old entitlement 15 hours;
- 3 & 4-year-old entitlement additional 15 hours;
- Maintained nursery school supplement lump sum;
- Disadvantaged two-year olds; and
- Early Years Pupil Premium

6.2.10. The proposed funding arrangements for 2023/24 are set out below. The funding arrangements for 2023/24 guiding the structure of the formula remain unchanged. The maximum a Local Authority will be able to retain for central spend remains set at 5%.

6.2.11. Whilst the table outlines the proposed allocation of the EYB for 2023/24, the final grant value will be determined based on pupil numbers in the January census results for 2023 and 2024.

Table 18: Provisional Early Years DSG Block Allocation

Projection of Provisional Early Years Block in 2023/24	£M
Central Spend 5% Allowance	1.186
Early Years Inclusion Fund	2.118
Nursery Education Grant Spend	19.651
Contingency	0.773
Total 3-4-Year-Old Budget	23.728
Early Years Pupil Premium/Disability Access Funding/Maintained Nursery School Supplement	1.028
2-Year-old Grant Spend	3.641
Total Early Years Block	28.397

- 6.2.12. The table below outlines the hourly funding rates for the Local Funding formula 2022/23 and proposed rates for 2023/24:

Table 19: Proposed Hourly Rates for Early Years

Early Years Funding Formula Factor – All Nursery Providers	2022/23	2023/24
Base Rate	90% of funding	90% of funding
Universal 15 hours	£4.63	£4.73
Additional 15 hours	£4.63	£4.73
Deprivation mandatory	5% of supplement	5% of supplement
	£0.26	£0.26
Quality	5% of supplement	5% of supplement
	£0.26	£0.26

High Needs Block (HNB)

- 6.2.13. The HNB is a single block for local authorities' high needs pupils/ students aged 0-24. This block includes hospital education. This is allocated to local authorities on a national formula which is not driven by pupil numbers.
- 6.2.14. The Council is currently faced with a projected pressure which is being mitigated through one-off management actions including the 0.5% transfer from the School Block in 2023/24. The DfE has consulted widely on requiring overspends on the High Needs Block to be treated as deficit on the DSG. Where this amounts to more than 1% of the DSG, councils will need to prepare a deficit recovery plan. Officers are undertaking further work in this area and will report to the next Schools Forum meeting in April 2023.

Central School Services Block

- 6.2.15. From 2018/19 all centrally retained budgets for primary and high schools were included in a separate block and now include the former Education Services Grant for retained services in respect of all schools and academies in the

borough.

6.3. **Other Funding**

6.3.1. Below is a list of other key grants the schools and the Council receive in addition to the DSG:

a) **Pupil Premium Grant (PPG)** provides funding for 2 policies:

- raising the attainment of disadvantaged pupils of all abilities to reach their potential; and
- supporting children and young people with parents in the regular armed forces.

It is allocated for all pupils who have been eligible or are eligible for free school meals during the last six years, looked after children and service pupils. Pupil Premium rates have increased by 5% this year.

b) **Universal Infant School Meals (UIFSM)**

Schools will also receive funding for UIFSM for eligible children in year reception, year 1 and year 2 on the schools roll on October 2022 and January 2023 census days.

c) **Mainstream School Additional Grant**

Additional funding for 2023/24 to provide mainstream schools with support for the additional cost pressures which were not foreseen when the original SB allocations were calculated. Allocations will be determined by the DfE in Spring 2023 based on updated pupil numbers and FSM6 rates, but the indicative allocation across all Ealing mainstream schools is £9.74m.

6.4. **DSG Account**

6.4.1. From 1 April 2021, local authorities have been required to hold DSG balances (under and overspends) in a ring-fenced DSG account.

6.4.2. At the end of 2020/21 the Council held a net surplus balance of (£0.371m) on its DSG account which includes a HNB deficit of £1.999m. At the end of Quarter 3 of 2022/23, Children's and Schools service are forecasting a net deficit of £1.582m for the year, detailed in the Budget Update report being presented at the same Cabinet meeting.

6.4.3. The Council along with many other authorities continues to experience pressures on the HNB flowing from the increase in children with EHCPs and due to the level of need within that co-hort. The DSG High Needs Deficit Recovery Plan continues to be refined, and the Council is continuing to work with London Councils in participating in surveys on the increased demand being experienced to lobby for additional funding.

6.4.4. The Council continues to manage and recover the High Needs Deficit in a prudent way, despite the ESFA providing local authorities with much higher deficits with additional funds to write off their deficits.

7. Housing Revenue Account (HRA) Budget

7.1. The Housing Revenue Account (HRA) 2023/24 Budget, 5 Year MTFS and 30 Year Business Plan were approved by Cabinet on 25 January 2023.

7.2. The table below summarises the 2023/24 HRA revenue budget.

Table 20: 2022/23 HRA Revenue Budget

HRA Revenue Budget	2022/23 £M	2023/24 £M
Total Income	(73.624)	(76.767)
Total Expenditure	73.610	78.975
HRA Net (Surplus)/Deficit Before Contribution to Balances	(0.015)	2.208
Contribution to/(from) HRA Balances	0.015	(2.208)
HRA Net (Surplus)/Deficit	0.000	0.000

7.3. The HRA 5-year Capital Programme is included in section 8 below.

8. Capital Budget

8.1. Current Capital Programme Budget

8.1.1. The current approved capital programme budget for 2022/23 to 2027/28 is £1,296.633m. Subsequently the programme included within this report has been revised to reflect approved changes and decisions such as the net slippage being considered at this meeting in the 2022/23 Budget Update report.

8.2. Budget Approach to Capital

8.3. Additions to the Capital Programme

8.3.1. As part of the 2023/24 budget process new General Fund capital proposals have been identified, taking into consideration the Council's priorities. These additions are valued at £12.850m of which £6.717m will be funded from borrowing. The revenue costs of borrowing has been built into MTFS budget forecasts. The proposals have been assessed against the legislative requirements set out in the Treasury Management and Capital Strategy to

ensure that the Council can afford to support the on-going revenue costs.

8.3.2. Appendix 7 reflects the updated capital programme, including the revised HRA capital investments that were considered by Cabinet on 25 January 2023.

8.3.3. The additions to the General Fund programme are detailed in Appendix 6, as are the capital schemes to be decommissioned.

8.3.4. As part of the 2023/24 budget process there is a recognition that in principle agreement for some of the additions requires the service leads to undertake a detailed business case and option appraisal. To ensure that the capital investment is spent in line with capital spending legislative framework (as set out in the Capital Strategy), Cabinet and Full Council are asked to approve the incorporation of the additions into the capital programme and provide delegation to the Strategic Director of Corporate Resources (Section 151) to release budget (thereby giving authority to spend) upon approval of a detailed business case and option appraisal.

8.4. Updated Capital Programme

8.4.1. The Capital Programme is summarised in the table below with details in Appendices 6 and 7. The updated programme reflects:

- HRA 5-year capital programme agreed at the Cabinet meeting on 25 January 2023.
- Changes in spending profiles between years, considered at this meeting in the 2022/23 Budget Update report and changes approved by Officers.
- General Fund additions and schemes to be decommissioned set out in Appendix 6 that are being recommended for approval at this meeting.

Table 21: Capital Programme 2022/23 to 2027/28

Capital Programme Summary	2022/23 £M	Capital Programme 2023/24 - 2027/28 £M					Total £M
		2023/24	2024/25	2025/26	2026/27	2027/28	
General Fund	164.728	303.452	145.437	56.603	20.079	15.460	712.759
HRA	82.241	137.741	153.790	98.754	50.148	61.201	583.874
Approved Capital Programme¹	246.968	441.193	308.227	153.357	70.227	76.660	1,296.633
Additions	0.000	8.525	1.990	1.065	1.270	0.000	12.850
Decommissioning	(0.355)	(12.219)	0.000	0.000	0.000	0.000	(12.574)
Revised Capital Programme Total	246.613	437.500	310.217	154.422	71.497	76.660	1,296.909
Mainstream Funding	119.454	276.017	261.878	104.619	13.777	49.856	825.602
Capital Receipts	24.051	21.346	15.649	21.645	39.063	8.593	130.348
Grants	84.057	90.294	13.662	11.484	0.000	0.000	199.498
S106	2.699	9.728	2.260	0.000	0.000	0.000	14.687

Capital Programme Summary	2022/23 £M	Capital Programme 2023/24 - 2027/28 £M					Total £M
		2023/24	2024/25	2025/26	2026/27	2027/28	
Partnership Contributions	4.035	21.161	0.800	0.500	0.500	0.500	27.496
Revenue Reserves	1.301	3.069	0.170	0.170	0.170	0.000	4.880
Revenue Contribution	0.193	0.011	0.060	0.000	0.000	0.000	0.264
Major Repairs Reserve	10.157	15.454	15.329	15.003	14.987	14.711	85.641
HRA Contribution	0.666	0.419	0.409	1.000	3.000	3.000	8.494
Total Programme Funding	246.613	437.500	310.217	154.422	71.497	76.660	1,296.909

¹ The total approved value reflects updates since Quarter 3 such as reflection of slippage considered by Cabinet at the same meeting as set out on the 2022/23 Budget Update report

8.4.2. Cabinet and Full Council are asked to approve the Capital Programme commencing from 1 April 2023 and note that the Council's Financial Regulations specify that inclusion of a scheme in the Capital Programme does not indicate automatic approval to proceed, and schemes are still subject to submission of a detailed report to Cabinet seeking formal approval and the release of funding.

8.5. Capital Strategy

8.5.1. The Local Government Act 2003 and supporting regulations require the Council to have regard to the Chartered Institute of Public Finance and Accountancy's (CIPFA) Prudential Code to ensure that the Council's capital investment plans are affordable, prudent and sustainable.

8.5.2. The Prudential Code requires that the Council produce an annual Capital Strategy which provides a long-term context in which capital decisions are made and the approach for governance for those decisions.

8.5.3. The Council's Capital Strategy is the framework for the allocation and management of capital resources within the Council, which take account of the Council's key priorities in the Corporate Plan. It forms a key part of the Council's integrated revenue, capital, and balance sheet planning with a view towards deliverability, affordability, and risk.

8.5.4. Both the Treasury Management Strategy and Capital Strategy are required to comply with the Prudential Code. Whilst the Capital Strategy sets out the framework in which investments should be taken, the Treasury Management Strategy sets the Council's financing requirements.

8.5.5. The Council's existing strategy has been reviewed to ensure compliance with the latest Prudential Code. Appendix 8 sets out the 2023/24 Capital Strategy which is recommended for approval by Full Council.

9. Treasury Management

9.1. The Local Government Act 2003 and supporting regulations require the Council to have regard to the Chartered Institute of Public Finance and Accountancy's (CIPFA) Prudential Code and Treasury Management Code of Practice to set prudential and treasury indicators for the next three years to ensure that the Council's capital investment plans are affordable, prudent and sustainable.

9.2. In pursuit of the above the Council must produce as a minimum three key reports:

- Treasury Strategy, prudential and treasury indicators, a requirement fulfilled by the production of this report (Appendix 9). The report covers;
 - Capital plans including prudential indicators.
 - Minimum revenue provision (MRP) policy.
 - The treasury management and investment strategy.
- A mid-year report which updates Members on treasury progress, the capital position, the prudential indicators and whether any strategies or policies require revision.
- An annual treasury outturn report.

9.3. The Council's existing Treasury Management Strategy has been reviewed to ensure compliance with the latest Prudential and Treasury Management Code of Practice. Appendix 9 sets out the Treasury Management Strategy and Prudential Indicators for 2023/24 which are recommended for approval by Cabinet.

9.4. Changes to the Treasury Management Code

9.4.1. As set out above, CIPFA published an updated Treasury Management and Prudential Code in December 2021 requiring implementation from 2023/24. The main changes to the updated Treasury Management Code are as follows:

- Investment management practices and other recommendations relating to non-treasury investments are included within the Treasury Management Practices (TMPs).
- Introduction of the Liability Benchmark as a treasury management indicator for Local Government bodies.
- Incorporation of Environmental, Social and Governance risks.
- The purpose and objective of each category of investments should be described within the Treasury Management Strategy.

9.4.2. Some of these Prudential Code changes were already reflected within Council's strategy in 2022/23. The key changes between 2022/23 and 2023/24 Council's treasury management strategy is the introduction of the Liability

Benchmark demonstrating the net loan requirement. Where actual loans are less than the benchmark, this indicates a future borrowing requirement and where loans outstanding exceed the benchmark, this represents an overborrowed position, which will result in excess cash requiring investment.

10. Statutory Declarations on Robustness of Budget Estimates and Adequacy of Reserves

10.1. Section 25 of Local Government Act 2003 requires that the Chief Financial Officer (Section 151) in Ealing's case, the Strategic Director of Corporate Resources (Section 151) report to the authority on two areas:

- The adequacy of the proposed reserves; and
- The robustness of the estimates.

10.2. It also states that the authority must have regard to this report when council tax is set.

10.3. The Strategic Director of Corporate Resources (Section 151) therefore advises that, in relation to the financial year 2023/24, the proposed budget is robust and the level of reserves and balances in the draft budget is adequate.

10.4. The 2023/24 budget setting process is designed to produce robust medium-term revenue budget estimates which have been subject to considerable examination by the Council's Members and Officers. As a result:

- The budget and service planning cycles are in line, so that resources are aligned with service objectives through the budget setting process.
- The revenue impact of decisions concerning capital spending is considered and incorporated in the budget proposals.
- Risks are fully considered and appropriately budgeted for.
- The budget includes a proposed contribution to general reserves to build financial reliance recognising the comparatively low level of reserve balances and in light of the current financial outlook.
- The Ealing Business Partnership receives and comments upon the budget report before the Council meets to set the budget.
- The Cabinet receives and comments upon the budget report before the Council meets to set the budget.
- The Council's scrutiny function has had the opportunity to consider and comment upon the budget proposals to the Cabinet.

10.5. Adequacy of Reserves and Balances

10.5.1. Under the 2003 Local Government Act, the Section 151 Officer, the Council's statutory Finance Officer - the Strategic Director of Corporate Resources, must be satisfied that the level of the General Fund balance is adequate. This un-

earmarked reserve the sum held centrally for unavoidable cost increases above expected inflation levels, other unforeseen items and spending pressures, acts as a financial safety net.

10.5.2. There is no statutory definition of a minimum level of reserves and it is for this reason that the matter falls to the judgement of the Section 151 officer. In coming to a judgement on this matter the Section 151 officer has considered matters such as:

- Risks inherent in the budget strategy.
- Risk management policies and strategies.
- Past financial performance against budget.
- Current budget projections.
- The robustness of estimates contained within the budget.
- The adequacy of financial controls and budget monitoring procedures.
- Spending pressures.
- Increases in Social Care Precept and council tax.
- Impact of cost of living, energy prices and inflation.
- Impact of COVID-19 and the economic downturn on council tax and business rates.

10.5.3. The Council's General Fund balance is at its target risk-assessed level of £15.919m and whilst there is a planned contribution in the base budget to increase general reserves there is no further contribution planned for increasing the General Fund balance for 2023/24. £15.919m is 6% of the total net budget for 2023/24 of £283.181m (before reserves). The Strategic Director of Corporate Resources (Section 151) considers that a balance of £15.919m at 31 March 2023 is adequate as the minimum sum given the risks the Council is facing and considering Ealing's spending history and level of other earmarked reserves. The adequacy of reserves will continue to be reviewed annually.

10.5.4. The recommendation of the Strategic Director of Corporate Resources (Section 151) on balances is therefore that the MTFs should ensure that the General Fund balance is maintained at £15.919m, which is the estimated balance as at 31 March 2023. No budgeted contribution to top-up the General Fund balance is being proposed as part of the 2023/24 budget process.

10.5.5. The Strategic Director of Corporate Resources (Section 151) advises Members that the level of reserves had previously reduced significantly year on year and as a result no longer provides the level of flexibility in managing budgets that was previously available. For this reason, the base budget continues to include an annual contribution of £3.500m to build financial reserves to provide protection against financial uncertainty of Local Government funding, substantial losses in core income and in-year pressures. It is still essential that the Council's spending is contained within budget in all

areas of the Council and Officers and Members must take robust steps to ensure that this discipline is maintained.

- 10.5.6. The opportunity cost of holding the recommended General Fund balance of £15.919m in 2023/24 in terms of investing in services or limiting the council tax rise is offset by the flexibility that it allows to deal with risk and adverse expenditure variations.
- 10.5.7. The opportunity has also been taken to review all significant earmarked reserves monies set aside for a specific purpose. Earmarked reserves reduce over the medium term as the sums built up in these are deployed, as shown in Appendix 10.
- 10.5.8. The earmarked reserves exclude locally managed school balances, which are not available for use by the Council. The Council has a number of earmarked reserves as shown in Appendix 10 (summary at Table 22 below).
- 10.5.9. The Council has forecasted to transfer funds to and from earmarked reserves over the medium term, this is reflected in Appendix 10.

Table 22: Forecast of Reserves over the MTFS Period 2023/24 to 2026/27

MTFS Reserves Forecast	31 March 2023	31 March 2024	31 March 2025	31 March 2026	31 March 2027
	£M	£M	£M	£M	£M
Controllable Ring-Fenced Reserves	(30.355)	(29.900)	(29.900)	(29.900)	(29.900)
Controllable Non-Ringfenced Reserves	(40.447)	(43.615)	(47.265)	(50.905)	(54.545)
Sub-total Earmarked reserves	(70.802)	(73.516)	(77.166)	(80.806)	(84.446)
General Fund Balance	(15.919)	(15.919)	(15.919)	(15.919)	(15.919)
Total General Fund Reserves and Balance	(86.721)	(89.435)	(93.085)	(96.725)	(100.365)
Ringfenced Technical Reserves	(10.393)	(8.303)	(8.303)	(8.303)	(8.303)
Housing Revenue Account Reserves and Balances	(20.175)	(17.967)	(17.967)	(17.967)	(17.967)
Schools Balances	(20.294)	(20.294)	(20.294)	(20.294)	(20.294)
Sub-total Other Reserves and Balances	(50.862)	(46.563)	(46.563)	(46.563)	(46.563)
Total Reserves and Balances	(137.583)	(135.998)	(139.648)	(143.288)	(146.928)

- 10.5.10. The forecast of the reserve movements summarised in the table above and in more detail in Appendix 10, reflect funds set aside for capital schemes, agreed invest to save proposals, earmarked grants, technical and statutory adjustments relating to the collection fund and insurance. The use of reserves is regularly reviewed throughout the year and may result in further drawdowns

over and above of what is shown in Table 22.

- 10.5.11. If an unplanned opportunity or challenge arises during any financial year that requires funding or investment outside of existing budgeted or planned drawdown of reserves, then reserves such as the Economic Volatility or Invest to Save reserves are accessed. This is not reflected in the forecast above.

10.6. **Financial Management Code**

- 10.6.1. The FM Code identifies risks to financial sustainability and introduces a framework of assurance. This framework is built on existing successful practices and sets explicit standards of financial management. It is for an individual council to determine whether it meets the standards and to make any changes that may be required to ensure compliance. Compliance to the code is seen as a collective responsibility of the organisational leadership.
- 10.6.2. It should be noted that although there is no legal requirement for the Council to comply with the code, compliance to the code will be a key requirement which will be assessed by the Council's external auditors as part of the Value for Money audit.
- 10.6.3. An update of progress and compliance against the code will be provided to the Audit Committee at its next meeting.

11. **Legal**

- 11.1. The Council has a legal duty to set a balanced budget.
- 11.2. Some savings proposals will have more detailed legal or practical implications. Where this is the case, these detailed implications will need to be considered before a final decision is taken on whether to implement the proposals or to implement them in a revised format.
- 11.3. **In regard to the Council's employment law duties**
 - 11.3.1. Directors, including the Strategic Directors and the Chief Executive, have the delegated authority to delete vacant posts and create new posts within their service, within budgetary constraints. Strategic directors have the delegated authority (following, in relation to proposals to delete filled posts, consultation with the relevant cabinet Portfolio Holder and with the Chief Executive) to approve reorganisations and restructuring of their own departments, which may or may not lead to redundancies, including approving deletions of filled posts. That is why Cabinet is not being asked to approve as part of this report any of the staffing change proposals that will be required to deliver the budget proposals. Strategic Directors must, when taking any decisions on staffing change proposals, follow the law and principles set out in this section and in

section 17 below (Equalities, Human Rights and Community Cohesion).

- 11.3.2. Under s188 of the Trade Union and Labour Relations Act 1992, the Council has a legal obligation to consult if there are proposals to dismiss 20 or more employees (within 90 days of each other).
- 11.3.3. Employees have the right not to be unfairly dismissed. The Council's policies and practices reflect this right. Contractual arrangements for matching and redeployment will be applied to minimise the need for compulsory redundancies.
- 11.3.4. The Council has a legal obligation to make redundancy payments to any employees with more than 2 years' service who are dismissed by reason of redundancy. This arises from the Employment Rights Act 1996 and contracts of employment.
- 11.3.5. Employees whose posts are deleted are contractually entitled to pay protection in certain circumstances.
- 11.4. **In relation to Discretionary Relief to payers of the National Non-Domestic Rates (NDR)**
- 11.4.1. Section 69 of The Localism Act 2011 amended section 47 of the Local Government Finance Act 1988 to allow authorities to grant discretionary relief to business rates. Under this provision authorities can create their own discount schemes for example to promote growth and jobs in its area, or in specified areas. The relief is to be awarded daily. Any such scheme needs to be approved by the Council's Cabinet.
- 11.4.2. By virtue of section 47(5C) of the Local Government Finance Act 1988 when deciding to fix criteria for relief, the Council must have regard to any relevant guidance issued by the Secretary of State.
- 11.4.3. Under Section 47 Local Government Finance Act 1988, a decision to set criteria for discretionary relief is not limited to charitable or non-profit making organisations. However, where, as with this proposal, the criteria would allow relief to be granted to businesses which are other than charitable, or non-profit making, the Council may make the decision only if it is satisfied that it would be reasonable for it to do so, having regard to the interests of persons liable to pay council tax set by the Council.
- 11.4.4. The Non-Domestic Rating (Discretionary Relief) Regulations 1989 contain provisions in relation to the notices which the Council must give when making decision and determinations under Section 47 of the Local Government Finance Act 1988.

11.5. In relation to Council Tax Empty Property Premium

- 11.5.1. Since April 2013 Local Authorities in England have been given delegated powers under Section 11B of the Local Government Finance Act 1992 to increase Council Tax on a local level. These powers allowed the Council to increase Council Tax by adding up to 50% to the Council Tax charge on some long-term empty properties. This is commonly known as the 'Empty Property Premium' or 'Long Term Empty Premium'.
- 11.5.2. From 1 April 2019 legislation allowed an increase in the premium, initially to a maximum of 100% and then extended this maximum to increase to 300%. This was contained in Rating (Property in Common Occupation) and Council Tax (Empty Dwellings) Act 2018.

11.6. In relation to Council Tax Reduction Scheme

- 11.6.1. Section 13A of the Local Government Finance Act 1992 (c. 14), ("the 1992 Act"), substituted by Section 10 of the Local Government Finance Act 2012 (c.17), ("the 2012 Act"), requires each billing authority in England to make a scheme specifying the reductions which are to apply to amounts of council tax payable by persons, or classes or persons, whom the authority considers are in financial need.
- 11.6.2. Paragraph 2 of Schedule 1A to the 1992 Act, as amended by Schedule 4 of the Local Government Finance Act 2012, sets out matters that must be included in a scheme and gives the Secretary of State power to prescribe by regulations additional requirements, including classes of persons, which must or must not be included in a scheme.

11.7. In relation to Phasing of 2020/21 Collection Fund deficits

- 11.7.1. The Local Authorities (Collection Fund: Surplus and Deficit) (Coronavirus) (England) Regulations 2020, which came into effect 1 December 2020. These regulations allow local authorities to spread any deficit arising in 2020/21 in relation to the Collection Fund over the next three years.

11.8. In regard to Schools Funding and Dedicated Schools Grant (DSG)

- 11.8.1. The Council currently receives funding for schools through the Dedicated Schools Grant (DSG) and has the statutory responsibility under the Schools and Early Years Finance Regulations for allocating this funding to schools.
- 11.8.2. The Schools Forum Regulations 2012, SI 2012/2261, School and Early Years Finance (England) Regulations 2018, SI 201/10 and the School and Early Years Finance (England) Regulations 2015, SI 2015/2033 set out the matters on which the council must consult the Schools Forum or seek the approval of the Schools Forum or the approval of the Secretary of State.

12. Value for Money

- 12.1. The budget setting process addresses the Council's performance in delivering national and local priorities and focuses on the needs of its communities. The budget process will require services to demonstrate this through their budget proposals submissions.
- 12.2. The budget proposals include examples of delivering Value for Money such as:
- General efficiencies within services and departments.
 - Review of charges, maximising income opportunities, but considering the legal restrictions upon the Council's ability to charge for its services.
- 12.3. Where possible, savings proposals have been made that impact minimally on service delivery despite the challenges presented by the budget pressures outlined above.
- 12.4. The Council consistently monitors performance and finance in tandem, to ensure that value for money services are commissioned and provided for, as well regularly adjusting its activities to improve performance and achieve better value for money. The budget process sets the approach, providing the framework in which the Council can look to improve performance and achieve better value for money.

13. Sustainability Impact Appraisal

- 13.1. Any sustainability impacts will be considered before final decisions are taken on whether to implement each proposal. All capital budget proposals are required to set out how the proposal contributes towards carbon emission reduction.

14. Risk Management

- 14.1. It is important that spending is contained within budget so that the Council can maintain its financial standing in the face of further pressure on resources in 2023/24 and beyond as set out in the annual review of the MTFS in this report.
- 14.2. The current final Local Government finance settlement only provides certainty for 2023/24, beyond this there remains a great deal of uncertainty. The MTFS therefore includes various assumptions on future funding which is based on Government announcements made to date.
- 14.3. The MTFS model will continue to be updated as greater clarity is provided by the Government on their medium-term funding plans.
- 14.4. Given the uncertainties of the economic environment, impact of COVID-19 and

the anticipated scale of the expenditure reductions required, there are inevitably significant risks involved in delivering balanced budgets over the medium term. Key strategic risks are:

- included in the Corporate Risk Register;
- regularly reported to Audit Committee; and
- reviewed through updated Budget and MTFS Strategy reports to Cabinet.

14.5. Since 2013/14, the balancing of the budget in-year depends upon the Council achieving its council tax and business rates projections which are closely monitored by the Financial Strategy Group.

14.6. As explained in the report, the most immediate risks to the budget process are:

- unfunded income loss pressures as a result of the long-term impact of the pandemic particularly in relation to Council Tax and Business rates income. The Council will continue to closely monitor the impact of these income streams and support lobbying to Government as a region to ensure the Council can be full compensated for these losses;
- non-delivery of the approved savings; and
- social care placement pressures, which continue to be partly mitigated by spend controls, transformational cost reduction programmes and close monitoring by SLT and by the Leader and the portfolio holders for Inclusive Economy, A Fairer Start and Healthy Lives.

14.7. The Council is faced with an uncertain financial climate over the medium to long term which presents a high risk and there remains potential for further, as yet unrecognised, risks. For this reason, a prudent approach to the level of reserves held by the Council remains sensible and necessary. The Strategic Director of Corporate Resources, as the Council's Section 151 Officer, is required to state whether the reserves are adequate as part of the annual budget setting process.

14.8. The Council's MTFS is continually under review and builds in projections for the MTFS period and beyond as further details and analysis become available. These updates are regularly reviewed by SLT and the portfolio holder and updates on the financial environment the Council is operating in are provided in Budget Strategy reports to Cabinet. Any sustainability impacts will be considered before final decisions are taken on whether to implement each proposal.

15. **Community Safety**

15.1. Not applicable.

16. Links to Three Key Priorities for the Borough

- 16.1. The Council's MTFs, budgets, capital programme and capital strategy are designed to deliver the Council's strategic priorities of fighting inequality, fighting the climate crisis and creating good jobs. The budget set for 2023/24 will address the delivery of national and local priorities.

17. Equalities, Human Rights and Community Cohesion

- 17.1. Budget proposals have been developed and impacts considered in line with the principles set out under S149 Equality Act 2010 and Human Rights Act 1988, including the need to protect elderly, disabled, children and young people who are the most vulnerable residents of the borough.
- 17.2. Implementation of each of the proposals will follow the Council's processes, policies and local terms and conditions to ensure fair selection, assimilation, and recruitment and to ensure on-going monitoring of diversity.
- 17.3. Where proposals will have equalities implications an Equalities Analysis Assessment (EAA) is required. EAAs are tools that help the Council make sure its policies, and the ways it carries out its functions, do what they are intended to do and for everybody. If an EAA is required, it will be prepared and considered prior to the final decision on whether to proceed with the proposal being taken.
- 17.4. A full Equalities Analysis Assessment has been carried out in relation to the equalities impacts of the council tax increase recommendations in paragraphs 1.10 and 1.21(4). This is attached as Appendix 11.
- 17.5. When making decisions the Council must act reasonably and rationally. It must consider all relevant information and disregard all irrelevant information and consult those affected, taking into account their views before final decisions are made. It must also comply with its legal duties, including those relating to equalities as referred to above. Many proposals will impact upon third parties and where this is the case there may be a requirement for the Council to consult those affected before a final decision is taken on whether to implement the proposal or to amend the proposal prior to implementation.

18. Staffing / Workforce and Accommodation Implications

- 18.1. Not applicable.

19. Property and Assets

- 19.1. The Capital investment proposals set out in this report for approval in principle reflect the need to make efficient use of the Council's property and assets at an affordable cost to support the delivery of Council priorities.

20. Consultation

20.1. Consultation may be required in relation to some savings proposals. Where this is the case, the consultation will be undertaken in accordance with legal requirements and within a timetable appropriate to the individual circumstances of the proposal in question, including with recognised trade unions and affected individuals. The outcomes from each consultation undertaken will be considered before a final decision is taken on whether to proceed with the proposal in question, either as presently proposed or in an amended form.

20.2. Budget Consultation and Scrutiny Process

20.2.1. The Council's budget framework sets out the need for the Overview and Scrutiny Committee to be consulted in the budget process. Furthermore, the Council is required to undertake statutory budget consultation with Business Rates payers in the borough.

20.2.2. On 16 February 2023, meeting with the Ealing Business Partnership will look to consult with the local business rate payers. Following which any feedback will be either circulated to Cabinet as an addendum to the report or a verbal update provided at the Cabinet meeting by the Portfolio Holder.

20.2.3. Meeting with the Overview and Scrutiny Committee (OSC) will be held a day before Cabinet on 21 February 2023. Feedback from this meeting will be submitted either in writing by the OSC Chair and/or Vice-Chair or provided verbally to Cabinet.

21. Timetable for Implementation

21.1. The budget timetable is set out above.

Table 23: Timetable of Pending Key Budget Activities

Date	Key Activities
February 2023	<ul style="list-style-type: none">• Consultation with Ealing Business Partnership• Budget proposals to Cabinet and Overview & Scrutiny Committee• Cabinet considers final budget proposals and makes recommendations to Full Council
March 2023	<ul style="list-style-type: none">• Council approves Budget & Council Tax for 2023

22. Appendices

Appendix	Appendix Title
1	Summary Revenue Budget 2023/24
2	New Savings to be considered - 2023/24 to 2026/27
3	2023/24 Fees and Charges Schedule
4	Council Tax Reduction Scheme
5	2023/24 Parking Account
6	New Capital Schemes and Schemes to be Decommissioned
7	Summary of Capital Programme 2022/23 to 2027/28
8	2023/24 Capital Strategy and Flexible Capital Receipts Policy
9	Treasury Management Strategy Statement, MRP Statement and Annual Investment Statement
10	Reserves Forecast and Analysis over the MTFS Period
11	Equality Analysis Assessment – Council Tax Increase

23. Background Information

Report Name	Date
Council Reports	
Treasury Management Mid Year Update 2022/23	13 December 2022
Cabinet Reports	
2022/23 Budget Update Report	22 February 2023
Council Tax Support Fund 2023/24	22 February 2023
Housing Revenue Account (HRA) Business Plan 2023/24	25 January 2023
Revised Council Tax Reduction scheme for 2023/24	7 December 2022
2022/23 Budget Amendment	18 May 2022

Report Name	Date
Budget Strategy and MTFS 2022/23 to 2024/25	9 February 2022
Schools Forum Reports	
Schools Funding 2023/24	19 January 2023
Schools Funding 2023/24	10 November 2022
Audit Committee	
Treasury Update – Quarter 2	29 November 2022
Officer Decision Reports	
2021/22 Collection Fund Estimated Deficit as at 31 March 2023	12 January 2023
2023/24 Council Tax Base	9 January 2023

Consultation

Name of consultee	Department	Date sent to consultee	Date response received from consultee	Comments appear in report para:
Internal				
Emily Hill	Interim Strategic Director of Corporate Resources	Continuous	Continuous	Throughout
Tony Clements	Chief Executive	Continuous	Continuous	Throughout
Carolyn Fair Kerry Stevens Kieran Read Sandra Fryer Darren Henaghan	Interim / Acting Strategic Directors	Continuous	Continuous	Throughout
Helen Harris	Director of Legal and Democratic Services			
Councillor Steve Donnelly	Cabinet Member for Inclusive Economy	Continuous	Continuous	Throughout

Name of consultee	Department	Date sent to consultee	Date response received from consultee	Comments appear in report para:
Councillor Peter Mason	Leader of the Council	Continuous	Continuous	Throughout
Emma Horner	Assistant Director of Technical Finance	Continuous	Continuous	Paragraph 5.9, Section 9, Appendix 9
Bridget Uku	Finance Manager – Pensions and Treasury	Continuous	Continuous	Section 9, Appendix 9
Russell Dyer	Assistant Director of Accountancy	Continuous	Continuous	Recommendation: 1.9,16,17,18 & 1.21(1e & 1f); Section 5,6,7,8; Appendices 2,3,5,6&7
Nick Rowe	Assistant Director of Local Tax & Accounts Receivable	Continuous	Continuous	Recommendations; Paragraphs 4.7 and 5.7 to 5.10
Joanna Pavlides	Assistant Director of Financial Assessments	Continuous	Continuous	Recommendations; Para- 5.7 to 5.8
Tamara Quinn	Assistant Director Schools, Planning & Resource	Continuous	Continuous	Recommendations; Section 6

Report History

Decision Type: For Decision	Urgency Item? No
Authorised by Cabinet Date:	Report Deadline:
Member:	Date Report Sent:
Report no:	Report authors and contact queries: Shabana Kausar, Assistant Director Strategic Finance, 020 8825 7549 Baljinder Sangha, Finance Manager, 020 8825 5579 Katherine Ball, Finance Manager, 020 8825 5757

Appendix 1 - Draft Revenue Budget Summary

Budget Headings	2022/23 Revised Budget	2023/24 Draft Budget
	£M	£M
Children's Service	66.610	65.369
Adults Service and Public Health	85.483	84.775
Economy	5.362	2.730
Housing & Environment	17.422	13.190
Corporate Resources	33.683	33.939
Strategy and Change	7.985	7.718
Chief Executive Office	0.467	0.464
West London Alliance	0.000	0.000
Net Service Department Budget	217.012	208.185
Levies	23.887	25.401
Centrally held Grants	(37.254)	(46.537)
Corporate Items (including Treasury Management, bad debt provision)	48.461	47.765
Centrally Held Budgets (growth, inflation, rates)	(1.018)	46.367
Contingency	2.000	2.000
Total Centrally Held Budgets	36.076	74.996
Contribution to (+) / from (-) reserves	3.500	3.500
Net Budget Requirement	256.588	286.681
Retained Business Rates (including S31, RSG and top-up grant)	(101.680)	(118.605)
Council Tax	(158.976)	(171.079)
Collection Fund surplus (-) / deficit (+)	4.068	3.003
Total Funding	(256.588)	(286.681)
Budget Total	0.000	0.000

** budgets provide an indicative cash limit per department. This is subject to change as budget responsibilities are reviewed and signed off by Strategic Leadership Team at the start of the year in accordance with the new management structure.*

This page is intentionally left blank

Saving Summary	2023/24	2024/25 EM	2025/26 EM	2026/27 EM	Net Savings Total
	£'m	£'m	£'m	£'m	£'m
General Fund Savings	7.184	(1.169)	1.037	0.344	7.396
Cost Avoidance / Cost Containment / Cost Reductions	2.968	0.864	2.662	0.839	7.333
Total Gross Savings	10.152	(0.304)	3.699	1.183	14.729

Table 1: General Fund Savings

Council Plan Priority	Focus Area	Type of Proposal	Saving Ref	Department	Title of Saving Proposal (Cabinet)	2023/24	2024/25 EM	2025/26 EM	2026/27 EM	Net Savings Total
						£'m	£'m	£'m	£'m	£'m
2. Climate Action	Service Redesign/ Reviews	Efficiency	FE1-2314	Housing & Environment	Productivity increases in parking. Look at moving Serco into LATCO not insourcing. Infrastructure to stay inhouse	0.000	0.354	0.354	0.354	1.062
2. Climate Action	Service Reviews	Income Generation	FE1-2316	Housing & Environment	Street Trading Increase the number of designated fixed pitches across the borough and expansion of service through marketing and sales campaign.	0.030	0.307	0.307	0.007	0.651
2. Climate Action	Service Reviews	Income Generation	FE1-2326	Housing & Environment	Waste disposal - share of income earned by the Waste Disposal contractor from the energy from waste plant	1.200	(1.200)	0.000	0.000	0.000
2. Climate Action	Service Reviews	Service Reductio/Cessation	FE1-2327a	Housing & Environment	Increased effectiveness through the use of improved working practices and intelligence led deployment of Street Cleansing resource	0.000	0.559	0.000	0.000	0.559
2. Climate Action	Service Reviews	Service Reductio/Cessation	FE1-2327b	Housing & Environment	Maximising Opportunities of the appointment system for Household Waste and Recycling Centre at Greenford	0.000	0.098	0.102	0.000	0.200
2. Climate Action	Service Reviews	Service Reductio/Cessation	FE1-2327c	Housing & Environment	More effective seasonal deployment of the garden waste collection service	0.000	0.097	0.000	0.000	0.097
2. Climate Action	Service Reviews	Efficiency	FE1-2328	Housing & Environment	Efficiency in weed spraying service. Efficiency in Commercial waste collection teams. reduce food waste collection by one round and Collections - flats reduce loader by one per team. Refuse and Recycling Service reconfiguration.	0.021	0.253	0.291	0.000	0.565
2. Climate Action	Service Reviews	Service Reductio/Cessation	FE1-2329	Housing & Environment	Graffiti and Flyposting Service and Caretaking Service - Efficiencies as a result of transfer of operations to GEL.	0.016	0.750	0.000	0.000	0.766
2. Climate Action	Service Reviews	Income Generation	FE1-2315	Housing & Environment	Productivity increases in the parking service by focusing enforcement on areas of concern raised by local communities. Including income generated by focussing resource on areas where utility companies are flouting parking restrictions and blocking parking space intended for residents, and income generated through the enforcement of new restrictions delivered with the community through the Council's Active Travel and school streets programmes.	1.900	(0.200)	(0.100)	(0.100)	1.500
Council Priority 2. Climate Action Sub Total						3.167	1.018	0.954	0.261	5.400
4. A Fairer Start	Asset Review	Income Generation	FE1-2332	Children's Services	Selling the Council's Share in a BSF PFI & reviewing PFI reserves (one off)	0.733	(0.733)	0.000	0.000	0.000
Council Priority 4. A Fairer Start Sub Total						0.733	(0.733)	0.000	0.000	0.000
6. Inclusive Economy	Demand Management	Income Generation	FE1-2317	Cross Cutting	Recruit 3 additional officers to improve Adult SC income, 1 for parked debt, 2 for financial assessments	0.265	0.045	0.045	0.045	0.400
Council Priority 6. Inclusive Economy Sub Total						0.265	0.045	0.045	0.045	0.400
8. Good Growth	Asset Review	Income Generation	FE1-2333	Corporate Resources	Increase in advertising income generation	0.040	0.020	0.020	0.020	0.100
8. Good Growth	Service Reviews	Income Generation	FE1-2301	Cross Cutting	Fees and Charges - Inflationary Increase	1.147	0.000	0.000	0.000	1.147
Council Priority 8. Good Growth Sub Total						1.187	0.020	0.020	0.020	1.247
10. Organisational Priorities	Asset Review	Income Generation	FE1-2307	Economy	Strategic use of s106 funds	1.787	(1.787)	0.000	0.000	0.000
10. Organisational Priorities	Service Reviews	Service Reductio/Cessation	FE1-2334	Corporate Resources	Reorganisation of ICT & PS staffing reduction	0.003	0.000	0.000	0.000	0.003
10. Organisational Priorities	Asset Review	Income Generation	FE1-2305	Corporate Resources	Sublet space in Greenford Depot	(0.054)	0.268	0.018	0.018	0.250
10. Organisational Priorities	Service Redesign	Funding Substitution	FE1-2331	Strategy and Change	Saving on Pure 360 email send costs following implementation of MS Dynamics Marketing module	0.020	0.000	0.000	0.000	0.020
10. Organisational Priorities	Service Reviews	Income Generation	FE1-2318	Strategy and Change	Increase WLFO ratecard as basis for commercial negotiation	0.025	0.000	0.000	0.000	0.025
10. Organisational Priorities	Service Reviews	Service Reductio/Cessation	FE1-2330	Strategy and Change	Review of directorate wide discretionary budgets	0.050	0.000	0.000	0.000	0.050
Council Priority 10. Organisational Priorities Sub Total						1.831	(1.519)	0.018	0.018	0.348
Total General Fund						7.184	(1.169)	1.037	0.344	7.396

Table 2: Cost Avoidance / Cost Containment / Cost Reduction

Council Plan Priority	Focus Area	Type of Proposal	Saving Ref	Saving Ref	Title of Saving Proposal (Cabinet)	2023/24	2024/25 EM	2025/26 EM	2026/27 EM	Net Savings Total
						£'m	£'m	£'m	£'m	£'m
4. A Fairer Start	Demand Management	Transformation/Innovation	FE1-2302	Children's Services	Reduction in Looked After Children numbers and high cost placements through supporting adolescents to stay/move out of residential care. Includes increase of kinship and in house placements to support reduction of IFA/residential in overall mix. Stretch of existing programme target.	1.192	0.433	0.817	0.418	2.860
4. A Fairer Start	Service Redesign	Transformation/Innovation	FE1-2324	Children's Services	Children's Home 1: commissioned provision using council asset. 5-6 bed property will be an enabler of ref Opp-1 and deliver additional commissioning savings.	(0.060)	0.106	0.168	0.066	0.280
4. A Fairer Start	Service Redesign	Transformation/Innovation	FE1-2335	Children's Services	Children's Home 2: commissioned provision using council asset. 5-6 bed property will be an enabler of ref Opp-1 and deliver additional commissioning savings.	0.000	0.125	0.250	0.000	0.375
4. A Fairer Start	Demand Management	Transformation/Innovation & Efficiency	FE1-2325	Children's Services	Stretch target on existing programme - travel assessment, reassessment, travel training, personal budgets	0.462	0.527	0.732	0.163	1.884
4. A Fairer Start	Demand Management	Transformation/Innovation	FE1-2303	Children's Services	Increase permanent social workers and reduce agency spend - ASYE academy, recruitment & retention improvements, international recruitment.	0.020	0.120	0.210	0.050	0.400
4. A Fairer Start	Demand Management	Transformation/Innovation	FE1-2304	Children's Services	CWD inhouse short breaks expansion, sitting, family links in CC setting, and package reviews	0.140	0.020	0.020	0.020	0.200
4. A Fairer Start	Service Redesign	Service Reduction/Cessation	FE1-2323	Children's Services	Reduction of SAFE overspend - staffing reductions / funding transfers, to bring back in line with previous service offer	0.350	0.000	0.000	0.000	0.350
4. A Fairer Start	Service Reviews	Efficiency	FE1-2310	Children's Services	Redesign Looked After Children step down model	0.157	0.000	0.000	0.000	0.157
4. A Fairer Start	Service Reviews	Efficiency	FE1-2313	Children's Services	Foster Carer Recruitment	0.023	0.024	0.048	0.000	0.096
Council Priority 4. A Fairer Start Sub Total						2.284	1.355	2.246	0.717	6.602
7. Genuinely Affordable Homes	Demand Management	Efficiency	FE1-2336	Housing & Environment	Use of Voids as Temporary Accommodation to reduce HB subsidy loss	1.000	(1.000)	0.000	0.000	0.000
Council Priority 7. Genuinely Affordable Homes Sub Total						1.000	(1.000)	0.000	0.000	0.000
9. Thriving Communities	Demand Management		FE1-2311	Adults Service & Public Health	Mental health step down housing	(0.133)	0.382	0.230	0.061	0.540
9. Thriving Communities	Demand Management		FE1-2312	Adults Service & Public Health	Sheltered Accommodation for Older Adults	(0.183)	0.127	0.186	0.061	0.191
Council Priority 10. Thriving Communities Sub Total						(0.316)	0.509	0.416	0.122	0.731
Total Cost Avoidance / Cost Containment / Cost Reductions						2.968	0.864	2.662	0.839	7.333

This page is intentionally left blank

2023/24 FEES & CHARGES SCHEDULE					
Service	Description of Fee/Charge	Charging Policy	2022/23 Updated Charges	Charge basis (e.g. per hour, per day etc)	2023/24 Proposed Charge
			£		£
(a)	(b)	(c)	(d)	(e)	(f)
CHILDREN'S AND ADULTS SERVICE					
Schools Service					
Planning & Resources					
Schools Bursarial Service	Schools Bursarial Service - Level 1	Full Cost Recovery	£3,250.00	Per school	£3,400.00
Schools Bursarial Service	Schools Bursarial Service - Level 2	Full Cost Recovery	£5,950.00	Per school	£6,200.00
Schools Bursarial Service	Schools Bursarial Service - Level 3	Full Cost Recovery	£7,750.00	Per school	£8,050.00
Schools Bursarial Service	Schools Bursarial Service - Bespoke	Full Cost Recovery	Quote on request	Per school	Quote on request
Schools Bursarial Service	Schools Bursarial Service - Day rate (Short term for schools that already buy in to service)	Full Cost Recovery	£395.00	Per day	£410.00
Performance					
Research & Statistics Team	Fischer Family Trust (FFT) Data Access - Fixed rate for infant school (to be combined with per pupil rate below)	External	£540.00	Per high school	£540.00
Research & Statistics Team	Fischer Family Trust (FFT) Data Access - price per pupil (in addition to fixed price above)	External	£0.23	Per pupil	£0.23
Schools Effectiveness					
Ealing Education Centre	Meeting Room Hire (incl. Servicing and all multimedia equipment): Capacity 6-80 people	Subsidised	£24.20 - £45.30	per room	£24.97 - £46.66
Ealing Education Centre	Training CPD pay as you go per session per person ELP rate	Subsidised	£172.00	per full day	£177.16
Ealing Education Centre	Training CPD pay as you go per session per person ELP rate	Subsidised	£119.00	per half day	£122.57
Ealing Education Centre	Training CPD pay as you go per session per person ELP rate	Subsidised	£90.00	up to 2 hours	£92.70
Ealing Education Centre	Training CPD pay as you go per session per person non ELP rate	Subsidised	£189.00	per full day	£194.67
Ealing Education Centre	Training CPD pay as you go per session per person non ELP rate	Subsidised	£131.00	per half day	£134.93
Ealing Education Centre	Training CPD pay as you go per session per person non ELP rate	Subsidised	£97.00	up to 2 hours	£99.91
Ealing Education Centre	Training Offered on Pay As You Go rates - ELP rate	Subsidised	£172.00	per person per session	£177.16
Ealing Education Centre	Training Offered on Pay As You Go rates - non ELP rate	Subsidised	£189.00	per person per session	£194.67
Ealing Education Centre	CPD/Training SLA for School - ELP rate	Subsidised	£76.00	per Staff per year	£78.28
Ealing Education Centre	CPD/Training SLA for School - cap for Primary School - ELP rate	Subsidised	£5,618.00	per School Staff (January Census)	£5,786.54
Ealing Education Centre	CPD/Training SLA for School - cap for Special School - ELP rate	Subsidised	£2,659.00	per School Staff (January Census)	£2,738.77
Ealing Education Centre	CPD/Training SLA for School - non ELP rate	Subsidised	£108.00	per School Staff (January Census)	£111.24
Governance	External review of governance - ELP rate	Subsidised	£1,650.00	per package	£1,699.50
Governance	External review of governance - non ELP rate	Subsidised	£1,800.00	per package	£1,854.00
Governance	Governing Board bespoke training (1 day)- ELP rate	Subsidised	£615.00	per day	£633.45
Governance	Governing Board bespoke training (half day) - ELP rate	Subsidised	£325.00	per half day	£334.75
Governance	Governing Board bespoke training (1 day) - non ELP rate	Subsidised	£710.00	per day	£731.30
Governance	Governing Board bespoke training (half day) - non ELP rate	Subsidised	£375.00	per half day	£386.25
Governance	New chairs - mentoring, support and if required one to one training -ELP rate	Subsidised	£325.00	up to half a day	£334.75
Governance	New chairs - mentoring, support and if required one to one training -non ELP rate	Subsidised	£375.00	up to half a day	£386.25
School workforce	Workforce network two year commitment 2021 - 2023 -ELP rate	Subsidised	£850.00	per 2 years	£875.50
School workforce	Workforce network two year commitment 2021 - 2023 - non ELP rate	Subsidised	£995.00	per 2 years	£1,024.85
School workforce	Coaching headteacher ELP rate	Subsidised	£1,650.00		£1,699.50

2023/24 FEES & CHARGES SCHEDULE					
Service	Description of Fee/Charge	Charging Policy	2022/23 Updated Charges	Charge basis (e.g. per hour, per day etc)	2023/24 Proposed Charge
			£		£
(a)	(b)	(c)	(d)	(e)	(f)
School workforce	Coaching staff ELP rate	Subsidised	£1,150.00		£1,184.50
School workforce	Team building ELP rate	Subsidised	£895.00		£921.85
School workforce	Headship finance ELP rate	Subsidised	£750.00		£772.50
School workforce	Mentoring headteacher ELP rate	Subsidised	£895.00		£921.85
School workforce	Performamnce management teacher/support staff ELP rate	Subsidised	£350.00		£360.50
School workforce	Income generation ELP rate	Subsidised	£895.00		£921.85
School workforce	Grant funding ELP rate	Subsidised	£895.00		£921.85
School workforce	Marketing ELP rate	Subsidised	£895.00		£921.85
School workforce	Coaching headteacher non ELP rate	Subsidised	£1,795.00		£1,848.85
School workforce	Coaching staff non ELP rate	Subsidised	£1,295.00		£1,333.85
School workforce	Team building non ELP rate	Subsidised	£995.00		£1,024.85
School workforce	Headship finance non ELP rate	Subsidised	£895.00		£921.85
School workforce	Mentoring headteacher non ELP rate	Subsidised	£995.00		£1,024.85
School workforce	Performamnce management teacher/support staff non ELP rate	Subsidised	£495.00		£509.85
School workforce	Income generation non ELP rate	Subsidised	£995.00		£1,024.85
School workforce	Grant funding non ELP rate	Subsidised	£995.00		£1,024.85
School workforce	Marketing non ELP rate	Subsidised	£995.00		£1,024.85
School workforce	Pay As You Go Half day - ELP rate	Subsidised	£340.00	half a day	£350.20
School workforce	Pay As You Go Full day - ELP rate	Subsidised	£630.00	full day	£648.90
School workforce	Pay As You Go Half day - non ELP rate	Subsidised	£370.00	half a day	£381.10
School workforce	Pay As You Go Full day - non ELP rate	Subsidised	£695.00	full day	£715.85
Health improvement	4 day bespoke package - ELP rate	Subsidised	£1,920.00		£1,977.60
Health improvement	4 day bespoke package - non ELP rate	Subsidised	£2,112.00		£2,175.36
Health improvement	Healthy schools awards and training package - ELP rate	Subsidised	£1,020.00	per package	£1,050.60
Health improvement	Healthy schools awards and training package - non ELP rate	Subsidised	£1,122.00	per package	£1,155.66
Health improvement	Reducing obesity package - ELP rate	Subsidised	£1,630.00	per package	£1,678.90
Health improvement	Reducing obesity package - non ELP rate	Subsidised	£1,793.00	per package	£1,846.79
Health improvement	Mental health and emotional wellbeing package - ELP rate	Subsidised	£1,630.00	per package	£1,678.90
Health improvement	Mental health and emotional wellbeing package - non ELP rate	Subsidised	£1,793.00	per package	£1,846.79
Health improvement	Relationship and sex education package - ELP rate	Subsidised	£1,630.00	per package	£1,678.90
Health improvement	Relationship and sex education package - non ELP rate	Subsidised	£1,793.00	per package	£1,846.79
Health improvement	PHSE package - ELP rate	Subsidised	£1,450.00	per package	£1,493.50
Health improvement	PHSE package - non ELP rate	Subsidised	£1,595.00	per package	£1,642.85
Ealing Learning Partnership	Primary lump sum	Subsidised	£4,040.00	per school	£4,161.20
Ealing Learning Partnership	Primary variable based on number of pupil	Subsidised	£5.60	per pupil	£5.77

2023/24 FEES & CHARGES SCHEDULE					
Service	Description of Fee/Charge	Charging Policy	2022/23 Updated Charges	Charge basis (e.g. per hour, per day etc)	2023/24 Proposed Charge
			£		£
(a)	(b)	(c)	(d)	(e)	(f)
Ealing Learning Partnership	Secondary lump sum	Subsidised	£6,565.00	per school	£6,761.95
Ealing Learning Partnership	Secondary variable based on number of pupil	Subsidised	£5.60	per pupil	£5.77
Ealing Learning Partnership	Special lump sum	Subsidised	£4,545.00	per school	£4,681.35
Ealing Music Service	Whole class Ensemble Tuition (WCET) First Access option 1	Subsidised	£825.00	per class per year	£825.00
Ealing Music Service	Whole class Ensemble Tuition (WCET) First Access option 2	Subsidised	£1,995.00	per class per year	£1,995.00
Ealing Music Service	Whole class Ensemble Tuition (WCET) Continued Access option 3	Subsidised	£1,980.00	per class per year	£1,980.00
Ealing Music Service	Whole class Ensemble Tuition (WCET) Continued Access option 4	Subsidised	£3,150.00	per class per year	£3,150.00
Ealing Music Service	Ensembles leaders	Subsidised	£45.00	per hour	£45.00
Ealing Music Service	Classroom Curriculum teaching	Subsidised	£48.00	per hour	£48.00
Ealing Music Service	Instrument Hire Band A	Subsidised	£22.00	per term	£22.00
Ealing Music Service	Instrument Hire Band B	Subsidised	£27.00	per term	£27.00
Ealing Music Service	Instrument Hire Band C	Subsidised	£35.00	per term	£35.00
Ealing Music Service	Instrument Hire Class set	Subsidised	£250.00	per term	£250.00
Ealing Music Service	Instrumental/vocal tuition	Subsidised	£40.00	per hour	£40.00
Ealing Music Service	Half day workshop	Subsidised	£230.00	per half a day	£230.00
Ealing Music Service	Full day workshop	Subsidised	£395.00	per day	£395.00
Ealing Music Service	Half day workshop + instrument hire for 1 term	Subsidised	£395.00	per half a day	£395.00
Ealing Music Service	Full day workshop + instrument hire for 1 term	Subsidised	£565.00	per day	£565.00
Ealing Music Service	In house CPD for schools who purchase regular EMS teaching provision	Subsidised	£600.00	per 6 hours	£600.00
Ealing Music Service	In house CPD for schools who purchase regular EMS teaching provision	Subsidised	£330.00	per 3 hours	£330.00
Ealing Music Service	In house CPD for schools who purchase regular EMS teaching provision	Subsidised	£235.00	per 2 hours	£235.00
Ealing Music Service	In house CPD for other schools	Subsidised	£725.00	per 6 hours	£725.00
Ealing Music Service	In house CPD for other schools	Subsidised	£420.00	per 3 hours	£420.00
Ealing Music Service	In house CPD for other schools	Subsidised	£295.00	per 2 hours	£295.00
School Partnership and enrichment	4 days consultancy package - ELP rate	Subsidised	£1,877.00	per package	£1,933.31
School Partnership and enrichment	4 days consultancy package - non ELP rate	Subsidised	£2,065.00	per package	£2,126.95
School Partnership and enrichment	Curriculum enrichment ELP rate	Subsidised	£104.00		£107.12
School Partnership and enrichment	Curriculum enrichment non ELP rate	Subsidised	£114.00		£117.42
School Partnership and enrichment	Bespoke fundraising and grant writing - ELP rate	Subsidised	£1,877.00	per package	£1,933.31
School Partnership and enrichment	Bespoke fundraising and grant writing - non ELP rate	Subsidised	£2,065.00	per package	£2,126.95
School Partnership and enrichment	Engaging parents in early reading ELP rate	Subsidised	£1,200.00		£1,236.00
School Partnership and enrichment	Family school partnership awards ELP rate	Subsidised	£500.00		£515.00
School Partnership and enrichment	Primary careers package ELP rate	Subsidised	£950.00		£978.50
School Partnership and enrichment	Engaging parents in early reading non ELP rate	Subsidised	£1,320.00		£1,359.60
School Partnership and enrichment	Family school partnership awards non ELP rate	Subsidised	£550.00		£566.50
School Partnership and enrichment	Primary careers package non ELP rate	Subsidised	£1,045.00		£1,076.35
School improvement support	Standard ELP bespoke support and consultancy full day ELP rate	Subsidised	£615.00	per day	£633.45
School improvement support	Standard ELP bespoke and consultancy half day ELP rate	Subsidised	£325.00	half a day	£334.75
School improvement support	Standard ELP bespoke and consultancy per hour ELP rate	Subsidised	£88.00	per hour	£90.64
School improvement support	Standard ELP bespoke support and consultancy full day non ELP rate	Subsidised	£710.00	per day	£731.30
School improvement support	Standard ELP bespoke and consultancy half day non ELP rate	Subsidised	£375.00	half a day	£386.25
School improvement support	Standard ELP bespoke and consultancy per hour non ELP rate	Subsidised	£102.00	per hour	£105.06

2023/24 FEES & CHARGES SCHEDULE					
Service	Description of Fee/Charge	Charging Policy	2022/23 Updated Charges	Charge basis (e.g. per hour, per day etc)	2023/24 Proposed Charge
			£		£
(a)	(b)	(c)	(d)	(e)	(f)
School improvement support in all schools	Bespoke full day ELP rate	Subsidised	£615.00	per day	£633.45
School improvement support in all schools	Bespoke half day ELP rate	Subsidised	£325.00	half a day	£334.75
School improvement support in all schools	Bespoke per hour ELP rate	Subsidised	£88.00	per hour	£90.64
School improvement support in all schools	Bespoke full day non ELP rate	Subsidised	£710.00	per day	£731.30
School improvement support in all schools	Bespoke half day non ELP rate	Subsidised	£375.00	half a day	£386.25
School improvement support in all schools	Bespoke per hour ELP rate	Subsidised	£102.00	per hour	£105.06
Children's Service					
Education Psychology					
Education Psychology Service	Education Psychology Schools Levy - Level 1	Full Cost Recovery	£1,509.95	per school	£1,600.55
Education Psychology Service	Education Psychology Schools Levy - Level 2	Full Cost Recovery	£2,015.96	per school	£2,136.92
Education Psychology Service	Education Psychology Schools Levy - Level 3	Full Cost Recovery	£2,988.59	per school	£3,167.91
Education Psychology Service	Education Psychology Schools Levy - Level 4	Full Cost Recovery	£3,975.36	per school	£4,213.88
Education Psychology Service	Education Psychology Daily buy back (schools) ad hoc	Full Cost Recovery	Various	per day	Various
Play Service					
Play Service	After schools club (parental charges) - per day	Full Cost Recovery	£9.45	Per day	£9.83
Adults Service					
Community Offer					
Choice Scheme	Outreach Service	Subsidised - subject to Financial Assessment	£15.73	per hour	£15.73
Choice Scheme	Supported Living Service	Subsidised - subject to Financial Assessment	£907.25	per week	£907.25
Community Road and Group Homes	Supported Living Service	Subsidised - subject to Financial Assessment	£641.43	per week	£641.43
Ealing Shared Lives Scheme	Low Need Placement	Subsidised - subject to Financial Assessment	£67.92	per night	£67.92
Ealing Shared Lives Scheme	Ealing Shared Lives Scheme - Moderate Need Placement	Subsidised - subject to Financial Assessment	£75.58	per night	£75.58
Ealing Shared Lives Scheme	Ealing Shared Lives Scheme - High Need Placement	Subsidised - subject to Financial Assessment	£85.81	per night	£85.81
Ealing Shared Lives Scheme	Ealing Shared Lives Scheme - Sessional Support	Subsidised - subject to Financial Assessment	£10.86	per hour	£10.86
Day Centre					
Cowgate Day Centre	1:5 support needs (half day)	Subsidised - subject to Financial Assessment	£50.08	per half day	£50.08
Cowgate Day Centre	1:5 support needs (full day)	Subsidised - subject to Financial Assessment	£100.16	per full day	£100.16
Cowgate Day Centre	1:3 support needs (half day)	Subsidised - subject to Financial Assessment	£72.26	per half day	£72.26
Cowgate Day Centre	1:3 support needs (full day)	Subsidised - subject to Financial Assessment	£144.51	per full day	£144.51
Cowgate Day Centre	1:1 support needs (half day)	Subsidised - subject to Financial Assessment	£78.41	per half day	£78.41
Cowgate Day Centre	1:1 support needs (full day)	Subsidised - subject to Financial Assessment	£156.81	per full day	£156.81
Cowgate Day Centre	Transport (return trip)	Subsidised - subject to Financial Assessment	£37.80	per return trip	£37.80
Cowgate Day Centre	Hall Hire	Subsidised - subject to Financial Assessment	Quote on request	Room Hire	Quote on request
Cowgate Day Centre	Service User Fee - Meal	Subsidised - subject to Financial Assessment	£3.00	Meal	£3.00
Michael Flanders Day Centre	Attendance at Day Centre -Half Day	Subsidised - subject to Financial Assessment	£35.22	per half day	£35.22
Michael Flanders Day Centre	Attendance at Day Centre - Full Day	Subsidised - subject to Financial Assessment	£70.44	per full day	£70.44
Michael Flanders Day Centre	Transport Charge (return trip)	Subsidised - subject to Financial Assessment	£29.95	per return trip	£29.95
Michael Flanders Day Centre	Hall Hire	Subsidised - subject to Financial Assessment	£15.00	per full day	£15.00
Michael Flanders Day Centre	Service User Fee - Meal	Subsidised - subject to Financial Assessment	£3.00	Meal	£3.00
Respite Care					
Ealing Short Breaks Service Scheme	Ealing Short Breaks Service Scheme - High Support Needs	Subsidised - subject to Financial Assessment	£227.87	per night	£227.87
Ealing Short Breaks Service Scheme	Ealing Short Breaks Service Scheme - Low Support Needs	Subsidised - subject to Financial Assessment	£154.28	per night	£154.28

2023/24 FEES & CHARGES SCHEDULE					
Service	Description of Fee/Charge	Charging Policy	2022/23 Updated Charges	Charge basis (e.g. per hour, per day etc)	2023/24 Proposed Charge
			£		£
(a)	(b)	(c)	(d)	(e)	(f)
Reablement Service					
Reablement Service	Up to 6 weeks	Free	Free	for first 6 weeks	Free
Reablement Service	Over 6 weeks	Subsidised - subject to Financial Assessment	Subject to Financial Assessment	over 6 weeks	Subject to Financial Assessment
Residential / Nursing Care					
Self Funder Admin Fee	Self Funder Arrangement Fee	Full Cost Recovery	£214.00	per agreement	£235.60
Residential / Nursing Care - Adults	Deferred Payment Agreement Set-Up Fee	Full Cost Recovery	£288.90	per agreement	£318.10
Residential / Nursing Care - Adults	Deferred Payment Scheme - Interest Rate Chargeable on deferred care costs	Statutory	£0.01	per agreement	£0.01
PLACE					
Growth & Sustainability					
Planning					
Pre-Planning Applications					
Pre-Application	Pre-Application Advice - Minor	Full Cost Recovery	£4,050.00	per application	£4,459.10
Pre-Application	Pre-Application Advice - Major	Full Cost Recovery	£10,100.00	per application	£11,120.10
Pre-Application	Pre-Application Advice - Strategic	Full Cost Recovery	£20,200.00	per application	£22,240.20
Pre-Application	Pre-Application - Planning Advice	Full Cost Recovery	£155.00	per application	£170.70
Pre-Application	Pre-Application Advice - Enhanced Service	Full Cost Recovery	£10,100.00	per application	No Longer Offered
Outline Applications					
Outline Application	All Outline Applications not more than 2.5 hectares	Statutory	£462.00	per 0.1 hectare	£462.00
Outline Application	All Outline Applications more than 2.5 hectares (Fixed fee and per hectre)	Statutory	£11,432.00	per application over 2.5 hectares	£11,432.00
Outline Application		Statutory	£138.00	per 0.1 hectare	£138.00
Householder Application					
Households	Householder Applications - Alterations/extensions to a single dwelling house, including works within boundary	Statutory	£206.00	per application	£206.00
Full Applications					
Full Application	Alterations/extensions to two or more dwelling houses, including works within boundaries	Statutory	£407.00	per application	£407.00
Full Application	New dwelling houses (up to and including 50)	Statutory	£462.00	per application	£462.00
Full Application	New dwelling houses - for more than 50 homes	Statutory	£22,859.00	per application	£22,859.00
Full Application		Statutory	£138.00	per additional dwelling	£138.00
Full Application		Statutory	£300,000.00	Maximum Fee Chargeable	£300,000.00
Erection Of Buildings					
Erection of Buildings	Gross floor space to be created by the development: No increase in gross floor space or no more than 40 sq. m	Statutory	£234.00	per application	£234.00
Erection of Buildings	Gross floor space to be created by the development: More than 40 sq. m but no more than 75 sq. m	Statutory	£462.00	per application	£462.00
Erection of Buildings	Gross floor space to be created by the development: More than 75 sq. m but no more than 3750 sq. m	Statutory	£462.00	for each 75 sq m (or part thereof)	£462.00
Erection of Buildings	Gross floor space to be created by the development: More than 3750 sq. m	Statutory	£22,859.00	per application	£22,859.00
Erection of Buildings		Statutory	£138.00	for each 75 sq m in excess of 3750 sq m	£138.00
Erection of Buildings		Statutory	£300,000.00	Maximum Fee Chargeable	£300,000.00
The Erection Of Buildings (Land For Agricultural Purposes)					
Erection of Buildings	Gross floor space to be created by the development: No increase in gross floor space or no more than 465 sq. m	Statutory	£96.00	per application	£96.00
Erection of Buildings	Gross floor space to be created by the development: More than 465 sq. m but no more than 540 sq. m	Statutory	£462.00	per application	£462.00
Erection of Buildings	Gross floor space to be created by the development: More than 540 sq. m but no more than 4,215 sq. m	Statutory	£462.00	for first 540 sq m	£462.00
Erection of Buildings		Statutory	£462.00	for every 75 sq m (or part thereof) in excess of 540 sq m	£462.00
Erection of Buildings	Gross floor space to be created by the development: More than 4,215 sq. m	Statutory	£22,859.00	per application	£22,859.00
Erection of Buildings		Statutory	£138.00	for each 75 sq m in excess of 4215 sq m	£138.00
Erection of Buildings		Statutory	£300,000.00	Maximum Fee Chargeable	£300,000.00
Erection Of Glasshouses					
Erection of Glasshouses	Gross floor space to be created by the development: Not more than 465 sq. m	Statutory	£96.00	per application	£96.00
Erection of Glasshouses	Gross floor space to be created by the development: More than 465 sq. m	Statutory	£2,580.00	per application	£2,580.00
Erection/Alterations/Replacement Of Plant And Machinery					
Erection/alterations/replacement of plant and machinery	Site Area not more than 5 hectares	Statutory	£462.00	per 0.1 hectare (or part thereof)	£462.00
Erection/alterations/replacement of plant and machinery	Site Area more than 5 hectares	Statutory	£22,859.00	per application	£22,859.00
Erection/alterations/replacement of plant and machinery		Statutory	£138.00	per 0.1 hectare (or part thereof) in excess of 5 hectares	£138.00
Erection/alterations/replacement of plant and machinery		Statutory	£300,000.00	Maximum Fee Chargeable	£300,000.00
Car Parks, Service Roads Or Other Accesses					
Car parks, service roads or other accesses	For existing uses	Statutory	£234.00		£234.00
Use Of Land For Waste					
Waste Sites	Site Area not more than 15 hectares	Statutory	£234.00	per 0.1 hectare (or part thereof)	£234.00
Waste Sites	Site Area more than 15 hectares	Statutory	£34,934.00	per application	£34,934.00
Waste Sites		Statutory	£138.00	per 0.1 hectare (or part thereof) in excess of 15 hectares	£138.00
Waste Sites		Statutory	£78,000.00	Maximum Fee Chargeable	£78,000.00
Exploratory Drilling For Oil Or Natural Gas Operation					

2023/24 FEES & CHARGES SCHEDULE					
Service	Description of Fee/Charge	Charging Policy	2022/23 Updated Charges	Charge basis (e.g. per hour, per day etc)	2023/24 Proposed Charge
			£		£
(a)	(b)	(c)	(d)	(e)	(f)
Exploratory drilling for oil or natural gas	Site Area not more than 7.5 hectares	Statutory	£507.00	per 0.1 hectare (or part thereof)	£507.00
Exploratory drilling for oil or natural gas	Site Area more than 7.5 hectares	Statutory	£38,070.00	per application	£38,070.00
Exploratory drilling for oil or natural gas		Statutory	£151.00	per 0.1 hectare (or part thereof) in excess of 7.5 hectares	£151.00
Exploratory drilling for oil or natural gas		Statutory	£300,000.00	Maximum Fee Chargeable	£300,000.00
Operations For Winning And Working Of Oil Or Natural Gas					
Operations for the winning and working of oil or natural gas	Site Area not more than 15 hectares	Statutory	£256.00	per 0.1 hectare (or part thereof)	£256.00
Operations for the winning and working of oil or natural gas	Site Area more than 15 hectares	Statutory	£38,520.00	per application	£38,520.00
Operations for the winning and working of oil or natural gas		Statutory	£151.00	per 0.1 hectare (or part thereof) in excess of 15 hectares	£151.00
Operations for the winning and working of oil or natural gas		Statutory	£78,000.00	Maximum Fee Chargeable	£78,000.00
Other Operations (Winning And Working Of Minerals)					
Other operations - winning and working of minerals, excluding oil and natural gas	Site Area not more than 15 hectares	Statutory	£234.00	per 0.1 hectare (or part thereof)	£234.00
Other operations - winning and working of minerals, excluding oil and natural gas	Site Area more than 15 hectares	Statutory	£34,934.00	per application	£34,934.00
Other operations - winning and working of minerals, excluding oil and natural gas		Statutory	£138.00	per 0.1 hectare (or part thereof) in excess of 15 hectares	£138.00
Other operations - winning and working of minerals, excluding oil and natural gas		Statutory	£78,000.00	Maximum Fee Chargeable	£78,000.00
Other Operations					
Other operations	Any size site area	Statutory	£234.00	per 0.1 hectare (or part thereof)	£234.00
Other operations		Statutory	£2,028.00	Maximum Fee Chargeable	£2,028.00
Lawful Development Certificate					
Lawful Development Certificate	Existing use or operation	Statutory	Same as full		Same as full
Lawful Development Certificate	Existing use or operation - lawful not to comply with any condition or limitation	Statutory	£234.00		£234.00
Lawful Development Certificate	Proposed use or operation	Statutory	Half the normal planning fee		Half the normal planning fee
Prior Approval					
Prior Approval	Agricultural and Forestry buildings & operations or demolition of buildings	Statutory	£96.00		£96.00
Prior Approval	Telecommunications Code Systems Operators	Statutory	£462.00		£462.00
Prior Approval	Proposed Change of Use to State Funded School or Registered Nursery	Statutory	£96.00		£96.00
Prior Approval	Proposed Change of Use of Agricultural Building to a State-Funded School or Registered Nursery	Statutory	£96.00		£96.00
Prior Approval	Proposed Change of Use of Agricultural Building to a flexible use within Shops, Financial and Professional services, Restaurants and Cafes, Business, Storage or Distribution, Hotels, or Assembly or Leisure	Statutory	£96.00		£96.00
Prior Approval	Proposed Change of Use of a building from Office (Use Class B1) Use to a use falling within Use Class C3 (Dwelling house)	Statutory	£96.00		£96.00
Prior Approval	Proposed Change of Use of Agricultural Building to a Dwelling house (Use Class C3), where there are no Associated Building Operations	Statutory	£96.00		£96.00
Prior Approval	Proposed Change of Use of Agricultural Building to a Dwelling house (Use Class C3), and Associated Building Operations	Statutory	£206.00		£206.00
Prior Approval	Proposed Change of Use of a building from a Retail (Use Class A1 or A2) Use or a Mixed Retail and Residential Use to a use falling within Use Class C3 (Dwelling house), where there are no Associated Building Operations	Statutory	£96.00		£96.00
Prior Approval	Proposed Change of Use of a building from a Retail (Use Class A1 or A2) Use or a Mixed Retail and Residential Use to a use falling within Use Class C3 (Dwelling house), and Associated Building Operations	Statutory	£206.00		£206.00
Prior Approval	Notification for Prior Approval for a Change Of Use from Storage or Distribution Buildings (Class B8) and any land within its curtilage to Dwelling houses (Class C3)	Statutory	£96.00		£96.00
Prior Approval	Notification for Prior Approval for a Change of Use from Amusement Arcades/Centres and Casinos, (Sui Generis Uses) and any land within its curtilage to Dwelling houses (Class C3)	Statutory	£96.00		£96.00
Prior Approval	Notification for Prior Approval for a Change of Use from Amusement Arcades/Centres and Casinos, (Sui Generis Uses) and any land within its curtilage to Dwelling houses (Class C3), and Associated Building Operations	Statutory	£206.00		£206.00
Prior Approval	Notification for Prior Approval for a Change of Use from Shops (Class A1), Financial and Professional Services (Class A2), Betting Offices, Pay Day Loan Shops and Casinos (Sui Generis Uses) to Restaurants and Cafés (Class A3)	Statutory	£96.00		£96.00
Prior Approval	Notification for Prior Approval for a Change of Use from Shops (Class A1), Financial and Professional Services (Class A2), Betting Offices, Pay Day Loan Shops and Casinos (Sui Generis Uses) to Restaurants and Cafés (Class A3), and Associated Building Operations	Statutory	£206.00		£206.00

2023/24 FEES & CHARGES SCHEDULE					
Service	Description of Fee/Charge	Charging Policy	2022/23 Updated Charges	Charge basis (e.g. per hour, per day etc)	2023/24 Proposed Charge
			£		£
(a)	(b)	(c)	(d)	(e)	(f)
Prior Approval	Notification for Prior Approval for a Change of Use from Shops (Class A1) and Financial and Professional Services (Class A2), Betting Offices, Pay Day Loan Shops (Sui Generis Uses) to Assembly and Leisure Uses (Class D2)	Statutory	£96.00		£96.00
Reserved Matters					
Reserved	Application for approval of reserved matters following outline approval	Statutory	Full fee due		Full fee due
Reserved		Statutory	OR if full fee already paid then £462 due		OR if full fee already paid then £462 due
Approval/Variation/Discharge Of Condition					
Approval/Variation/discharge of condition	Application for removal or variation of a condition following grant of planning permission	Statutory	£234.00		£234.00
Approval/Variation/discharge of condition	Householder Request for confirmation that one or more planning conditions have been complied with	Statutory	£34.00	per Householder Request	£34.00
Approval/Variation/discharge of condition	Non Householder Request for confirmation that one or more planning conditions have been complied with	Statutory	£116.00	per Request	£116.00
Change Of Use Of A Building					
Change of Use of a buildings	Change of Use of a building to use as one or more separate dwelling houses, or other cases - No more than 50 dwelling houses	Statutory	£462.00	per application	£462.00
Change of Use of a buildings	Change of Use of a building to use as one or more separate dwelling houses, or other cases - More than 50 dwelling houses	Statutory	£22,859.00	per application	£22,859.00
Change of Use of a buildings		Statutory	£138.00	for each dwelling house in excess of 50	£138.00
Change of Use of a buildings		Statutory	£300,000.00	Maximum Fee Chargeable	£300,000.00
Change of Use of a buildings	Other Changes of Use of a building or land	Statutory	£462.00		£462.00
Advertising					
Advertising	Advertising relating to the business on the premises	Statutory	£132.00		£132.00
Advertising	Advertising relating to advance signs which are not situated on or visible from the site, directing the public to a business	Statutory	£132.00		£132.00
Advertising	Other advertisements	Statutory	£462.00		£462.00
Application For A Non-Material Amendment Following Grant Of Planning Permission					
Non-material Amendment Following a Grant of Planning Permission	Applications in respect of householder developments	Statutory	£34.00		£34.00
Non-material Amendment Following a Grant of Planning Permission	Applications in respect of other developments	Statutory	£234.00		£234.00
Permission In Principle					
Permission in Principle	Permission in Principle	Statutory	£402.00	per 0.1 hectare of the site area	£402.00
Community Development					
Arts, Heritage and Libraries					
Community Centres					
Hanwell Community Centre	Small Meeting Room (Private, Mon to Fri)	Subsidised	£27.00	per hour	£30.00
Hanwell Community Centre	Medium Meeting Room (Private, Mon to Fri)	Subsidised	£33.80	per hour	£37.00
Hanwell Community Centre	Small Meeting Room (Weekend)	Subsidised	£33.80	per hour	£37.00
Hanwell Community Centre	Medium Meeting Room (Weekend)	Subsidised	£40.50	per hour	£45.00
Hanwell Community Centre	Large Meeting Room (Weekend)	Subsidised	£47.30	per hour	£52.00
Hanwell Community Centre	Sports Hall (Private, Mon to Fri)	Full Cost Recovery	£67.50	per hour	£74.00
Hanwell Community Centre	Sports Hall (Charity, Mon to Fri)	Subsidised	£60.30	per hour	£66.00
Hanwell Community Centre	Sports Hall Evening Function (Weekend)	Subsidised	£109.10	per hour	£120.00
Hanwell Community Centre	Sports Hall Children's Party (Weekend)	Subsidised	£67.50	per hour	£74.00
Hanwell Community Centre	Badminton Hall 4 Courts (Private, Mon to Fri)	Full Cost Recovery	£12.30	per hour	£13.50
Hanwell Community Centre	Badminton Hall 4 Courts (Weekend)	Subsidised	£12.30	per hour	£13.50
Hanwell Community Centre	Badminton Hall Full Room (Private, Mon to Fri)	Full Cost Recovery	£60.30	per hour	£66.00
Hanwell Community Centre	Badminton Hall Full Room (Weekend)	Subsidised	£60.30	per hour	£66.40
Hanwell Community Centre	Boxing Studio (Private, Mon to Fri)	Full Cost Recovery	£46.70	per hour	£51.00
Hanwell Community Centre	Judo Studio (Private, Mon to Fri)	Full Cost Recovery	£40.30	per hour	£44.00
Hanwell Community Centre	Judo Studio (Weekend)	Subsidised	£40.30	per hour	£44.00
Hanwell Community Centre	Art Wing Room (Private, Mon to Fri)	Full Cost Recovery	£33.80	per hour	£37.00
Hanwell Community Centre	Art Wing Room (Weekend)	Subsidised	£33.80	per hour	£37.00
Hanwell Community Centre	Pottery Room (Private, Mon to Fri)	Full Cost Recovery	£47.10	per hour	£52.00
Hanwell Community Centre	Pottery Room (Weekend)	Subsidised	£47.10	per hour	£52.00
Hanwell Community Centre	Upholstery (Private, Mon to Fri)	Full Cost Recovery	£33.80	per hour	£37.00
Hanwell Community Centre	Upholstery (Weekend)	Subsidised	£33.80	per hour	£37.00
Hanwell Community Centre	Hanwel CC Boxing Training room 1 & 2	Subsidised	£23.40	per hour	£26.00
Hanwell Community Centre	Badminton Hall alternative uses	Subsidised	£13.50		£15.00
Dominion Centre	Community Suite (Small) - Normal Rate Mon - Fri	Subsidised	£32.80	per hour	£36.00
Dominion Centre	Community Suite (Small) - Charity / Internal Rate Mon - Fri	Subsidised	£24.60	per hour	£27.00
Dominion Centre	Community Suite (Small) - Weekend Rates Sat - Sun	Subsidised	£32.80	per hour	£36.00
Dominion Centre	Community Suite (Large) - Normal Rate Mon - Fri	Subsidised	£52.00	per hour	£57.00
Dominion Centre	Community Suite (Large) - Charity / Internal Rate Mon - Fri	Subsidised	£39.00	per hour	£43.00
Dominion Centre	Community Suite (Large) - Weekend Rates Sat - Sun	Subsidised	£52.00	per hour	£57.00
Dominion Centre	Conference Room 1 - Normal Rate Mon - Fri	Subsidised	£26.00	per hour	£29.00
Dominion Centre	Conference Room 1 - Charity / Internal Rate Mon - Fri	Subsidised	£19.50	per hour	£21.50
Dominion Centre	Conference Room 1 - Weekend Rates Sat - Sun	Subsidised	£26.00	per hour	£29.00
Dominion Centre	Conference Room 2 - Normal Rate Mon - Fri	Subsidised	£26.00	per hour	£29.00
Dominion Centre	Conference Room 2 - Charity / Internal Rate Mon - Fri	Subsidised	£19.50	per hour	£21.50
Dominion Centre	Conference Room 2 - Weekend Rates Sat - Sun	Subsidised	£26.00	per hour	£29.00
Dominion Centre	Conference Rooms 1 & 2 Together - Normal Rate Mon - Fri	Subsidised	£41.60	per hour	£46.00
Dominion Centre	Conference Rooms 1 & 2 Together - Charity / Internal Rate Mon - Fri	Subsidised	£31.20	per hour	£34.00
Dominion Centre	Conference Rooms 1 & 2 Together - Weekend Rates Sat - Sun	Subsidised	£41.60	per hour	£46.00
Dominion Centre	Room 2 - Normal Rate Mon - Fri	Subsidised	£32.80	per hour	£36.00
Dominion Centre	Room 2 - Charity / Internal Rate Mon - Fri	Subsidised	£24.60	per hour	£27.00

2023/24 FEES & CHARGES SCHEDULE					
Service	Description of Fee/Charge	Charging Policy	2022/23 Updated Charges	Charge basis (e.g. per hour, per day etc)	2023/24 Proposed Charge
			£		£
(a)	(b)	(c)	(d)	(e)	(f)
Dominion Centre	Room 2 - Weekend Rates Sat - Sun	Subsidised	£32.80	per hour	£36.00
Dominion Centre	Main Hall with Kitchen & Servery - Normal Rate Mon - Fri	Subsidised	£135.10	per hour	£149.00
Dominion Centre	Main Hall with Kitchen & Servery - Charity / Internal Rate Mon - Fri	Subsidised	£101.30	per hour	£111.50
Dominion Centre	Main Hall with Kitchen & Servery - Weekend Rates Sat - Sun	Subsidised	£135.10	per hour	£149.00
Dominion Centre	Main Hall - Normal Rate Mon - Fri	Subsidised	£103.90	per hour	£114.00
Dominion Centre	Main Hall - Charity / Internal Rate Mon - Fri	Subsidised	£77.90	per hour	£86.00
Dominion Centre	Main Hall - Weekend Rates Sat - Sun	Subsidised	£103.90	per hour	£114.00
Dominion Centre	Servery - Normal Rate Mon - Fri	Subsidised	£20.80	per hour	£23.00
Dominion Centre	Servery - Charity / Internal Rate Mon - Fri	Subsidised	£15.60	per hour	£17.00
Dominion Centre	Servery - Weekend Rates Sat - Sun	Subsidised	£20.80	per hour	£23.00
Dominion Centre	Kitchen - Normal Rate Mon - Fri	Subsidised	£31.20	per hour	£34.00
Dominion Centre	Kitchen - Charity / Internal Rate Mon - Fri	Subsidised	£23.40	per hour	£26.00
Dominion Centre	Kitchen - Weekend Rates Sat - Sun	Subsidised	£31.20	per hour	£34.00
Dominion Centre	Foyer Area (+Private Exhibitions) - Normal Rate Mon - Fri	Full Cost Recovery	£52.00	per hour	£57.00
Dominion Centre	Foyer Area (+Private Exhibitions) - Charity / Internal Rate Mon - Fri	Full Cost Recovery	£39.00	per hour	£43.00
Dominion Centre	Foyer Area (+Private Exhibitions) - Weekend Rates Sat - Sun	Full Cost Recovery	£52.00	per hour	£57.00
Dominion Centre	Car Park - Normal Rate Mon - Fri	Subsidised	£103.20	daily	£114.00
Dominion Centre	Car Park - Charity / Internal Rate Mon - Fri	Subsidised	£103.20	daily	£114.00
Dominion Centre	Car Park - Weekend Rates Sat - Sun	Subsidised	£103.20	daily	£114.00
Libraries					
Libraries	Reservations Concession	Free	Free		Free
Libraries	Items not in stock in Ealing or Consortium	Subsidised	£4.10		£4.50
Libraries	Reservations - British Library	Subsidised	£16.20		£18.00
Libraries	Periodical articles	Subsidised	£7.10		£7.80
Libraries	DVD hire week loan	Subsidised	£2.40		£2.60
Libraries	DVD hire - week loan(Children's)	Subsidised	£1.50		£1.70
Libraries	CD Hire single 2 week loan	Subsidised	£1.30		£1.40
Libraries	CD Hire Double 2 week loan	Subsidised	£2.60		£2.80
Libraries	CD Multiple set 2 week loan	Subsidised	£2.60		£2.80
Libraries	Adult talking books 3plus (on cassette)	Subsidised	£2.00		£2.20
Libraries	Adult talking books on CD (new category)	Subsidised	£2.60		£2.80
Libraries	Foreign language 1/2 CD's	Subsidised	£1.70		£1.90
Libraries	Foreign language CDs 3plus	Subsidised	£3.10		£3.40
Libraries	Overdue charges books/CDs	Full Cost Recovery	£0.20		£0.25
Libraries	overdue charges DVD	Full Cost Recovery	£1.00		£1.10
Libraries	replacement library card - children's	Full Cost Recovery	£1.00		£1.10
Libraries	replacement library card - adults	Full Cost Recovery	£2.30		£2.50
Libraries	Replacement for lost/damaged items	Full Cost Recovery	Current cost of replacement		Current cost of replacement
Libraries	photocopies A4	Full Cost Recovery	£0.20		£0.20
Libraries	Photocopies A3	Full Cost Recovery	£0.30		£0.30
Libraries	printing A4	Full Cost Recovery	£0.20		£0.20
Libraries	Printing A3	Full Cost Recovery	£0.30		£0.30
Libraries	photocopies A4 colour	Full Cost Recovery	£0.30		£0.30
Libraries	Photocopies A3 colour	Full Cost Recovery	£0.60		£0.70
Libraries	Room Hire - Northolt Library - various	Full Cost Recovery	Various		Various
Libraries	Room Hire - Central Library - various	Full Cost Recovery	Various		Various
Libraries	Room Hire - Other rental income	Full Cost Recovery	£862.50	Monthly	£950.00
Libraries	Music Scores	Full Cost Recovery	£26.00		£28.00
Adult Learning					
Adult Learning	Adult Learning all courses - Full fees	Full Cost Recovery	£6.70		Replaced with new charging structure
Adult Learning	Adult Learning all courses - concessionary fees	Subsidised	£4.90		Replaced with new charging structure
Adult Learning	courses aimed at ESFA/GLA priorities e.g. Covid priorities, digitally disadvantaged, low incomes, ESOL, LLDD, first steps into learning, social inclusion, etc.			Per Hr	Nil - £2.45
Adult Learning	Courses leading to qualifications which attract a higher level of ESFA/GLA funding			Per Hr	£3.70
Adult Learning	Full cost fee for students not resident in EU and not eligible for ESFA/GLA funding			Per Hr	£12.00
Parks and Leisure					
Sports Pitches					
Sports Pitches	Sports Pitches A Football - 11-side single (price is inclusive of VAT)	Subsidised	£105.00	per match	£116.00
Sports Pitches	Sports Pitches A Football - 11-side seasonal (VAT exempt)	Subsidised	£71.70	per match season hire	£79.00
Sports Pitches	Sports Pitches B Football - 11-side single (price is inclusive of VAT)	Subsidised	£71.70	per match	£79.00
Sports Pitches	Sports Pitches B Football - 11-side seasonal (VAT exempt)	Subsidised	£47.80	per match season hire	£53.00
Sports Pitches	Sports Pitches A Football - 9-side single (price is inclusive of VAT)	Subsidised	£47.80	per match	£53.00
Sports Pitches	Sports Pitches A Football - 9-side seasonal (VAT exempt)	Subsidised	£39.50	per match season hire	£43.50
Sports Pitches	Sports Pitches B Football - 9-side single (price is inclusive of VAT)	Subsidised	£42.90	per match	£47.00
Sports Pitches	Sports Pitches B Football - 9-side seasonal (VAT exempt)	Subsidised	£35.90	per match season hire	£39.50
Sports Pitches	Sports Pitches A Football - 7-side single (price is inclusive of VAT)	Subsidised	£39.70	per match	£44.00
Sports Pitches	Sports Pitches A Football - 7-side seasonal (VAT exempt)	Subsidised	£33.00	per match season hire	£36.00
Sports Pitches	Sports Pitches B Football - 7-side single (price is inclusive of VAT)	Subsidised	£35.90	per match	£39.50
Sports Pitches	Sports Pitches B Football - 7-side seasonal (VAT exempt)	Subsidised	£29.90	per match season hire	£33.00
Sports Pitches	Sports Pitches A Football - 5-side single (price is inclusive of VAT)	Subsidised	£31.90	per match	£35.00

2023/24 FEES & CHARGES SCHEDULE					
Service	Description of Fee/Charge	Charging Policy	2022/23 Updated Charges	Charge basis (e.g. per hour, per day etc)	2023/24 Proposed Charge
			£		£
(a)	(b)	(c)	(d)	(e)	(f)
Sports Pitches	Sports Pitches A Football - 5-side seasonal (VAT exempt)	Subsidised	£26.50	per match season hire	£29.00
Sports Pitches	Sports Pitches B Football - 5-side single (price is inclusive of VAT)	Subsidised	£25.00	per match	£27.50
Sports Pitches	Sports Pitches B Football - 5-side seasonal (VAT exempt)	Subsidised	£20.80	per match season hire	£23.00
Sports Pitches	Sports Pitches A Cricket - single (price is inclusive of VAT)	Subsidised	£137.20	per match	£151.00
Sports Pitches	Sports Pitches A Cricket - seasonal (VAT exempt)	Subsidised	£107.50	per match season hire	£118.00
Sports Pitches	Sports Pitches B Cricket - single (price is inclusive of VAT)	Subsidised	£99.80	per match	£110.00
Sports Pitches	Sports Pitches B Cricket - seasonal (VAT exempt)	Subsidised	£80.50	per match season hire	£88.50
Allotments					
Allotments	Standard A Allotment	Full Cost Recovery	£13.30	Per pole	£14.50
Allotments	Standard A Allotment concession	Subsidised	£6.65	Per pole	£7.30
Allotments	Standard B Allotment	Full Cost Recovery	£16.60	Per pole	£18.00
Allotments	Standard B Allotment concession	Subsidised	£8.30	Per pole	£9.00
Allotments	Standard C Allotment	Full Cost Recovery	£19.30	Per pole	£21.00
Allotments	Standard C Allotment concession	Subsidised	£9.65	Per pole	£10.60
Festival and Events					
Festival & Events	Comedy (Exclusive of booking fees)	External - Subsidised	£20 - £28		£22.00 - £30.83
Festival & Events	Jazz/ Blues per day (Sat & Sun) Early Bird (Exclusive of booking fees)	External - Subsidised	£10.00		£11.00
Festival & Events	Jazz/ Blues per day (Sat & Sun)(Exclusive of booking fees)	External - Subsidised	£12.00		£13.00
Festival & Events	Jazz/ Blues/ Weekends Early Bird(Exclusive of booking fees)	External - Subsidised	£15.00		£18.00
Festival & Events	Jazz/ Blues/ Weekends (Exclusive of booking fees)	External - Subsidised	£20.00		£22.00
Festival & Events	Acton Carnival	External - Subsidised	£2.05		£2.20
Festival & Events	Family carnival tickets	External - Subsidised	£5.10		£5.50
Festival & Events	Small scale Street Event	External - Subsidised	£400.00		£440.00
Festival & Events	Medium scale Street Event	External - Subsidised	£1,200.00		£1,300.00
Festival & Events	Large scale and special Street Event	External - Subsidised	Quote on request		Quote on request
Festival & Events	Small scale Park Event	External - Subsidised	£630.00		£660.00
Festival & Events	Medium scale Park Event	External - Subsidised	£3,000.00		£3,250.00
Festival & Events	Large scale Park Event (price is per day)	External - Subsidised	£5,000.00		£5,500.00
Festival & Events	Special Park Event	External - Subsidised	Quote on request		Quote on request
Festival & Events	Non-operating days Park Event	External - Subsidised	£315.00		£350.00
Festival & Events	Fitness and Training in Parks: 3-10 Less than £6 Annual	External	£545.00		£580.00
Festival & Events	FIP: 3-10 Less than £6 Summer	External	£410.00		£425.00
Festival & Events	FIP: 3-10 Less than £6 Winter	External	£280.00		£300.00
Festival & Events	FIP: 3-10 Less than £11 Annual	External	£1,090.00		£1,150.00
Festival & Events	FIP: 3-10 Less than £11 Summer	External	£825.00		£875.00
Festival & Events	FIP: 3-10 Less than £11 Winter	External	£545.00		£600.00
Festival & Events	FIP: 3-10 Less than £16 Annual	External	£1,650.00		£1,750.00
Festival & Events	FIP: 3-10 Less than £16 Summer	External	£1,235.00		£1,300.00
Festival & Events	FIP: 3-10 Less than £16 Winter	External	£825.00		£875.00
Festival & Events	FIP: 11-20 Less than £6 Annual	External	£1,090.00		£1,150.00
Festival & Events	FIP: 11-20 Less than £6 Summer	External	£825.00		£875.00
Festival & Events	FIP: 11-20 Less than £6 Winter	External	£545.00		£600.00
Festival & Events	FIP: 11-20 Less than £11 Annual	External	£2,190.00		£2,300.00
Festival & Events	FIP: 11-20 Less than £11 Summer	External	£1,650.00		£1,750.00
Festival & Events	FIP: 11-20 Less than £11 Winter	External	£1,090.00		£1,150.00
Festival & Events	FIP: 11-20 Less than £16 Annual	External	£3,285.00		£3,500.00
Festival & Events	FIP: 11-20 Less than £16 Summer	External	£2,460.00		£2,650.00
Festival & Events	FIP: 11-20 Less than £16 Winter	External	£1,650.00		£1,750.00
Festival & Events	FIP: 21-30 Less than £6 Annual	External	£1,650.00		£1,650.00
Festival & Events	FIP: 21-30 Less than £6 Summer	External	£1,150.00		£1,250.00
Festival & Events	FIP: 21-30 Less than £6 Winter	External	£825.00		£875.00
Festival & Events	FIP: 21-30 Less than £11 Annual	External	£3,285.00		£3,500.00
Festival & Events	FIP: 21-30 Less than £11 Summer	External	£2,460.00		£2,650.00
Festival & Events	FIP: 21-30 Less than £11 Winter	External	£1,650.00		£1,750.00
Festival & Events	FIP: 21-30 Less than £16 Annual	External	£4,930.00		£5,200.00
Festival & Events	FIP: 21-30 Less than £16 Summer	External	£3,695.00		£3,900.00
Festival & Events	FIP: 21-30 Less than £16 Winter	External	£2,460.00		£2,650.00
Festival & Events	FIP: 30+	External	Quote on request		Quote on request
Festival & Events	FIP: More than £16	External	Quote on request		Quote on request
Festival & Events	Commercial Dog walking licence	External	£185.00		£200.00
Leisure Centres					
Northolt Leisure Centre	Swimming - Adult	External	£4.90		£5.35
Northolt Leisure Centre	Swimming - Junior	External	£2.15		£2.35
Northolt Leisure Centre	Swimming - Parent & Toddler	External	£3.65		£4.00
Northolt Leisure Centre	Swimming - Group Lessons Junior	External	£7.50		£8.50
Northolt Leisure Centre	Swimming - Group Lessons Adult	External	£7.50		£8.50
Northolt Leisure Centre	Swimming - Swimming Lessons 1-2-1 30 minutes	External	£30.00		£34.00
Northolt Leisure Centre	Fitness Training - Adult GYM	External	£8.75		£9.60
Northolt Leisure Centre	Fitness Training - Junior Induction	External	£10.00		£10.00
Northolt Leisure Centre	Fitness Training - Aerobics	External	£7.05		£7.75
Northolt Leisure Centre	Fitness Training - Pilates	External	£8.25		£9.05
Northolt Leisure Centre	Fitness Training - Zumba	External	£8.25		£9.05
Northolt Leisure Centre	Fitness Training - 50+ Staying Active	External	£6.85		£7.50
Northolt Leisure Centre	Room Hire - Community Hall Full	External	£76.45		£84.10
Northolt Leisure Centre	Room Hire - Community Hall Half	External	£38.20		£42.00
Northolt Leisure Centre	Room Hire - Dance Studio	External	£38.20		£42.00
Northolt Leisure Centre	Junior courses - Boot camp drop in	External	£6.55		£7.20
Northolt Leisure Centre	Birthday Pool Parties - Up to 30 children	External	£182.50		£200.00
Northolt Leisure Centre	Main Pool Hire - Regular use	External	£187.55		£206.30
Northolt Leisure Centre	Teaching Pool Hire - Regular use	External	£98.95		£108.85
Northolt Leisure Centre	Galas/Events for clubs - Main pool	External	£174.85		£192.30
Northolt Leisure Centre	Galas/Events for clubs - Teaching pool	External	£109.25		£120.15
Northolt Leisure Centre	Galas/Events for non clubs - Main pool	External	£218.50		£240.35
Northolt Leisure Centre	Galas/Events for non clubs - Teaching pool	External	£109.25		£120.15
Northolt Leisure Centre	Swimming: discounted with leisure pass - Adult	External	£2.40		£2.50
Northolt Leisure Centre	Swimming: discounted with leisure pass - Junior	External	£1.45		£1.50
Northolt Leisure Centre	Swimming: discounted with leisure pass - Parent & Toddler	External	£2.40		£2.50
Northolt Leisure Centre	Fitness Training: discounted with leisure pass - Adult GYM	External	£6.00		£6.30
Northolt Leisure Centre	Fitness Training: discounted with leisure pass - Junior GYM	External	£2.90		£3.00

2023/24 FEES & CHARGES SCHEDULE					
Service	Description of Fee/Charge	Charging Policy	2022/23 Updated Charges	Charge basis (e.g. per hour, per day etc)	2023/24 Proposed Charge
			£		£
(a)	(b)	(c)	(d)	(e)	(f)
Northolt Leisure Centre	Fitness Training: discounted with leisure pass - Junior Induction	External	£6.50		£6.80
Northolt Leisure Centre	Fitness Training: discounted with leisure pass - Aerobics	External	£4.25		£4.45
Northolt Leisure Centre	Fitness Training: discounted with leisure pass - Pilates	External	£5.65		£5.90
Northolt Leisure Centre	Fitness Training: discounted with leisure pass - Zumba	External	£5.65		£5.90
Northolt Leisure Centre	Fitness Training: discounted with leisure pass - 50+ Staying Active	External	£2.70		£2.80
Northolt Leisure Centre	Adult Activities - 50+ Bowls / Table Tennis (drop in)	External	£2.70		£2.95
Northolt Leisure Centre	Birthday Inflatable Parties - Up to 24 children	External	£182.50		£200.00
Northolt Leisure Centre	Birthday Bouncy Castle Parties - Up to 24 children	External	£182.50		£200.00
Northolt Leisure Centre	Standard Group Exercise Classes	External	£7.05		£7.75
Northolt Leisure Centre	Standard Group Exercise Classes Concession	External - Concession	£4.25		£4.45
Northolt Leisure Centre	Soft play pay and play	External	£4.50		£4.95
Northolt Leisure Centre	Soft play party with food	External	£208.00		£228.00
Northolt Leisure Centre	Soft play private hire with food	External	£260.00		£285.00
Northolt Leisure Centre	Table tennis	External	£8.20		£9.00
Northolt Leisure Centre	Joining Fee	External	£40.00		£40.00
Northolt Leisure Centre	Joining Fee Leisure Pass / Concession	External - Concession	£20.00		£20.00
Northolt Leisure Centre	Fitness membership adult DD freeze fee	External	£5.00		£5.00
Northolt Leisure Centre	Fitness membership adult DD freeze fee Leisure Pass / Concession	External - Concession	£5.00		£5.00
Northolt Leisure Centre	Fitness membership junior DD freeze fee	External	£5.00		£5.00
Northolt Leisure Centre	Fitness membership junior DD freeze fee Leisure Pass / Concession	External - Concession	£5.00		£5.00
Northolt Leisure Centre	Fitness membership adult multi site monthly DD	External	£29.99		£32.99
Northolt Leisure Centre	Fitness membership adult multi site PIF	External	£299.90		£329.90
Northolt Leisure Centre	Fitness membership adult multi site monthly DD Leisure Pass / Concession	External - Concession	£24.99		£27.49
Northolt Leisure Centre	Fitness membership adult multi site monthly PIF Leisure Pass / Concession	External - Concession	£249.99		£274.90
Northolt Leisure Centre	Fitness membership adult single site monthly DD	External	£29.99		£32.99
Northolt Leisure Centre	Fitness membership adult single site PIF	External	£299.90		£329.90
Northolt Leisure Centre	Fitness membership adult single site monthly DD Leisure Pass / Concession	External - Concession	£24.99		£27.49
Northolt Leisure Centre	Fitness membership adult single site monthly PIF Leisure Pass / Concession	External - Concession	£249.99		£274.90
Northolt Leisure Centre	Fitness membership junior multi site monthly DD	External	£19.99		£22.99
Northolt Leisure Centre	Fitness membership junior multi site monthly PIF	External	£199.90		£229.90
Northolt Leisure Centre	Fitness membership junior multi site monthly DD Leisure Pass / Concession	External - Concession	£19.99		£22.99
Northolt Leisure Centre	Fitness membership junior multi site monthly PIF Leisure Centre / Concession	External - Concession	£199.90		£222.90
Northolt Leisure Centre	Fitness Training - Junior GYM	External	£3.60		£3.95
Northolt Leisure Centre	GYM - Induction (standard 30 mins)	External	£17.50		£19.00
Perivale Track	Fitness Training - Track adult (full)	External	£3.50		£3.85
Perivale Track	Fitness Training - Junior	External	£1.75		£1.90
Perivale Track	Fitness Training - Adult track season ticket - full	External	£77.30		£85.00
Perivale Track	Fitness Training - Junior track season ticket	External	£38.85		£42.70
Perivale Track	Fitness Training - Gym adult (full)	External	£6.00		£6.60
Perivale Track	Fitness Training - Gym junior	External	£2.90		£3.15
Perivale Track	Fitness Training - Junior gym induction	External	£6.50		£7.15
Perivale Track	Fitness Training - Adult Track & Gym Season Ticket (full)	External	£145.00		£159.50
Perivale Track	Fitness Training - Junior Track & Gym Season Ticket	External	£74.85		£82.30
Perivale Track	Perivale Park - Summer Startrack (5 day - 18hr)	External	£52.00		£54.50
Perivale Track	Activities - Junior coached activities (1hr)	External	£2.80		£3.05
Perivale Track	Activities - 40+ session (2hr)	External	£5.40		£5.90
Perivale Track	Activities - Adult coached activities (1 hr)	External	£2.80		£3.05
Perivale Track	Fitness Training: discounted with leisure pass - Track adult (full)	External	£1.85		£1.90
Perivale Track	Fitness Training: discounted with leisure pass - Junior	External	£1.55		£1.60
Perivale Track	Fitness Training: discounted with leisure pass - Adult track season ticket (full)	External	£40.30		£42.30
Perivale Track	Fitness Training: discounted with leisure pass - Junior track season ticket	External	£31.25		£32.80
Perivale Track	Fitness Training: discounted with leisure pass - Gym adult (full)	External	£3.05		£3.20
Perivale Track	Fitness Training: discounted with leisure pass - Gym junior	External	£2.50		£2.60
Perivale Track	Fitness Training: discounted with leisure pass - Junior gym induction	External	£6.50		£6.80
Perivale Track	Fitness Training: discounted with leisure pass - Adult Track & Gym Season Ticket (full)	External	£80.00		£84.00
Perivale Track	Fitness Training: discounted with leisure pass - Junior Track & Gym Season Ticket	External	£60.45		£63.45
Perivale Track	Activities: discounted with leisure pass - Summer Startrack (5 day - 18hr)	External	£43.75		£45.90
Perivale Track	Activities: discounted with leisure pass - Junior coached activities (1hr)	External	£1.65		£1.70
Perivale Track	Activities: discounted with leisure pass - 40+ session (2hr)	External	£2.80		£2.90
Perivale Track	Athletics club track hire	External	£66.15		£72.75
Perivale Track	community group track hire	External	£66.15		£72.75
Perivale Track	School Hire + 4 hours	External	£34.15		£37.55
Perivale Track	school Hire under 4 hours	External	£39.60		£43.55
Perivale Track	12+ weeks club booking	External	£28.30		£31.10
Perivale Track	social area Hire hourly	External	£27.05		£29.75
Perivale Track	social area weekly	External	£317.80		£349.55
Perivale Track	Birthday Parties	External	£135.50		£149.00
Perivale Track	GYM - Induction (standard 30 mins)	External	£17.50		£19.00
Twyford Leisure Centre	Fitness Classes - Aerobics	External	£6.55		£7.20
Twyford Leisure Centre	Fitness Classes - Yoga 1.5hrs	External	£9.50		£10.45
Twyford Leisure Centre	Fitness Classes - Activity Room, Club room, studio	External	£33.95		£37.30
Twyford Leisure Centre	Fitness Classes - Sports hall (4 cts)	External	£63.55		£69.90

2023/24 FEES & CHARGES SCHEDULE					
Service	Description of Fee/Charge	Charging Policy	2022/23 Updated Charges	Charge basis (e.g. per hour, per day etc)	2023/24 Proposed Charge
			£		£
(a)	(b)	(c)	(d)	(e)	(f)
Twyford Leisure Centre	Fitness Classes - Sports hall (2cts)	External	£34.55		£38.00
Twyford Leisure Centre	Fitness Classes - Sports hall (1cts)	External	£13.30		£14.60
Twyford Leisure Centre	Junior Courses - Drop in	External	£6.35		£6.95
Twyford Leisure Centre	Junior Courses - Prebooked course (per session)	External	£5.30		£5.80
Twyford Leisure Centre	Junior Courses - Floodlit Area/hr	External	£30.00		£33.00
Twyford Leisure Centre	Junior Courses - Floodlit Area-lights on	External	£33.10		£36.40
Twyford Leisure Centre	Junior Courses - Netball court	External	£25.00		£27.50
Twyford Leisure Centre	Junior Courses - Netball court-lights on	External	£32.20		£35.40
Twyford Leisure Centre	Junior Courses - Tennis court	External	£10.40		£11.40
Twyford Leisure Centre	Junior Courses - Tennis court-lights on	External	£11.25		£12.35
Twyford Leisure Centre	Birthday parties - Up to 30 children	External	£198.00		£215.00
Twyford Leisure Centre	Birthday parties - 30 - 40 children	External	£208.50		£225.00
Twyford Leisure Centre	Fitness Classes: discounted with leisure pass - Aerobics	External	£3.75		£3.90
Twyford Leisure Centre	Fitness Classes: discounted with leisure pass - Yoga 1.5hrs	External	£5.35		£5.60
Twyford Leisure Centre	Junior Courses: discounted with leisure pass - Drop in	External	£4.15		£4.35
Twyford Leisure Centre	Junior Courses: discounted with leisure pass - Prebooked course (per session)	External	£3.35		£3.50
Twyford Leisure Centre	Joining Fee	External	£20.00		£20.00
Twyford Leisure Centre	Joining Fee Leisure Pass / Concession	External - Concession	£10.00		£10.00
Twyford Leisure Centre	Fitness membership adult DD freeze fee	External	£5.00		£5.00
Twyford Leisure Centre	Fitness membership adult DD freeze fee Leisure Pass / Concession	External - Concession	£5.00		£5.00
Twyford Leisure Centre	Fitness membership junior DD freeze fee	External	£5.00		£5.00
Twyford Leisure Centre	Fitness membership junior DD freeze fee Leisure Pass / Concession	External - Concession	£5.00		£5.00
Twyford Leisure Centre	Fitness membership adult multi site monthly DD	External	£29.99		£32.99
Twyford Leisure Centre	Fitness membership adult multi site PIF	External	£299.99		£329.99
Twyford Leisure Centre	Fitness membership adult multi site monthly DD Leisure Pass / Concession	External - Concession	£24.99		£27.49
Twyford Leisure Centre	Fitness membership adult multi site monthly PIF Leisure Pass / Concession	External - Concession	£249.90		£274.90
Twyford Leisure Centre	Fitness membership adult single site monthly DD	External	£19.99		£21.99
Twyford Leisure Centre	Fitness membership adult single site PIF	External	£199.90		£219.90
Twyford Leisure Centre	Fitness membership adult single site monthly DD Leisure Pass / Concession	External - Concession	£19.99		£21.99
Twyford Leisure Centre	Fitness membership adult single site monthly PIF Leisure Pass / Concession	External - Concession	£199.90		£219.90
Twyford Leisure Centre	Fitness membership junior multi site monthly DD	External	£19.99		£22.99
Twyford Leisure Centre	Fitness membership junior multi site monthly PIF	External	£199.90		£229.90
Twyford Leisure Centre	Fitness membership junior multi site monthly DD Leisure Pass / Concession	External - Concession	£19.99		£16.99
Twyford Leisure Centre	Fitness membership junior multi site monthly PIF Leisure Centre / Concession	External - Concession	£199.90		£169.90
Elthorne Leisure Centre	Fitness - Aerobics	External	£5.80		£6.35
Elthorne Leisure Centre	Fitness - Yoga 1 hr	External	£6.65		£7.30
Elthorne Leisure Centre	Fitness - Sports hall (4 cts)	External	£63.55		£69.90
Elthorne Leisure Centre	Fitness - Sports hall (2cts)	External	£34.55		£38.00
Elthorne Leisure Centre	Fitness - Sports hall (1cts)	External	£13.30		£14.60
Elthorne Leisure Centre	Elthorne - Prebooked course (per session) Trampoline, Football, Basketball	External	£5.20		£5.70
Elthorne Leisure Centre	Junior courses - Prebooked course (per session) Netball	External	£4.35		£4.75
Elthorne Leisure Centre	Junior courses - MUGA 4G	External	£56.45		£62.05
Elthorne Leisure Centre	Junior courses - MUGA without floodlights	External	£29.15		£32.05
Elthorne Leisure Centre	Junior courses - MUGA with floodlights	External	£31.25		£34.35
Elthorne Leisure Centre	Junior courses - Tennis court	External	£10.40		£11.40
Elthorne Leisure Centre	Junior courses - Tennis court-lights on	External	£11.25		£12.35
Elthorne Leisure Centre	Junior courses - Table Tennis	External	£9.35		£10.25
Elthorne Leisure Centre	Birthday Parties - Up to 30 children	External	£198.00		£215.00
Elthorne Leisure Centre	Birthday Parties - 30 - 40 children	External	£208.50		£225.00
Elthorne Leisure Centre	Birthday Parties - Up to 30 children + Tramps	External	£224.00		£245.00
Elthorne Leisure Centre	Fitness & Gym - Adult Gym Session	External	£6.65		£7.30
Elthorne Leisure Centre	Fitness & Gym - Junior Gym Session	External	£3.30		£3.60
Elthorne Leisure Centre	Equipment Hire - Badminton Racquets	External	£1.00		£1.10
Elthorne Leisure Centre	Equipment Hire - Table Tennis Bats	External	£1.00		£1.10
Elthorne Leisure Centre	Fitness: discounted with leisure pass - Aerobics	External	£4.45		£4.65
Elthorne Leisure Centre	Fitness: discounted with leisure pass - Yoga 1 hr	External	£4.90		£5.10
Elthorne Leisure Centre	Fitness: discounted with leisure pass - Circuit	External	£4.90		£5.10
Elthorne Leisure Centre	Fitness: discounted with leisure pass - Adult Gym Session	External	£3.30		£3.45
Elthorne Leisure Centre	Fitness: discounted with leisure pass - Junior Gym Session	External	£2.45		£2.55
Elthorne Leisure Centre	Fitness: discounted with leisure pass - Junior Gym Induction	External	£6.50		£6.80
Elthorne Leisure Centre	Fitness & Gym - Junior Gym Induction	External	£10.00		£10.00
Elthorne Leisure Centre	Joining Fee	External	£20.00		£20.00
Elthorne Leisure Centre	Joining Fee Leisure Pass / Concession	External - Concession	£10.00		£10.00
Elthorne Leisure Centre	Fitness membership adult DD freeze fee	External	£5.00		£5.00
Elthorne Leisure Centre	Fitness membership adult DD freeze fee Leisure Pass / Concession	External - Concession	£5.00		£5.00
Elthorne Leisure Centre	Fitness membership junior DD freeze fee	External	£5.00		£5.00
Elthorne Leisure Centre	Fitness membership junior DD freeze fee Leisure Pass / Concession	External - Concession	£5.00		£5.00
Elthorne Leisure Centre	Fitness membership adult multi site monthly DD	External	£29.99		£32.99
Elthorne Leisure Centre	Fitness membership adult multi site PIF	External	£299.99		£329.90
Elthorne Leisure Centre	Fitness membership adult multi site monthly DD Leisure Pass / Concession	External - Concession	£24.99		£27.49
Elthorne Leisure Centre	Fitness membership adult multi site monthly PIF Leisure Pass / Concession	External - Concession	£249.90		£274.90
Elthorne Leisure Centre	Fitness membership adult single site monthly DD	External	£19.99		£21.99
Elthorne Leisure Centre	Fitness membership adult single site PIF	External	£199.90		£219.90
Elthorne Leisure Centre	Fitness membership adult single site monthly DD Leisure Pass / Concession	External - Concession	£19.99		£21.99
Elthorne Leisure Centre	Fitness membership adult single site monthly PIF Leisure Pass / Concession	External - Concession	£199.90		£219.90

2023/24 FEES & CHARGES SCHEDULE					
Service	Description of Fee/Charge	Charging Policy	2022/23 Updated Charges	Charge basis (e.g. per hour, per day etc)	2023/24 Proposed Charge
			£		£
(a)	(b)	(c)	(d)	(e)	(f)
Elthorne Leisure Centre	Fitness membership junior multi site monthly DD	External	£19.99		£22.99
Elthorne Leisure Centre	Fitness membership junior multi site monthly PIF	External	£199.90		£229.90
Elthorne Leisure Centre	Fitness membership junior multi site monthly DD Leisure Pass / Concession	External - Concession	£19.99		£16.99
Elthorne Leisure Centre	Fitness membership junior multi site monthly PIF Leisure Centre / Concession	External - Concession	£199.90		£169.90
Acton Leisure Centre	Swimming - Adult	External	£4.90		£5.35
Acton Leisure Centre	Swimming - Junior	External	£2.10		£2.30
Acton Leisure Centre	Swimming - Wet & Wild Session	External	£3.10		£3.40
Acton Leisure Centre	Swimming - Swimming Lessons 1-2-1 30 minutes	External	£30.00		£34.00
Acton Leisure Centre	Swimming - Parent & Toddler	External	£3.65		£4.00
Acton Leisure Centre	Fitness Training - Adult GYM	External	£8.75		£9.60
Acton Leisure Centre	Fitness Training - Junior GYM	External	£3.65		£4.00
Acton Leisure Centre	Fitness Training - Junior Induction	External	£10.00		£10.00
Acton Leisure Centre	Fitness Training - Aerobics	External	£7.05		£7.75
Acton Leisure Centre	Fitness Training - Pilates	External	£8.25		£9.05
Acton Leisure Centre	Fitness Training - Zumba	External	£8.25		£9.05
Acton Leisure Centre	Room Hire (per hour) - Community Office	External	£27.25		£29.95
Acton Leisure Centre	Room Hire (per hour) - Community Room 1	External	£30.55		£33.60
Acton Leisure Centre	Room Hire (per hour) - Community Room 2	External	£30.55		£33.60
Acton Leisure Centre	Room Hire (per hour) - Community Room 1 & 2	External	£61.15		£67.25
Acton Leisure Centre	Room Hire (per hour) - Community Room 3	External	£30.55		£33.60
Acton Leisure Centre	Room Hire (per hour) - Community Room 4	External	£32.65		£35.90
Acton Leisure Centre	Room Hire (per hour) - Community Room 5	External	£32.65		£35.90
Acton Leisure Centre	Room Hire (per hour) - Community Room 4 & 5	External	£65.65		£72.20
Acton Leisure Centre	Room Hire (per hour) - Community Room 6 (Dance Studio)	External	£32.80		£36.05
Acton Leisure Centre	Room Hire (per hour) - Studio 1	External	£32.80		£36.05
Acton Leisure Centre	Swimming: discounted with leisure pass - Adult	External	£2.40		£2.50
Acton Leisure Centre	Swimming: discounted with leisure pass - Junior	External	£1.45		£1.50
Acton Leisure Centre	Swimming: discounted with leisure pass - Parent & Toddler	External	£2.40		£2.50
Acton Leisure Centre	Fitness Training: discounted with leisure pass - Adult GYM	External	£6.00		£6.30
Acton Leisure Centre	Fitness Training: discounted with leisure pass - Junior GYM	External	£2.90		£3.00
Acton Leisure Centre	Fitness Training: discounted with leisure pass - Junior Induction	External	£6.50		£6.80
Acton Leisure Centre	Fitness Training: discounted with leisure pass - Aerobics	External	£4.25		£4.45
Acton Leisure Centre	Fitness Training: discounted with leisure pass - Pilates	External	£5.65		£5.90
Acton Leisure Centre	Fitness Training: discounted with leisure pass - Zumba	External	£5.65		£5.90
Acton Leisure Centre	Birthday Parties - Pool Party Teaching Pool	External	£167.00		£180.00
Acton Leisure Centre	Birthday Parties - Pool Party Main Pool	External	£182.50		£200.00
Acton Leisure Centre	Birthday Parties - Bouncy Castle Party	External	£156.50		£170.00
Acton Leisure Centre	Sports Activities - Table Tennis	External	£8.00		£8.80
Acton Leisure Centre	Sports Activities - Table Tennis Bat Deposit	External	£5.00		£5.00
Acton Leisure Centre	Pool Hire Regular use (Per hour) - Main pool whole	External	£208.40		£229.20
Acton Leisure Centre	Pool Hire Regular use (Per hour) - Teaching pool	External	£104.20		£114.60
Acton Leisure Centre	Birthday Inflatable Parties - Up to 24 children	External	£182.50		£200.00
Acton Leisure Centre	Swimming - Swimming Lessons 2-2-1 30 minutes	External	£41.65		£47.20
Acton Leisure Centre	Standard Group Exercise Classes	External	£7.05		£7.75
Acton Leisure Centre	Standard Group Exercise Classes Concession	External - Concession	£4.25		£4.45
Acton Leisure Centre	Fitness Training - Adult GYM - Concession	External - Concession	£6.00		£6.30
Acton Leisure Centre	Forever Fit	External	£2.70		£2.95
Acton Leisure Centre	Swimming - Group Lessons Junior	External	£7.50		£8.50
Acton Leisure Centre	Joining Fee	External	£40.00		£40.00
Acton Leisure Centre	Joining Fee Leisure Pass / Concession	External - Concession	£20.00		£20.00
Acton Leisure Centre	Fitness membership adult DD freeze fee	External	£5.00		£5.00
Acton Leisure Centre	Fitness membership adult DD freeze fee Leisure Pass / Concession	External - Concession	£5.00		£5.00
Acton Leisure Centre	Fitness membership junior DD freeze fee	External	£5.00		£5.00
Acton Leisure Centre	Fitness membership junior DD freeze fee Leisure Pass / Concession	External - Concession	£5.00		£5.00
Acton Leisure Centre	Fitness membership adult multi site monthly DD	External	£29.99		£32.99
Acton Leisure Centre	Fitness membership adult multi site PIF	External	£299.90		£329.90
Acton Leisure Centre	Fitness membership adult multi site monthly DD Leisure Pass / Concession	External - Concession	£24.99		£27.49
Acton Leisure Centre	Fitness membership adult multi site monthly PIF Leisure Pass / Concession	External - Concession	£249.99		£274.90
Acton Leisure Centre	Fitness membership adult single site monthly DD	External	£29.99		£32.99
Acton Leisure Centre	Fitness membership adult single site PIF	External	£299.90		£329.90
Acton Leisure Centre	Fitness membership adult single site monthly DD Leisure Pass / Concession	External - Concession	£24.99		£27.49
Acton Leisure Centre	Fitness membership adult single site monthly PIF Leisure Pass / Concession	External - Concession	£249.99		£274.90
Acton Leisure Centre	Fitness membership junior multi site monthly DD	External	£19.99		£22.99
Acton Leisure Centre	Fitness membership junior multi site monthly PIF	External	£199.90		£229.90
Acton Leisure Centre	Fitness membership junior multi site monthly DD Leisure Pass / Concession	External - Concession	£19.99		£22.99
Acton Leisure Centre	Fitness membership junior multi site monthly PIF Leisure Centre / Concession	External - Concession	£199.90		£229.90
Acton Leisure Centre	GYM - Induction (standard 30 mins)	External	£17.50		£19.00
Southall Leisure Centre	Fitness Training (Leisure Pass) - Adult GYM	External	£4.25		£4.25
Southall Leisure Centre	Fitness Training (Leisure Pass) - Junior GYM	External	£2.90		£2.90
Southall Leisure Centre	Fitness Training (Leisure Pass) - Junior Induction	External	£6.50		£6.50
Southall Leisure Centre	Fitness Training (Leisure Pass) - Aerobics	External	£4.35		£4.35
Southall Leisure Centre	Fitness Training (Leisure Pass) - Pilates	External	£4.30		£4.30
Southall Leisure Centre	Fitness Training (Leisure Pass) - Zumba	External	£4.35		£4.35
Southall Leisure Centre	Fitness Training - Adult GYM	External	£7.80		£7.80
Southall Leisure Centre	Fitness Training - Junior GYM	External	£3.65		£3.65
Southall Leisure Centre	Fitness Training - Junior Induction	External	£10.00		£10.00
Southall Leisure Centre	Fitness Training - Aerobics	External	£6.85		£6.85

2023/24 FEES & CHARGES SCHEDULE					
Service	Description of Fee/Charge	Charging Policy	2022/23 Updated Charges	Charge basis (e.g. per hour, per day etc)	2023/24 Proposed Charge
			£		£
(a)	(b)	(c)	(d)	(e)	(f)
Southall Leisure Centre	Fitness Training - Pilates	External	£6.85		£6.85
Southall Leisure Centre	Fitness Training - Zumba	External	£6.85		£6.85
Southall Leisure Centre	Junior courses (Leisure Pass) - Football drop in	External	£3.00		£3.00
Southall Leisure Centre	Junior courses (Leisure Pass) - Basketball drop in	External	£3.00		£3.00
Southall Leisure Centre	Junior courses (Leisure Pass) - Cricket drop in	External	£3.00		£3.00
Southall Leisure Centre	Junior courses (Leisure Pass) - Badminton drop in	External	£3.00		£3.00
Southall Leisure Centre	Junior courses (Leisure Pass) - Street Dance drop in	External	£3.00		£3.00
Southall Leisure Centre	Junior courses - Football drop in	External	£3.10		£3.10
Southall Leisure Centre	Junior courses - Basketball drop in	External	£4.05		£4.05
Southall Leisure Centre	Junior courses - Cricket drop in	External	£4.05		£4.05
Southall Leisure Centre	Junior courses - Badminton drop in	External	£4.05		£4.05
Southall Leisure Centre	Junior courses - Street Dance drop in	External	£4.05		£4.05
Southall Leisure Centre	Birthday Parties - Up to 24 children General Party	External	£167.00		£167.00
Southall Leisure Centre	Birthday Parties - Up to 24 children Bouncy Castle Party	External	£177.00		£177.00
Southall Leisure Centre	Sauna - Sauna Leisure Pass	External	£4.20		£4.20
Southall Leisure Centre	Sauna - Sauna	External	£7.80		£7.80
Southall Leisure Centre	Sauna - Sauna Card	External	£6.40		£6.40
Southall Leisure Centre	Room Hire - Sports Hall	External	£62.50		£62.50
Southall Leisure Centre	Room Hire - Sports hall (2cts)	External	£31.95		£31.95
Southall Leisure Centre	Room Hire - Ct Hire	External	£13.10		£13.10
Southall Leisure Centre	Room Hire - Spinning Studio	External	£38.20		£38.20
Southall Leisure Centre	Room Hire - Dance Studio	External	£38.20		£38.20
Southall Leisure Centre	Table Tennis hire	External	£6.40		£6.40
Southall Leisure Centre	Equipment hire	External	£1.00		£1.00
Southall Leisure Centre	Equipment deposit	External	£5.00		£5.00
Southall Leisure Centre	Junior Holiday Programme - 6-14 full day	External	£13.00		£13.00
Southall Leisure Centre	Junior Holiday Programme - 6-12 half day	External	£10.00		£10.00
Southall Leisure Centre	Junior Holiday Programme - 6-12 full week	External	£65.10		£65.10
Southall Leisure Centre	Adult Activities - 50+ Bowls / Table Tennis (drop in)	External	£2.70		£2.70
Southall Leisure Centre	Joining Fee	External	£20.00		£20.00
Southall Leisure Centre	Joining Fee Leisure Pass / Concession	External - Concession	£10.00		£10.00
Southall Leisure Centre	Fitness membership adult DD freeze fee	External	£5.00		£5.00
Southall Leisure Centre	Fitness membership adult DD freeze fee Leisure Pass / Concession	External - Concession	£5.00		£5.00
Southall Leisure Centre	Fitness membership junior DD freeze fee	External	£5.00		£5.00
Southall Leisure Centre	Fitness membership junior DD freeze fee Leisure Pass / Concession	External - Concession	£5.00		£5.00
Southall Leisure Centre	Fitness membership adult multi site monthly DD	External	£29.99		£29.99
Southall Leisure Centre	Fitness membership adult multi site PIF	External	£299.99		£299.99
Southall Leisure Centre	Fitness membership adult multi site monthly DD Leisure Pass / Concession	External - Concession	£24.99		£24.99
Southall Leisure Centre	Fitness membership adult multi site monthly PIF Leisure Pass / Concession	External - Concession	£249.90		£249.90
Southall Leisure Centre	Fitness membership adult single site monthly DD	External	£19.99		£19.99
Southall Leisure Centre	Fitness membership adult single site PIF	External	£199.90		£199.90
Southall Leisure Centre	Fitness membership adult single site monthly DD Leisure Pass / Concession	External - Concession	£19.99		£19.99
Southall Leisure Centre	Fitness membership adult single site monthly PIF Leisure Pass / Concession	External - Concession	£199.90		£199.90
Southall Leisure Centre	Fitness membership junior multi site monthly DD	External	£19.99		£19.99
Southall Leisure Centre	Fitness membership junior multi site monthly PIF	External	£199.90		£199.90
Southall Leisure Centre	Fitness membership junior multi site monthly DD Leisure Pass / Concession	External - Concession	£19.99		£19.99
Southall Leisure Centre	Fitness membership junior multi site monthly PIF Leisure Centre / Concession	External - Concession	£199.90		£199.90
Southall Leisure Centre	GYM - Induction (standard 30 mins)	External	£17.50		£17.50
Greenford Leisure Centre	Fitness Training - Adult Gym Session	External	£6.50		£6.50
Greenford Leisure Centre	Fitness Training - Junior Gym session	External	£3.65		£4.00
Greenford Leisure Centre	Fitness Training - Junior Induction	External	£10.00		£10.00
Greenford Leisure Centre	Fitness Classes - Adult Fitness Classes	External	£6.55		£7.20
Greenford Leisure Centre	Birthday Parties - Basic	External	£198.00		£215.00
Greenford Leisure Centre	Birthday Parties - Football	External	£198.00		£215.00
Greenford Leisure Centre	Birthday Parties - Trampoline	External	£219.00		£240.00
Greenford Leisure Centre	Room Hire - Sports hall (4 cts)	External	£63.55		£69.90
Greenford Leisure Centre	Room Hire - Sports hall (2cts)	External	£34.55		£38.00
Greenford Leisure Centre	Room Hire - Court Hire	External	£13.30		£14.60
Greenford Leisure Centre	Room Hire - Table tennis	External	£9.35		£10.25
Greenford Leisure Centre	Room Hire - Muga	External	£30.00		£33.00
Greenford Leisure Centre	Room Hire - Muga floodlights	External	£33.10		£36.40
Greenford Leisure Centre	Room Hire - Tennis court	External	£10.40		£11.40
Greenford Leisure Centre	Room Hire - Tennis court floodlights	External	£11.25		£12.35
Greenford Leisure Centre	Active Kids/ Teens & Schools Out Programmes: - Active Kids	External	£6.25		£6.85
Greenford Leisure Centre	Fitness Training: discounted with leisure pass - Adult Gym Session	External	£3.25		£3.40
Greenford Leisure Centre	Fitness Training: discounted with leisure pass - Junior Gym session	External	£2.85		£2.95
Greenford Leisure Centre	Fitness Training: discounted with leisure pass - Junior Induction	External	£6.50		£6.80
Greenford Leisure Centre	Fitness Training: discounted with leisure pass - Active Kids	External	£5.00		£5.25
Greenford Leisure Centre	Joining Fee	External	£20.00		£20.00
Greenford Leisure Centre	Joining Fee Leisure Pass / Concession	External - Concession	£10.00		£10.00
Greenford Leisure Centre	Fitness membership adult DD freeze fee	External	£5.00		£5.00
Greenford Leisure Centre	Fitness membership adult DD freeze fee Leisure Pass / Concession	External - Concession	£5.00		£5.00
Greenford Leisure Centre	Fitness membership junior DD freeze fee	External	£5.00		£5.00
Greenford Leisure Centre	Fitness membership junior DD freeze fee Leisure Pass / Concession	External - Concession	£5.00		£5.00
Greenford Leisure Centre	Fitness membership adult multi site monthly DD	External	£29.99		£32.99
Greenford Leisure Centre	Fitness membership adult multi site PIF	External	£299.99		£329.90
Greenford Leisure Centre	Fitness membership adult multi site monthly DD Leisure Pass / Concession	External - Concession	£24.99		£27.49
Greenford Leisure Centre	Fitness membership adult multi site monthly PIF Leisure Pass / Concession	External - Concession	£249.90		£274.90

2023/24 FEES & CHARGES SCHEDULE					
Service	Description of Fee/Charge	Charging Policy	2022/23 Updated Charges	Charge basis (e.g. per hour, per day etc)	2023/24 Proposed Charge
			£		£
(a)	(b)	(c)	(d)	(e)	(f)
Greenford Leisure Centre	Fitness membership adult single site monthly DD	External	£19.99		£21.99
Greenford Leisure Centre	Fitness membership adult single site PIF	External	£199.90		£219.90
Greenford Leisure Centre	Fitness membership adult single site monthly DD Leisure Pass / Concession	External - Concession	£19.99		£21.99
Greenford Leisure Centre	Fitness membership adult single site monthly PIF Leisure Pass / Concession	External - Concession	£199.90		£219.90
Greenford Leisure Centre	Fitness membership junior multi site monthly DD	External	£19.99		£22.99
Greenford Leisure Centre	Fitness membership junior multi site monthly PIF	External	£199.90		£229.90
Greenford Leisure Centre	Fitness membership junior multi site monthly DD Leisure Pass / Concession	External - Concession	£19.99		£16.99
Greenford Leisure Centre	Fitness membership junior multi site monthly PIF Leisure Centre / Concession	External - Concession	£199.90		£169.90
Greenford Leisure Centre	GYM - Induction (standard 30 mins)	External	£17.50		£19.00
Reynolds Leisure Centre	Fitness Training - GYM	External	£5.80		£6.35
Reynolds Leisure Centre	Fitness Training - Junior Gym	External	£3.75		£4.10
Reynolds Leisure Centre	Fitness Training - Junior Induction	External	£10.00		£10.00
Reynolds Leisure Centre	Fitness Training - Aerobics	External	£6.55		£7.20
Reynolds Leisure Centre	Fitness Training - Pilates	External	£7.40		£8.10
Reynolds Leisure Centre	Room Hire - Activity Room, Club room, studio	External	£33.95		£37.30
Reynolds Leisure Centre	Fitness - Sports hall (4 cts)	External	£63.55		£69.90
Reynolds Leisure Centre	Fitness - Sports hall (2cts)	External	£34.55		£38.00
Reynolds Leisure Centre	Room Hire - Ct Hire	External	£13.30		£14.60
Reynolds Leisure Centre	Outdoor Courts - Floodlit Area/hr	External	£30.00		£33.00
Reynolds Leisure Centre	Outdoor Courts - Floodlit Area-lights on	External	£33.10		£36.40
Reynolds Leisure Centre	Block Bookings - Netball court	External	£25.00		£27.50
Reynolds Leisure Centre	Block Bookings - Netball court-lights on	External	£32.20		£35.40
Reynolds Leisure Centre	Block Bookings - Tennis court	External	£10.40		£11.40
Reynolds Leisure Centre	Block Bookings - Tennis court-lights on	External	£11.25		£12.35
Reynolds Leisure Centre	Fitness Training: discounted with leisure pass - GYM	External	£3.25		£3.40
Reynolds Leisure Centre	Fitness Training: discounted with leisure pass - Junior	External	£2.90		£3.00
Reynolds Leisure Centre	Fitness Training: discounted with leisure pass - Junior Induction	External	£6.50		£6.80
Reynolds Leisure Centre	Fitness Training: discounted with leisure pass - Aerobics	External	£3.75		£3.90
Reynolds Leisure Centre	Fitness Training: discounted with leisure pass - Pilates	External	£3.95		£4.10
Reynolds Leisure Centre	Joining Fee	External	£20.00		£20.00
Reynolds Leisure Centre	Joining Fee Leisure Pass / Concession	External - Concession	£10.00		£10.00
Reynolds Leisure Centre	Fitness membership adult DD freeze fee	External	£5.00		£5.00
Reynolds Leisure Centre	Fitness membership adult DD freeze fee Leisure Pass / Concession	External - Concession	£5.00		£5.00
Reynolds Leisure Centre	Fitness membership junior DD freeze fee	External	£5.00		£5.00
Reynolds Leisure Centre	Fitness membership junior DD freeze fee Leisure Pass / Concession	External - Concession	£5.00		£5.00
Reynolds Leisure Centre	Fitness membership adult multi site monthly DD	External	£29.99		£32.99
Reynolds Leisure Centre	Fitness membership adult multi site PIF	External	£299.99		£329.90
Reynolds Leisure Centre	Fitness membership adult multi site monthly DD Leisure Pass / Concession	External - Concession	£24.99		£27.49
Reynolds Leisure Centre	Fitness membership adult multi site monthly PIF Leisure Pass / Concession	External - Concession	£249.90		£274.90
Reynolds Leisure Centre	Fitness membership adult single site monthly DD	External	£19.99		£21.99
Reynolds Leisure Centre	Fitness membership adult single site PIF	External	£199.90		£219.90
Reynolds Leisure Centre	Fitness membership adult single site monthly DD Leisure Pass / Concession	External - Concession	£19.99		£21.99
Reynolds Leisure Centre	Fitness membership adult single site monthly PIF Leisure Pass / Concession	External - Concession	£199.90		£219.90
Reynolds Leisure Centre	Fitness membership junior multi site monthly DD	External	£19.99		£22.99
Reynolds Leisure Centre	Fitness membership junior multi site monthly PIF	External	£199.90		£229.90
Reynolds Leisure Centre	Fitness membership junior multi site monthly DD Leisure Pass / Concession	External - Concession	£19.99		£16.99
Reynolds Leisure Centre	Fitness membership junior multi site monthly PIF Leisure Centre / Concession	External - Concession	£199.90		£169.90
Reynolds Leisure Centre	GYM - Induction (standard 30 mins)	External	£17.50		£19.00
Dormers Wells Leisure Centre	Swimming - Adult Swim	External	£4.80		£5.25
Dormers Wells Leisure Centre	Swimming - Junior Swim	External	£2.10		£2.30
Dormers Wells Leisure Centre	Swimming - Adult Group Lessons	External	£7.20		£8.20
Dormers Wells Leisure Centre	Swimming - Junior Group Lessons	External	£7.20		£8.20
Dormers Wells Leisure Centre	Swimming - Adult 1-1	External	£28.80		£32.80
Dormers Wells Leisure Centre	Swimming - Adult 1-2	External	£40.00		£45.55
Dormers Wells Leisure Centre	Swimming - Junior 1-1	External	£28.80		£32.80
Dormers Wells Leisure Centre	Swimming - Junior 1-2	External	£40.00		£45.55
Dormers Wells Leisure Centre	Classes - Aerobics	External	£7.05		£7.75
Dormers Wells Leisure Centre	Classes - Yoga 90 mins	External	£8.65		£9.50
Dormers Wells Leisure Centre	Classes - Other exercise class (60 min)	External	£7.05		£7.75
Dormers Wells Leisure Centre	GYM - Casual session (no swim)	External	£8.10		£8.90
Dormers Wells Leisure Centre	GYM - Induction (standard 30 mins)	External	£17.70		£19.00
Dormers Wells Leisure Centre	GYM - Junior Induction	External	£10.00		£10.00
Dormers Wells Leisure Centre	GYM - Junior session	External	£4.00		£4.40
Dormers Wells Leisure Centre	Sports hall (3 cts) All sessions	External	£50.00		£55.00
Dormers Wells Leisure Centre	Sports Hall (6 cts) All sessions	External	£100.00		£110.00
Dormers Wells Leisure Centre	Sports Hall - single Ct hire	External	£12.80		£14.05
Dormers Wells Leisure Centre	Swimming: discounted with leisure pass - Adult Swim	External	£2.40		£2.50
Dormers Wells Leisure Centre	Swimming: discounted with leisure pass - Parent & Babe Lessons (now Adult and Child)	External	£2.30		£2.40
Dormers Wells Leisure Centre	Swimming: discounted with leisure pass - Aerobics	External	£3.65		£3.80
Dormers Wells Leisure Centre	Swimming: discounted with leisure pass - Yoga 90 mins	External	£5.40		£5.65
Dormers Wells Leisure Centre	Swimming: discounted with leisure pass - Other exercise class (60 min)	External	£3.65		£3.80
Dormers Wells Leisure Centre	Swimming: discounted with leisure pass - Casual session (no swim)	External	£4.50		£4.70
Dormers Wells Leisure Centre	Swimming: discounted with leisure pass - Junior session	External	£2.85		£2.95
Dormers Wells Leisure Centre	Adult Leisure pass gym session	External	£4.35		£4.55
Dormers Wells Leisure Centre	Junior leisure pass gym session	External	£2.85		£2.95

2023/24 FEES & CHARGES SCHEDULE					
Service	Description of Fee/Charge	Charging Policy	2022/23 Updated Charges	Charge basis (e.g. per hour, per day etc)	2023/24 Proposed Charge
			£		£
(a)	(b)	(c)	(d)	(e)	(f)
Dormers Wells Leisure Centre	Pool hire whole pool	External	£93.75		£103.10
Dormers Wells Leisure Centre	Pool party	External	£145.85		£160.00
Dormers Wells Leisure Centre	Sports Party	External	£145.85		£160.00
Dormers Wells Leisure Centre	Joining Fee	External	£20.00		£20.00
Dormers Wells Leisure Centre	Joining Fee Leisure Pass / Concession	External - Concession	£10.00		£10.00
Dormers Wells Leisure Centre	Fitness membership adult DD freeze fee	External	£5.00		£5.00
Dormers Wells Leisure Centre	Fitness membership adult DD freeze fee Leisure Pass / Concession	External - Concession	£5.00		£5.00
Dormers Wells Leisure Centre	Fitness membership junior DD freeze fee	External	£5.00		£5.00
Dormers Wells Leisure Centre	Fitness membership junior DD freeze fee Leisure Pass / Concession	External - Concession	£5.00		£5.00
Dormers Wells Leisure Centre	Fitness membership adult multi site monthly DD	External	£29.99		£32.99
Dormers Wells Leisure Centre	Fitness membership adult multi site PIF	External	£299.99		£329.90
Dormers Wells Leisure Centre	Fitness membership adult multi site monthly DD Leisure Pass / Concession	External - Concession	£24.99		£27.49
Dormers Wells Leisure Centre	Fitness membership adult multi site monthly PIF Leisure Pass / Concession	External - Concession	£249.90		£274.90
Dormers Wells Leisure Centre	Fitness membership adult single site monthly DD	External	£19.99		£21.99
Dormers Wells Leisure Centre	Fitness membership adult single site PIF	External	£199.90		£219.90
Dormers Wells Leisure Centre	Fitness membership adult single site monthly DD Leisure Pass / Concession	External - Concession	£19.99		£21.99
Dormers Wells Leisure Centre	Fitness membership adult single site monthly PIF Leisure Pass / Concession	External - Concession	£199.90		£219.90
Dormers Wells Leisure Centre	Fitness membership junior multi site monthly DD	External	£19.99		£22.99
Dormers Wells Leisure Centre	Fitness membership junior multi site monthly PIF	External	£199.90		£229.90
Dormers Wells Leisure Centre	Fitness membership junior multi site monthly DD Leisure Pass / Concession	External - Concession	£19.99		£16.99
Dormers Wells Leisure Centre	Fitness membership junior multi site monthly PIF Leisure Centre / Concession	External - Concession	£199.90		£169.90
Swift Road Leisure Centre	Birthday Parties	External	£101.00		£110.00
Swift Road Leisure Centre	Entire Studio - Meeting room	External	£26.75		£29.40
Swift Road Leisure Centre	Pitch hire regular booking (11 a side) 90 mins	External	£65.00		£71.50
Swift Road Leisure Centre	Pitch Hire Regular Booking (11 a side) 60 mins	External	£49.80		£54.75
Swift Road Leisure Centre	Pitch Hire (9 a side) 60 mins	External	£49.80		£54.75
Swift Road Leisure Centre	Pitch Hire (9 a side) 90 mins	External	£60.95		£67.00
Swift Road Leisure Centre	1/3 pitch 7v7 (60 mins)	External	£41.15		£45.25
Swift Road Leisure Centre	1/3 pitch 7v7 (90 mins)	External	£61.25		£67.35
Swift Road Leisure Centre	MUGU - Floodlit Area - 5v5 a side (7 - Swift)	External	£28.45		£31.25
Swift Road Leisure Centre	MUGU - Netball court (MUGA - Swift)	External	£15.00		£16.50
Swift Road Leisure Centre	MUGU - Tennis court	External	£11.55		£12.70
Brent Valley	Joining Fee	External	£20.00		£20.00
Brent Valley	Joining Fee Leisure Pass / Concession	External - Concession	£10.00		£10.00
Brent Valley	Fitness membership adult DD freeze fee	External	£5.00		£5.00
Brent Valley	Fitness membership adult DD freeze fee Leisure Pass / Concession	External - Concession	£5.00		£5.00
Brent Valley	Fitness membership junior DD freeze fee	External	£5.00		£5.00
Brent Valley	Fitness membership junior DD freeze fee Leisure Pass / Concession	External - Concession	£5.00		£5.00
Brent Valley	Fitness membership adult multi site monthly DD	External	£29.99		£32.99
Brent Valley	Fitness membership adult multi site PIF	External	£299.99		£329.90
Brent Valley	Fitness membership adult multi site monthly DD Leisure Pass / Concession	External - Concession	£24.99		£27.49
Brent Valley	Fitness membership adult multi site monthly PIF Leisure Pass / Concession	External - Concession	£249.90		£274.90
Brent Valley	Fitness membership adult single site monthly DD	External	£19.99		£21.99
Brent Valley	Fitness membership adult single site PIF	External	£199.90		£219.90
Brent Valley	Fitness membership adult single site monthly DD Leisure Pass / Concession	External - Concession	£19.99		£21.99
Brent Valley	Fitness membership adult single site monthly PIF Leisure Pass / Concession	External - Concession	£199.90		£219.90
Brent Valley	Fitness membership junior multi site monthly DD	External	£19.99		£22.99
Brent Valley	Fitness membership junior multi site monthly PIF	External	£199.90		£229.90
Brent Valley	Fitness membership junior multi site monthly DD Leisure Pass / Concession	External - Concession	£19.99		£16.99
Brent Valley	Fitness membership junior multi site monthly PIF Leisure Centre / Concession	External - Concession	£199.90		£169.90
Brent Valley	Fitness Training - Adult GYM	External	£5.90		£6.45
Brent Valley	Fitness Training - Adult Induction	External	£17.50		£19.00
Brent Valley	Fitness Training - Junior Gym	External	£3.60		£3.95
Brent Valley	Fitness Training - Junior Induction	External	£10.00		£10.00
Brent Valley	Fitness Training: discounted with leisure pass - GYM	External	£3.25		£3.40
Brent Valley	Fitness Training: discounted with leisure pass - Junior	External	£2.85		£2.95
Brent Valley	Fitness Training: discounted with leisure pass - Junior Induction	External	£6.50		£6.35
Leisure pass	Leisure Pass - Adult 1 year	External	£5.70		£5.95
Leisure pass	Leisure Pass - Adult 6 months	External	£4.15		£4.35
Leisure pass	Leisure Pass - Junior 1 year	External	£2.95		£3.05
Hanwell Zoo					
Admission	Single entrance fee for adult.	Subsidised	£4.60	Per ticket	£5.00
Admission	Single entrance fee for child.	Subsidised	£2.60	Per ticket	£2.80
Season ticket	Season ticket adult	Subsidised	£18.60	Per ticket	£20.00
Season ticket	Season ticket child	Subsidised	£13.40	Per ticket	£14.00
Season ticket	Season ticket - Concessions	Subsidised	£13.40	Per ticket	£15.00
Season ticket	Friend of Hanwell Zoo season ticket - Adult + one adult and child.	Subsidised	£28.90	Per ticket	£31.00
Season ticket	Friend of Hanwell Zoo season ticket - Child + one child.	Subsidised	£23.70	Per ticket	£26.00
Season ticket	Friend of Hanwell Zoo - season ticket - concession + one child	Subsidised	£22.70	Per ticket	£25.00
Cemeteries					
Grave Plot	GRAVE PURCHASE AND 1ST INTERMENT- this includes exclusive purchase of grave for an initial period of 30 years. - Resident/Non-resident purchaser and resident deceased	Full Cost Recovery	£3,528.00	per unit	£3,885.00

2023/24 FEES & CHARGES SCHEDULE					
Service	Description of Fee/Charge	Charging Policy	2022/23 Updated Charges	Charge basis (e.g. per hour, per day etc)	2023/24 Proposed Charge
			£		£
(a)	(b)	(c)	(d)	(e)	(f)
Grave Plot	GRAVE PURCHASE AND 2ND INTERMENT- this includes exclusive purchase of grave for an initial period of 30 years. - Resident/Non-resident purchaser and resident deceased	Full Cost Recovery	£3,328.50	per unit	£3,665.00
Grave Plot	GRAVE PURCHASE AND 3RD INTERMENT- this includes exclusive purchase of grave for an initial period of 30 years. - Resident/Non-resident purchaser and resident deceased	Full Cost Recovery	£3,963.75	per unit	£4,365.00
Grave Plot - Cremated Remains	GRAVE PURCHASE AND 1ST INTERMENT (CREMATED REMAINS PLOT) - this includes exclusive purchase of grave for an initial period of 30 years. - Resident/Non-resident purchaser and resident deceased	Full Cost Recovery	£1,501.50	per unit	£1,650.00
Columbarium - Cremated Remains	NICHE PURCHASE AND 1ST INTERMENT (CREMATED REMAINS NICHE) - this includes exclusive purchase of niche for an initial period of 10 years - Resident/Non-resident purchaser and resident deceased	Full Cost Recovery	£1,050.00	per unit	£1,155.00
Muslim burial chamber	GRAVE PURCHASE AND 1ST INTERMENT (MUSLIM BURIAL) - this includes exclusive purchase of grave for an initial period of 30 years. - Resident/Non-resident purchaser and resident deceased	Full Cost Recovery	£4,079.25	per unit	£4,490.00
Infant burial	GRAVE PURCHASE AND 1ST INTERMENT (INFANT) - this includes exclusive purchase of grave for an initial period of 30 years. - Resident/Non-resident purchaser and resident deceased	Full Cost Recovery	£805.00	per unit	£885.00
Infant burial	GRAVE PURCHASE AND 1ST INTERMENT (INFANT) - this includes exclusive purchase of grave for an initial period of 30 years. - Resident purchaser and non-resident deceased	Full Cost Recovery	£1,170.00	per unit	£1,170.00
Grave Plot	GRAVE PURCHASE AND 1ST INTERMENT- this includes exclusive purchase of grave for an initial period of 30 years. - Non-resident purchaser and non-resident deceased	Full Cost Recovery	£7,056.00	per unit	£7,770.00
Grave Plot	GRAVE PURCHASE AND 2ND INTERMENT- this includes exclusive purchase of grave for an initial period of 30 years. - Non-resident purchaser and non-resident deceased	Full Cost Recovery	£6,657.00	per unit	£7,300.00
Grave Plot	GRAVE PURCHASE AND 3RD INTERMENT- this includes exclusive purchase of grave for an initial period of 30 years. - Non-resident purchaser and non-resident deceased	Full Cost Recovery	£7,927.50	per unit	£8,725.00
Grave Plot - Cremated Remains	GRAVE PURCHASE AND 1ST INTERMENT (CREMATED REMAINS PLOT) - this includes exclusive purchase of grave for an initial period of 30 years. - Non-resident purchaser and non-resident deceased	Full Cost Recovery	£1,501.50	per unit	£1,650.00
Columbarium - Cremated Remains	NICHE PURCHASE AND 1ST INTERMENT (CREMATED REMAINS NICHE) - this includes exclusive purchase of niche for an initial period of 10 years - Non-resident purchaser and non-resident deceased	Full Cost Recovery	£1,050.00	per unit	£1,155.00
Muslim burial chamber	GRAVE PURCHASE AND 1ST INTERMENT (MUSLIM BURIAL) - this includes exclusive purchase of grave for an initial period of 30 years. - Non-resident purchaser and non-resident deceased	Full Cost Recovery	£8,158.50	per unit	£8,990.00
Infant burial	GRAVE PURCHASE AND 1ST INTERMENT (INFANT) - this includes exclusive purchase of grave for an initial period of 30 years. - Non-resident purchaser and non-resident deceased	Full Cost Recovery	£1,915.00	per unit	£2,100.00
Re-opening a grave for further burials	Re-opening a grave for further burials: Resident deceased - Depth for 1	Full Cost Recovery	£1,123.50	per unit	£1,235.00
Re-opening a grave for further burials	Re-opening a grave for further burials: Resident deceased - Depth for 2	Full Cost Recovery	£1,181.25	per unit	£1,300.00
Re-opening a grave for further burials	Re-opening a grave for further burials: Resident deceased - Depth for 3	Full Cost Recovery	£1,302.00	per unit	£1,435.00
Re-opening a grave for further burials	Re-opening a grave for further burials: Resident deceased - Depths for stillborn to 13 years	Full Cost Recovery	£63.00	per unit	£70.00
Re-opening a grave for further burials	Re-opening a grave for further burials: Resident deceased - Cremated remains	Full Cost Recovery	£687.75	per unit	£750.00
Re-opening a grave for further burials	Re-opening a grave for further burials: Resident deceased - Interments into brick graves or vaults	Full Cost Recovery	£1,543.50	per unit	£1,700.00
Re-opening a grave for further burials	Re-opening a grave for further burials: Non-resident deceased - Depth for 1	Full Cost Recovery	£2,247.00	per unit	£2,595.00
Re-opening a grave for further burials	Re-opening a grave for further burials: Non-resident deceased - Depth for 2	Full Cost Recovery	£2,357.25	per unit	£2,595.00
Re-opening a grave for further burials	Re-opening a grave for further burials: Non-resident deceased - Depth for 3	Full Cost Recovery	£2,604.00	per unit	£2,870.00
Re-opening a grave for further burials	Re-opening a grave for further burials: Non-resident deceased - Depths for stillborn to 13 years	Full Cost Recovery	£467.25	per unit	£510.00
Re-opening a grave for further burials	Re-opening a grave for further burials: Non-resident deceased - Cremated remains	Full Cost Recovery	£687.75	per unit	£757.00
Re-opening a grave for further burials	Re-opening a grave for further burials: Non-resident deceased - Interments into brick graves or vaults	Full Cost Recovery	£3,102.75	per unit	£3,400.00
Other	Permit for all subsequent memorial work	Full Cost Recovery	£120.75	per unit	£133.00
Other	Removal and replacement of memorial for further burial	Full Cost Recovery	£199.50	per unit	£220.00
Exhumation Charges	Exhumation of a body (price is exclusive of VAT)	Full Cost Recovery	£7,749.00	per unit	£8,500.00
Exhumation Charges	Exhumation of ashes (price is exclusive of VAT)	Full Cost Recovery	£2,205.00	per unit	£2,425.00
Grave Plot	Pre-purchase new grave for 1 (30yr lease) Resident	Full Cost Recovery	£4,809.00	per unit	£5,300.00
Grave Plot	Pre-purchase new grave for 2 (30yr lease) Resident	Full Cost Recovery	£4,294.50	per unit	£4,725.00
Grave Plot	Pre-purchase new grave for 3 (30yr lease) Resident	Full Cost Recovery	£5,323.50	per unit	£5,860.00
Grave Plot	Pre-purchase new grave for 1 (30yr lease) Non Resident	Full Cost Recovery	£9,618.00	per unit	£10,590.00
Grave Plot	Pre-purchase new grave for 2 (30yr lease) Non Resident	Full Cost Recovery	£8,589.00	per unit	£9,455.00

2023/24 FEES & CHARGES SCHEDULE					
Service	Description of Fee/Charge	Charging Policy	2022/23 Updated Charges	Charge basis (e.g. per hour, per day etc)	2023/24 Proposed Charge
			£		£
(a)	(b)	(c)	(d)	(e)	(f)
Grave Plot	Pre-purchase new grave for 3 (30yr lease) Non Resident	Full Cost Recovery	£10,647.00	per unit	£11,720.00
Other	Partial Pathside burial plot	Full Cost Recovery	£661.50	per unit	£730.00
Other	Full Pathside burial plot	Full Cost Recovery	£1,323.00	per unit	£1,455.00
Other	Hire of cemetery chapel	Full Cost Recovery	£141.75	per unit	£155.00
Other	Extra charge for Saturday burial	Full Cost Recovery	£829.50	per unit	£910.00
Other	Extra charge for burial of ashes on Saturday	Full Cost Recovery	£241.50	per unit	£265.00
Other	Surveying grave to determine remaining depth	Full Cost Recovery	£383.25	per unit	£420.00
Other	Concrete sealing of grave (entombment)	Full Cost Recovery	£551.25	per unit	£605.00
Other	Transfer of grave deed	Full Cost Recovery	£273.00	per unit	£300.00
Other	Record search	Full Cost Recovery	£21.00	per unit	£23.00
Other	Scattering ashes in (Hortus Rose garden/Greenford Park woodland)	Full Cost Recovery	£110.25	per unit	£121.40
Other	Oversized coffin -7' x30" or larger	Full Cost Recovery	£603.75	per unit	£665.00
Other	Metal Casket	Full Cost Recovery	£1,212.75	per unit	£1,335.00
Other	Administration charge for two or more cremated remains	Full Cost Recovery	£189.00	per unit	£205.00
Other	Grave planting (price is exclusive of VAT)	Full Cost Recovery	£157.50	per unit	£175.00
Regulatory Operations					
Licensing					
Alcohol and entertainment	Alcohol Licensing	Statutory	£70 - £1,050	per licence	£70 - £1,050
Alcohol and entertainment	Gambling Act	Statutory	£100 - £3,500	per licence	£100 - £3,500
Alcohol and entertainment	Alcohol - Temporary Event Notices, variations & transfers	Statutory	£21 - £190	per licence	£21 - £190
Animal Welfare	Animal Welfare Licensing - Animal Boarding Establishment	Full Cost Recovery	£560.00	per licence	£616.60
Animal Welfare	Animal Welfare Licensing - Dangerous Wild Animals	Full Cost Recovery	£312.00	per licence	£343.50
Animal Welfare	Animal Welfare Licensing - Dog Breeding Establishment	Full Cost Recovery	£560.00	per licence	£616.60
Animal Welfare	Animal Welfare Licensing - Dog Sitting	Full Cost Recovery	£377 - £447	per licence	£415 - £492
Animal Welfare	Animal Welfare Licensing - Pet Shop	Full Cost Recovery	£560.00	per licence	£616.60
Animal Welfare	Animal Welfare Licensing - Riding Establishment	Full Cost Recovery	£1,231.00	per licence	£1,355.30
Animal Welfare	Animal Welfare Licensing - Exhibition of animals	Full Cost Recovery	£438.00	per licence	£482.20
Massage & Other Specialist Treatments	License for Massage & Special Treatments including Cosmetic Piercing, Acupuncture and Tattooing	Full Cost Recovery	£402.00	per licence	£442.60
Massage & Other Specialist Treatments	License massage & Special Treatments - Additional treatment/variation	Full Cost Recovery	£75.00	per licence	£82.60
Health & Safety/Public Protection	Sex Establishment Licence (New, Renewal and Transfer)	Full Cost Recovery	£3,320.00	per licence	£3,655.30
Health & Safety/Public Protection	Auction Houses Registration	Full Cost Recovery	£259.00	per licence	£285.20
Health & Safety/Public Protection	Certification for shipment & burial	Full Cost Recovery	£77.00	per licence	£84.80
Health & Safety/Public Protection	Scrap Metal Dealers Site Licence - New licence	Full Cost Recovery	£703.00	per licence	£774.00
Health & Safety/Public Protection	Scrap Metal Dealers Site Licence - Renewal	Full Cost Recovery	£468.00	per licence	£515.30
Health & Safety/Public Protection	Scrap Metal Dealers Site Licence - Variation	Full Cost Recovery	£158.00	per licence	£174.00
Health & Safety/Public Protection	Scrap Metal Dealers Collector's Licence - New	Full Cost Recovery	£351.00	per licence	£386.50
Health & Safety/Public Protection	Scrap Metal Dealers Collector's Licence - Renewal	Full Cost Recovery	£234.00	per licence	£257.60
Health & Safety/Public Protection	Scrap Metal Dealers Collector's Licence - Variation	Full Cost Recovery	£141.00	per licence	£155.20
Health & Safety/Public Protection	Scrap Metal Dealers Duplicate Copy	Full Cost Recovery	£15.00	per licence	£16.50
Explosives (Fireworks) licences	Explosives licences: From 250kg to 2000kg - New Storage Licence	Statutory	£185.00	per licence	£185.00
Explosives (Fireworks) licences	Explosives licences: From 250kg to 2000kg - Storage Licence Renewal	Statutory	£86.00	per licence	£86.00
Explosives (Fireworks) licences	Explosives licences: up to 250kg - New Storage Licence	Statutory	£109.00	per licence	£109.00
Explosives (Fireworks) licences	Explosives licences: up to 250kg - Storage Licence Renewal	Statutory	£54.00	per licence	£54.00
Explosives (Fireworks) licences	Explosives licences - Variation to Licence (Change in plans)	Statutory	£36.00	per variation	£36.00
Explosives (Fireworks) licences	Explosives licences - Amending name of Licensee or Change of Site Address	Statutory	£36.00	per change	£36.00
Explosives (Fireworks) licences	Explosives licences - Transfer of Licence	Statutory	£36.00	per licence	£36.00
Explosives (Fireworks) licences	Explosives licences - Replacement Licence	Statutory	£36.00	per licence	£36.00
Explosives (Fireworks) licences	Explosives licences - Annual Licence to sell all year around	Statutory	£500.00	per licence	£500.00
Other Regulatory Services					
Food Safety	Food Safety - REHAB Course	Full Cost Recovery	£667.00	per candidate	£734.40
Food Safety	Food Safety - Food Destruction notice	Full Cost Recovery	£125.00	per notice	£137.60
Food Safety	Food Safety - Health Certificate for export	Full Cost Recovery	£100.00	per report	£110.10
Food Safety	Food Safety - Admin Fee for certificate to be issued within 48 hours	Full Cost Recovery	£155.00	per report	£170.70
Food Safety	Food Safety - Onward transfer station import certificate and voluntary condemnation certificates fee (up to 3 hours)	Full Cost Recovery	£125.00	per cert	£137.60
Food Safety	Food Safety - Additional time (for each part/hour)	Full Cost Recovery	£50.00	per hour	£55.10
Food Safety	Food Hygiene - Food premises re-rating	Full Cost Recovery	£240.00	Per notice	£264.20
Private Housing	Private Housing - Housing Act Notice	Full Cost Recovery	£380.00	Per notice	£418.40
Place Delivery					
Highways					
Works	Section 50 licence - third party works (private individual to place or maintain apparatus in highway) (non utility)	Full Cost Recovery	£525.00	It is a fixed charge per licence.	£578.00
Works	Section 184 licence - temporary crossover (developer construction or alteration of highway) (cross)	Full Cost Recovery	£475.00	This licence fee will be dependent on the requirements of the Developer.	£523.00
Overstay	Section 74 overstay income	Statutory	£500.00	Statutory Charge	£500.00

2023/24 FEES & CHARGES SCHEDULE					
Service	Description of Fee/Charge	Charging Policy	2022/23 Updated Charges	Charge basis (e.g. per hour, per day etc)	2023/24 Proposed Charge
			£		£
(a)	(b)	(c)	(d)	(e)	(f)
Inspections	Inspections - sample	Statutory	£50.00	per inspection	£50.00
Inspections	Inspections - defect	Statutory	£47.50	per inspection	£47.50
Inspections	Inspections - third party	Statutory	£68.00	per inspection	£68.00
Fixed Penalty Notice	Fixed Penalty Notices - incorrect permit details	Statutory	£100.00	per notice	£100.00
Fixed Penalty Notice	Fixed Penalty Notices - working with out a permit	Statutory	£400.00	per notice	£400.00
Network Permit	Network Permit Income	Statutory	£137.50	per permit	£137.50
Traffic Orders	Temp Traffic Orders - Special Event Orders (charity, street party)	Subsidised	£420.00	Fixed Charge	£462.40
Traffic Orders	Temp Traffic Orders - Special Event Orders (other than national event, charity or street party), Emergency Notice, Urgent Notice, or Filming Notice	Full Cost Recovery	£1,260.00	Fixed Charge	£1,387.30
Traffic Orders	Temp Traffic Orders - Filming Order	Full Cost Recovery	£1,900.00	Fixed Charge	£2,091.90
Traffic Orders	Temp Traffic Orders - Long Term Works Order	Full Cost Recovery	£4,147.50	Fixed Charge	£4,566.40
Traffic Orders	Temp Traffic Orders - Planned Works Order	Full Cost Recovery	£3,622.50	Fixed Charge	£3,988.40
Street Services					
Waste Service					
Depots	Mixed Trade Waste	Full Cost Recovery	£239.00	per tonne	£263.10
Depots	Recyclable Trade Waste	Full Cost Recovery	£103.90	per tonne	£114.40
Depots	Mixed DIY Waste	Full Cost Recovery	£239.00	per tonne	£263.10
Commercial Charges	Pre-paid Sacks	Full Cost Recovery	£45.40	per 20 sacks	£50.00
Commercial Charges	Contract Sacks	Full Cost Recovery	£41.30	per 20 sacks	£45.50
Commercial Charges	Pre-paid Sacks - roll of 20 (75% of commercial charge for first collection for nursing homes/charities. Subsequent collections at full commercial charge)	Full Cost Recovery	£34.05	per 20 sacks	£37.50
Commercial Charges	Pre Paid Stickers for Cardboard	Full Cost Recovery	£45.40	per pack of 20 stickers	£50.00
Commercial Charges	Contract Stickers for Cardboard	Full Cost Recovery	£41.30	per pack of 20 stickers	£45.50
Commercial Charges	Stickers for Cardboard - pack of 20 (75% of commercial charge for first collection for nursing homes/charities. Subsequent collections at full commercial charge)	Full Cost Recovery	£34.05	per pack of 20 stickers	£37.50
Commercial Charges	Cardboard Recycling Stickers	Full Cost Recovery	£20.20	per pack of 20 stickers	£22.20
Commercial Charges	Recycling Service (Pre paid Sacks)	Full Cost Recovery	£36.10		£39.70
Commercial Charges	Recycling Service (Pre paid Sacks) - (25% reduction on commercial charge for first collection for nursing homes/charities. Subsequent collections at full commercial charge)	Full Cost Recovery			£30.00
Commercial Charges	Recycling Service (Contract Sacks)	Full Cost Recovery	£32.20		£35.50
Commercial Charges	1100 Litre Container Bin - One Collection per week	Full Cost Recovery	£21.40	per bin	£23.60
Commercial Charges	1100 Litre Container Bin - One Collection per week - new customers from 19th December 2022	Full Cost Recovery		per bin	£17.50
Commercial Charges	1100 Litre Container Bin - 2 to 3 collections per week	Full Cost Recovery	£20.40	per bin	£22.50
Commercial Charges	1100 Litre Container Bin - 2 to 3 collections per week - new customers from 19th December 2022	Full Cost Recovery		per bin	£16.50
Commercial Charges	1100 Litre Container Bin 4 to 6 collections per week	Full Cost Recovery	£19.40	per bin	£21.40
Commercial Charges	1100 Litre Container Bin 4 to 6 collections per week - new customers from 19th December 2022	Full Cost Recovery		per bin	£15.50
Commercial Charges	1100 Litre Container Bin - 6 or more collections per week	Full Cost Recovery	Quote on request	per bin	Quote on request
Commercial Charges	1100 Litre Container Bin (75% of commercial charge for first collection for nursing homes/charities. Subsequent collections at full commercial charge)	Full Cost Recovery	£16.05	per bin	£17.70
Commercial Charges	1100 Litre Container Bin (25% reduction on commercial charge for first collection for nursing homes/charities. Subsequent collections at full commercial charge) new customers from 19th December 2022	Full Cost Recovery		per bin	£13.50

2023/24 FEES & CHARGES SCHEDULE					
Service	Description of Fee/Charge	Charging Policy	2022/23 Updated Charges	Charge basis (e.g. per hour, per day etc)	2023/24 Proposed Charge
			£		£
(a)	(b)	(c)	(d)	(e)	(f)
Commercial Charges	660 Litre Container Bin - One collection per week	Full Cost Recovery	£14.70	per bin	£16.20
Commercial Charges	660 Litre Container Bin - One collection per week - new customers from 19th December 2022	Full Cost Recovery		per bin	£11.50
Commercial Charges	660 Litre Container Bin (75% of commercial charge for first collection for nursing homes/charities. Subsequent collections at full commercial charge)	Full Cost Recovery	£11.03	per bin	£12.10
Commercial Charges	660 Litre Container Bin (25% reduction on commercial charge for first collection for nursing homes/charities. Subsequent collections at full commercial charge) new customers from 19th December 2022	Full Cost Recovery		per bin	£9.00
Commercial Charges	660 Litre Container Bin - 2 to 3 collections per week	Full Cost Recovery	£13.60	per bin	£15.00
Commercial Charges	660 Litre Container Bin - 2 to 3 collections per week - new customers from 19th December 2022	Full Cost Recovery		per bin	£10.50
Commercial Charges	660 Litre Container Bin - 4 to 6 collections per week	Full Cost Recovery	£12.60	per bin	£13.90
Commercial Charges	660 Litre Container Bin - 4 to 6 collections per week - new customers from 19th December 2022	Full Cost Recovery		per bin	£9.50
Commercial Charges	660 Litre Container Bin - 6 or more collections per week	Full Cost Recovery	Quote on request	per bin	Quote on request
Commercial Charges	Special Collection 1-3 mtrs	Full Cost Recovery	£92.90		£110.00
Commercial Charges	Mixed Trade Waste per ton (duplicates)	Statutory	£195.00	per tonne	No longer Offered
Commercial Charges	Recyclable Trade Waste per ton (duplicates)	Statutory	£97.50	per tonne	No longer Offered
Commercial Charges	Mixed DIY Waste per tonne (duplicates)	Full Cost Recovery	£201.20	per tonne	No longer Offered
Commercial Charges	Bulky waste up to 8 items	Full Cost Recovery			£45.00
Commercial Charges	Fridge/Freezers	Full Cost Recovery			£30.00
Garden Waste	240 litre green wheeled bin	Full Cost Recovery	£82.10	per bin	£90.40
Garden Waste	3 x 90 litre reusable green sacks	Full Cost Recovery	£82.10	per 3 sacks	£90.40
Garden Waste	Roll of 50 biodegradable sacks	Full Cost Recovery	£82.10	per 50 sacks	£90.40
Garden Waste	Roll of 25 biodegradable sacks	Full Cost Recovery	£41.10	per 25 sacks	£45.30
Garden Waste	Concessionary discount on wheeled bin	Full Cost Recovery	£62.80	per bin	£69.10
Garden Waste	Concessionary discount on reusable sacks	Full Cost Recovery	£62.80	per 3 sacks	£69.10
Garden Waste	Concessionary discount on 50 biodegradable sacks	Full Cost Recovery	£62.80	per 50 sacks	£69.10
Street Trading					
Street Trading	Street. Trading Designated Site - 1-2 Days per Week	Full Cost Recovery	£56.00	1-2 days per week	£61.70
Street Trading	Street Trading Designated Site - 3-4 Days per Week	Full Cost Recovery	£73.00	3-4 days per week	£80.40
Street Trading	Street. Trading Designated Site - 5-7 Days per Week	Full Cost Recovery	£109.00	5-7 days per week	£120.00
Street Trading	Street. Trading Application fee	Full Cost Recovery	£64.00	per application	£70.50
Street Trading	Street Trading - private land	Full Cost Recovery	£52.00		£57.30
Street Trading	Street Trading - Newspaper Vendors - 1-2 Days per Week	Full Cost Recovery	£19.00	1-2 days per week	£20.90
Street Trading	Street Trading - Newspaper Vendors - 5 or more Days per Week	Full Cost Recovery	£37.00	5 or more days per week	£40.70
Street Trading	Street. Trading Temporary Designated Site - 1-2 Days per Week	Full Cost Recovery	£97.00	1-2 days per week	£106.80
Street Trading	Street Trading Temporary Designated Site - 3-4 Days per Week	Full Cost Recovery	£109.00	3-4 days per week	£120.00
Street Trading	Street. Trading Temporary Designated Site - 5-7 Days per Week	Full Cost Recovery	£121.00	5-7 days per week	£133.20
Street Trading	Front of shop displays - Full Display	Full Cost Recovery	£33.00		£36.30
Street Trading	Front of shop displays - Half Display	Full Cost Recovery	£17.00		£18.70
Street Trading	Failure to Furnish Documentation (waste carrier's licence)	Statutory	£300.00		£300.00

2023/24 FEES & CHARGES SCHEDULE					
Service	Description of Fee/Charge	Charging Policy	2022/23 Updated Charges	Charge basis (e.g. per hour, per day etc)	2023/24 Proposed Charge
			£		£
(a)	(b)	(c)	(d)	(e)	(f)
Street Trading	Failure to Produce Authority (waste transfer notes)	Statutory	£400.00		£400.00
Street Trading	Displaying an Advertising in Contravention of Regulations	Statutory	£100.00		£100.00
Street Trading	Contravention of Condition of Street Trading Licence or Temporary Licence	Statutory	£100.00		£100.00
Street Trading	Making False Statement in Connection with Application for a Street Trading Licence or a Temporary Licence	Statutory	£125.00		£125.00
Street Trading	Resisting or Obstructing Authorised Officer	Statutory	£150.00		£150.00
Street Trading	Failure to Produce Street Trading Licence on Demand	Statutory	£150.00		£150.00
Street Trading	Unlicensed Street Trading	Statutory	£125.00		£125.00
Street Trading	Dogs Fouling on Land	Statutory	£80.00		£80.00
Street Trading	Skip Licence Fee-on-line	Full Cost Recovery	£90.00	per skip licence	£99.10
Street Trading	Skip Licence Fee-additional fee for CPZ zone	Full Cost Recovery	£140.00	per skip licence in CPZ zone	£154.10
Street Trading	Skip Licence Fee - additional fee for Non CPZ zone	Full Cost Recovery	£70.00	per skip licence in non CPZ zone per fortnight	No longer Offered
Street Trading	Pavement licences			annual licence	£100.00
Street Trading	Fee to become approved skip company			One off	£175.00
Street Cleansing					
Street Cleansing	Depositing Litter	Statutory	£150.00		£150.00
Street Cleansing	Graffiti & Flyposting	Statutory	£100.00		£100.00
Street Cleansing	Flytipping	Statutory	£400.00		£400.00
Street Cleansing	Nuisance Parking	Statutory	£100.00		£100.00
Street Cleansing	Failure to Comply with a Waste Receptacle Notice	Statutory	£80.00		£80.00
Street Cleansing	Abandoning a Vehicle	Statutory	£120.00		£120.00
Parking Service					
Enforcement	Civil Enforcement Officer (CEO) - Enforcement Penalty charge notice at for a lower rate offence	Statutory	£80.00	Per contravention	£80.00
Enforcement	Civil Enforcement Officer (CEO) - Enforcement Penalty charge notice at for a higher rate offence	Statutory	£130.00	Per contravention	£130.00
Enforcement	Bus Lane Enforcement Penalty charge notice at for a higher rate offence	Statutory	£130.00	Per contravention	£130.00
Enforcement	Civil Parking Enforcement - CCTV Penalty charge notice at for a higher rate offence	Statutory	£130.00	Per contravention	£130.00
Enforcement	Decriminalised Traffic Enforcement Penalty charge notice at for a higher rate offence	Statutory	£130.00	Per contravention	£130.00
Car park lettings	Car park lettings	Full Cost Recovery	Variable	per Change	Variable
Pay & Display / Cashless Parking Emission Based Tariffs - Off Street Car Park and On-Street Parking	Hourly rate 1 (variable discounts available for less polluting vehicles)	Full Cost Recovery	£0.30	Per hour	£0.30
	Hourly rate 2 (variable discounts available for less polluting vehicles)	Full Cost Recovery	£1.40	Per hour	£1.40
	Hourly rate 3 (variable discounts available for less polluting vehicles)	Full Cost Recovery	£1.60	Per hour	£1.60

2023/24 FEES & CHARGES SCHEDULE					
Service	Description of Fee/Charge	Charging Policy	2022/23 Updated Charges	Charge basis (e.g. per hour, per day etc)	2023/24 Proposed Charge
			£		£
(a)	(b)	(c)	(d)	(e)	(f)
	Hourly rate 4 (variable discounts available for less polluting vehicles)	Full Cost Recovery	£2.10	Per hour	£2.10
	Hourly rate 5 (variable discounts available for less polluting vehicles)	Full Cost Recovery	£2.80	Per hour	£2.80
	Hourly rate 6 (variable discounts available for less polluting vehicles)	Full Cost Recovery	£4.20	Per hour	£4.20
	Daily rate 1 (variable discounts available for less polluting vehicles)	Full Cost Recovery	£4.20	Per day	£4.20
	Daily rate 2 (variable discounts available for less polluting vehicles)	Full Cost Recovery	£6.30	Per day	£6.30
	Daily rate 3 (variable discounts available for less polluting vehicles)	Full Cost Recovery	£7.00	Per day	£7.00
	Daily rate 4 (variable discounts available for less polluting vehicles)	Full Cost Recovery	£12.60	Per day	£12.60
	Daily rate 5 (variable discounts available for less polluting vehicles)	Full Cost Recovery	£16.80	Per day	£16.80
	Daily rate 6 (variable discounts available for less polluting vehicles)	Full Cost Recovery	£19.60	Per day	£19.60
	Daily rate 7 (variable discounts available for less polluting vehicles)	Full Cost Recovery	£28.00	Per day	£28.00
	Daily rate 8 (variable discounts available for less polluting vehicles)	Full Cost Recovery	£1.40	Per day	£1.40
Short stay residential visitor parking	Paper visitor voucher for vulnerable people (all day)	Full Cost Recovery	£4.50	Per day	£4.95
Short stay residential visitor parking	Paper visitor voucher for vulnerable people (1 hour)	Full Cost Recovery	£0.80	Per hour	£0.80
Short stay residential visitor parking	Electronic resident visitor permit (all day zone only) (all day voucher)	Full Cost Recovery	£4.50	Per day	£4.95
Short stay residential visitor parking	Electronic resident visitor voucher (1 hour voucher)	Full Cost Recovery	£0.80	Per hour	£0.80
Short stay business visitor parking	Business visitor voucher / permit (1 hour voucher)	Full Cost Recovery	£2.40	Per hour	£2.60
Parking Permit	Annual Car Park Permit - Featherstone Terrace, George Street, Greenford Broadway car parks	Full Cost Recovery	£280.00	Per Permit	£280.00

2023/24 FEES & CHARGES SCHEDULE					
Service	Description of Fee/Charge	Charging Policy	2022/23 Updated Charges	Charge basis (e.g. per hour, per day etc)	2023/24 Proposed Charge
			£		£
(a)	(b)	(c)	(d)	(e)	(f)
Parking Permit	Annual Car Park Permit - Herbert Road, Southall Market car parks	Full Cost Recovery	£500.00	Per Permit	£500.00
Parking Permit	Annual Car Park Permit - Perivale Station Car Park	Full Cost Recovery	£500.00	Per Permit	£500.00
Parking Permit	Annual Car Park Permit - Salisbury Street Car Park	Full Cost Recovery	£750.00	Per Permit	£750.00
Parking Permit	Annual Car Park Permit - Springbridge Road Car Park	Full Cost Recovery	£750.00	Per Permit	£750.00
Parking Permit	Quarterly Car Park Permit - Herbert Road, Southall Market car parks	Full Cost Recovery	£200.00	Per Permit	£200.00
Parking Permit	Quarterly Car Park Permit - Perivale Station Car Park	Full Cost Recovery	£200.00	Per Permit	£200.00
Parking Permit	Quarterly Car Park Permit - Salisbury Street Car Park	Full Cost Recovery	£300.00	Per Permit	£300.00
Parking Permit	Quarterly Car Park Permit - Springbridge Road Car Park	Full Cost Recovery	£300.00	Per Permit	£300.00
Parking Permit	CO2 emission (g/km) up to 100	Full Cost Recovery	£50.00	Per Permit	£50.00
Parking Permit	CO2 emission (g/km) 101-110	Full Cost Recovery	£76.00	Per Permit	£80.00
Parking Permit	CO2 emission (g/km) 111-120	Full Cost Recovery	£76.00	Per Permit	£80.00
Parking Permit	CO2 emission (g/km) 121-130	Full Cost Recovery	£76.00	Per Permit	£80.00
Parking Permit	CO2 emission (g/km) 131-140	Full Cost Recovery	£76.00	Per Permit	£80.00
Parking Permit	CO2 emission (g/km) 141-150	Full Cost Recovery	£102.00	Per Permit	£110.00

2023/24 FEES & CHARGES SCHEDULE					
Service	Description of Fee/Charge	Charging Policy	2022/23 Updated Charges	Charge basis (e.g. per hour, per day etc)	2023/24 Proposed Charge
			£		£
(a)	(b)	(c)	(d)	(e)	(f)
Parking Permit	CO2 emission (g/km) 151-165	Full Cost Recovery	£102.00	Per Permit	£110.00
Parking Permit	CO2 emission (g/km) 166-175	Full Cost Recovery	£102.00	Per Permit	£110.00
Parking Permit	CO2 emission (g/km) 176-185	Full Cost Recovery	£102.00	Per Permit	£110.00
Parking Permit	CO2 emission (g/km) 186-200	Full Cost Recovery	£130.00	Per Permit	£140.00
Parking Permit	CO2 emission (g/km) 201-225	Full Cost Recovery	£130.00	Per Permit	£140.00
Parking Permit	CO2 emission (g/km) 226-255	Full Cost Recovery	£130.00	Per Permit	£140.00
Parking Permit	CO2 emission (g/km) Over 255	Full Cost Recovery	£130.00	Per Permit	£140.00
Parking Permit	Discount for part day zone	Full Cost Recovery	-\$5.00	Per Permit	No longer Offered
Parking Permit	Discount for electric vehicles	Full Cost Recovery	-\$30.00	Per Permit	-\$20.00
Parking Permit	Electric Vehicle floating car club discount			Per Annum	-\$310.00
Parking Permit	Multiplier applied to each additional vehicle in household	Full Cost Recovery	£55.00	Per Permit	£60.00
Parking Permit	Nitrous Oxides emissions charge	Full Cost Recovery	£50.00	Per Permit	£55.00
Parking Permit	Annual Business Permit	Full Cost Recovery	£806.00	Per Permit	£850.00
Parking Permit	Annual Doctors/Vets Permit	Full Cost Recovery	£806.00	Per Permit	£850.00
Parking Permit	Annual Car Club Permit - static	Full Cost Recovery	£806.00	Per Permit	£806.00
Parking Permit	Annual Car Club Permit - floating	Full Cost Recovery	£1,310.00	Per Permit	£1,310.00
Parking Permit	Annual All Zone Permit	Full Cost Recovery	£1,007.00	Per Permit	£1,100.00
Parking Permit	Annual Allotment Permit	Full Cost Recovery	£35.00	Per Permit	£38.50
Parking Permit	Annual Carers Permit - for friends and relatives	Full Cost Recovery	£48.00	Per Permit	£10.00

2023/24 FEES & CHARGES SCHEDULE					
Service	Description of Fee/Charge	Charging Policy	2022/23 Updated Charges	Charge basis (e.g. per hour, per day etc)	2023/24 Proposed Charge
			£		£
(a)	(b)	(c)	(d)	(e)	(f)
Parking Permit	Annual Carers Permit - for professional carers	Full Cost Recovery	£48.00	Per Permit	£10.00
Parking Permit	Annual Disabled Bay Permit (for permit spaces)	Full Cost Recovery	£32.00	Per Permit	£35.00
Parking Permit	Annual Essential Users Permit	Full Cost Recovery	£365.00	Per Permit	£400.00
Parking Permit	Annual Religious Permit	Full Cost Recovery	£180.00	Per Permit	£200.00
Parking Permit	Annual Religious Permit	Full Cost Recovery - Concession	£2,700.00	Price per permit as above. 20 Permits for price of 15	£3,000.00
Administrative fee	Fee for changing vehicle details on a permit / providing a refund etc	Full Cost Recovery	£16.00	per Change	£17.60
Dispensations	Dispensations for Trade - for parking bays	Full Cost Recovery	£10.00	Per day, per parking space	£11.00
Dispensations	Dispensations for Trade - for yellow lines	Full Cost Recovery	£16.00	Per day, per 5m section of yellow line	£18.00
Dispensations	Dispensation for Residents	Full Cost Recovery	£10.00	Per week, per parking space	£12.00
Parking Suspension - General Use	Suspensions (per day per bay for general uses submitting an on-time application)	Full Cost Recovery	£30.00	Per day, per parking space	£33.00
Parking Suspension - General Use	Suspensions (per day per bay for filming crews submitting a late application)	Full Cost Recovery	£30.00	Per day, per parking space	£30.00
Parking Suspension - Filming	Suspensions (per day per bay for filming submitting an on-time application)	Full Cost Recovery	£20.00	Per day, per parking space	£20.00
Parking Suspension - Filming	Suspensions (per day per bay for general users submitting a late application)	Full Cost Recovery	£40.00	Per day, per parking space	£45.00
Enforcement	Funeral cessation of enforcement	Full Cost Recovery	£50.00	Per Permit	£55.00
Short stay business visitor parking	Service Voucher / Business Visitor Permit	Full Cost Recovery	£2.40	Per Permit	£2.60
Surveying Services					
Building Control					
Building Control	Extension - Less than 40m2	Full Cost Recovery	£689.00	per application	£758.60
Building Control	Extension - Less than 60m2	Full Cost Recovery	£803.80	per application	£885.00
Building Control	Extension - More than 60m2 -each additional 40m2 or part	Full Cost Recovery	£114.90	per application	£126.50

2023/24 FEES & CHARGES SCHEDULE					
Service	Description of Fee/Charge	Charging Policy	2022/23 Updated Charges	Charge basis (e.g. per hour, per day etc)	2023/24 Proposed Charge
			£		£
(a)	(b)	(c)	(d)	(e)	(f)
Building Control	Loft conversion - Less than 40m2	Full Cost Recovery	£689.00	per application	£758.60
Building Control	Loft conversion - Less than 60m2	Full Cost Recovery	£803.80	per application	£885.00
Building Control	Loft conversion - Subtract If built with an extension	Full Cost Recovery	£114.90	per application	£126.50
Building Control	Other - For dormer window(s) added to existing loft room	Full Cost Recovery	£344.50	per application	£379.30
Building Control	Other - Any development including a basement extension	Full Cost Recovery	Quote on request	per application	Quote on request
Building Control	Formation of each new WC / shower room / bathroom / kitchen / utility room	Full Cost Recovery	£229.70	per application	£252.90
Building Control	OR controllable alterations each existing WC / shower room / bathroom / kitchen / utility room	Full Cost Recovery	£229.70	per application	£252.90
Building Control	Removal of chimney breast(s)	Full Cost Recovery	£229.70	per application	£252.90
Building Control	Formation of each simple structural opening in a wall. e.g. a simple through lounge	Full Cost Recovery	£229.70	per application	£252.90
Building Control	Formation of structural opening in a wall requiring new foundations, piers, columns etc.	Full Cost Recovery	£344.50	per application	£379.30
Building Control	OR installation of a beam combination to form an open plan arrangement	Full Cost Recovery	£344.50	per application	£379.30
Building Control	Replacement of roof weathering (not structure) - flat or pitched for each dwelling or block of flats including insulation	Full Cost Recovery	£229.70	per application	£252.90
Building Control	Replacement or installation of insulated ground floor (for each 50m2 or part)	Full Cost Recovery	£229.70	per application	£252.90
Building Control	Window / roof light installation or replacement – for the first five. Any additional window(s) / roof light(s) installation or replacement at discounted rate.	Full Cost Recovery	£229.70	per application	£252.90
Building Control	Re-plastering or re-rendering to external wall of a room including insulation where more than 25% of surface	Full Cost Recovery	£229.70	per application	£252.90
Building Control	Underpinning for every 5m run or part	Full Cost Recovery	£344.50	per application	£379.30
Building Control	Discounted Rate - Formation of each new WC / shower room / bathroom / kitchen / utility room	Full Cost Recovery	£114.90	per application	£126.50
Building Control	Discounted Rate - OR controllable alterations each existing WC / shower room / bathroom / kitchen / utility room	Full Cost Recovery	£114.90	per application	£126.50
Building Control	Discounted Rate - Removal of chimney breast(s)	Full Cost Recovery	£114.90	per application	£126.50
Building Control	Discounted Rate - Formation of each simple structural opening in a wall. e.g. a simple through lounge	Full Cost Recovery	£114.90	per application	£126.50
Building Control	Discounted Rate - Formation of structural opening in a wall requiring new foundations, piers, columns etc.	Full Cost Recovery	£229.70	per application	£252.90
Building Control	Discounted Rate - OR installation of a beam combination to form an open plan arrangement	Full Cost Recovery	£229.70	per application	£252.90
Building Control	Discounted Rate - Replacement of roof weathering (not structure) - flat or pitched for each dwelling or block of flats including insulation	Full Cost Recovery	£114.90	per application	£126.50
Building Control	Discounted Rate - Replacement or installation of insulated ground floor (for each 50m2 or part)	Full Cost Recovery	£114.90	per application	£126.50
Building Control	Discounted Rate - Window / roof light installation or replacement – for the first five. Any additional window(s) / roof light(s) installation or replacement at discounted rate.	Full Cost Recovery	£57.40	per application	£63.20
Building Control	Discounted Rate - Re-plastering or re-rendering to external wall of a room including insulation where more than 25% of surface	Full Cost Recovery	£114.90	per application	£126.50
Building Control	Discounted Rate - Underpinning for every 5m run or part	Full Cost Recovery	£114.90	per application	£126.50
Building Control	Electrical installation to a dwelling NOT carried out by a 'competent person' (a Part P electrician)	Full Cost Recovery	£275.60	per application	£303.40
Building Control	Gas installation to a dwelling NOT carried out by a 'competent person' (a Gas Safe installer)	Full Cost Recovery	£143.10	per application	£157.60
Building Control	Any other building work not shown in any other section – please contact us to obtain a quotation	Full Cost Recovery	Quote on request	per application	Quote on request
Building Control	Attached garage into habitable use	Full Cost Recovery	£459.30	per application	£505.70
Building Control	Attached conservatory into habitable use	Full Cost Recovery	£574.20	per application	£632.20
Building Control	Conversion of building into one dwelling	Full Cost Recovery	Quote on request	per application	Quote on request
Building Control	Conversion of one flat or building into two dwellings	Full Cost Recovery	£574.20	per application	£632.20

2023/24 FEES & CHARGES SCHEDULE					
Service	Description of Fee/Charge	Charging Policy	2022/23 Updated Charges	Charge basis (e.g. per hour, per day etc)	2023/24 Proposed Charge
			£		£
(a)	(b)	(c)	(d)	(e)	(f)
Building Control	Each additional dwelling within a building	Full Cost Recovery	£229.70	per application	£252.90
Building Control	1 new house (without a basement)	Full Cost Recovery	£918.70	per application	£1,011.50
Building Control	Additional houses or one with basement	Full Cost Recovery	Quote on request	per application	Quote on request
Building Control	Erection of flats up to 2 flats	Full Cost Recovery	£918.70	per application	£1,011.50
Building Control	Additional flats	Full Cost Recovery	Quote on request	per application	Quote on request
Building Control	Shops & offices - Less than 40m2	Full Cost Recovery	£689.00	per application	£758.60
Building Control	Shops & offices - Between 40m2 & 60m2	Full Cost Recovery	£803.80	per application	£885.00
Building Control	Shops & offices - Between 60m2 & 100m2	Full Cost Recovery	£918.70	per application	£1,011.50
Building Control	Shops & offices - Over 100m2 but cost not over £150,000	Full Cost Recovery	£1,033.50	per application	£1,137.90
Building Control	Residential (hotel, hostel, institution...) - Less than 40m2	Full Cost Recovery	£918.70	per application	£1,011.50
Building Control	Residential (hotel, hostel, institution...) - Between 40m2 & 60m2	Full Cost Recovery	£1,033.50	per application	£1,137.90
Building Control	Residential (hotel, hostel, institution...) - Between 60m2 & 100m2	Full Cost Recovery	£1,148.30	per application	£1,264.30
Building Control	Residential (hotel, hostel, institution...) - Over 100m2 but cost not over £150,000	Full Cost Recovery	£1,263.20	per application	£1,390.80
Building Control	Assembly & recreation (school, cinema, hospital...) - Less than 40m2	Full Cost Recovery	£1,033.50	per application	£1,137.90
Building Control	Assembly & recreation (school, cinema, hospital...) - Between 40m2 & 60m2	Full Cost Recovery	£1,148.30	per application	£1,264.30
Building Control	Assembly & recreation (school, cinema, hospital...) - Between 60m2 & 100m2	Full Cost Recovery	£1,263.20	per application	£1,390.80
Building Control	Assembly & recreation (school, cinema, hospital...) - Over 100m2 but cost not over £150,000	Full Cost Recovery	£1,378.00	per application	£1,517.20
Building Control	Industrial & storage (factory, warehouse...) - Less than 40m2	Full Cost Recovery	£803.80	per application	£885.00
Building Control	Industrial & storage (factory, warehouse...) - Between 40m2 & 60m2	Full Cost Recovery	£918.70	per application	£1,011.50
Building Control	Industrial & storage (factory, warehouse...) - Between 60m2 & 100m2	Full Cost Recovery	£1,033.50	per application	£1,137.90
Building Control	Industrial & storage (factory, warehouse...) - Over 100m2 but cost not over £150,000	Full Cost Recovery	£1,148.30	per application	£1,264.30
Building Control	All other use types - Less than 40m2	Full Cost Recovery	£918.70	per application	£1,011.50
Building Control	All other use types - Between 40m2 & 60m2	Full Cost Recovery	£1,033.50	per application	£1,137.90
Building Control	All other use types - Between 60m2 & 100m2	Full Cost Recovery	£1,148.30	per application	£1,264.30
Building Control	All other use types - Over 100m2 but cost not over £150,000	Full Cost Recovery	£1,263.20	per application	£1,390.80
Building Control	Any development including a basement extension	Full Cost Recovery	Quote on request	per application	Quote on request
Building Control	Non-domestic buildings - General internal fitting out works – including partitioning, emergency lighting, smoke detection, suspended ceilings, fire door replacements etc. For each 50 m2 floor area or part.	Full Cost Recovery	£229.70	per application	£252.90
Building Control	Non-domestic buildings - Drainage installation e.g.) formation of WC's / kitchen	Full Cost Recovery	£229.70	per application	£252.90
Building Control	Non-domestic buildings - Formation of simple structural opening in a wall	Full Cost Recovery	£229.70	per application	£252.90
Building Control	Non-domestic buildings - Formation of structural opening in a wall requiring new foundations, piers, columns etc.	Full Cost Recovery	£344.50	per application	£379.30
Building Control	Non-domestic buildings - OR installation of a beam combination	Full Cost Recovery	£344.50	per application	£379.30
Building Control	Non-domestic buildings - New shop front (up to 10m or part)	Full Cost Recovery	£229.70	per application	£252.90
Building Control	Non-domestic buildings - Replacement roof weathering (not structure) - flat or pitched for each 500 m2 or part	Full Cost Recovery	£229.70	per application	£252.90
Building Control	Non-domestic buildings - Window / roof light installation or replacement (not first floor) - additional window(s) / roof light(s) installation or replacement at discounted rate.	Full Cost Recovery	£229.70	per application	£252.90

2023/24 FEES & CHARGES SCHEDULE					
Service	Description of Fee/Charge	Charging Policy	2022/23 Updated Charges	Charge basis (e.g. per hour, per day etc)	2023/24 Proposed Charge
			£		£
(a)	(b)	(c)	(d)	(e)	(f)
Building Control	Non-domestic buildings - Underpinning for each 5m run in wall length or part	Full Cost Recovery	£344.50	per application	£379.30
Building Control	Discounted - Non-domestic buildings - General internal fitting out works – including partitioning, emergency lighting, smoke detection, suspended ceilings, fire door replacements etc. For each 50 m2 floor area or part.	Full Cost Recovery	£114.90	per application	£126.50
Building Control	Discounted - Non-domestic buildings - Drainage installation e.g.) formation of WC's / kitchen	Full Cost Recovery	£114.90	per application	£126.50
Building Control	Discounted - Non-domestic buildings - Formation of simple structural opening in a wall	Full Cost Recovery	£114.90	per application	£126.50
Building Control	Discounted - Non-domestic buildings - Formation of structural opening in a wall requiring new foundations, piers, columns etc.	Full Cost Recovery	£229.70	per application	£252.90
Building Control	Discounted - Non-domestic buildings - OR installation of a beam combination	Full Cost Recovery	£229.70	per application	£252.90
Building Control	Discounted - Non-domestic buildings - New shop front (up to 10m or part)	Full Cost Recovery	£114.90	per application	£126.50
Building Control	Discounted - Non-domestic buildings - Replacement roof weathering (not structure) - flat or pitched for each 500 m2 or part	Full Cost Recovery	£114.90	per application	£126.50
Building Control	Discounted - Non-domestic buildings - Window / roof light installation or replacement – for the first five. Any additional window(s) / roof light(s) installation or replacement at discounted rate.	Full Cost Recovery	£57.40	per application	£63.20
Building Control	Discounted - Non-domestic buildings - Underpinning for each 5m run in wall length or part	Full Cost Recovery	£229.70	per application	£252.90
Building Control	Non-domestic buildings - New mezzanine floor for each 500 m2 floor area or part	Full Cost Recovery	£459.30	per application	£505.70
Building Control	Non-domestic buildings - Any other building work not shown in any other section – please contact us to obtain a quotation	Full Cost Recovery	Quote on request	per application	Quote on request
Land Charges					
Local Land Search	Land Charge register search	Full Cost Recovery	£35.00	per local land search	£40.00
Local Land Search	Land Charge register search per additional parcel of land	Full Cost Recovery	£6.00	per additional parcel of land searched	£6.00
Local Land Search	Answers to the CON29R form "Enquiries of local authorities" - Standard enquiry (one parcel of land)	Full Cost Recovery	£105.00	per standard enquiry	£105.00
Local Land Search	Answers to the CON29O form "Enquiries of local authorities" - optional enquiry (each)	Full Cost Recovery	£15.00	per additional enquiry	£15.00
Local Land Search	Answers to the CON29 form "Enquiries of local authorities" - additional parcel of land (each)	Full Cost Recovery	£12.50	per additional parcel of land searched	£12.50
Local Land Search	Personal Search of Local Land Charges Register Only	Free	Free	per search	Free
Houses in Multiple Occupation (HMO)					
Private Property Licensing	Licensing of Houses in Multiple Occupation (Mandatory and Additional) - New and Renewal (fixed Fee plus charge per room) (licence for 5 years)	Full Cost Recovery	£1,100.00	per property licence	Replaced with new charging structure
Private Property Licensing		Full Cost Recovery	£30.00	per room	Replaced with new charging structure
Private Property Licensing	Licensing of Private Housing (Non-HMOs) Selective Licence for 5 years	Full Cost Recovery	£500.00	per property per licence	Replaced with new charging structure
Private Property Licensing	Licensing of Private Housing (Non-HMOs) Selective Licence for 5 years (Block or Multiple Flat application)	Full Cost Recovery	£450.00	per property per licence	Replaced with new charging structure
Private Property Licensing	Private Rented Property Licensing Schemes - Additional Houses of Multiple Occupation Licence. New and Renewal. Fixed fee plus additional charge per habitable room (Max 5 year licence)	Full Cost Recovery		per property licence	£1,300.00
Private Property Licensing		Full Cost Recovery		per habitable room	£50.00
Private Property Licensing	Private Rented Property Licensing Schemes - Selective Licence. New and Renewal. Standard Fee (Max 5 Year Licence)	Full Cost Recovery		per property per licence	£750.00
Private Property Licensing	Private Rented Property Licensing Schemes - Selective Licence (Building Containing Self-Contained Flats). New and Renewal. Standard Fee (Max 5 Year Licence)	Full Cost Recovery		per flat	£675.00
Private Property Licensing	Private Rented Property Licensing Schemes - Additional Charges (For All Schemes) - Applicants who are sent two warning letters	Full Cost Recovery			Application fee plus £25% additional late application fee

2023/24 FEES & CHARGES SCHEDULE					
Service	Description of Fee/Charge	Charging Policy	2022/23 Updated Charges	Charge basis (e.g. per hour, per day etc)	2023/24 Proposed Charge
			£		£
(a)	(b)	(c)	(d)	(e)	(f)
Private Property Licensing	Private Rented Property Licensing Schemes - Additional Charges (For All Schemes) - Applications submitted in paper form (excluding Selective Licensing (Building containing self contained flats))	Full Cost Recovery			Application fee plus an additional £100
Private Property Licensing	Private Rented Property Licensing Schemes - Additional Charges (For All Schemes) - Council assistance to complete an application form	Full Cost Recovery			Application fee plus an additional £50
Private Property Licensing	Private Rented Property Licensing Schemes - Additional Charges for Selective Licence (Building Containing Self-Contained Flats) - Applicants who are sent a warning letter	Full Cost Recovery		per flat	£750.00
Private Property Licensing	Private Rented Property Licensing Schemes - Additional Charges for Selective Licence (Building Containing Self-Contained Flats) - Applicants who are sent two warning letters	Full Cost Recovery		per flat	£937.50
Private Property Licensing	Private Rented Property Licensing Schemes - Licence Variation Fees Applicable (For All Schemes) - Increase in the number of occupiers and/or households, through increasing the number of habitable rooms.	Full Cost Recovery		per additional habitable room	£50.00
Private Property Licensing	Private Rented Property Licensing Schemes - Licence Variation Fees Applicable (For All Schemes) - Change of License Holder's Address	Full Cost Recovery			£0.00
Private Property Licensing	Private Rented Property Licensing Schemes - Licence Variation Fees Applicable (For All Schemes) - Change of Manager's Address	Full Cost Recovery			£0.00
Private Property Licensing	Private Rented Property Licensing Schemes - Licence Variation Fees Applicable (For All Schemes) - Change/ Appointment of Manager	Full Cost Recovery			£0.00
Private Property Licensing	Private Rented Property Licensing Schemes - Licence Variation Fees Applicable (For All Schemes) - Change of Name (marriage/ divorce/ deed poll)	Full Cost Recovery			£0.00
Private Property Licensing	Private Rented Property Licensing Schemes - Licence Variation Fees Applicable (For All Schemes) - Change in Amenities	Full Cost Recovery			£0.00
Private Property Licensing	Private Rented Property Licensing Schemes - Other Fees and Charges Applicable (For All Schemes) - Revocation of Licence	Full Cost Recovery			£0.00
Private Property Licensing	Private Rented Property Licensing Schemes - Other Fees and Charges Applicable (For All Schemes) - Application to licence following revocation of licence	Full Cost Recovery			See lines ** to ** above
Private Property Licensing	Private Rented Property Licensing Schemes - Other Fees and Charges Applicable (For All Schemes) - Application refused or rejected by the council	Full Cost Recovery			First Installment
Private Property Licensing	Private Rented Property Licensing Schemes - Other Fees and Charges Applicable (For All Schemes) - Application withdrawn by the applicant.	Full Cost Recovery			First Installment
Private Property Licensing	Private Rented Property Licensing Schemes - Other Fees and Charges Applicable (For All Schemes) - Temporary Exemption Notice (TEN) made by the council	Full Cost Recovery			£1.00
Private Property Licensing	Private Rented Property Licensing Schemes - Other Fees and Charges Applicable (For All Schemes) - Application received following the expiry of a Temporary Exemption Notice (TEN) made by the council	Full Cost Recovery			See lines ** to ** above
Planning and Environment Enforcement					
Pollution Enforcement and Control	Contaminated Land Searches - commercial site	Full Cost Recovery	£94.00	per site search	£103.50
Pollution Enforcement and Control	Contaminated Land Searches - residential site	Full Cost Recovery	£66.00	per site search	£72.70
Pollution Enforcement and Control	Pollution Permit Control (Environmental Protection Act) Registrations	Statutory	£78 - £1,747	per permit	£78 - £1,747
Transport Planning					
Transport Planning	Collision Data	Full Cost Recovery	£103.90	per data request	£114.40
Transport Planning	Traffic Count Data - Turning counts	Full Cost Recovery	£197.40	per data request	£217.30
Transport Planning	Traffic Count Data - ATCs	Full Cost Recovery	£109.10	per data request	£120.10
Transport Planning	Traffic Count Data - Ped counts	Full Cost Recovery	£176.70	per data request	£194.50
Transport Planning	Highway and Road Adoption Enquiries	Full Cost Recovery	£129.90	per data request	£143.00
CHIEF EXECUTIVE					
Finance and Customer Services					
Customer and Transactional Services					
Registrars					
Registrars	Approval for worship	Statutory	£29.00	Per transaction	£29.00
Registrars	Approval for worship - advertising	Statutory	£128.00	Per transaction	£128.00
Registrars	Attendance Registered Building	Statutory	£150.00	Per transaction	£150.00
Registrars	Birth/Death Certificate Fees (Superintendent Archived)	Statutory	£11.00	Per transaction	£11.00
Registrars	Birth/Death Certificate Fees (Registrar Archived)	Statutory	£11.00	Per transaction	£11.00
Registrars	Birth/Death Certificate Fees (Registrar Current)	Statutory	£11.00	Per transaction	£11.00
Registrars	Citizenship Group	Statutory	£80.00	Per transaction	£80.00
Registrars	General Search Fee	Statutory	£18.00	Per transaction	£18.00
Registrars	Notice of Marriage / CP	Statutory	£35.00	Per transaction	£35.00
Registrars	Notice of Marriage / CP	Statutory	£47.00	Per transaction	£47.00
Registrars	Admin Fee for Notices	Full Cost Recovery	£5.00	Per transaction	£6.00

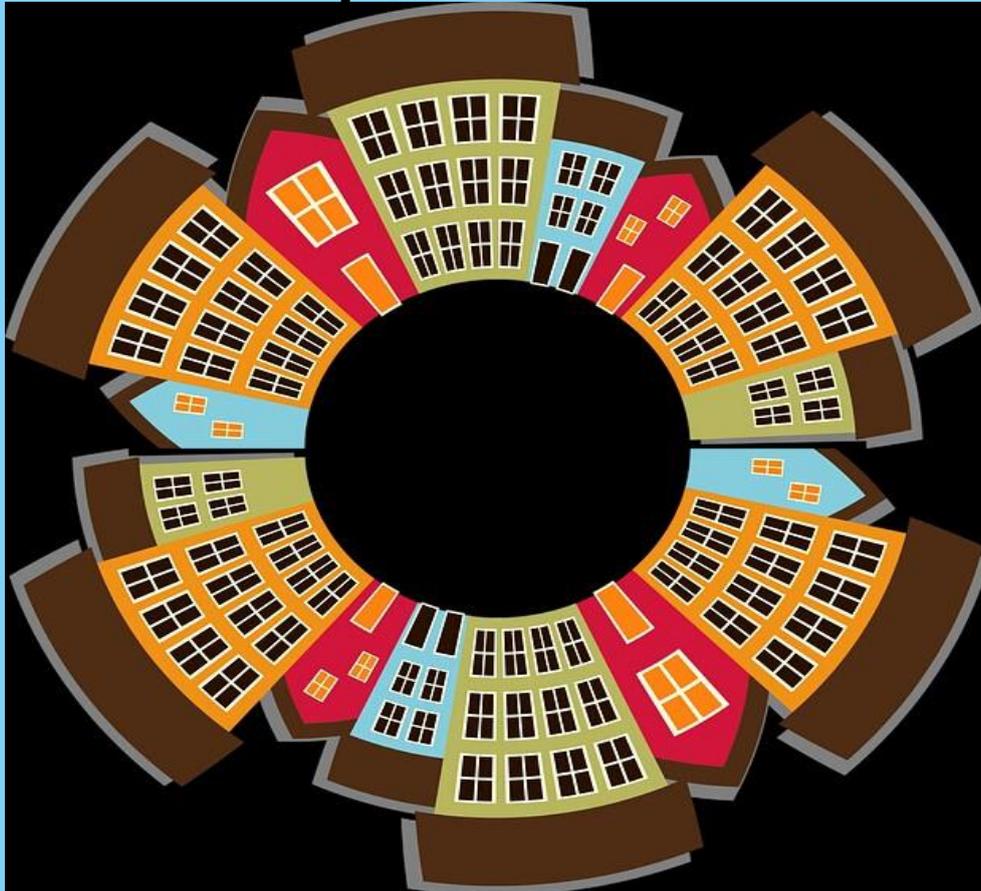
2023/24 FEES & CHARGES SCHEDULE					
Service	Description of Fee/Charge	Charging Policy	2022/23 Updated Charges	Charge basis (e.g. per hour, per day etc)	2023/24 Proposed Charge
			£		£
(a)	(b)	(c)	(d)	(e)	(f)
Registrars	Approval for Civil Ceremony	Full Cost Recovery	£825.00	Per transaction	£908.00
Registrars	Approved Wedding Fees (Mon-Thur)	Full Cost Recovery	£425.00	Per transaction	£468.00
Registrars	Approved Wedding Fees (Fri)	Full Cost Recovery	£475.00	Per transaction	£523.00
Registrars	Approved Wedding Fees (Sat)	Full Cost Recovery	£500.00	Per transaction	£551.00
Registrars	Approved Wedding Fees (Sun)	Full Cost Recovery	£625.00	Per transaction	£688.00
Registrars	Naming Ceremonies (Mon-Thur)	Full Cost Recovery	£195.00	Per transaction	£215.00
Registrars	Naming Ceremonies (Fri)	Full Cost Recovery	£225.00	Per transaction	£248.00
Registrars	Naming Ceremonies (Sat)	Full Cost Recovery	£310.00	Per transaction	£341.00
Registrars	Naming Ceremonies (Sun)	Full Cost Recovery	£395.00	Per transaction	£435.00
Registrars	Amendment Fee - Appointment	Full Cost Recovery	£15.00	Per transaction	£17.00
Registrars	Amendment Fee - Appointment	Full Cost Recovery	£35.00	Per transaction	£39.00
Registrars	Priority Cert	Full Cost Recovery	£15.00	Per transaction	£17.00
Registrars	Priority Cert - 1 hour	Full Cost Recovery	£25.00	Per transaction	£28.00
Registrars	Admin Fee for certificate	Full Cost Recovery	£5.00	Per transaction	£6.00
Registrars	Private Citizenship Ceremony	Full Cost Recovery	£140.00	Per transaction	£154.00
Registrars	Private Citizenship Ceremony Saturday	Full Cost Recovery	£175.00	Per transaction	£193.00
Registrars	Renewal of vows (Mon-Thur)	Full Cost Recovery	£195.00	Per transaction	£215.00
Registrars	Renewal of vows (Fri)	Full Cost Recovery	£225.00	Per transaction	£248.00
Registrars	Renewal of vows (Sat)	Full Cost Recovery	£310.00	Per transaction	£341.00
Registrars	Renewal of vows (Sun)	Full Cost Recovery	£395.00	Per transaction	£435.00
Registrars	Wedding /CP Fees (Mon-Thur)	Full Cost Recovery	£195.00	Per transaction	£215.00
Registrars	Wedding /CP Fees (Fri)	Full Cost Recovery	£225.00	Per transaction	£248.00
Registrars	Wedding /CP Fees (Sat)	Full Cost Recovery	£310.00	Per transaction	£341.00
Registrars	Wedding /CP Fees (Sun)	Full Cost Recovery	£395.00	Per transaction	£435.00
Registrars	Wedding /CP Fees (Housebound)	Statutory	£195.00	Per transaction	£195.00
Registrars	Change of Name Deed	Full Cost Recovery	£65.00	Per transaction	£72.00
Registrars	Correction - Local	Statutory	£75.00	Per transaction	£75.00
Registrars	Correction - GRO	Statutory	£32.00	Per transaction	£32.00
Registrars	Foreign Divorce - Local	Statutory	£50.00	Per transaction	£50.00
Registrars	Foreign Divorce - GRO	Statutory	£28.00	Per transaction	£28.00
Registrars	Forename- Space 17	Statutory	£40.00	Per transaction	£40.00
Registrars	Assisted NCS Applications	Full Cost Recovery	Quote on request		Quote on request
Registrars	Assisted SCS Applications	Full Cost Recovery	Quote on request		Quote on request
Registrars	Immigration Consultation	Full Cost Recovery	£61.90	per hour	£68.00
Registrars	Assisted EPRS Applications	Full Cost Recovery	£23.20	per hour	£26.00
Registrars	Visa Applications	Full Cost Recovery	Quote on request	per hour	Quote on request
Transactional Services					
Court Costs	Council Tax Court Summons (incl court fee)	Statutory	£113.50	Per Summons	£113.50
Court Costs	Council Tax Liability Order	Statutory	£9.00	Per Liability Order	£9.00
Court Costs	Business Rates Court Summons (incl court fee)	Statutory	£147.50	Per Summons	£147.50
Court Costs	Business Rates Liability Order	Statutory	£23.00	Per Liability Order	£23.00
Internal Audit					
Internal Audit	Schools Internal Audit	Full Cost Recovery	£516.00	Flat Fee Per School	£516.00
ICT and Property Services					
ICT					
ICT	Street Naming	Full Cost Recovery	£400.40	Per street	£440.80
ICT	Building Naming	Full Cost Recovery	£285.90	Per building	£314.80
ICT	Property Naming and Numbering	Full Cost Recovery	£171.30	Per property	£188.60
Property Services					
Greenford	Hire of Halls - Greenford Hall (mid-week hourly rate)	Full Cost Recovery	£190.00	per hour	£210.00
Greenford	Hire of Halls - Greenford Hall (community hourly rate)	Subsidised	£95.00	per hour	£105.00
Greenford	Hire of Halls - Greenford Hall (peak hourly rate)	Full Cost Recovery	£365.00	per hour	£400.00
Greenford	Hire of Halls - Greenford Hall (additional time hourly rate after 12am)	Full Cost Recovery	£415.00	per hour	£455.00

2023/24 FEES & CHARGES SCHEDULE					
Service	Description of Fee/Charge	Charging Policy	2022/23 Updated Charges	Charge basis (e.g. per hour, per day etc)	2023/24 Proposed Charge
			£		£
(a)	(b)	(c)	(d)	(e)	(f)
Greenford	Hire of Halls - Greenford Hall (hospitality package rate) - commercial	Full Cost Recovery	£2,825.00	per package	£3,110.00
Greenford	Hire of Halls - Greenford Hall (hospitality package rate) - community	Full Cost Recovery	£1,300.00	per package	£1,430.00
Greenford	Hire of Halls - Greenford Hall - Ruislip / Ravenor meeting rooms (community rate 9am - 5pm)	Subsidised	£18.00	per hour	£20.00
Greenford	Hire of Halls - Greenford Hall - Ruislip / Ravenor meeting rooms (peak hourly rate 9am - 5pm, Sat, Sun & Bank Hols)	Subsidised	£33.00	per hour	£36.00
Greenford	Hire of Halls - Greenford Hall - Ruislip / Ravenor meeting rooms (mid-week hourly rate 5pm - 12am)	Subsidised	£28.50	per hour	£31.50
Greenford	Hire of Halls - Greenford Hall - Ruislip / Ravenor meeting rooms (peak hourly rate 5pm - 12am, Sat, Sun & Bank Hols)	Subsidised	£57.00	per hour	£63.00
CCTV	Search Fee for CCTV recording	Full Cost Recovery	£105.00	Per search	£115.60
Legal and Democratic Services					
Democratic Services					
Democratic Services	Sale of Electoral Register	Statutory	£641.50	per register	£641.50
Legal Services					
Legal Service to Schools	Charge to school for lawyer time (per hour) - Director/Head of Legal/Principal Lawyer	Full Cost Recovery	£117.00	per hour	£128.82
Legal Service to Schools	Charge to school for lawyer time (per hour) - Senior Lawyer	Full Cost Recovery	£108.00	per hour	£118.91
Legal Service to Schools	Charge to school for lawyer time (per hour) - Contract Lawyer	Full Cost Recovery	£96.00	per hour	£105.70
Legal Service to Schools	Charge to school for lawyer time (per hour) - Lawyer	Full Cost Recovery	£88.00	per hour	£96.89
Legal Service to Schools	Charge to school for lawyer time (per hour) - Paralegal	Full Cost Recovery	£45.00	per hour	£49.55
Legal Service to Schools	Charge to school for lawyer time (per hour) - Legal Assistant	Full Cost Recovery	£36.10	per hour	No longer Offered
Legal Service to Schools	Charge to school for lawyer time (per hour) - Student	Full Cost Recovery	£23.00	per hour	£25.32
Human Resources (HR)					
HR	Core HR provide HR consultancy services to schools, at a fixed rate per employee.	Full Cost Recovery	£74.00	per employee	£77.00
HR	Core HR provide HR consultancy services to HIGH schools, at a fixed rate per employee.	Full Cost Recovery	£68.00	per employee	£71.00
Payroll	Recharges to Schools for Payroll (1 year option) - stand alone	Full Cost Recovery	£40.00	per employee	£42.00
Payroll	Recharges to Schools for Payroll (1 year option)	Full Cost Recovery	£37.50	per employee	£39.00
Occupational Health	Recharges to Schools for OHU (1 year option)	Full Cost Recovery	£44.00	per employee	£39.50
HR	Full Recruitment and HR Admin, pre employment checks inclusive (1 year option)	Full Cost Recovery	£46.00	per employee	£48.00
HR	Full Recruitment and HR Admin, without checking and uploading of pre employment checks (1 year option)	Full Cost Recovery	£35.00	per employee	£37.00
Payroll	Emergency Payment Facility (per payment)	Full Cost Recovery	£26.50	per payment	£27.50
Payroll	HMRC Compliance Advice Service per status check	Full Cost Recovery	£27.00	per payment	£28.00
DBS Checks	DBS enhanced check (as part of Core Services)	Full Cost Recovery	£53.00	per check	£55.00
DBS Checks	Section 128 Checks	Full Cost Recovery	£7.50	per check	£8.00
DBS Checks	DBS enhanced check (stand alone)	Full Cost Recovery	£74.50	per check	£77.50
DBS Checks	DBS volunteer check (as part of Core Services)	Full Cost Recovery	£12.00	per check	£12.50
DBS Checks	DBS volunteer check (stand alone)	Full Cost Recovery	£21.50	per check	£22.50
HR	Certificate of Sponsorship (not applicable for Academies) (Stand alone)	Full Cost Recovery	£263.00	per employee	£250.00
HR	Advertising on Council website per job advert	Full Cost Recovery	£180.00	per advert	No longer Offered
HR	Advert Adjustments e.g. changes, extensions – standalone	Full Cost Recovery	£26.00	per advert	No longer Offered
HR	Advertising on Council website per job advert - External	Full Cost Recovery	£271.50	per advert	No longer Offered
HR	Advertising on Ealing Council's job website - Schools who buy Option 1 HR Administration				free
HR	Schools who buy Option 2 HR Administration				£25.00
HR	Schools who do not buy into HR Administration but buy in to Ealing Learning Partnership				£102.00
HR	Schools that do not buy either HR Administration or ELP				£187.00
HR	Pensions Administration (compulsory charge for all schools)				£12.00
Payroll	Redundancy Estimate (for schools not buying into Ealing Payroll services)	Full Cost Recovery	£22.00	per estimate	£23.00
Payroll	Redundancy and Pension Benefit Entitlement (for schools not buying into Ealing Payroll Services)	Full Cost Recovery	£44.50	per advert	£46.50
Payroll	Teachers Redundancy Estimate (for schools not buying into Ealing Payroll services)	Full Cost Recovery	£21.70	per estimate	£23.00
Payroll	Teachers Redundancy and Pension Benefit Entitlement (for schools not buying into Ealing Payroll Services)	Full Cost Recovery	£44.50	per estimate	£46.50
Strategy & Engagement					
Film Unit	Charges vary for filming at different locations in the Borough. Charges also depend on number of crew, hours, location and day/night time	Full Cost Recovery	Quote on request	Per Quote	Quote on request
Advertising	Advertisements in Around Ealing Magazine (full page)	Full Cost Recovery	£1,742.00	Per Page	£1,917.90
Advertising	Advertisements in Around Ealing Magazine (inside front cover)	Full Cost Recovery	£1,900.30	Per Page	£2,092.20
Advertising	Advertisements in Around Ealing Magazine (back cover)	Full Cost Recovery	£2,005.90	Per Page	£2,208.50
Advertising	Advertisements in Around Ealing Magazine (half page)	Full Cost Recovery	£950.20	Per Page	£1,046.20
Advertising	Advertisements in Around Ealing Magazine (quarter page)	Full Cost Recovery	£527.90	Per Page	£581.20
Advertising	Advertisements in Around Ealing Magazine (inserts page)	Full Cost Recovery	£2,913.90	Per Page	£3,208.20
Advertising	Charge to advertise on council website single space 20,000 impressions	Full Cost Recovery	£168.90	Per impression	£186.00
Advertising	Charge to advertise on council website single space 25,000 impressions	Full Cost Recovery	£200.60	Per impression	£220.90

2023/24 FEES & CHARGES SCHEDULE					
Service	Description of Fee/Charge	Charging Policy	2022/23 Updated Charges	Charge basis (e.g. per hour, per day etc)	2023/24 Proposed Charge
			£		£
(a)	(b)	(c)	(d)	(e)	(f)
Advertising	Charge to advertise on council website single space 50,000 impressions	Full Cost Recovery	£380.10	Per impression	£418.50
Advertising	Charge to advertise on council website single space 75,000 impressions	Full Cost Recovery	£538.40	Per impression	£592.80
Advertising	Charge to advertise on council website single space 100,000 impressions	Full Cost Recovery	£675.70	Per impression	£743.90
Advertising	Charge to advertise on council website single space 150,000 impressions	Full Cost Recovery	£950.20	Per impression	£1,046.20
Advertising	Charge to advertise on council website double space 20,000 impressions	Full Cost Recovery	£211.10	Per impression	£232.40
Advertising	Charge to advertise on council website double space 25,000 impressions	Full Cost Recovery	£263.90	Per impression	£290.60
Advertising	Charge to advertise on council website double space 50,000 impressions	Full Cost Recovery	£485.70	Per impression	£534.80
Advertising	Charge to advertise on council website double space 75,000 impressions	Full Cost Recovery	£717.90	Per impression	£790.40
Advertising	Charge to advertise on council website double space 150,000 impressions	Full Cost Recovery	£834.00	Per impression	£918.20
Advertising	Charge to advertise on council website double space 100,000 impressions	Full Cost Recovery	£1,108.50	Per impression	£1,220.50

This page is intentionally left blank

Proposed Change to Ealing Council's Council Tax Reduction Scheme Effective April 2023



September 2022



Good, genuinely
affordable homes

Opportunities and
living incomes

A healthy,
great place



Contents

1. Introduction to the Council Tax Reduction Scheme.....	3
2. Glossary of Terms	4
3. Applications.....	7
4. Evidence and Information.....	8
5. Classes of Persons Within the Scheme	9
6. Income	11
7. Non-Dependants	13
8. Students.....	13
9. Extended reductions.....	13
10. Calculating Council Tax Reduction.....	13
11. Minimum Council Tax Reduction.....	15
12. Transitional Capping	15
13. Temporary absence	15
14. Date on Which Awards Begin.....	15
15. Decisions.....	16
16. Overpayments.....	16
17. Appeals	17
18. Discretionary Reductions.....	17
19. Uprating.....	17

1. Introduction to the Council Tax Reduction Scheme

Council Tax Benefit, a national scheme, was abolished by the Government in April 2013.

From this time, local authorities in England have been required to operate their own scheme, subject to the Council Tax Reduction Schemes (prescribed requirements) (England) Regulations 2012 (SI 2885) which prescribes elements that must be included within a local reduction scheme.

Persons of pension age must be protected by local Authorities and receive no less Benefit than they received under the Council Tax Benefit scheme.

[The Council Tax Reduction Schemes \(Prescribed Requirements\) \(England\) Regulations 2012](#) as amended prescribe a number of matters which must be included in a scheme and this scheme is to be interpreted and applied in accordance with those regulations. The council has based its Local Council Tax Reduction Scheme for working age persons on [The Council Tax reduction schemes \(Default scheme\) England regulations 2012 SI 2886](#) but has replaced the calculation methodology with one of its own.

The Ealing Council Tax Support scheme and amendments between 2013 and 2019 have been based around the original Council Tax Benefit regulations due to the continued administration of Housing Benefit within Local Authorities which duplicates much of the original Council Tax Benefit regulations.

The gradual introduction of Universal Credit across the United Kingdom, which replaces Housing Benefit has meant that the Council is administering fewer and fewer Housing Benefit cases.

This has allowed the Council to move away from the old system based on needs allowances and tapers and move to a simpler and more streamlined system of support.

The new scheme is based on income bands and it will greatly reduce the number of recalculations required if a change in the applicant's income does not result in them moving to a different income band.

Non-dependant deductions are still applied within the scheme, but the number of bands have been reduced to three.

The change to a banded scheme will inevitably result in some significant changes to entitlement. To reduce the potential impacts of this, transitional capping has been introduced for the years 2020/2021 and 2021/22. No applicant will see a change of more than £2 per week to their reduction.

The transitional cap will stop as soon as the customer's underlying entitlement to CTR is less than £2 per week, i.e. customer entitled to £1.99 per week under the rules of the local scheme cannot have a Transition Cap so they will not qualify for a reduction.

2. Glossary of Terms

Term	Definition
1992 Act	The Local Government Finance Act 1992
AFIP	Armed Forces Independence Payment
All classes	Classes A to E pension and working age
Affected person	The applicant, official appointed to act for the applicant or person agreed to act for the applicant by the council
Applicant	A person applying for Council Tax Reduction (CTR)
Application	An application for CTR made in the approved manner
Assessment period	The applicant's income is assessed
Authority (local)	Ealing council
Backdating	Requests by a CTR applicant for the commencement of a claim to begin prior to the application date
Banded scheme	The calculation of Council Tax Reduction for working age applicants by the use of income bands
Capital	Money or other assets singly or jointly held by a person
Child	A person under the age of 16
Circumstances in which a person is to be treated as responsible or not for another	As defined by regulation 7 of the prescribed scheme
Council	The London Borough of Ealing
Council Tax Payer	Person liable to pay Council Tax on a dwelling
Couple	As defined by regulation 4 of the prescribed scheme regulations
CTS	Ealing Council's Council Tax Support scheme
CTR	Ealing Council's Council Tax Reduction scheme
Default regulations	The Council Tax Reduction Schemes (Default scheme) England regulations 2012 SI 2886/2012 (as amended)
Designated office	Ealing Council may select one or more offices as its designated office for written Council Tax Reduction claims and notification of changes including but not limited to Ealing's Benefit office, offices of the DWP, or the office of a hostel or social landlord.

Term	Definition
Dispute	A state where a CTR applicant disagrees with the award of CTR or its refusal
Dwelling	As defined in Part 1 chapter 1 regulation 3 of the 1992 act
Earned income	As defined by schedule 1 of the prescribed scheme regulations for pensioners and chapter 5 paragraphs 51 and 53 of the default regulations
Family	As defined in Part 1 regulation 6 of the The Council Tax Reduction Schemes (Prescribed Requirements) (England) Regulations 2012
General interpretation of terms in the scheme	As described in The Council Tax Reduction Schemes (Prescribed Requirements) (England) Regulations 2012
Households	As defined in by Part 1 paragraph 8 of The Council Tax Reduction Schemes (Prescribed Requirements) (England) Regulations 2012
Income (taken into account)	The income used for the calculation of any award
Living expenses	Food, ordinary clothing and footwear, household fuel, rent or other housing costs including Council Tax
Lone Parent	A person without a partner who is also responsible for and a member of the same household as a child or young person.
Maximum Council Tax reduction	The amount determined by the application of this scheme.
Maximum liability	The band used for calculation entitlement to CTR after any Council Tax discounts or band reductions under the 1992 Act
Non-dependant	Any member of the applicant's household who is not the applicant's partner, dependent child or tenant
Non-dependant deduction	An amount deducted from any CTR award
Overpayment	Any amount of CTR to which there is no entitlement to under then scheme
Passported Benefits	Income Support, Job Seekers Allowance (income based), Employment

Term	Definition
	and Support Allowance (income related) and Pension Credit (guarantee credit)
Pension Age/ Pensioner	As defined by Part 1 regulation 3(a) The Council Tax Reduction Schemes (Prescribed Requirements) (England) Regulations 2012 Generally, someone who has reached the qualifying age for state pension credit
Prescribed requirements	CTR schemes (prescribed requirements) England) Regulations 2012 SI 2885 2012 (and as amended)
Qualifying person	As defined in regulation 2 of the prescribed scheme
Remunerative work	As defined by the The Council Tax Reduction Schemes (Prescribed Requirements) (England) Regulations 2012
Polygamous marriage	As defined in part 1 regulation 5 of The Council Tax Reduction Schemes (Prescribed Requirements) Regulations 2012
Single applicant	A person who does not have a partner nor is a lone parent
SSCBA	The Social Security Contributions and Benefits Act 1992
Universal Credit	As defined by section 1 of the welfare reform act
Week	A period of 7 days commencing on a Monday
Work	A person who is either employed or self employed
Working Age / Non-pensioner	As defined by Part 1 regulation 3(b) The Council Tax Reduction Schemes (Prescribed Requirements) (England) Regulations 2012 Generally, someone who has not reached the qualifying age for state pension credit.
Young Person	A person who falls within the definition of qualifying young person in section 142 of the SSCBA

3. Applications

The procedure for applications applies to all classes (pension and working age) and will follow the prescribed requirements

Who may claim

- (a) In the case of a single adult that person
- (b) In the case of a couple or polygamous marriage the person agreed between them or if no agreement has been reached the Council will determine who the applicant shall be.

(c) Where a person is unable to act, and someone has officially been appointed to act on their behalf, that person can apply. Where there is no official appointment the Council may, upon written request, appoint that person who may then claim. The Council will advise the appointee of their responsibilities.

Where the Council has made an appointment, it can revoke this at any time and will accept resignations by appointees after 4 weeks' notice.

Time and manner of claiming

Applications must be made either in writing to the Council's designated office(s), electronically (in accordance with schedule 7 part 4 of the prescribed regulations and the council's [electronic collection of data](#) process) through the Council's customer portal or by telephone to the telephone number published for the purpose.

Where a claim has been made for Housing Benefit and the person is also liable for Council Tax at the same address the Housing Benefit claim will be treated as a claim for Council Tax Reduction.

Defective claims

Where an application is considered defective by the Council because

- (a) The form is incorrectly completed
- (b) It is not on an approved form
- (c) Information and evidence requested on the form/ at the time of the telephone claim has not been fully provided

The Council will inform the applicant of the defect and allow them one calendar month of being asked to remedy the defect.

Withdrawal of claims

Where the applicant does not correct defects in the claim notified to them within the designated timescales, and the Council has not agreed further time to remedy the defect, the Council will determine that the applicant no longer wishes to claim Council Tax Reduction.

Where a Housing Benefit claim has been treated as a claim for Council Tax Reduction the applicant may withdraw their claim within 14 days of receipt of their Council Tax Reduction decision.

Date of application

The date on which a claim is made at the Council or designated office will be taken in accordance with schedule 8, part 2 paragraph 5 of the prescribed requirements and the council's [electronic collection of data](#) process.

4. Evidence and Information

The requirements for evidence and information applies to pensioners and working age applicants.

National Insurance numbers

The applicant and partner (if present) are required to provide either

- (A) Their national insurance number(s)
- (B) Information to allow the Council to ascertain it
- (C) Proof that an application for a national insurance number has been made with evidence that would allow it to be allocated.

This requirement shall not apply in the following circumstances:

- (a) in the case of a child or young person in respect of whom an application for a reduction is made;
- (b) to a person who:
 - (i) is a person treated as not being in Great Britain for the purposes of these Regulations;
 - (ii) is subject to immigration control within the meaning of section 115(9)(a) of the Immigration and Asylum Act 1999; and
 - (iii) has not previously been allocated a national insurance number.

Claims and questions arising

(A) Any person making an application or who is in receipt of a reduction under the CTR must provide any certificates, documents, information and evidence as the Council may require in order to determine initial or ongoing entitlement.

(B) Any requests made under (A) above must be fulfilled within one month of being asked to do so, unless the Council has agreed to an extension before the completion of the initial month.

Changes of circumstances

The applicant must, within one calendar month of a change they can reasonably expect to affect their entitlement, notify the Council in writing, electronically or to the published telephone number.

5. Classes of Persons Within the Scheme

Classes of persons excluded from the scheme

The Government has prescribed those persons to be excluded from local schemes. This includes persons not treated as in Great Britain and persons subject to immigration control. These are defined within the prescribed requirements.

Any person falling within the definition are not eligible for a reduction under the Ealing CTR scheme.

Classes of persons entitled to a reduction under this scheme

Persons of pensionable age

The Government has described those persons considered to be of pensionable age within the prescribed requirements.

Any applicant falling under the definition within the prescribed requirements, classes A, B and C, will have any entitlement administered in accordance with the prescribed requirements.

Payments of war pensions, war disablement pensions, war widows' pensions, war widower's pensions and payments under the Armed Forces Compensation Scheme all payments will be disregarded.

Working age persons only

Class D: Working age, Non-protected persons

The applicant and or partner must:

- Be liable to pay Council Tax, in respect of a property within Ealing, in which the person is solely or mainly resident.
- Be of working age who has not reached the qualifying age for state pension credit
- Have made a claim for Council Tax Reduction
- Not be in receipt of Pension Credit
- Not fall within a class of person not entitled to a reduction under this scheme or the prescribed regulations
- Not to have capital equal to or in excess of £6000
- Be a person in receipt of a passported Benefit or have income (taken into account) of less than the weekly limit shown in band 8.
- Not be a lone parent with a child, in their household, under 5 years of age

- Not be in receipt of a disability benefit, carers allowance, Employment and Support Allowance, Personal independence payment or disability living allowance.
- Not be in receipt of Universal Credit which includes one of the following elements: limited capability for work, limited capability for work related activity, disabled child or carer.
- Not be a care leaver under the age of 25
- Not be in receipt of an Armed Forces Independence Payment
- Not to be a carer in receipt of carers allowance or have an underlying entitlement to it.
- Not be in receipt of Attendance Allowance

Class E Working Age, Protected persons

The applicant and or partner must:

- Be liable to pay Council Tax, in respect of a property within Ealing, in which the person is solely or mainly resident.
- Be of working age who has not reached the qualifying age for state pension credit
- Have made a claim for Council Tax Reduction
- Who does not fall within a class of person not entitled to a reduction under this scheme or the prescribed regulations
- Not be in receipt of Pension Credit
- Not have capital equal to or in excess £6000
- Be a person in receipt of a passported benefit or income (taken into account) of less than the weekly limit shown in band 9.
- Be one or more of the following:
 - 1 A lone parent with a child under 5 years of age
 - 2 In receipt of a disability benefit, carers allowance, Employment and Support Allowance, Personal independence payment, Attendance Allowance or disability living allowance
 - 3 In receipt of Universal Credit which includes one of the following elements: limited capability for work, limited capability for work related activity, disabled child or carer
 - 4 A care leaver under the age of 25
 - 5 In receipt of an Armed Forces Independence Payment
 - 6 A carer in receipt of carers allowance or have an underlying entitlement to it

6. Income

For pensioners, income will be calculated in accordance with the prescribed requirements.

For working age customers, earned income will be calculated in accordance with the default regulations.

Where the applicant has unearned income, the following will be taken into account.

- (a) Retirement pension
- (b) Payments made towards the maintenance of the person by their spouse, civil partner, former partner, former civil partner under a court agreement.
- (c) A payment received under an insurance policy to insure against -
 - (1) The risk of losing income due to illness, accident or redundancy or
 - (2) The risk of being unable to make payments on a loan, but only to the extent that payment is in respect of owner occupier payments where an amount has been added for Housing Costs.
- (d) Income from an annuity (other than retirement pension income) unless disregarded for personal injury
- (e) Income from a trust unless disregarded for personal injury compensation or special schemes compensation
- (f) Capital deemed to be income
- (g) Income from subtenants and/or borders
- (h) Income not included above which is taxable under part 5 of the income tax act 2005.

Other income

Other unearned income not included in (a) to (h) above will be disregarded.

Earnings disregard

The default regulations on earnings disregards will not be applied to working age claims.

The following in relation to earnings disregards will apply instead.

There is no earnings disregard for single applicants.

A single £34.22 per week deduction will be taken from earnings in all other cases.

No earnings disregards will be applied to Universal Credit cases as the earning disregards would have already been applied by DWP.

Self-employed minimum income floor

For council tax reduction purposes once you have been self-employed for 12 months and your income is below the UK minimum hourly wage, your council tax reduction will be calculated in one of the following ways:

- for single people and members of couples – hourly minimum wage (25 years +) x 35 hours per week

- for lone parents – hourly minimum wage (25 years +) x 16 hours per week

Couples with dependent children where both are self-employed:

- hourly minimum wage (25 years +) x 35 hours per week for one member and hourly minimum wage (25 years +) x 16 hours per week for the other member.

The earnings figures resulting from these calculations will be reduced by the appropriate tax and national insurance amounts.

If your self-employed income is higher than the hourly minimum wage, then we will use your actual income to calculate your council tax reduction.

The self-employed minimum income floor figure will be aligned with the national Living wage on April 1st each year and the tax and National insurance rates used will be those current on the previous day -31st March in the same calendar year.

Start-up period

- (A) A start-up period” is a period of 12 months during which the applicant first commenced gainful self-employment, in the 12 months preceding the beginning of the assessment period.
- (B) No start-up period will be applied in relation to an applicant where a start-up period has previously been applied in the last five years, whether in relation to the current or previous award.
- (C) A start-up period will be terminated if the person is no longer in gainful self-employment.

Universal Credit

Where the person is on Universal Credit the Council will take into account the income used in the Universal Credit calculation unless the Council has evidence that the person has income different to that used within the Universal Credit calculation in which case the Council may at its own discretion use that income in calculating any CTR.

Where DWP have calculated Universal Credit entitlement that includes earned income, no additional earnings disregard will be applied under the local scheme as the DWP would have already applied one.

Capital

Capital is to be calculated for pensioners under the prescribed requirements and for working age under the default regulations and in addition to include any charitable disregarded capital or compensation payments provided for under the prescribed pensioner regulations.

Capital limit

For classes A to C (pensioners) the capital limit is as the prescribed requirements

For classes D and E there will be no entitlement to Council Tax Reduction where the applicant(s) capital exceeds £6000.

7. Non-Dependants

Non-dependant deductions for Pensioners are as the prescribed requirements.

Non-dependant deductions for working age will be made according to the table below.

Non-dependent deductions

Category	Amount
Full time Student	£00.00
Not in employment	£7.41
Working with gross earnings less £189.62 per week	£13.69
Working with gross earnings more £189.62 per week	£20.53

Non-dependant deductions will not be taken where no deduction would, due to the applicant's circumstances, are met within the prescribed scheme. (e.g. claimant/partner receives DLA or PIP then no non-dependant deduction will be made).

8. Students

Pensioner and Working age Students will be administered in accordance with the default regulations unless the contrary is indicated.

9. Extended reductions

The following applies to both pensioners and working age

Where an application is made to the Council for Council Tax Reduction and the applicant or partner of the applicant is in receipt of an extended reduction from another billing authority in England or Wales.

The Council will reduce any reduction to which the applicant is entitled under this scheme by the amount of that extended reduction.

10. Calculating Council Tax Reduction

The maximum Council Tax Reduction for classes A to C (pension age) are set out in the prescribed scheme.

Working age awards are as follows:

For **Class D** the CTR will be:

The maximum Council Tax Liability

- (1) Less the class D contribution level for band 1 where the person is in receipt of a passported benefit **or**
- (2) Less the class D contribution level applicable to the band in which the persons income falls

Less any non-dependant deductions

Less or plus transitional capping

For **Class E**, the reduction will be:

The maximum Council Tax liability

- (1) Less the class E contribution level for band 1 where the person is in receipt of a passported benefit **or**
- (2) Less the class E contribution level applicable to the band in which the persons income falls.

Less any non-dependant deductions

Less or plus any transitional capping

Council Tax Reduction Calculation Table

	Protected			Non-protected		
Band	Income Bands £	Customer's contribution to Council Tax	CTR Award	Income Bands	Customer's contribution to Council Tax	CTR Award
1	0.00 -136.89	0%	100%	0.00 -136.89	20%	80%
2	136.90 - 159.70	25%	75%	136.90 - 159.70	40%	60%
3	159.71 - 182.51	40%	60%	159.71 - 182.51	50%	50%
4	182.52 - 205.34	50%	50%	182.52 - 205.34	60%	40%
5	205.35 - 228.15	60%	40%	205.35 - 228.15	70%	30%
6	228.16- 250.96	70%	30%	228.16- 250.96	80%	20%
7	250.97 - 273.79	80%	20%	250.97- 273.79	90%	10%
8	273.80 – 296.60	90%	10%	273.80+	100%	0.00 %
9	296.61+	100%	0.00%			

11. Minimum Council Tax Reduction

No reduction will be awarded to an applicant if their entitlement is less than £2 per week.

12. Transitional Capping

Where a person was entitled to Council Tax Support on March 31st, 2020, transitional capping will be applied to limit the amount of loss or increase in an applicant's reduction from 1 April 2020 so that the loss or gain will not exceed £2 per week at the point of transfer to the new scheme. Transitional capping will last for a maximum of 2 years.

Transitional capping will not apply to claims where there is no entitlement at 31 March 2020.

Where a person is better off on 1 April upon transferring to the new scheme, any reduction applied to cap their entitlement will cease as soon as they have one or more of the following a change of circumstances:

- any change on or after 1 April 2020 which changes the amount of their award/entitlement.
- change in protected status
- change of address
- change of circumstances received after 1 April 2020 which nullifies entitlement on or before 31 March 2020

Where a person's entitlement is reduced from 1 April under the new scheme and their loss is capped to not exceed £2 per week at the point of transfer, any capping applied to their entitlement may cease when any of the following changes occur:

- a change of circumstances is received after 1 April 2020 which nullifies entitlement on or before 31 March 2020.
- A change which results in an award equivalent to the individual's full weekly council tax liability, so capping of the reduction is no longer needed. Transitional capping will not be restored if the customer has a subsequent change of circumstances which results in an award less than the individual's full weekly council tax liability maximum.

13. Temporary absence

For pensioner cases temporary absence will be administered under the prescribed requirements

For working age, there will be no entitlement to CTR where the applicant is absent from the dwelling for more than 13 weeks.

14. Date on Which Awards Begin

A person who makes a claim for CTR, and who is determined to be entitled, will be entitled from the Monday following the date on which their claim is made or treated as made,

Backdating

Backdating for pensioners is applied under the rules of the prescribed scheme.

There is no backdating of applications for working age persons.

Effective date of change of circumstances

The effective date of change of circumstances for pensioners will follow the prescribed scheme.

The effective date of change of circumstances for working age will follow the default regulations except where the applicant is required to notify a change and:

- (a) The change has been notified more than one month after the change occurred, or as long as the Council considers to be reasonable and
- (b) It was reasonable to notify the change within the period and
- (c) The new CTR determination advantageous to the applicant the effective date of change will be, the Monday following, the date of notification by the applicant

15. Decisions

The following applies to pensioners and working age

Decision

The Council will make a determination on properly completed applications within 14 days of proper completion or as soon as possible thereafter.

Notifications

Persons will be notified of the decision on a claim as soon as possible, in other cases the Council will aim to provide a decision within 14 days or as soon as possible thereafter.

CTR awards

Where the Council determines an award of CTR, the person affected will be advised of:

- (A) Their duty to report appropriate changes of circumstances, the consequences of failing to do so and guidance on changes likely to affect entitlement.
- (B) How the CTR will be paid.
- (C) All decisions will inform of the appeals process.
- (D) The right to request a written statement of reasons, within a month.

16. Overpayments

Pensioner overpayments are administered in accordance with the prescribed requirements

In working age cases where a person has received CTR to which there is no entitlement, it will be recovered in all cases, and treated as an underpayment of Council Tax.

The person will be written to advise the amount, dates and method of recovery and provided with a substitute Council Tax bill.

17. Appeals

The following applies to pensioners and working age

If a person disagrees with the Council's decision in relation to whether there is an entitlement to CTR or the amount of CTR the affected person must write to the Council stating why they believe the decision is wrong.

The Council will within 2 months consider the appeal and notify the person as to why the appeal is considered unfounded or what steps are been taken to deal with the appeal.

- Where the person remains aggrieved or has not heard within 2 months from the Council the person may appeal to the Valuation Tribunal.

Information relating to how to appeal to the Valuation Tribunal will be posted on the Council's website.

18. Discretionary Reductions

The following applies to pensioners and working age

A person may apply for a discretionary reduction under section 13A (1) (c) of the 1992 Act.

Any request must be made

- (a) In writing
- (b) Electronically in accordance with part 4 of schedule 7 of the prescribed requirements, or
- (c) To the Council's published phone number

The person must state why the request is being made and supply any evidence and information that the Council requires to decide the request.

19. Uprating

The following items will be increased by the September CPI (or equivalent replacement) each year and applied to CTR calculations the following April.

Earnings disregard

Non-Dependant deductions

Banded incomes

This page is intentionally left blank

Parking Budget 2023/24	£M	
	2022/23 (Revised Estimate)	2023/24 (Proposed Estimate)
Income	(23.425)	(26.154)
Expenditure:		
Management	6.096	6.165
Enforcement, including CCTV	2.415	2.415
London Tribunal & TEC charges	0.968	0.968
Sub-Total: Expenditure	9.479	9.549
Contributions from the Parking Account:		
Contribution to Concessionary Fares	9.271	10.220
Contribution to Local Improvement Plan (LIP)	0.298	0.000
Contribution towards other eligible expenditure such as Highways, Transport etc	3.484	4.271
Capital and revenue investment in parking and transport-related initiatives	0.000	0.000
Sub-Total: Contributions from the Parking Account	13.053	14.491
Net Surplus (-) / Deficit (+) for the year	(0.893)	(2.115)
Transfer to(+) / from (-) Parking Reserve	0.893	2.115
Net Surplus (-) / Deficit (+)	0.000	0.000

Income Movement	£M	
	2022/23 (Revised Estimate)	2023/24 (Proposed Estimate)
Original income budget	(22.142)	(23.425)
Savings	(1.282)	(2.729)
Total Income Budget	(23.425)	(26.154)

This page is intentionally left blank

Capital Programme Change Summary	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	Total
	£M	£M	£M	£M	£M	£M	£M
Table 1: Capital Additions	0.000	8.525	1.990	1.065	1.270	0.000	12.850
Table 2: Decommissioning	(0.355)	(12.219)	0.000	0.000	0.000	0.000	(12.574)
Total	(0.355)	(3.694)	1.990	1.065	1.270	0.000	0.276

Scheme Name	Funded by	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	Total
		£M	£M	£M	£M	£M	£M	£M
Refurbishment and works on 6 Group Homes to ensure health and safety compliant	Borrowing		0.130	0.030	0.020			0.180
Health & Safety Compliance	Borrowing					0.325		0.325
Total Property Compliance / Health & Safety Growth			0.130	0.030	0.020	0.325	0.000	0.505
New Charging Reforms Readiness	Borrowing		0.080					0.080
Parks Infrastructure works	Borrowing		0.300	0.300	0.300	0.300		1.200
Playground Infrastructure works	Borrowing		0.275	0.275	0.275	0.275		1.100
Leisure Centres Repairs & Maintenance	Borrowing		0.455	0.325				0.780
Libraries Repairs & Maintenance and Health & Safety Works	Borrowing		0.162	0.065	0.100			0.327
Jubilee Gardens - Meeting pod sound proof	Borrowing		0.000	0.025				0.025
Children's Residential Home	Grant		0.604					0.604
Children's Residential Home	Capital Receipts		0.526					0.526
Children's Residential Home	Borrowing		0.079					0.079
Nutanix server replacement	Borrowing		0.950					0.950
Replacement Service management Tool - ICT portal and incident management system (current system to be retired)	Borrowing		0.271					0.271
Total Council Assets Growth			3.701	0.990	0.675	0.575	0.000	5.941
Digital Switch for Telecare	Borrowing		0.300	0.300				0.600
Digital Switch for Telecare	Other Contribution		0.300	0.300				0.600
Home Improvement Grant Scheme	Borrowing		0.200	0.200	0.200	0.200		0.800
Unattended Cameras to monitor traffic restrictions	Parking Reserve		0.170	0.170	0.170	0.170		0.680
Disabled Facilities Grants (Improvements)	Grant		3.724					3.724
Total Other Growth			4.694	0.970	0.370	0.370	0.000	6.404
Total Capital Additions			8.525	1.990	1.065	1.270	0.000	12.850

APPENDIX 6B - CAPITAL SCHEMES TO BE DECOMMISSIONED

Scheme Name	Funded by	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	Total	Narrative
		£M	£M	£M	£M	£M	£M	£M	
Children's & Schools - SEND / Synergy ICT development plan	Borrowing	(0.355)	(0.639)					(0.994)	Budget unallocated - not required
LACTO - Waste & Street Service	Borrowing		(11.580)					(11.580)	Budget relates to assets acquired under a lease; the expenditure is already reflected so the capital budget can be removed
Total Decommissioning		(0.355)	(12.219)	0.000	0.000	0.000	0.000	(12.574)	

APPENDIX 7 - 2022/23 TO 2027/28 APPROVED CAPITAL PROGRAMME BUDGET AND FUNDING

Capital Programme - 2022/23 to 2027/28	£m							£m	
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	Total	Future Years	Total
Schools Planning, Development & Resources	33.795	33.735	19.117	0.000	0.000	0.000	86.646	0.000	86.646
Total Children's Services	33.795	33.735	19.117	0.000	0.000	0.000	86.646	0.000	86.646
Business Support & Integrated Commissioning	0.571	0.390	0.000	0.000	0.000	0.000	0.961	0.000	0.961
Total Adults & Public Health	0.571	0.390	0.000	0.000	0.000	0.000	0.961	0.000	0.961
Arts & Culture Leisure/ Libraries	2.016	7.678	0.750	0.750	0.000	0.000	11.194	0.000	11.194
Land Charges/ Building Control & Surveying	3.855	3.140	0.000	0.000	0.000	0.000	6.995	0.000	6.995
Major Projects	3.344	20.267	30.600	26.619	1.443	0.792	83.065	-1.348	81.717
Regeneration Growth Climate Change	28.582	40.382	0.000	0.000	0.000	0.000	68.965	0.000	68.965
Total Economy & Sustainability	37.797	71.467	31.350	27.369	1.443	0.792	170.219	-1.348	168.871
Safer Communities	0.384	0.886	0.000	0.000	0.000	0.000	1.270	0.000	1.270
Homelessness	21.949	1.500	0.000	0.000	0.000	0.000	23.449	0.000	23.449
Transport, Highways & Parking	15.750	33.017	7.228	6.458	0.000	0.000	62.453	0.000	62.453
Waste & Recycling (GEL)	1.273	12.056	0.117	0.000	0.000	0.000	13.447	0.000	13.447
Housing Development	17.037	0.000	0.000	0.000	0.000	0.000	17.037	0.000	17.037
Total Environment & Housing	56.393	47.459	7.345	6.458	0.000	0.000	117.656	0.000	117.656
ICT/ FM Property Services	4.784	5.733	4.625	0.350	0.000	0.000	15.492	0.000	15.492
Finance	30.200	141.852	92.000	20.426	18.636	14.667	317.781	78.582	396.363
Total Corporate Resources	34.984	147.585	96.625	20.776	18.636	14.667	333.273	78.582	411.855
Cabinet Office	1.188	1.822	0.000	0.000	0.000	0.000	3.010	0.000	3.010
Total Strategy & Change	1.188	1.822	0.000	0.000	0.000	0.000	3.010	0.000	3.010
Corporate Budget	0.000	0.994	0.000	0.000	0.000	0.000	0.994	0.000	0.994
Total Corporate Budget	0.000	0.994	0.000	0.000	0.000	0.000	0.994	0.000	0.994
Total General Fund	164.728	303.452	154.437	54.603	20.079	15.460	712.759	77.234	789.993
Total HRA	82.240	137.741	153.790	98.754	50.148	61.201	583.874	0.000	583.874
Total Capital Programme	246.968	441.193	308.227	153.357	70.227	76.660	1,296.633	77.234	1,373.867

General Fund Capital Programme Funding - 2022/23 to 2027/28	£m							£m	
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	Total	Future Years	Total
Mainstream Funding	83.991	206.343	135.824	54.603	-18.690	15.460	477.530	56.589	534.119
Capital Receipts	0.878	11.622	8.966	0.000	38.769	0.000	60.236	13.235	73.470
Specific Funding (Split as Follows)	79.859	85.488	9.647	0.000	0.000	0.000	174.994	7.410	182.404
-Grant	72.159	52.488	7.387	0.000	0.000	0.000	132.034	0.000	132.034
-Revenue Contribution	0.000	0.011	0.000	0.000	0.000	0.000	0.011	7.410	7.421
-Reserve Drawdown	0.275	0.317	0.000	0.000	0.000	0.000	0.592	0.000	0.592
-Parking Revenue Account	1.026	2.570	0.000	0.000	0.000	0.000	3.595	0.000	3.595
-Invest to Save	0.000	0.013	0.000	0.000	0.000	0.000	0.013	0.000	0.013
-Partnership Contributions	3.535	20.361	0.000	0.000	0.000	0.000	23.896	0.000	23.896
-S106	2.699	9.728	2.260	0.000	0.000	0.000	14.687	0.000	14.687
-HRA Contribution	0.166	0.000	0.000	0.000	0.000	0.000	0.166	0.000	0.166
Total Funding - General Fund	164.728	303.452	154.437	54.603	20.079	15.460	712.759	77.234	789.993

HRA Capital Programme Funding - 2022/23 to 2027/28	£m							£m	
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	Total	Future Years	Total
Mainstream Funding	35.818	78.691	124.534	49.122	31.367	34.396	353.929	0.000	353.929
Capital Receipts	23.173	9.199	6.683	21.645	0.294	8.593	69.586	0.000	69.586
Specific Funding (Split as Follows)	23.249	49.851	22.573	27.987	18.487	18.211	160.358	0.000	160.358
-Grant	11.899	33.478	6.275	11.484	0.000	0.000	63.136	0.000	63.136
-Revenue Contribution	0.193	0.000	0.060	0.000	0.000	0.000	0.253	0.000	0.253
-Reserve Drawdown	10.157	15.454	15.329	15.003	14.987	14.711	85.641	0.000	85.641
-Partnership Contributions	0.500	0.500	0.500	0.500	0.500	0.500	3.000	0.000	3.000
-HRA Contribution	0.500	0.419	0.409	1.000	3.000	3.000	8.328	0.000	8.328
Total Funding - HRA	82.240	137.741	153.790	98.754	50.148	61.201	583.874	0.000	583.874

Total Programme Funding	246.968	441.193	308.227	153.357	70.227	76.660	1,296.633	77.234	1,373.867
--------------------------------	----------------	----------------	----------------	----------------	---------------	---------------	------------------	---------------	------------------

APPENDIX 7 - 2022/23 TO 2027/28 APPROVED CAPITAL PROGRAMME BUDGET AND FUNDING

Description	Approved Budget 2022/23 £m	Approved Budget 2023/24 £m	Approved Budget 2024/25 £m	Approved Budget 2025/26 £m	Approved Budget 2026/27 £m	Approved Budget 2027/28 £m	Total Approved Budget 2022/23 - 2027/28 £m	Future Years £m	Total £m
SCHOOLS PLANNING, DEVELOPMENT & RESOURCES									
HIGH PRIORITY CONDITION WORKS	5.793	0.000	0.000	0.000	0.000	0.000	5.793	0.000	5.793
PRIMARY SCHOOLS EXPANSIONS - TEMPORARY SCHOOL PLACES	0.031	0.000	0.000	0.000	0.000	0.000	0.031	0.000	0.031
PRIMARY SCHOOL EXPANSION 14/15-16/17 MAYFIELD	0.260	0.000	0.000	0.000	0.000	0.000	0.260	0.000	0.260
PRIMARY SCHOOLS EXPANSIONS 2014/15-16/17 BEACONSFIELD	0.014	0.000	0.000	0.000	0.000	0.000	0.014	0.000	0.014
PRIMARY SCHOOL REBUILD/EXPANSION	0.300	10.640	9.730	0.000	0.000	0.000	20.670	0.000	20.670
REDWOOD COLLEGE REPLACEMENT CLASSROOM BLOCK	0.008	0.000	0.000	0.000	0.000	0.000	0.008	0.000	0.008
RE-BUILD VINCENT BLOCK AT NORTHOLT HIGH	0.554	3.495	2.000	0.000	0.000	0.000	6.048	0.000	6.048
SEN PRIMARY PERMANENT - MANDEVILLE	0.019	0.000	0.000	0.000	0.000	0.000	0.019	0.000	0.019
SEN PRIMARY PERMANENT SOUTH ACTON CC	0.004	0.000	0.000	0.000	0.000	0.000	0.004	0.000	0.004
SECONDARY SCHOOL SEN EXPANSION ARP	0.000	0.565	0.000	0.000	0.000	0.000	0.565	0.000	0.565
PRIMARY PHASE SEN	0.030	0.000	0.000	0.000	0.000	0.000	0.030	0.000	0.030
SECONDARY SCHOOLS EXPANSION - BULGE	0.094	1.103	2.805	0.000	0.000	0.000	4.001	0.000	4.001
SECONDARY SCHOOLS EXPANSIONS BASED ON TWO FREE SCHOOLS OBTAINING A SI	12.750	9.299	4.582	0.000	0.000	0.000	26.631	0.000	26.631
SEN EXPANSION PROGRAMME	13.840	8.031	0.000	0.000	0.000	0.000	21.871	0.000	21.871
Carmelita House Refurbishment	0.100	0.301	0.000	0.000	0.000	0.000	0.401	0.000	0.401
Young Adults Centre Relocation	0.000	0.300	0.000	0.000	0.000	0.000	0.300	0.000	0.300
	33.795	33.735	19.117	0.000	0.000	0.000	86.646	0.000	86.646
FUNDED BY:									
MAINSTREAM FUNDING	0.909	3.134	2.000	0.000	0.000	0.000	6.043	0.000	6.043
CAPITAL RECEIPTS (SPLIT AS FOLLOWS)	0.150	10.350	7.470	0.000	0.000	0.000	17.970	0.000	17.970
CAPITAL RECEIPTS	0.150	10.350	7.470	0.000	0.000	0.000	17.970	0.000	17.970
GRANTS	31.748	17.350	7.387	0.000	0.000	0.000	56.485	0.000	56.485
S106	0.238	0.290	2.260	0.000	0.000	0.000	2.788	0.000	2.788
PARTNERSHIP CONTRIBUTIONS	0.750	2.611	0.000	0.000	0.000	0.000	3.361	0.000	3.361
SCHOOLS PLANNING, DEVELOPMENT & RESOURCES TOTAL FUNDING	33.795	33.735	19.117	0.000	0.000	0.000	86.646	0.000	86.646
BUSINESS SUPPORT & INTEGRATED COMMISSIONING									
Adults Rostering Programme	0.021	0.000	0.000	0.000	0.000	0.000	0.021	0.000	0.021
HEALTH INDEPENDENCE AND EFFICIENCY	0.550	0.390	0.000	0.000	0.000	0.000	0.940	0.000	0.940
	0.571	0.390	0.000	0.000	0.000	0.000	0.961	0.000	0.961
FUNDED BY:									
MAINSTREAM FUNDING	0.571	0.390	0.000	0.000	0.000	0.000	0.961	0.000	0.961
BUSINESS SUPPORT & INTEGRATED COMMISSIONING TOTAL FUNDING	0.571	0.390	0.000	0.000	0.000	0.000	0.961	0.000	0.961
ARTS & CULTURE LEISURE/ LIBRARIES									
JUBILEE GARDENS 2010 IT & FURNITURE	0.000	0.011	0.000	0.000	0.000	0.000	0.011	0.000	0.011
HANWELL COMMUNITY CENTRE - HERITAGE FARIC WORK	0.000	3.483	0.000	0.000	0.000	0.000	3.483	0.000	3.483
COMMUNITY CENTRE WORKS PROGRAMME	0.210	0.205	0.000	0.000	0.000	0.000	0.415	0.000	0.415
GROUND MAINTENANCE NEW IT SYSTEM	0.012	0.000	0.000	0.000	0.000	0.000	0.012	0.000	0.012
INVESTMENT IN NEW BINS IN PARK	0.035	0.102	0.000	0.000	0.000	0.000	0.137	0.000	0.137
ENERGY EFFICIENCY IN PARK BUILDINGS	0.000	0.063	0.000	0.000	0.000	0.000	0.063	0.000	0.063
GREENFORD CEMETERY EXTENSION	0.450	2.388	0.000	0.000	0.000	0.000	2.838	0.000	2.838
PARKS & OPEN SPACES IMPROVEMENT PROJECTS	0.015	0.000	0.000	0.000	0.000	0.000	0.015	0.000	0.015
GREENFORD TO GURNELL GREENWAY	0.021	0.000	0.000	0.000	0.000	0.000	0.021	0.000	0.021
Climate Change - Tree Planting	0.500	1.000	0.750	0.750	0.000	0.000	3.000	0.000	3.000
PARKS SECTION 106 WORKS	0.327	0.000	0.000	0.000	0.000	0.000	0.327	0.000	0.327
SLM Gym Equipment & Signage	0.046	0.000	0.000	0.000	0.000	0.000	0.046	0.000	0.046
LET'S GO SOUTHALL	0.400	0.427	0.000	0.000	0.000	0.000	0.827	0.000	0.827
	2.016	7.678	0.750	0.750	0.000	0.000	11.194	0.000	11.194
FUNDED BY:									
MAINSTREAM FUNDING	1.268	5.012	0.750	0.750	0.000	0.000	7.780	0.000	7.780
GRANTS	0.321	2.641	0.000	0.000	0.000	0.000	2.962	0.000	2.962
S106	0.427	0.000	0.000	0.000	0.000	0.000	0.427	0.000	0.427
REVENUE RESERVES (SPLIT AS FOLLOWS)	0.000	0.013	0.000	0.000	0.000	0.000	0.013	0.000	0.013
INVEST TO SAVE RESERVE	0.000	0.013	0.000	0.000	0.000	0.000	0.013	0.000	0.013
REVENUE CONTRIBUTION	0.000	0.011	0.000	0.000	0.000	0.000	0.011	0.000	0.011
ARTS & CULTURE LEISURE/ LIBRARIES TOTAL FUNDING	2.016	7.678	0.750	0.750	0.000	0.000	11.194	0.000	11.194
LAND CHARGES/ BUILDING CONTROL & SURVEYING									
DISABLED FACILITIES GRANTS (IMPROVEMENT GRANTS)	3.600	3.140	0.000	0.000	0.000	0.000	6.740	0.000	6.740
OTHER GRANTS (IMPROVEMENT GRANTS)	0.255	0.000	0.000	0.000	0.000	0.000	0.255	0.000	0.255
	3.855	3.140	0.000	0.000	0.000	0.000	6.995	0.000	6.995
FUNDED BY:									
MAINSTREAM FUNDING	0.255	2.546	0.000	0.000	0.000	0.000	2.801	0.000	2.801
GRANTS	3.600	0.594	0.000	0.000	0.000	0.000	4.194	0.000	4.194
LAND CHARGES/ BUILDING CONTROL & SURVEYING TOTAL FUNDING	3.855	3.140	0.000	0.000	0.000	0.000	6.995	0.000	6.995
MAJOR PROJECTS									
GUNNERSBURY PARK	0.072	0.000	0.000	0.000	0.000	0.000	0.072	0.000	0.072
GUNNERSBURY PARK PHASE 3 SPORTS HUB	0.327	0.000	0.000	0.000	0.000	0.000	0.327	0.000	0.327
PITZHANGER MANOR DEVELOPMENT	0.414	0.000	0.000	0.000	0.000	0.000	0.414	0.000	0.414
GURNELL LEISURE CENTRE RE-DEVELOPMENT	0.000	6.075	4.775	1.061	0.000	0.000	11.910	0.000	11.910
DURDANS PARKS CRICKET GROUND	0.014	0.000	0.000	0.000	0.000	0.000	0.014	0.000	0.014
NORWOOD HALL SPORTS GROUNDS	0.000	0.399	0.000	0.000	0.000	0.000	0.399	0.000	0.399
EALING TOWN HALL - DEVELOPMENT	0.000	1.496	0.000	0.000	0.000	0.000	1.496	0.000	1.496
PERCEVAL HOUSE - REDEVELOPMENT - DECANT & MOVE TO NEW OFFICE	2.516	(0.991)	0.116	(0.027)	(0.027)	(0.214)	1.373	(1.347)	0.026
PERCEVAL HOUSE - REDEVELOPMENT - NEW CIVIC OFFICES	0.000	13.289	25.710	25.585	1.470	1.006	67.060	(0.001)	67.059
	3.344	20.267	30.600	26.619	1.443	0.792	83.065	(1.348)	81.717
FUNDED BY:									
MAINSTREAM FUNDING	3.025	20.267	29.104	26.619	-37.326	0.792	42.481	-21.993	20.488
CAPITAL RECEIPTS (SPLIT AS FOLLOWS)	0.000	0.000	1.496	0.000	38.769	0.000	40.266	13.235	53.500
CAPITAL RECEIPTS	0.000	0.000	1.496	0.000	38.769	0.000	40.266	13.235	53.500
GRANTS	0.155	0.000	0.000	0.000	0.000	0.000	0.155	0.000	0.155
PARTNERSHIP CONTRIBUTIONS	0.163	0.000	0.000	0.000	0.000	0.000	0.163	0.000	0.163
REVENUE CONTRIBUTION	0.000	0.000	0.000	0.000	0.000	0.000	0.000	7.410	7.410
MAJOR PROJECTS TOTAL FUNDING	3.344	20.267	30.600	26.619	1.443	0.792	83.065	-1.348	81.717

APPENDIX 7 - 2022/23 TO 2027/28 APPROVED CAPITAL PROGRAMME BUDGET AND FUNDING

Description	Approved Budget 2022/23 £m	Approved Budget 2023/24 £m	Approved Budget 2024/25 £m	Approved Budget 2025/26 £m	Approved Budget 2026/27 £m	Approved Budget 2027/28 £m	Total Approved Budget 2022/23 - 2027/28 £m	Future Years £m	Total £m
REGENERATION GROWTH CLIMATE CHANGE									
DELIVERY OF SOUTHALL BIG PLAN	3.677	23.005	0.000	0.000	0.000	0.000	26.682	0.000	26.682
LRF WEST EALING WORKSPACE HUB	0.044	0.023	0.000	0.000	0.000	0.000	0.067	0.000	0.067
NEW HOME BONUS - WORKSPACES	0.005	0.000	0.000	0.000	0.000	0.000	0.005	0.000	0.005
NORTH ACTON STATION SQUARE	0.003	0.000	0.000	0.000	0.000	0.000	0.003	0.000	0.003
HSF - ACTON	0.001	0.000	0.000	0.000	0.000	0.000	0.001	0.000	0.001
NHB - HIGH STREETS	0.020	0.076	0.000	0.000	0.000	0.000	0.096	0.000	0.096
GREEN HOMES GRANT	17.206	17.279	0.000	0.000	0.000	0.000	34.485	0.000	34.485
Public Sector Decarbonisation Scheme	7.627	0.000	0.000	0.000	0.000	0.000	7.627	0.000	7.627
	28.582	40.382	0.000	0.000	0.000	0.000	68.965	0.000	68.965
FUNDED BY:									
GRANTS	24.693	17.355	0.000	0.000	0.000	0.000	42.048	0.000	42.048
S106	1.374	5.277	0.000	0.000	0.000	0.000	6.652	0.000	6.652
PARTNERSHIP CONTRIBUTIONS	2.350	17.750	0.000	0.000	0.000	0.000	20.100	0.000	20.100
HOUSING REVENUE ACCOUNT CONTRIBUTIONS	0.166	0.000	0.000	0.000	0.000	0.000	0.166	0.000	0.166
	28.582	40.382	0.000	0.000	0.000	0.000	68.965	0.000	68.965
SAFER COMMUNITIES									
ALLEY GATING & DOMESTIC VIOLENCE SANCTUARY	0.105	0.074	0.000	0.000	0.000	0.000	0.180	0.000	0.180
CCTV IMPROVEMENTS OR ACQUISITIONS	0.174	0.123	0.000	0.000	0.000	0.000	0.297	0.000	0.297
EMPTY HOMES-CONV FLATS	0.105	0.189	0.000	0.000	0.000	0.000	0.294	0.000	0.294
EMPTY PROPERTIES CPO	0.000	0.500	0.000	0.000	0.000	0.000	0.500	0.000	0.500
	0.384	0.886	0.000	0.000	0.000	0.000	1.270	0.000	1.270
FUNDED BY:									
MAINSTREAM FUNDING	0.224	0.763	0.000	0.000	0.000	0.000	0.987	0.000	0.987
GRANTS	0.160	0.123	0.000	0.000	0.000	0.000	0.283	0.000	0.283
	0.384	0.886	0.000	0.000	0.000	0.000	1.270	0.000	1.270
HOMELESSNESS									
REPLACEMENT OF CS10 UPGRADE OF THE DOCUMENT MANAGEMENT SYSTEM	0.160	0.000	0.000	0.000	0.000	0.000	0.160	0.000	0.160
TEMPORARY ACCOMMODATION ACQUISITION (PHASE 2)	21.789	1.500	0.000	0.000	0.000	0.000	23.289	0.000	23.289
	21.949	1.500	0.000	0.000	0.000	0.000	23.449	0.000	23.449
FUNDED BY:									
MAINSTREAM FUNDING	16.927	1.500	0.000	0.000	0.000	0.000	18.427	0.000	18.427
GRANTS	5.022	0.000	0.000	0.000	0.000	0.000	5.022	0.000	5.022
	21.949	1.500	0.000	0.000	0.000	0.000	23.449	0.000	23.449
TRANSPORT, HIGHWAYS & PARKING									
LED STREET LIGHTING UPGRADE	0.550	1.080	0.770	0.000	0.000	0.000	2.400	0.000	2.400
CPZ PROGRAMME	0.445	0.000	0.000	0.000	0.000	0.000	0.445	0.000	0.445
SHOPPING PARADE STREETScape, RENEWAL PROGRAMME	0.118	0.000	0.000	0.000	0.000	0.000	0.118	0.000	0.118
TRANSFORMATION OF WEST EALING	0.400	1.558	0.000	0.000	0.000	0.000	1.958	0.000	1.958
TFL - CORRIDORS	0.635	0.457	0.000	0.000	0.000	0.000	1.092	0.000	1.092
TFL - SMARTER TRAVEL	0.582	1.487	0.000	0.000	0.000	0.000	2.069	0.000	2.069
SOUTHALL BRIDGE WIDENING	0.350	8.263	0.000	0.000	0.000	0.000	8.613	0.000	8.613
TFL - NEIGHBOURHOODS	0.350	0.000	0.000	0.000	0.000	0.000	0.350	0.000	0.350
PRINCIPAL ROAD ENHANCEMENT	0.500	0.000	0.000	0.000	0.000	0.000	0.500	0.000	0.500
BUS PRIORITY	0.550	0.000	0.000	0.000	0.000	0.000	0.550	0.000	0.550
GULLY RENEWAL PROGRAMME	0.225	0.225	0.225	0.225	0.000	0.000	0.900	0.000	0.900
DISABLED BAYS AND LINE REPLACEMENT PROGRAMME	0.146	0.280	0.200	0.200	0.000	0.000	0.825	0.000	0.825
TFL - MAJOR SCHEMES	0.650	0.400	0.000	0.000	0.000	0.000	1.050	0.000	1.050
CROSSRAIL COMPLEMENTARY MEASURES	1.425	0.000	0.000	0.000	0.000	0.000	1.425	0.000	1.425
INFRASTRUCTURE RENEWAL CARRIAGE & FOOTWAYS	5.648	6.206	5.750	5.750	0.000	0.000	23.354	0.000	23.354
HIGHWAYS S106 WORKS	0.680	4.160	0.000	0.000	0.000	0.000	4.820	0.000	4.820
CAPITALISATION OF BOROUGH ROADS	0.207	0.150	0.075	0.075	0.000	0.000	0.507	0.000	0.507
IMPROVED PLACES FOR PEOPLE	0.110	0.474	0.000	0.000	0.000	0.000	0.584	0.000	0.584
TRANSFORMATION OF EALING	0.061	1.909	0.000	0.000	0.000	0.000	1.971	0.000	1.971
LEVELLING UP FUND PROGRAMME	1.200	5.919	0.000	0.000	0.000	0.000	7.119	0.000	7.119
Bridget Infrastructure	0.180	0.090	0.000	0.000	0.000	0.000	0.270	0.000	0.270
Climate Change - Bike Hangers	0.208	0.208	0.208	0.208	0.000	0.000	0.832	0.000	0.832
Climate Change - School Streets	0.356	0.000	0.000	0.000	0.000	0.000	0.356	0.000	0.356
PARKING ENFORCEMENT CAMERA	0.179	0.150	0.000	0.000	0.000	0.000	0.329	0.000	0.329
PARKING INVESTMENT IN BACK OFFICE AUTOMATION	0.015	0.000	0.000	0.000	0.000	0.000	0.015	0.000	0.015
	15.750	33.017	7.228	6.458	0.000	0.000	62.453	0.000	62.453
FUNDED BY:									
MAINSTREAM FUNDING	7.378	11.545	7.228	6.458	0.000	0.000	32.608	0.000	32.608
GRANTS	6.459	14.426	0.000	0.000	0.000	0.000	20.885	0.000	20.885
S106	0.680	4.160	0.000	0.000	0.000	0.000	4.820	0.000	4.820
REVENUE RESERVES (SPLIT AS FOLLOWS)	1.253	2.886	0.000	0.000	0.000	0.000	4.139	0.000	4.139
-PARKING RESERVE	1.026	2.570	0.000	0.000	0.000	0.000	3.595	0.000	3.595
-REVENUE RESERVE	0.228	0.317	0.000	0.000	0.000	0.000	0.544	0.000	0.544
	15.750	33.017	7.228	6.458	0.000	0.000	62.453	0.000	62.453
WASTE & RECYCLING (GEL)									
WASTE AND RECYCLING	0.411	0.117	0.117	0.000	0.000	0.000	0.645	0.000	0.645
LACTO - WASTE & STREET SERVICE	0.862	11.939	0.000	0.000	0.000	0.000	12.802	0.000	12.802
	1.273	12.056	0.117	0.000	0.000	0.000	13.447	0.000	13.447
FUNDED BY:									
MAINSTREAM FUNDING	1.002	12.056	0.117	0.000	0.000	0.000	13.175	0.000	13.175
PARTNERSHIP CONTRIBUTIONS	0.272	0.000	0.000	0.000	0.000	0.000	0.272	0.000	0.272
	1.273	12.056	0.117	0.000	0.000	0.000	13.447	0.000	13.447
HOUSING DEVELOPMENT									
GENUINELY AFFORDABLE HOMES	17.037	0.000	0.000	0.000	0.000	0.000	17.037	0.000	17.037
	17.037	0.000	0.000	0.000	0.000	0.000	17.037	0.000	17.037
FUNDED BY:									
MAINSTREAM FUNDING	17.037	0.000	0.000	0.000	0.000	0.000	17.037	0.000	17.037
	17.037	0.000	0.000	0.000	0.000	0.000	17.037	0.000	17.037

APPENDIX 7 - 2022/23 TO 2027/28 APPROVED CAPITAL PROGRAMME BUDGET AND FUNDING

Description	Approved Budget 2022/23 £m	Approved Budget 2023/24 £m	Approved Budget 2024/25 £m	Approved Budget 2025/26 £m	Approved Budget 2026/27 £m	Approved Budget 2027/28 £m	Total Approved Budget 2022/23 - 2027/28 £m	Future Years £m	Total £m
ICT/ FM PROPERTY SERVICES									
CONTRACT TRANSITION	0.980	0.003	0.000	0.000	0.000	0.000	0.983	0.000	0.983
IT TRANSITION - DUE DILIGENCE	0.040	0.090	0.000	0.000	0.000	0.000	0.130	0.000	0.130
ESSENTIAL SQL SERVER UPGRADES	0.070	0.005	0.000	0.000	0.000	0.000	0.075	0.000	0.075
CONTINUED VIRTUALISATION	0.449	0.023	0.000	0.000	0.000	0.000	0.472	0.000	0.472
APPLICATION UPGRADES	0.020	0.205	0.000	0.000	0.000	0.000	0.225	0.000	0.225
DESKTOP UPGRADE & SOFTWARE IMPLEMENTATION	0.895	0.000	0.000	0.000	0.000	0.000	0.895	0.000	0.895
MASTER DATA MANAGEMENT	0.054	0.046	0.000	0.000	0.000	0.000	0.100	0.000	0.100
GCSX SERVER 2012 AND EXPANSION	0.000	0.075	0.000	0.000	0.000	0.000	0.075	0.000	0.075
BUSINESS OBJECTS UPGRADE / REPLACEMENT	0.210	0.004	0.000	0.000	0.000	0.000	0.214	0.000	0.214
Electric Vehicle Fleet Purchase	0.548	0.193	0.000	0.000	0.000	0.000	0.741	0.000	0.741
Health & Safety	0.000	0.350	0.350	0.350	0.000	0.000	1.050	0.000	1.050
RE-FIT ALLOCATION FOR ENERGY CONSERVATION MEASURES	0.071	0.000	0.000	0.000	0.000	0.000	0.071	0.000	0.071
PROPERTY COMPLIANCE	1.447	4.738	4.275	0.000	0.000	0.000	10.460	0.000	10.460
	4.784	5.733	4.625	0.350	0.000	0.000	15.492	0.000	15.492
FUNDED BY:									
MAINSTREAM FUNDING	4.784	5.733	4.625	0.350	0.000	0.000	15.492	0.000	15.492
ICT/ FM PROPERTY SERVICES TOTAL FUNDING	4.784	5.733	4.625	0.350	0.000	0.000	15.492	0.000	15.492
FINANCE									
BROADWAY LIVING CAPITAL LOAN	30.000	141.552	92.000	20.426	18.636	14.667	317.281	78.582	395.863
Financial System Development & Implementation	0.200	0.300	0.000	0.000	0.000	0.000	0.500	0.000	0.500
	30.200	141.852	92.000	20.426	18.636	14.667	317.781	78.582	396.363
FUNDED BY:									
MAINSTREAM FUNDING	30.200	141.852	92.000	20.426	18.636	14.667	317.781	78.582	396.363
FINANCE TOTAL FUNDING	30.200	141.852	92.000	20.426	18.636	14.667	317.781	78.582	396.363
STRATEGY & CHANGE									
WARD FORUMS - SOUTH	0.048	0.000	0.000	0.000	0.000	0.000	0.048	0.000	0.048
WARD FORUM CAPITAL - EALING SOUTHWALL	0.123	0.000	0.000	0.000	0.000	0.000	0.123	0.000	0.123
WARD FORUM CAPITAL - EALING NORTH	0.179	0.000	0.000	0.000	0.000	0.000	0.179	0.000	0.179
WARD FORUM CAPITAL - EALING CENTRAL & ACTON	0.110	0.000	0.000	0.000	0.000	0.000	0.110	0.000	0.110
TRANSFORMATIONAL PROGRAMME (TO BE FUNDED BY FLEX REC)	0.728	1.272	0.000	0.000	0.000	0.000	2.000	0.000	2.000
LEADERS FUND	0.000	0.550	0.000	0.000	0.000	0.000	0.550	0.000	0.550
	1.188	1.822	0.000	0.000	0.000	0.000	3.010	0.000	3.010
FUNDED BY:									
MAINSTREAM FUNDING	0.412	0.550	0.000	0.000	0.000	0.000	0.962	0.000	0.962
CAPITAL RECEIPTS (SPLIT AS FOLLOWS)	0.728	1.272	0.000	0.000	0.000	0.000	2.000	0.000	2.000
-FLEXIBLE USE CAPITAL RECEIPTS	0.728	1.272	0.000	0.000	0.000	0.000	2.000	0.000	2.000
REVENUE RESERVES (SPLIT AS FOLLOWS)	0.048	0.000	0.000	0.000	0.000	0.000	0.048	0.000	0.048
REVENUE RESERVE	0.048	0.000	0.000	0.000	0.000	0.000	0.048	0.000	0.048
STRATEGY & CHANGE TOTAL FUNDING	1.188	1.822	0.000	0.000	0.000	0.000	3.010	0.000	3.010
CORPORATE BUDGET									
Unallocated Capital Growth	0.000	0.994	0.000	0.000	0.000	0.000	0.994	0.000	0.994
DIGITAL STRATEGY	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
	0.000	0.994	0.000	0.000	0.000	0.000	0.994	0.000	0.994
FUNDED BY:									
MAINSTREAM FUNDING	0.000	0.994	0.000	0.000	0.000	0.000	0.994	0.000	0.994
CORPORATE BUDGET TOTAL FUNDING	0.000	0.994	0.000	0.000	0.000	0.000	0.994	0.000	0.994
HRA PROGRAMME									
ADAPTATIONS FOR THE DISABLED	1.000	1.599	1.600	1.600	1.600	1.600	8.999	0.000	8.999
HOUSING MANAGEMENT SYSTEMS	(0.000)	(0.000)	0.000	0.000	0.000	0.000	(0.000)	0.000	(0.000)
EXTERNAL REFURBISHMENTS	5.100	2.148	6.043	4.522	0.000	0.000	17.813	0.000	17.813
CAPITALISED WORKS	2.000	2.820	3.000	3.000	0.000	0.000	10.820	0.000	10.820
GREENMAN LANE EST REGENERATION	6.399	(0.000)	0.000	0.000	0.000	0.000	6.399	0.000	6.399
SPECIALIST ADVICE	0.250	0.250	0.300	0.300	0.000	0.000	1.100	0.000	1.100
HEALTH & SAFETY & DDA	5.000	6.097	3.261	3.190	0.000	0.000	17.548	0.000	17.548
REGENERATION ESTATES	0.500	0.250	0.000	0.250	0.000	0.000	1.250	0.000	1.250
RECTORY PARK REGENERATION	(0.000)	0.000	0.000	0.000	0.000	0.000	(0.000)	0.000	(0.000)
SOUTH ACTON REGENERATION	3.167	6.874	10.548	9.131	3.254	0.000	32.974	0.000	32.974
INTERNAL REFURBISHMENT	3.500	1.001	1.600	1.500	0.000	0.000	7.601	0.000	7.601
MECHANICAL AND ELECTRICAL WORKS	4.225	3.310	0.109	0.299	0.000	6.679	14.622	0.000	14.622
COUNCIL NEW BUILD ROUNDS	2.924	34.497	18.648	10.674	0.000	0.000	66.743	0.000	66.743
DEAN GARDENS	2.200	0.000	0.000	0.000	0.000	0.000	2.200	0.000	2.200
HAVELOCK ESTATE	1.540	1.500	0.000	8.129	8.129	4.866	24.163	0.000	24.163
LIFT REPLACEMENT	2.200	0.000	0.000	0.000	0.000	0.000	2.200	0.000	2.200
ESTATE REMODELLING AND MODERNISATION	0.500	0.000	0.000	0.000	0.000	0.000	0.500	0.000	0.500
LEASEHOLDER ASSISTANCE SCHEME	0.639	0.350	0.000	0.000	0.000	0.000	0.989	0.000	0.989
COPLEY CLOSE REGENERATION	9.151	8.089	7.320	12.368	10.500	12.087	59.515	0.000	59.515
STREET PROPERTIES ROUND 2	0.005	(0.000)	0.000	0.000	0.000	0.000	0.005	0.000	0.005
HIGH LANE ESTATE REGENERATION	13.417	8.752	14.068	11.513	5.417	0.000	53.167	0.000	53.167
Energy & Sustainability	(0.000)	0.000	0.000	0.000	0.000	0.000	(0.000)	0.000	(0.000)
HOUSING STOCK IMPROVEMENTS	0.500	0.000	(0.000)	0.000	19.954	16.929	37.384	0.000	37.384
LOCAL AUTHORITY HOUSING GRANT - REGISTERED PROVIDERS	2.955	1.700	0.332	0.000	0.000	0.000	4.987	0.000	4.987
COMPLIANCE	0.500	0.500	0.500	0.500	0.000	0.000	2.000	0.000	2.000
CARBON/ ENERGY EFFICIENCY	0.250	1.284	1.000	1.000	1.000	0.000	4.534	0.000	4.534
ENERGIESPRONG	5.000	6.800	6.700	6.700	0.000	0.000	25.200	0.000	25.200
BL - TBC - Perceval House Phase 1-3	0.424	13.451	24.000	9.918	0.035	19.039	66.867	0.000	66.867
BL - TBC - Lexden Rd, Sussex Cr, Northold Grange Community Cntr	8.895	36.468	54.511	14.161	0.259	0.000	114.294	0.000	114.294
	82.240	137.741	153.790	98.754	50.148	61.201	583.874	0.000	583.874
FUNDED BY:									
MAINSTREAM FUNDING	35.818	78.691	124.534	49.122	31.367	34.396	353.929	0.000	353.929
CAPITAL RECEIPTS (SPLIT AS FOLLOWS)	23.173	9.199	6.683	21.645	0.294	8.593	69.586	0.000	69.586
-CAPITAL RECEIPTS	20.219	6.874	2.065	18.756	0.000	5.287	53.200	0.000	53.200
-CAPITAL RECEIPTS RIGHT TO BUY	2.954	2.325	4.618	2.889	0.294	3.306	16.386	0.000	16.386
GRANTS	11.899	33.478	6.275	11.484	0.000	0.000	63.136	0.000	63.136
PARTNERSHIP CONTRIBUTIONS	0.500	0.500	0.500	0.500	0.500	0.500	3.000	0.000	3.000
REVENUE CONTRIBUTION	0.193	0.000	0.060	0.000	0.000	0.000	0.253	0.000	0.253
MAJOR REPAIRS RESERVE CONTRIBUTIONS	10.157	15.454	15.329	15.003	14.987	14.711	85.641	0.000	85.641
HOUSING REVENUE ACCOUNT CONTRIBUTIONS	0.500	0.419	0.409	1.000	3.000	3.000	8.328	0.000	8.328
HRA TOTAL FUNDING	82.240	137.741	153.790	98.754	50.148	61.201	583.874	0.000	583.874

Capital Strategy

2023/24 to 2027/28

February 2023



Contents

Section 1 – Overview	4
1. Introduction	4
2. Legislation and Guidance	4
3. Purpose	5
4. Key Objectives	6
5. Principles	6
Section 2 – Governance	8
6. Current Governance and Approval Process	8
7. Review of Current Governance and Approval Process	9
Section 3 – Budget Strategy	10
8. The Link Between Revenue and Capital Budgets	10
9. Budget Approach	10
10. Identification and Prioritisation of Capital Investment Needs	13
Section 4 – Relevant Policies and Strategies	15
11. Corporate Plan	15
12. Asset Management	16
13. Treasury Management Strategy	17
14. Sustainability	17
15. Procurement	189
16. Housing Revenue Account (HRA) 30-Year Business Plan	20
17. Broadway Living	20
18. Greener Ealing Limited (GEL)	24
Section 5 – Capital Expenditure and Funding	27
19. Capital Expenditure	27
20. Capital Resource Strategy	28
21. Capital Funding Options	29
22. Capital Receipts Policy	30
Section 6 – Investment Strategy	31
23. Non-Treasury Investments	31
Section 7 – Capital Programme	33
24. Approved Capital Programme	33
25. Additions to the Capital Programme	34
26. Decommissioning of Capital Projects	35
Section 8 – Other Long-Term Liabilities	38
27. Service / Policy Investments	38
Section 9 – Risk Management	39
28. Risk Management Overview	39
29. Managing Risk Effectively	39
30. Risk Profile	40
31. Other Assurance Frameworks	40

Section 10 – Knowledge and Skills	41
32. Knowledge and Skills	41
Annex A – Flexible Use of Capital Receipts Strategy	40

Section 1 – Overview

1. Introduction

- 1.1 Before the start of each financial year, local authorities are legally required to have in place a Capital Strategy which has been approved by the Full Council.
- 1.2 The Capital Strategy is applicable for both General Fund and Housing Revenue Account (HRA) activities.

2. Legislation and Guidance

- 2.1 The Capital Strategy has been prepared in accordance with the following statutory regulations and Code of Practice:
- a) Part 1 of the Local Government Act 2003¹;
 - b) Statutory guidance issued by the Department for Levelling Up, Housing and Communities (formerly MCHLG) on:
 - (i) Local Government Investments²; and
 - (ii) Minimum Revenue Provision (MRP)³; and
 - c) Code of Practices issued by Chartered Institute of Public Finance & Accountancy (CIPFA):
 - (i) The Prudential Code for Capital Finance in Local Authorities; and
 - (ii) Treasury Management in the Public Services.

2.2 Changes to the Prudential and Treasury Management Codes

- 2.2.1 CIPFA published a revised Prudential Code on 20 December 2021. Formal adoption is required for the 2023/24 financial year.
- 2.2.2 The Prudential Code has been significantly updated to incorporate changes to restrict councils from using borrowing to invest primarily in order to generate yield. The key changes clarify and update CIPFA's position on local authority commercial investment. The changes to the Prudential Code are set out below:

Borrowing to Invest

- A local authority must not borrow to invest primarily for financial return;
- It is not prudent to make any investment or spending decision that will increase the capital financing requirement (CFR), and so may lead to

¹ Statutory Instrument 2003 No. 3146 The Local Authorities (Capital Finance and Accounting) (England) Regulations 2003

² Statutory Guidance on Local Government Investments issued under section 15(1)(a) of the Local Government Act 2003

³ Statutory Guidance on the Minimum Revenue Provision issued by the Secretary of State in 2018 under Section 21(1A) of the Local Government Act 2003 and Statutory Instrument 2008 No. 414 The Local Authorities (Capital Finance and Accounting) (England) Regulations 2003

new borrowing unless directly and primarily related to the local authority's functions; and

- The Code does not require existing commercial investments to be sold but options to exit investments as an alternative to borrowing should be reviewed in the Treasury Management Strategy.

Risk Management

- Proportionality - investment risks should be proportionate to financial capacity and plausible losses can be absorbed in budgets or reserves without unmanageable detriment to local services;
- Investment counterparty policy should include Environmental, Social & Governance (ESG) considerations; and
- Arrangement should cover detailed requirements on knowledge and skills including policy, schedules, monitoring and review.

Reporting

- Capital strategy requirements were expanded – moving away from being a short summary;
- Prudential indicators should be reported to Members quarterly – but not necessarily to Full Council; and
- New indicators need to be reported: liability benchmark and income from service and commercial investments

2.2.3 The main changes to the updated Treasury Management Code and the accompanying guidance for local authorities are as follows:

- Investment management practices and other recommendations relating to non-treasury investments are included within the Treasury Management Practices (TMPs);
- Introduction of the Liability Benchmark as a treasury management indicator for local government bodies;
- Incorporation of Environmental, Social and Governance risks; and
- The purpose and objective of each category of investments should be described within the Treasury Management Strategy.

3. Purpose

3.1 The purpose of the Capital Strategy is to provide:

- a high-level long-term overview of how capital expenditure, capital financing and treasury management activity contributes to the provision of services;
- an overview of how the associated risk is managed; and
- the implications for future financial sustainability.

- 3.2 The Capital Strategy provides a framework for the Council to ensure that all its capital expenditure and investment plans are affordable, prudent and sustainable regardless of how they are being financed.
- 3.3 The Capital Strategy is an evolving document which aligns with the Council Plan and other key council strategies. The strategy is also an integral part of the Council's strategic planning process and therefore, should be read alongside and/or in conjunction with the following:
- Medium Term Financial Strategy (MTFS);
 - Investment Strategy;
 - Treasury Management Strategy; and
 - Asset Management Strategy.

4. Key Objectives

- 4.1 The overarching objective of Ealing's Capital Strategy is to provide the Council with a strategic planning and a decision-making framework to deliver a capital programme that:
- is affordable, financially prudent and sustainable;
 - ensures the Council's capital assets are used to support the delivery of services according to priorities within the Council Plan and the Council's vision;
 - links with the Council's asset management plan;
 - ensures that the most cost-effective use is made of existing assets and new capital investment delivers value for money; and
 - supports other Ealing service specific plans and strategies.
- 4.2 The resources to deliver the Capital Strategy are allocated through the annual budget process that sets the five-year rolling capital programme. Many councils are at a point where capital resources are becoming increasingly scarce and as such investment in assets, where funded from borrowing, is likely to have implications for revenue budgets.

5. Principles

- 5.1 Set out below are the key principles which have regard to the objectives of the Capital Strategy in achieving the Council's priorities whilst maintaining focus on capital resources in order to gain the maximum benefit:
1. The capital programme will only include schemes which assist in delivery of Council priorities. They should identify all possible external contributions from government, partners and other grant providers and eligible developer contributions. Where funded from borrowing wherever possible the scheme should generate a saving or income stream to fund the revenue costs of that borrowing so as not to increase the gap between expenditure and resources.

2. The funding of the capital programme must be considered alongside the revenue budget and balance sheet position as part of the Council's MTFS.
 3. The evaluation of capital schemes for inclusion in the programme will follow an agreed process which allows scrutiny whilst not limiting innovation and adaptability. This will be applicable to schemes that involve companies that are either wholly/partly owned by the Council or where the Council holds an interest (i.e. PFIs, partnerships).
 4. Capital scheme sponsors must demonstrate that a rigorous process of options appraisal has been followed, requiring evidence of need, cost, risk and outcomes. Capital investment proposals with a neutral revenue impact are encouraged.
 5. Any optional appraisal must be undertaken in consultation with finance using agreed proformas/templates. Where any options are proposing to fund the scheme from borrowing or capital receipts then these must be agreed and approved at the outset by the Strategic Director of Corporate Resources (Section 151 Officer).
 6. When applying for external grant funds, bids should reflect the Council's priorities.
 7. Capital schemes with unsecured funding (i.e. government grants, partner contributions, or Section 106 receipts) will only be incorporated within the capital programme when either:
 - i) a written confirmation setting out the value of external funding is secured including the agreed funding conditions; and/or
 - ii) funding has been received by the Council.
 8. All un-ringfenced capital funding and other non-specific Council capital resources that are not required to support existing commitments will be held corporately.
 9. There will be no ring-fencing of capital receipts to specific schemes, unless specific approval has been sought either as part of the annual MTFS and budget process or through a separate report approved by Cabinet.
 10. Any capital schemes that underspend will see a budget reduction being applied to reflect the revised capital expenditure and resourcing requirements.
 11. Capital scheme sponsors are required to ensure that schemes do not overspend, and where overspends are identified then the appropriate Strategic Directors are required to identify savings through either exploring external funding opportunities and/or re-purposing uncommitted capital budgets.
 12. Capital projects will be monitored and reported by the Strategic Director of Corporate Resources (Section 151 Officer) to Cabinet on a quarterly basis.
- 5.2 As well as using traditional funding mechanisms to finance capital schemes, the Strategic Director of Corporate Resources (Section 151 Officer) will also consider the use of new initiatives and develop these options if it is considered financially advantageous in the context of the Council's Treasury Management Strategy.

- 5.3 The Council will work in a collaborative manner with the Greater London Authority (GLA), London Councils and NHS partners. Bids to the GLA or other organisations which may have a match-funding requirement will be prioritised. Regard will be had during the appraisal process to ensure that the Council's objectives and capital investment priorities are achieved.

Section 2 – Governance

6. Current Governance and Approval Process

6.1 The Council's Capital Programme involves the expenditure and financing of £1,373.867m of capital schemes over the period 2022/23 to 2027/28. It is important therefore given the risks surrounding capital projects that appropriate governance arrangements are in place. For the Council these governance arrangements encompass:

- The Capital Strategy is approved annually at Full Council.
- The Cabinet, which approves all capital schemes in line with the delegations set out in the Council's Constitution.
- The Overview and Scrutiny Committee is responsible for scrutinising the annual Budget Report (including the Capital Programme) and relevant Cabinet Reports.
- The Strategic Leadership Team (SLT), which has overall responsibility for the management and monitoring of the Capital Programme.
- The Financial Strategy Group (FSG) comprises the Strategic Director of Corporate Resources (Section 151 Officer), Assistant Director of Accountancy, Assistant Director Technical Finance and Assistant Director Strategic Finance, and is responsible for scrutinising, reviewing and managing financial strategies. Budget changes and/or additions to the capital programme are considered by FSG and agreed by the Strategic Director of Corporate Resources (Section 151 Officer) and, where relevant Cabinet, (in accordance with the Constitution) before formally being incorporated into the budget.
- Directorate Management Teams oversee and agree business cases for capital schemes prior to submission to FSG, SLT and/or Cabinet for approval.
- The Constitution (including Financial Regulations, the Scheme of Delegation and Contract Procedure Rules) sets out the powers of the Executive and senior officers with regard to capital expenditure.
- Cabinet receives and approves budget update reports quarterly which identify any variation to the approved capital programme arising either from the re-phasing of schemes, changes in resource availability and requirements or new capital schemes.
- All capital expenditure is guided by the Council's financial accounting framework which ensures that only expenditure that properly falls as capital expenditure in accordance with accounting convention and / or statutory guidance is capitalised.
- The Capital Programme is subject to both internal and external audit scrutiny.
- The Council have set up a separate governance processes regarding Broadway Living (BL) and Broadway Living Registered Provider (BLRP). Section 17 below has further details.

7. Review of Current Governance and Approval Process

- 7.1 To support the on-going delivery of both the Capital and Budget Strategy, the current process will be reviewed on an ongoing basis to establish an updated governance and approval process to provide for a greater emphasis on the link to strategic priorities and achievement of benefits and outcomes this will include the introduction of a Corporate Landlord model and arrangements to oversee Major Projects.
- 7.2 The outcome of the review and proposed changes will be taken through SLT. The aim of establishing any new governance, approval processes will be to ensure that decisions on capital expenditure and investment plans are aligned to the Council Plan, MTFS, treasury and investment strategies and have effective subsequent monitoring of performance once capital schemes and projects are approved. As part of this process, there will be clearly defined roles and responsibilities for all key stakeholders involved in the capital management process.
- 7.3 It is important that Cabinet considers the medium-term and longer-term capital strategy through the MTFS process each year, the annual budget for the forthcoming year through the budget setting process and the in-year delivery of the capital programme through the regular financial monitoring reports.

Section 3 – Budget Strategy

8. The Link Between Revenue and Capital Budgets

- 8.1 Capital and revenue expenditure are separate components of local authority budgets and funding for each is considered separately. However, a vital component of successful financial planning is that revenue and capital budgets are intrinsically linked as the impact of capital expenditure must be reflected in revenue budgets. Therefore, this capital strategy forms a key part of the Council's MTFS and budget process.
- 8.2 It is a statutory requirement under Section 33 of the Local Government Finance Act 1992 for the Council to produce a balanced budget. In particular, the Council is legally required to calculate its budget requirement for each financial year to include the revenue costs that flow from capital financing decisions. This means that any increases in capital expenditure must be limited so that increases in charges to the revenue budget are kept to a level that is affordable and sustainable within the projected income of the Council for the foreseeable future. Such charges to revenue arise from increases in debt charges (both external interest and Minimum Revenue Provision (MRP)) caused by increased borrowing to finance additional capital expenditure, and from any increases in running costs from new capital projects.
- 8.3 The impact and affordability of capital expenditure must be considered in the assessment of capital projects at the business case stage. Effective financial planning must fully reflect the impact of capital plans on the Council's revenue budgets.

9. Budget Approach

9.1 Budget Strategy

- 9.1.1 The budget process is priority-led; aligning the allocation of resources with the priorities of the Council and priority areas included in the Council Plan.
- 9.1.2 Contributing to the achievement of the Council's Plan and objectives and outcomes are a number of significant capital programmes of activity that are now in delivery, notably:
- The Housing Delivery Programme, that along with partners has delivered 2,500 genuinely affordable homes (2018-22 target) and is on track for 1,375 start on sites during 2022/23 as part of the 4,000 genuinely affordable homes target for 2022-26.
 - Broadway Living and Broadway Living Registered Provider have a significant role in delivering 4,000 additional affordable homes (2022-26 target).
 - The Perceval House programme to redevelop the Council's headquarters delivering housing and a more efficient operating environment for staff.

- The Climate and Ecological Emergency Strategy (CEES) and Action Plan, noting the climate commitments made by the Council to work toward the aim of becoming a carbon neutral borough by 2030
 - Green Homes Grant: the Government awarded £4.780m grant to Ealing Council to deliver private-sector home energy retrofits on behalf of a seven-borough consortium included within the HRA programme (Phase 1); £12.014m on behalf of 12 boroughs in to undertake retrofits on both private sector homes and the Council's own housing stock (Phase 2), and £15.036m for capital energy efficiency and heat decarbonisation projects within public sector non-domestic buildings, on behalf of a consortium of 13 boroughs (Phase 3).
 - Greener Ealing Limited (GEL): £14.100m capital investment was approved in 2019/20 by Cabinet, of which c.£10m was in relation to leasing of vehicles for street cleansing and waste service.
 - Highways: the impact of the pandemic on TfL's finances including substantial loss of fare revenue has resulted in a reduction in grant income. The service has mitigated this partly, by allocating some funds from elsewhere, such as the Government's Active Travel Fund and the Levelling Up Fund, to deliver the agreed or new projects.
- 9.1.3 All capital investment must be sustainable in the long-term through revenue support by the Council or its partners. All capital investment decisions consider the revenue implication both in terms of servicing the finance and running costs of the new assets. The impact of the revenue implications is a significant factor in determining approval of projects. The use of capital resources has been fully taken into account in the production of the Council's MTFS.
- 9.2 Capital Programme Planning Assumptions**
- 9.2.1 The planning assumption for the capital programme from 2023/24 onwards has been for the Council to invest its limited resource against schemes funded through mainstream (borrowing), which contribute towards the Council's key priorities and ensure that any cost of investment is affordable from a revenue budget perspective through identification of savings or income streams.
- 9.2.2 There are certain capital expenditure items that will be unavoidable such as Health and Safety. If growth proposals to deal with these areas are put forward these will need to be funded by finding additional savings and increasing the MTFS budget gap.
- 9.3 Invest to Save Proposals**
- 9.3.1 The Council's invest-to-save mechanism remains in place and will be during the year. It allows services to drive innovation in service provision, by delivering budget savings that are allocated in part to replenish the Invest-To-Save Reserve. Proposals will need to be developed as part of the budget setting process and timescales.

10. Identification and Prioritisation of Capital Investment Needs

10.1 Investment Proposals

10.1.1 The basis of the capital programme is driven by the budget and service planning process. This process begins in the early stages of the financial year (June/July). The size of the capital programme is determined by:

- The need to incur capital expenditure;
- Capital resources available; and
- The revenue implications flowing from the capital expenditure.

10.1.2 As part of the budget planning process, services submit capital proposals to be considered by Members for investment decisions. In general, a capital investment appraisal process for a significant investment will focus on:

Strategic Case	Policy and strategic fit
Economic Case	Value for money, cost/benefit context
Financial Case	Affordability and resource
Commercial Case	Commercially viable e.g. redevelopment / regeneration opportunity
Management Case	Capabilities and capacity within the Council to be able to manage and deliver such a project
Sustainability Case	Impact on Council's sustainability objectives

10.1.3 Capital investment proposals are either submitted as individual detailed business cases to SLT or, for smaller investments, submitted by services using an agreed template that includes the following sections:

- description of the project;
- project outcomes (including how it supports the Council's key priorities);
- key dates and milestones;
- costs of the scheme;
- revenue implications;
- funding source;
- risks and dependencies (factors/events that need to happen before the project can proceed);
- sustainability considerations.

10.1.4 Capital investment decisions may be made outside of the annual budget planning process e.g. large investment programmes, within specifically agreed timescales and within relevant governance arrangements.

10.2 **Capital Projects Evaluation**

- 10.2.1 Members determine the projects to be included within the capital programme in light of the relative priorities and the overall impact on the revenue budget.
- 10.2.2 All capital investment must be sustainable in the long-term through revenue support by the Council or its partners. All capital investment decisions consider the revenue implications both in terms of servicing the financing, and the running costs of the new assets.
- 10.2.3 The impact of the revenue implications is a significant factor in determining approval of projects. The use of capital resources has been fully taken into account in the production of the Council's MTFS.
- 10.2.4 The Council's policy is to agree the rolling capital programme on an annual basis at the Budget Council meeting as part of the annual budget setting process.

Section 4 – Relevant Policies and Strategies

11. Council Plan

11.1 Strategic Objectives

11.1.1 Ealing's latest Council Plan 2022-26¹ sets out three cross cutting strategic objectives for the borough:

- Creating good jobs
- Tackling the climate crisis
- Fighting inequality

11.2 Priorities

11.2.1 The three strategic objectives are supported by nine priority areas which have been agreed with local partners in health, education, policing, employment, housing, local business and voluntary and community sector. The nine ways to make the borough better are:

- 1) Tackling inequality and crime - Relentlessly focusing on reducing poverty and inequality for those that most need support and promoting wellbeing and safety for all.
- 2) Climate action - Greening and keeping Ealing clean, achieving net zero carbon, and ensuring our parks, open spaces and nature are protected and enhanced.
- 3) Healthy lives - Protecting and enhancing the physical and mental health of all, supporting our older residents to enable them to remain independent and resilient and dealing with the ongoing impact of Covid-19.
- 4) A fairer start - Ensuring all our children and young people get the best start in life, from their earliest years through to a great education.
- 5) Decent living incomes - Bringing new and well-paid jobs back to Ealing and ensuring good businesses can thrive.
- 6) Inclusive economy - Building wealth within the community by ensuring everything the council does increases social value and contributes to making Ealing a fairer place to live and work.
- 7) Genuinely affordable homes - Delivering our radical programme of social rent council house building, affordable homes and ensuring our tenants are empowered and have ownership of their communities.
- 8) Good growth - Making sure the growth that takes place in Ealing enhances its character, conserves its future and makes great place, where people want to live.
- 9) Thriving communities - Bringing people together to build strong neighbourhoods, empowering volunteers, encouraging community activism, engaging civic and faith leaders, and delivering well-loved community facilities and services.

¹ Council Plan 2022-26 https://www.ealing.gov.uk/downloads/download/233/council_plan

12. Asset Management

12.1 Asset management is the process by which the Council effectively and efficiently utilises its assets as a balanced portfolio to ensure their optimal use, benefiting residents through direct delivery of services, generation of revenue to deliver services and support the delivery of the Council Plan objectives such as the creation of genuinely affordable housing. This process may identify several different outcomes for assets including:

- Change in use to meet the change in demands of services;
- Change in use to meet Council priorities or financial requirements;
- Investment is required to improve or maintain the condition of an asset;
- A new asset is required to better meet the Council's priorities;
- Where no use for a building is identified or significant repairs are uneconomic to complete, dispose of the asset to realise its value in monetary terms;
- The requirement to purchase an asset to make revenue savings;
- Redevelopment of surplus properties to meet Council objectives.

12.2 The Council will regularly review its assets to ensure continued optimal use, whilst the capital programme will be used to bridge the gap to ensure that the Council has sufficient assets in the long-term.

12.3 Ealing's approach to Asset Management

12.3.1 The Council is in the process of moving to a Corporate Landlord model. Departments will be supported by Strategic Property and Property Services to review the use and condition of assets and establishing asset management priorities. There is regular liaison throughout the year between Strategic Directors, Directors, Service Heads, Property Services and the Corporate Landlord (Strategic Property) team through SLT and other boards and teams.

12.4 Ealing's Asset Management Objectives

12.4.1 The Council's general objectives with respect to asset management is outlined below:

- To effectively and efficiently utilise its assets as a balanced portfolio to ensure their optimal use;
- To ensure the safety and wellbeing of occupants;
- To minimise carbon emissions and energy consumption from buildings;
- To reduce underlying expenditure on maintenance and repairs by focussing on planned, as opposed to reactive maintenance;
- To have a complete, comprehensive and up-to-date picture of the condition and compliance of all buildings; and
- To obtain best consideration for any disposals.

- 12.4.2 Officers are currently working on an updated Land and Property Strategy with the aim of taking this to Cabinet in 2023 and detailed asset management plans will be developed as the Council implements its Corporate Landlord model.
- 12.4.3 Alongside the Land and Property Strategy, the Council is also developing its Property Purchase Policy to support the acquisition of land or property to meet Council objectives where it does not have a suitable or viable alternative within its portfolio. Properties will need to meet a service need or Council priority and/or deliver financial savings for a service.
- 12.4.4 The Property Purchase Policy will include proposals for specific governance and approval arrangements for property and land to allow decisions where the purchase may be time critical. These arrangements will ensure a clear and robust framework for business case and financial requirements, risk assessment, management and mitigation. Purchases will only be made within the strict parameters and financial envelope of the Policy which will be approved by Cabinet during 2023.

13. Treasury Management Strategy

13.1 Link between Capital and Treasury Management Strategies

- 13.1.1 There are close links between the Capital Strategy and Treasury Management Strategy. The capital programme determines the borrowing need of the Council, essentially the longer-term cash flow planning, to ensure that the Council can meet its capital spending obligations. This management of longer-term cash may involve arranging long or short-term loans or using cash flow surpluses. On occasion any debt previously drawn may be restructured to meet Council risk or cost objectives.
- 13.1.2 Treasury Management and its capital financing revenue budget, has an intrinsic link to the Capital Programme and will change with every capital budget decision requiring borrowing.
- 13.1.3 Ealing's Capital Strategy and Treasury Management Strategy have been reviewed to ensure compliance with the updated requirements. The Capital Strategy should be considered alongside the Treasury Management Strategy which between them provide the following:
- A high-level long-term overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services;
 - An overview of how the associated risk is managed and
 - The implications for future financial sustainability.
- 13.1.4 The following is detailed within Ealing's Treasury Management Strategy:
- A long-term projection of external debt, internal borrowing and the use of cash backed reserves;

- Sensitivity analysis around capital expenditure, borrowing levels and capital receipts;
- How debt will be repaid over the life of the underlying debt;
- The authorised limit and operational boundary;
- Local Prudential Indicators;
- Treasury management governance procedures supporting decision making and risk management; and
- Arrangements for the scrutiny of treasury management.

13.2 Community Bonds (Local Climate Bonds)

13.2.1 The Treasury Management Strategy has been updated to enable the Council to borrow by way of Community Bonds, i.e. individuals lending via a peer-to-peer platform where any necessary counterparty checks (for example proof of identity or money laundering requirements) are conducted by the platform, as well as investors in capital market bonds and retail bonds issued by the Council. Projects will be assessed individually to determine appropriateness and ensure alignment to the Council's Climate and Ecological Strategy.

13.2.2 Appendix 9 sets out in detail Ealing's Treasury Management Strategy.

14. Sustainability

14.1 Ealing Council declared a climate emergency in April 2019, committing to treat the climate and ecological emergency as a crisis requiring immediate and vital action. The aim is to become carbon neutral as a borough and an organisation by 2030.

14.2 The Climate and Ecological Emergency Strategy (CEES) was agreed by Cabinet in January 2021, and this set out a number of climate commitments made by the Council to work toward the aim of becoming a carbon neutral borough by 2030. The strategy sets out a plan to reduce the Council's produced emissions and outlines a commitment to use our influence to reduce emissions emitted across the borough.

14.3 The carbon neutral 2030 objectives include:

14.4 Energy Objectives

- 1) Future proof the energy performance of all existing buildings;
- 2) All new residential and commercial buildings will be built to zero carbon standards; and
- 3) Invest in renewable energy generation.

14.5 Food Objectives

- 1) Ealing's food community will become more connected by creating a partnership to bring greater visibility to healthy, seasonal, local and sustainable food across the borough;
- 2) Increase access to healthy, seasonal, local and sustainable food; and

- 3) Increase access to more information about healthy, seasonal, local and sustainable food systems.

14.6 Nature Objectives

- 1) Increase in tree canopy cover across Ealing by 2030;
- 2) Manage green spaces to increase biodiversity, increase natural carbon capture and reduce carbon emissions; and
- 3) Utilise green infrastructure to capture carbon, mitigate surface water flooding and improve biodiversity and water quality.

14.7 Waste Objectives

- 1) Reduce overall borough waste;
- 2) Maximise use of materials: reuse, repair, recycle – and promote the circular economy; and
- 3) Reduce environmental impact of our operations.

14.8 Travel Objectives

- 1) Reduce number of vehicles travelling in and through Ealing;
- 2) Increase active travel (mode shift); and
- 3) Cleaner motor vehicles.

14.9 Funding to meet the Council's climate commitments

14.9.1 A recent analysis on behalf of UK Cities Climate Investment Commission (UKCCIC)¹ states, "The transition of our existing carbon intensive systems to Net Zero will require significant up-front capital and presents unique challenges for the UK's cities...The quantity of capital that must be deployed is beyond the reach of public finances. If this funding gap is met only by citizens and businesses there will be damaging impacts on the poorest sections of society, counter to the levelling up agenda." Delivering the Council's net zero by 2030 ambition therefore requires financial resourcing from the Council and external sources. Addressing the scale of the climate challenge will not be met with a "business as usual" approach, and officers are actively searching for resources to support activities across all strategic themes.

14.9.2 In some cases, the business case for funding is more straightforward because of the clear financial benefit for the council. In the majority of projects, and especially behaviour change programmes, the cost savings and other co-benefits such as improved mental and physical health or the adaptation to future extreme weather are more difficult to identify.

14.9.3 Currently, the Council relies on external sources, often originating from central government, to fund these investments. While officers will continue to maximise these bids, innovation is becoming essential. Officers are working

¹ *The United Kingdom Cities Climate Investment Commission is a collaboration of the Catapult Connected Places, London Councils and Core Cities. Together, this is a coalition of 12 of the UK's largest cities representing 60% of the UK's population and over half its economy. The Commission aims to engage with all parts of local and regional government as well as the financial community in every nation of the UK to find investable solutions for our Net Zero challenges.

on community investment models, such as climate bonds and community energy models, and collaborating with other councils (via the UKCCIC and West London subregion) to consider collaborative and private sector finance solutions. We expect the Council will need to be agile and open to working in new ways to achieve the monumental and immensely rewarding task ahead.

- 14.9.4 There are a number of externally funded schemes currently within the capital programme that will contribute towards the Council's sustainability objectives, such as schemes relating to corporate and domestic energy efficiency and retrofit.
- 14.9.5 Recently the Council commissioned a study to help put costs against the delivery of its forthcoming action plan for the CEES. This information will be used identify the current budgets and funding sources being used to deliver climate change actions and to highlight investment requirements and prioritise the deployment of resources in tackling the climate crisis.
- 14.9.6 It is intended that the capital decision-making process will be reviewed in the coming year and that as part of this updated process, sustainability considerations will be fully embedded into the decision-making process in future with regards to evaluating and assessing new capital schemes.

15. Procurement

- 15.1 The purchase of capital assets should be conducted in accordance with the Contract Procedure Rules, ensuring value for money, legality and sustainability at all times. Contract standing orders and rules governing the disposal or write-off of assets are contained in the Constitution which is continually reviewed.
- 15.2 The Council recognises that effective procurement lies at the heart of delivering value for money and is essential if the Council is to obtain real improvements to quality and service costs. The Council seeks to achieve value for money by applying rigorous procurement standards in the selection of suppliers and contractors, to ensure that efficiency, economy and effectiveness is received throughout the life of a contract. The significant resources applied to capital expenditure require the adopted principles of value for money to be at the heart of its Capital Strategy. Through use of our significant spending power, particularly on capital schemes, we will work with our partners and suppliers to advance social, economic and environmental outcomes for our residents and communities in line with the Council's Social Value policy.

16. Housing Revenue Account (HRA) 30-Year Business Plan

16.1 HRA 30 Year Business Plan

- 16.1.1 On 25 January 2023, Cabinet approved the HRA 30-year business plan, which sets out a 30-year capital programme, creating an investment capacity of

£987.797m, which will be continually reviewed and updated to ensure that affordability is maintained. The HRA will seek to utilise capital receipts and grants before resorting to borrowing to minimise any future revenue impact

- 16.1.2 There will be a close relationship between Broadway Living, the Broadway Living Registered Provider, and the Council to ensure cost effective delivery of the planned 30-year capital programme.

16.2 5-Year HRA Capital Programme

- 16.2.1 On 25 January 2023, Cabinet approved a 5-year capital programme for the HRA of £501.634m consisting of existing and new schemes which include expenditure associated with the GLA grant funded affordable housing programme.
- 16.2.2 Together with regeneration, improving existing council properties and ensuring the safety of tenants and leaseholders is a key focus of the Council's HRA capital programme, i.e. ensuring that the existing stock is maintained to a decent standard and health and safety requirements are met; this is demonstrated by the allocation of £121.046m to these home improvement works between 2023/24 and 2027/28.

17. Broadway Living

17.1 Broadway Living Governance Process

17.1.1 Local Authorities may make investment decisions for service purposes, where such investments are undertaken, governance arrangements for the approval, monitoring and ongoing risk management should be established. The following provides an overview of the role of the Council and councillors in the decision-making process for Broadway Living (BL):

a) Full Council

An important part of the Council's oversight and scrutiny specifically in relation to financial implications of major capital investment is the Treasury Management Strategy and Prudential Indicators (PIs). These set out and monitor the Council's capital investment plans and actuals to ensure they remain prudent, affordable and sustainable.

The Treasury Management Strategy is required to be approved by Full Council (and is undertaken as part of Budget Setting at Full Council) with subsequent in-year amendments requiring the same approval. The Treasury Management Strategy and PIs are required to be scrutinised by the Audit Committee during the year alongside Full Council receiving mid-year and outturn updates.

Significant changes including those related to BL and Broadway Living Registered Provider (BLRP) will therefore be reported and scrutinised through these routes and offer Members the opportunity to review the affordability, deliverability and impact of such proposals.

b) Cabinet

- Agrees the Housing & Homelessness Strategy which sets the framework for BL/BLRP delivery;
- Approves the BL and BLRP Business Plans and BL Operational Business Plan;
- Agrees funding for BL/BLRP within the framework of the Treasury Management Strategy;
- Receives quarterly update reports on the delivery of the BLRP Business Plan;
- Appoints and removes directors to and from the board of BL; and
- Has agreed a scheme of delegations with BL and BLRP.

c) Overview and Scrutiny Committee (OSC) and Scrutiny Panels

- At OSC discretion, it may operate a programme of scrutiny of the delivery of the Housing & Homelessness Strategy; and
- Deal with any relevant call-ins of Cabinet or other key decisions.

d) Housing Delivery Cabinet Committee (HDCC)

The HDCC has been formally established within the Constitution. Its responsibilities are to:

- Consider and determine matters relating to individual affordable housing schemes and their funding;
- Consider and determine issues of land disposal, acquisition, and related matters, as appropriate to achieve individual affordable housing schemes; and
- Keep Cabinet informed on the work of the Committee.

Membership of the HDCC comprises the Leader and the two Cabinet members with responsibility for finance and housing.

The intention behind the HDCC is to provide a more focussed and agile decision-making forum for the key strategic objective of the delivery of 4,000 genuinely affordable homes. The HDCC is also responsible to the often complex and fast-moving housing and regeneration matters and where necessary the need for the Council to match the pace of its wholly owned company (Broadway Living).

e) Individual Cabinet Portfolio Holder for Housing

- Meets regularly with key officers to maintain oversight and give direction to officers in accordance with the Housing Strategy.

f) Audit Committee

- Scrutinises the Treasury Management Strategy and PIs in year.

17.2 Broadway Living Investment Programme

17.2.1 The BLRP business plan was approved by Cabinet in November 2020 and set out in detail its plan to deliver and manage 1,471 new homes (plus the transfer of 42 existing rented homes from BL) of which the majority are genuinely affordable. BL's business plan to be the development manager for the Council and BLRP Housing Development and Regeneration programmes was approved by Cabinet in February 2021. BL's fees are included within the HRA and BLRP capital programmes.

17.2.2 The BLRP development programme was estimated to cost £476m and is funded through a combination of a lending facility from the Council, GLA affordable housing grant (the GLA's 2018-2023 programme) and private sale and shared ownership receipts.

17.2.3 Since the approval of the original Business Plan the programme had to change in response to a number of external pressures that effected the viability of the original programme which was presented in the 2021 Capital Strategy Report.

17.2.4 Following an extensive review by officers and consultation Cabinet approved a revised programme in 3 tranches. Tranche 1 approved by Cabinet on 14 July 2021 and tranche 2 on 6 April 2022. The combined programme would deliver 1,155 homes funded by GLA affordable housing grant and up to £320m loan funding from the Council. The below tables set out the homes to be delivered and the programme cost and funding profile.

Table 2a: Tranche 1 Homes to be Delivered

Scheme Name	LAR: London Affordable Rent	SO: Shared Ownership	DMR: Discount Market Rate	MS: Market Sales	TOTAL HOMES
Copley Phase 6	0	0	35	0	35
Southall Market Car Park	101	24	0	0	125
Chesterton & Evesham Close	25	0	0	0	25
Wood End Library	11	0	0	0	11
Shackleton Road	10	0	0	0	10
Norwood Road	6	0	0	0	6
Arden Road Car Park	0	15	0	14	29
Dean Gardens Car Park	21	10	0	22	53
Buckingham Avenue	24	16	0	0	40
Westgate House	26	0	0	0	26
Broadway Living Properties	0	0	42	0	42
	224	65	77	36	402

Table 2b: Tranche 2 Homes to be Delivered

Scheme Name	LAR: London Affordable Rent	LLR: London Living Rent	SO: Shared Ownership	DMR: Discount Market Rate	MS: Market Sales	TOTAL
Perceval House Phase 1	67	0	0	0	0	67
Perceval House Phase 2	3	0	0	91	0	94
Perceval House Phase 3	0	0	0	65	0	65
Broomcroft & Canberra	80	0	0	0	0	80
Lexden Road	71	0	90	0	27	188
Mandeville Road	25	0	57	0	0	82
Northolt Grange Community Centre	84	0	8	0	0	92
Sussex Crescent	26	0	0	0	0	26
Park View Road	28	0	31	0	0	59
	384	0	186	156	27	753

Table 3a: BLRP Tranche 1 & 2 Acquisition & Development Programme and Funding

BLRP Acquisition & Development Programme & Funding	Total £M
	Acquisition & Development Capital Expenditure GLA Affordable Housing Grant
Total Loan Funding Requirement	307.998
Capacity for Scheme Variations	12.267
Total Loan Funding Facility	320.265

17.2.5 The receipts set out in the table below from the shared ownership and private sale elements of the programme will flow back to the Council to help manage the debt exposure.

Table 2c: BLRP Tranche 1 Development Programme Capital Receipts

BLRP Development Programme Capital Receipts	Total £M
Shared Ownership Initial Sale Receipts	37.249 ¹
Market Sale Receipts	33.542
Total Receipts	70.791

¹ The 50-year BLRP Business Plan assumes a further £40.444m shared ownership receipts from leaseholders purchasing additional equity (staircasing)

17.2.6 However, as the economic climate worsened during 2022, the increased cost of borrowing, building materials and labour without sufficient increases in rents and property values has resulted in the programme approved in April 2022 being no longer being financially viable. Following an extensive review of the programme and negotiations with the GLA for increased grant the programme was changed in the following ways:

- **Perceval House:** As per the development agreement with Countryside, the Council will purchase the affordable homes within the wider Perceval House scheme. This scheme is now to be delivered through the Council's HRA capital programme as approved by Cabinet in December 2022 and included in the HRA Business Plan and Capital Programme approved by cabinet in January 2023 and will be subsequently removed from the BLRP business plan at its next update.
- **Lexden Road, Northolt Grange and Sussex Crescent:** Following the HRA Business Plans approval on 25 January 2022 these schemes are now being delivered through the Council's HRA capital programme and are on course to start on site by the GLA grant claim deadline of March 2023.
- **Broomcroft Road, Canberra Drive and Mandeville Road:** These schemes have not progressed sufficiently in terms of delivery and viability to be delivered through the GLAs 2018-2023 programme and will now form part of the 2021-2026 programme which Cabinet approved in principle in December 2022. A decision will be taken to Cabinet during 2023 to determine the delivery and funding of these schemes.
- **Park View Road:** The Young Adults Centre has been retained with residential redevelopment now cancelled.

17.2.7 As such there is both a scaling back and slippage to the original programme. However the remaining tranche 2 schemes and the schemes that will make up tranche 3 of BLRP's programme will be progressed in 2023 with delivery subject to financial viability being demonstrated which will have a significant reliance on the £109.5m GLA grant awarded for the 2021-2026 programme and on the cost of borrowing the Council is able to provide to BLRP.

17.2.8 An update on the revised BLRP business plan will be taken to Cabinet during 2023.

18. Greener Ealing Limited (GEL)

- 18.1 Greener Ealing Limited (GEL) is a company wholly owned by the Council set up in July 2020 to provide Refuse Collection, Street Cleaning and other related services within the borough. This follows a £14.100m investment for the long-term improvement of services providing a new fleet of trucks to support a more consistent, responsive and reliable service that will build on the borough's recycling rate (which is the second highest in London). At present GEL leases Greenford Depot from the Council and has a fleet of leased vehicles.
- 18.2 The Company's Board is responsible for making any capital investment decisions, however there is close working with the Council, given that it is the primary customer and key stakeholder, and the Council provides loan facilities for this purpose, for which it charges interest in accordance with the subsidy control requirements. As this is a relatively new arrangement, the capital need has developed and evolved over the course of the past year, in particular the decision to move from purchasing vehicles outright to leasing them.

Section 5 – Capital Expenditure and Funding

19. Capital Expenditure

19.1 Capital spend is expenditure incurred in acquiring, constructing or enhancing physical assets such as buildings, land, vehicles, plant and machinery that have an estimated useful asset life in excess of one year.

19.2 The Council applies a de-minimis level of £10,000.

19.3 Where expenditure qualifies to be supported by a capital grant and in accordance with relevant funding conditions, the Council can in this circumstance suspend the de-minimis rule.

19.4 Capital Expenditure Plans

19.4.1 The Council determines the areas where it may need to incur capital expenditure from the following:

- a) Identification of urgent health and safety requirements;
- b) Review and delivery of Council priorities (Council Plan and other service plans);
- c) Review of current and future asset management plans; and
- d) Changes in service areas where a change in need and/or demand may require additional facilities etc.

19.4.2 Aligned to corporate and service priorities, individual schemes are included within the approved capital programme or are to be considered for a resource allocation over the period of the Capital Strategy, having regard to the MTFS and Budget Strategy.

19.5 Factors Driving Spending Plans

19.5.1 In addition to the Corporate Plan, Budget Strategy & MTFS which underpin the spending plans, they are also driven by various factors, some of which are listed below:

- Council Plan priorities;
- Asset condition survey;
- Increased capacity required from capacity assessment;
- Change in asset requirements, e.g. technological, environmental standards;
- Retrofit and climate change improvements;
- External funding requirements; and
- Government legislation.

20. Capital Resource Strategy

20.1 Context of Capital Resource Strategy

- 20.1.1 The Council's strategy for deploying resources is to ensure that all resources are utilised to achieve Council objectives. Whilst the aims and priorities of the Council will shape decisions around capital expenditure, there is recognition that the financial resources available to meet priorities are constrained as a result of the current economic and political climate.
- 20.1.2 The Council's MTFS shows a funding gap for 2024/25. At present, the Council is working to close the gap. Any additional capital expenditure which is not funded through other capital resources will increase this gap unless that expenditure delivers revenue savings or income.
- 20.1.3 In light of the above, it is imperative that capital expenditure plans are affordable, prudent and sustainable. Given the Council's MTFS position, the aim is to minimise any impact of capital expenditure on the Council's General Fund.

20.2 Utilisation of Capital Resources

- 20.2.1 Wherever possible the Capital Programme will utilise and maximise external funding provided either by central government capital grants, or contributions from third parties (e.g. developers). Whilst grants and other contributions will reflect government and partner-led priorities they will nevertheless be deployed to address priority needs for the Council.
- 20.2.2 The capital programme is also reliant on internal or locally generated funding in the form of capital receipts from asset sales, direct revenue funding and prudential borrowing. In more recent years, and as a result of central government cuts to grant funding, capital investment plans have become increasingly reliant on capital receipts and prudential borrowing.
- 20.2.3 The Council has a substantial land and property estate. Where assets are identified as surplus to operational requirements they may be disposed of, resulting in a capital receipt. Capital receipts are generally not ring-fenced and will be used to maximise the achievement of corporate priorities (including revenue efficiencies arising from capital receipts flexibilities) or to finance capital schemes. Capital receipts may also be used to repay amounts borrowed when there are clear benefits from doing so; this is set out further in the Minimum Revenue Provision Policy.
- 20.2.4 Typically, the most expensive option for financing capital expenditure is prudential borrowing so the Council will do what it can to avoid that unless that borrowing yields income or delivers savings beyond the cost of borrowing.
- 20.2.5 The Council has a number of different funding sources available to use for capital expenditure. The different sources of funding are detailed below.

20.3 Priority of resources to fund the Capital Programme

20.3.1 The Capital Programme will use the resources available as follows:

- Maximising the use of External Funding;
- Utilising Capital Receipts;
- Invest to Save schemes;
- Contribution from Revenue; and
- Borrowing.

20.3.2 The revenue cost of borrowing for capital schemes, where unavoidable, will be built into the revenue budget for the appropriate year and MTFS period and approval will be considered as part of the annual budget report.

20.4 Consideration of Capital Proposals with Mixed Funding Sources

20.4.1 Schemes attracting partial external funding, such as grants for private sector housing, will be assessed in the same way as those schemes which require 100% of funding to be met from borrowing and will only be included within the capital programme if they meet the Council's needs, objectives and priorities. Schemes that are 100% funded from external funding would normally be included automatically within the capital programme, subject to confirmation of the external funding and the scheme meeting the Council's priorities. Such schemes are usually supported by capital grants or developer contributions from agreements under Section 106 of the Town and Country Planning Act 1990. A capital bid still needs to be completed for these proposals.

21. Capital Funding Options

21.1 The availability, affordability and financial sustainability of capital funding will limit the number and value of capital schemes, funded through borrowing without any compensation savings or income, which can be progressed.

21.2 The main sources of capital funding for the General Fund and HRA are summarised below.

21.3 Capital Grants

21.3.1 The Council mainly receives capital grants from Government but on occasions may receive grants from other government agencies such as the Heritage Lottery Fund, the Greater London Authority (GLA) and Transport for London (TfL).

21.3.2 Capital grants can be split into two categories:

1. Non-ring fenced: grants that can be utilised on any project (albeit that there may be an expectation of use for a specific purpose); and
2. Ring-fenced: resources which are ring-fenced to particular areas and therefore have restricted uses.

21.3.3 Grants can be awarded to the Council either via;

- Government allocation i.e. Disabled Facilities Grant; or
- Specific invitation through an earmarked grant funding pot.

21.3.4 Where there is a requirement to make an application to an external body for funding and, when appropriate, to commit Council resources as match funding to any bid for external resources, a business case and/or External Funding Gateway 1 form will need to be completed and considered by FSG and/or SLT for approval, and depending on the value may also require approval from Cabinet. The business case must justify the bid for external resources and any Council match funding prior to submission of the bid.

21.4 Section 106 developer contributions (S106)

21.4.1 In considering an application for planning permission, the Council may seek to secure benefits to an area or restrict uses or activities related to a proposed development through the negotiation of a 'planning obligation' with the developer which must be:

- i) Necessary to make the development acceptable in planning terms;
- ii) Directly related to the development; and
- iii) Fairly and reasonably related in scale and kind to the development.

21.4.2 The planning obligation is known as the Section 106 ¹(S106) contribution. Unless there are service specific conditions on the use of the S106 contribution, the monies should be used to support eligible existing Council infrastructure priorities and commitments rather than allocated to new schemes.

21.5 Other External Contributions

21.5.1 Other external funding that the Council may receive to fund specific capital schemes may be from partners such as other local authorities and Integrated Care Boards (ICBs)² or partners with whom the Council may be jointly undertaking a capital project.

21.5.2 Where a capital scheme is reliant on external contributions, service departments will be required to have in place signed funding agreements before the capital scheme or associated budget can be approved and incorporated into the programme. Depending on the scheme and value of the overall project, the department may also require Cabinet approval.

¹ Town and Country Planning Act 1990

² Under the Health and Social Care Act (2022) Integrated Care Board (ICB)s have replaced Clinical Commissioning Groups (CCGs)

21.6 Revenue Contributions

- 21.6.1 Revenue budgets can be used to fund the capital programme, either via a one-off contribution to fund a project, or an annual sum to repay Prudential Borrowing debt costs. Ongoing use of revenue should be assessed in relation to the impact on council tax through the prudential indicators outlined in the Treasury Management Strategy.
- 21.6.2 Although the opportunities to fund capital expenditure directly from the General Fund revenue budget are limited, there are examples of revenue funding contribution to capital e.g. funds are allocated from the schools' individual revenue budgets to supplement the capital resources allocated to school's improvement and expansion projects and contributions from the parking reserve to fund eligible highways capital works.
- 21.6.3 The HRA revenue budgets contribute towards specific capital schemes to supplement the capital resources allocated to housing improvement and regeneration schemes.

21.7 Earmarked Reserves

- 21.7.1 Reserves are set aside from revenue resources and earmarked for particular purposes. The approved capital programme currently contains expenditure which is funded from a combination of the following reserves including the Invest to Save and Major Repairs Reserve.

21.8 Capital Receipts

- 21.8.1 The Council's policy on capital receipts is set out in Section 22 below.

21.9 Private Finance Initiatives (PFI)

- 21.9.1 PFI schemes involve partnerships between the public and private sector to fund public sector infrastructure projects with private capital. Under a PFI, a private sector contractor agrees to accept the risks associated with the design, construction and maintenance of the asset over the contract term, which is typically for a 25 year period. The public sector partner pays an annual fixed price (the unitary charge) during the contract term, part of which is subject to inflation. At the end of the term, the asset is wholly owned by the Council.
- 21.9.2 Details of the Council's PFI liabilities are detailed in the annual Statement of Accounts.

21.10 Leasing

- 21.10.1 Services may enter into finance leasing agreements to fund capital expenditure. However, a full options appraisal and comparison of other funding sources must be made and the Strategic Director of Corporate

Resources (Section 151 Officer) must be certain that leasing provides the best value for money method of funding the scheme.

21.10.2 Under the Prudential Code, finance leasing agreements are counted against the overall borrowing levels when considering the prudence and affordability of the Council's borrowing.

21.10.3 Details of the Council's material lease liabilities are detailed in the annual Statement of Accounts.

21.11 Borrowing

21.11.1 The Council's borrowing strategy is detailed in the Treasury Management Strategy (Appendix 9).

22. Capital Receipts Policy

22.1 Overview

22.1.1 A capital receipt is an amount of money exceeding £10,000, which is generated from the sale of an asset. The rationalisation of the asset portfolio is a consideration within the asset management strategy and provides benefits such as a reduction in revenue costs (such as maintenance and security) relating to surplus assets, as well as releasing assets for disposal. Capital receipts can be an important funding source for the Capital Programme.

22.1.2 The Council's policy is to treat all capital receipts as a corporate resource, enabling investment to be directed towards those schemes or projects with the highest corporate priority. This means that individual services are not reliant on their ability to generate capital receipts.

22.1.3 The timing and value of asset sales is the most volatile element of funding. As a result, the Strategic Director of Corporate Resources (Section 151 Officer) closely monitors progress on asset disposals. Any in-year shortfalls against forecasts will need to be met from increased borrowing, up to the 'Authorised Borrowing Limit' which is agreed annually by Council as part of the Treasury Management Strategy.

22.2 Flexible Use of Capital Receipts

22.2.1 The Department for Levelling Up, Housing and Communities (formerly MCHLG) issued a directive in 2016 providing councils with the flexibility to use capital receipts for qualifying revenue expenditure, initially 2021/22 was the final year for this directive, but on 4 April 2022 the department announced an extension to the policy by a further three years ending in 2024/25. Ealing's strategy is set out in Annex A.

Section 6 – Investment Strategy

23. Non-Treasury Investments

- 23.1 CIPFA defines investment properties as properties held solely to earn income and/or for capital appreciation i.e. the returns from property ownership can be both income driven (through the receipt of rent) and through appreciation of the asset value (capital growth).
- 23.2 The Council does not make capital investments primarily for financial return. The Council has made a number of policy loans to third parties (e.g. Broadway Living) which are listed in the Treasury Management Strategy and reported separately in the prudential indicators under Housing loan/Equity to Broadway Living Registered Provider (BLRP).
- 23.3 The strategy proposes that the Council continues to consider investing prudently in non-treasury investments i.e. policy investments, taking advantage of opportunities as they present themselves, ensuring that any decisions are made following robust analysis and strong governance process.
- 23.4 The updated Prudential Code requires all investments and investment income to be attributed to one of the following three purposes:

(i) Treasury Management Investments

Are investments that arise from the organisation's cash flows or treasury risk management activity, and ultimately represent balances which need to be invested until the cash is required for use in the course of business. Treasury investments may also arise from other treasury risk management activity which seeks to prudently manage the risks, costs or income relating to existing or forecast debt or treasury investments.

(ii) Service Investments

Are investments held primarily and directly for the delivery of public services including housing, regeneration and local infrastructure. Returns on this category of investment, which are funded by borrowing, are permitted only in cases where the income is "either related to the financial viability of the project in question or otherwise incidental to the primary purpose".

(iii) Commercial Investments – including commercial property

Are investments held primarily for financial return with no treasury management or direct service provision purpose. Risks on such investments should be proportionate to a council's financial capacity. 'Plausible losses' should be able to be managed and absorbed in budgets

or reserves without unmanageable detriment to local services. An authority must not borrow to invest primarily for financial return.

Section 7 – Capital Programme

24. Approved Capital Programme

- 24.1 The Council's Capital Programme includes various programmes, including the Council housing estate improvement and new-build programme, development of the new Civic Centre and expansion works at various schools, as well as improvements to transport links.
- 24.2 Details of the Council's 5-year programme are included within Appendix 7, whilst the new schemes being recommended to be adopted in the General Fund by Cabinet and Full Council are set out in Appendix 6.
- 24.3 The tables below provide a summary of the Capital Programme, which reflects the scheme slippage from Quarter 3 of 2022/23.

Table 2a: Approved Capital Programme Spend

Capital Programme - 2022/23 to 2027/28	£m								
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	Total	Future Years	Total
Children's Services	33.795	33.735	19.117	0.000	0.000	0.000	86.646	0.000	86.646
Adults Services & Public Health	0.571	0.390	0.000	0.000	0.000	0.000	0.961	0.000	0.961
Economy & Sustainability	37.797	71.467	31.150	27.369	1.443	0.792	170.219	(1.348)	168.871
Housing & Environment	56.393	47.459	7.345	6.458	0.000	0.000	117.656	0.000	117.656
Corporate Resources	34.984	147.585	96.625	20.776	18.636	14.667	333.273	78.582	411.855
Strategy & Change	1.188	1.822	0.000	0.000	0.000	0.000	3.010	0.000	3.010
Corporate Budget	0.000	0.994	0.000	0.000	0.000	0.000	0.994	0.000	0.994
Total General Fund	164.728	303.452	154.437	54.603	20.079	15.460	712.759	77.234	789.993
HRA	82.240	137.741	153.790	98.754	50.148	61.201	583.874	0.000	583.874
Capital Programme Total	246.968	441.193	308.227	153.357	70.227	76.661	1,296.633	77.234	1,373.867

Table 2b: Approved Capital Programme Funding for General Fund

General Fund Capital Programme Funding - 2022/23 to 2027/28	£m								
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	Total	Future Years	Total
Mainstream Funding	83.991	206.343	135.824	54.603	(18.690)	15.460	477.530	56.589	534.119
Capital Receipts	0.878	11.622	8.966	0.000	38.769	0.000	60.236	13.325	73.470
Specific Funding (Split as Follows)	79.859	85.488	9.647	0.000	0.000	0.000	174.994	7.410	182.404
-Grant	72.159	52.488	7.387	0.000	0.000	0.000	132.034	0.000	132.034
-Revenue Contribution	0.000	0.011	0.000	0.000	0.000	0.000	0.011	7.410	7.421
-Reserve Drawdown	0.275	0.317	0.000	0.000	0.000	0.000	0.592	0.000	0.592
-Parking Revenue Account	1.026	2.570	0.000	0.000	0.000	0.000	3.595	0.000	3.595
-Invest to Save	0.000	0.013	0.000	0.000	0.000	0.000	0.013	0.000	0.013
-Partnership Contributions	3.535	20.361	0.000	0.000	0.000	0.000	23.896	0.000	23.896
-S106	2.699	9.728	2.260	0.000	0.000	0.000	14.687	0.000	14,687
-HRA Contribution	0.166	0.000	0.000	0.000	0.000	0.000	0.166	0.000	0.166

General Fund Capital Programme Funding - 2022/23 to 2027/28	£m								
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	Total	Future Years	Total
Total Funding - General Fund	164.728	303.452	154.437	54.603	20.079	15.460	712.759	77.234	789.993

Table 2c: Approved Capital Programme Funding for HRA

HRA Capital Programme Funding - 2021/22 to 2026/27	£M								
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	Total	Future Years	Total
Mainstream Funding	35.818	78.691	124.534	49.122	31.367	34.396	353.929	0.000	353.929
Capital Receipts	23.173	9.199	6.683	21.645	0.294	8.593	69.586	0.000	69.586
Specific Funding (Split as Follows)	23.249	49.851	22.573	27.987	18.487	18.211	160.358	0.000	160.358
-Grant	11.899	33.478	6.275	11.484	0.000	0.000	63.136	0.000	63.136
-Revenue Contribution	0.193	0.000	0.060	0.000	0.000	0.000	0.253	0.000	0.253
-Reserve Drawdown	10.157	15.454	15.329	15.003	14.987	14.711	85.641	0.000	85.641
-Partnership Contributions	0.500	0.500	0.500	0.500	0.500	0.500	3.000	0.000	3.000
-HRA Contribution	0.500	0.419	0.409	1.000	3.000	3.000	8.328	0.000	8.328
Total Funding - HRA	82.240	137.741	153.790	98.754	50.148	61.201	583.874	0.000	583.874

25. Additions to the Capital Programme

- 25.1 Appendix 6 of the Budget Strategy report sets out the new capital schemes that are being recommended to be adopted in the programme. A total of £12.850m is being proposed to be added for the General Fund programme, of which £6.717m will be funded from borrowing and the remaining from other resources. This is offset by a reduction in borrowing of £12.574m due to schemes to be decommissioned (section 26). Table 3 below provides a summary of the capital additions.

Table 3: Capital Programme Additions

Department	Capital Programme 2022/23 - 2027/28 £M						
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	Total
Children's Services	0.000	1.208	0.000	0.000	0.000	0.000	1.208
Adults' Service & Public Health	0.000	0.810	0.630	0.020	0.000	0.000	1.460
Economy & Sustainability	0.000	5.116	1.190	0.875	0.775	0.000	7.956
Environment & Housing	0.000	0.170	0.170	0.170	0.170	0.000	0.680
Corporate Resources	0.000	1.221	0.000	0.000	0.325	0.000	1.546
Capital Programme Additions	0.000	8.525	1.990	1.065	1.270	0.000	12.850
Mainstream Funding	0.000	(3.202)	(1.520)	(0.895)	(1.100)	0.000	(6.717)
Capital Receipts	0.000	(0.526)	0.000	0.000	0.000	0.000	(0.526)
Grant	0.000	(4.328)	0.000	0.000	0.000	0.000	(4.328)
Parking Reserve	0.000	(0.170)	(0.170)	(0.170)	(0.170)	0.000	(0.680)
Other Contribution	0.000	(0.300)	(0.300)	0.000	0.000	0.000	(0.600)
Total Funding	0.000	(8.525)	(1.990)	(1.065)	(1.270)	0.000	(12.850)

26. Decommissioning of Capital Projects

- 26.1 A total of £12.574m is being decommissioned from the existing approved programme. Appendix 6 of the Budget Strategy report sets out the capital scheme being recommended for decommissioning. Table 4 below provides a summary by service department of the movements.

Table 4: Capital Programme Decommissioning

Department	Capital Programme 2022/23 - 2027/28 £M						
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	Total
Corporate Budget	0.355	12.219	0.000	0.000	0.000	0.000	12.574
Capital Programme Decommissioning	0.355	12.219	0.000	0.000	0.000	0.000	12.574
Mainstream Funding	(0.355)	(12.219)	0.000	0.000	0.000	0.000	(12.574)
Total Funding	(0.355)	(12.219)	0.000	0.000	0.000	0.000	(12.574)

Section 8 – Other Long-Term Liabilities

27. Service / Policy Investments

- 27.1 The Council can lend money to third parties e.g. subsidiaries, special purpose vehicle, registered providers, suppliers, local business, local charities, housing associations, residents and its employees to support local public services and stimulate local economic growth.
- 27.2 Details of the Council's current service investment related loans are set out in the Treasury Management Strategy (Appendix 9).

Section 9 – Risk Management

28. Risk Management Overview

- 28.1 This section considers the Council's risk appetite in relation to its capital investments and commercial activities, i.e. the amount of risk that the Council is prepared to accept, tolerate, or be exposed to at any point in time.
- 28.2 Risk will always exist and cannot be removed in its entirety; however, the Council should always perform a risk review to identify and understand any risks and how these can be mitigated and managed.
- 28.3 Major capital schemes require careful management to mitigate, transfer or eliminate the potential risks which can arise. Where key risks or opportunities are identified they should be subject to the provisions and processes set out in the Council's Corporate Risk Management Strategy.

29. Managing Risk Effectively

- 29.1 The Council recognises that maintaining a dynamic risk aware culture is vitally important as it goes through a period of significant change, with the increasing need to balance the effects of budget reductions, changes to services provided and possible increased demand. The benefits gained in managing risk effectively are improved strategic, operational and financial management, better decisions and outcome delivery, improved statutory compliance and ultimately improving the services that people receive.
- 29.2 Risks specific to the delivery of the capital programme and Capital Strategy are managed by a range of processes and groups:
- Financial risks (e.g. overspending, slippage and re-profiling) are managed through the Council's financial monitoring process which is reported quarterly to SLT and Cabinet.
 - The progress of major projects is monitored through specific officer-led programme/project boards.
 - Any significant changes to the direction of financial or legal risks of any major scheme are reported to FSG, SLT and Cabinet.

29.3 Risk Management Framework

- 29.3.1 The Council has a strong risk management framework in place which provides a process for the identification, management and reporting of risks. The risk strategy, with the associated risk registers (strategic and departmental risk registers), plays an important part in the corporate governance structure of the Council.
- 29.4 The above principle will also apply to Ealing's wholly owned companies e.g. Broadway Living and Greater Ealing Ltd (GEL).

30. Risk Profile

- 30.1 Effective risk management means being risk aware, not risk averse. The Council believes that:
- risk needs to be managed rather than avoided, and that its response to risk is proportionate; and
 - the amount of risk the Council is prepared to accept or be exposed to (its risk appetite) will vary according to the perceived significance of particular risks, as well as regulatory or legislative constraints. It may be prepared to take comparatively large risks in some areas and none at all in others.

31. Other Assurance Frameworks

- 31.1 In addition to the Council's risk management framework, there are other assurance frameworks to provide management and Members the assurances required over processes and controls.
- 31.2 The internal audit function has an audit programme whereby financial systems are reviewed on a rolling cycle. The findings and recommendations from these audits are reviewed and actioned by officers and Members are updated through the Audit Committee.
- 31.3 External audit provides additional assurance over our capital processes, controls and management through their annual audit of our Statement of Accounts.

Section 10 – Knowledge and Skills

32. Knowledge and Skills

- 32.1 Both the Capital Programme and the Treasury Management Strategy are managed by teams of professionally qualified accountants with considerable experience of local government finance. Officers maintain and develop their skills and knowledge through a programme of Continuous Professional Development and by attending various courses and conferences held by CIPFA and other sector experts on an ongoing basis.
- 32.2 The Strategic Director of Corporate Resources in their capacity as Section 151 has overall responsibility for ensuring the proper management of the Council's capital programme, asset portfolio and treasury management activity and follows an ongoing CPD programme.

Annex A – Flexible Use of Capital Receipts Strategy

1. Background

- 1.1 The Department for Levelling Up, Housing and Communities (DLUHC), formerly MCHLG, direction¹ gives councils the freedom to use capital receipts from the sale of their own assets (excluding Right to Buy receipts) to:
- generate ongoing revenue savings in the delivery of public services;
 - transform service delivery to reduce costs; and/or
 - transform service delivery in a way that reduces costs or demand for services in future years for any of the public sector delivery partners.
- 1.2 The key criteria is that the expenditure is forecast to generate ongoing savings to an authority's net service expenditure.
- 1.3 From 2018/19 Ealing has taken advantage of this flexibility.
- 1.4 Extension from 1 April 2022**
- 1.5 The original policy ran until the end of 2021/22, however the then MHCLG announced in February 2021 that it would be extended for another three years.
- 1.6 Updated guidance was subsequently published in August 2022, the main change being that it is not permitted to use capital receipts generated by a disposal to an entity within the authority's 'group structure'.

2. Legislation and Guidance

- 2.1 Under the updated guidance on flexible use of capital receipts issued under section 15 (1)(a) of the Local Government Act 2003 and effective from 1 April 2016, local authorities have the freedom to use capital receipts from the sale of their own assets (excluded Right to Buy receipts) to help fund the revenue costs of transformation projects and release savings.
- 2.2 The guidance is not prescriptive about the content of a council's Flexible Use of Capital Receipts strategy but requires the strategy to be approved either as part of the Council's Medium Term Financial Strategy (MTFS) or separately.
- 2.3 Accountability**
- 2.3.1 Councils are required to disclose the individual projects that will be funded, or part-funded through the capital receipts flexibility to Full Council or the equivalent. This requirement can be satisfied as part of the annual budget setting process, through the MTFS or equivalent.
- 2.3.2 The DLUHC guidance recommends that the Council produces a Flexible Use of Capital Receipts Strategy setting out details of projects to be funded through the flexible use of capital receipts, prior to the start of each financial year.

¹ Statutory Guidance on Flexible Use of Capital Receipts issued by the Department for Levelling Up, Housing and Communities (formerly MCHLG) (March 2016) and MCHLG Flexible Use of Capital Receipts Direction Issued February 2018

Failure to meet this requirement does not mean that an authority cannot access the flexibility in that year, however, in this instance, the strategy should be presented to Full Council at the earliest possible opportunity. The guidance allows councils to update their strategy during the year.

- 2.3.3 It is a condition of the direction that authorities must send details setting out their planned use of the flexibility to the Secretary of State, in advance of its use for each financial year. Authorities may, however, update their plans and resubmit to the Secretary of State during the financial year.

3. Ealing's Transformation Programme

- 3.1 The strategy approved by Council in February 2022 was in respect of eligible costs on resourcing the service outcome reviews which have or will support the delivery of the savings plans in the MTFs.

- 3.2 The projects within the Transformation Programme are included in the current capital programme.

3.3 Current Transformation Programme Budget

- 3.3.1 The Transformation Programme funding supports the delivery of a number of outcome reviews intended to deliver council priorities (at that time) of delivering efficiencies and value for money whilst mitigating the impact on outcomes for the community and improving these where possible. In March 2022, Full Council approved the current transformation programme to support delivery of the £13.320m of approved saving plans detailed in the 2022/23 Budget Strategy report to Council. These savings plans are summarised in the table below.

Table 1: 2022/23 Savings Supported by Transformation Programme

Saving Summary	2022/23 £M	2023/24 £M	2024/25 £M	2025/26 £M	Savings Total £M
Climate Action	£0.000	£0.000	£0.000	£0.000	£0.000
Healthy Lives	£5.281	£0.683	£0.229	£0.000	£6.192
Fairer Start	£0.675	£0.000	£0.000	£0.000	£0.675
Inclusive Economy	£1.515	£0.495	(£0.124)	£0.000	£1.886
Genuinely affordable homes	£0.665	£0.479	(£0.219)	£0.000	£0.925
Good Growth	£0.000	£0.000	£0.000	£0.000	£0.000
Total Gross Savings	£11.209	£2.100	(£0.050)	£0.062	£13.320

- 3.3.2 The table below sets out the current approved project funded through this programme.

Table 2: 2022/23 Transformation Programme Agreed Projects

Transformation Programme Projects	Cost Estimate £M	Total Saving 2022/23 - 2025/26 (£M)	Project Delivery
Increasing the value realised from the council's reablement services	1.200	(5.038)	31 March 2025

3.3.3 Funding was also provided to support delivery of transformation work in the planning process.

3.3.4 Delivery of the outcome reviews is supported by the central Project Management Office (PMO) and tracked through Project Delivery Boards, and reported to SLT and to Members. All of the programmes are currently in delivery.

3.4 New Flexible Use of Capital Receipts programme from 2023/24

3.4.1 It is proposed that the future Flexible Use of Capital Receipts programme would encompass work relating to supporting the delivery of the savings being recommended for approval at the February 2023 Cabinet meeting as summarised below.

Table 3: 2023/24 Savings to be Supported by the Transformation Programme

Saving Summary	2023/24 £M	2024/25 £M	2025/26 £M	2026/27 £M	Savings Total £M
Climate Action	£3.167	£1.018	£0.954	£0.261	£5.400
Fairer Start	£3.017	£0.622	£2.246	£0.717	£6.602
Inclusive Economy	£0.265	£0.045	£0.045	£0.045	£0.400
Genuinely affordable homes	£1.000	(£1.000)	£0.000	£0.000	£0.000
Good Growth	£1.187	£0.020	£0.020	£0.020	£1.247
Thriving Communities	(£0.316)	£0.509	£0.416	£0.122	£0.731
Organisational Priorities	£1.831	(£1.519)	£0.018	£0.018	£0.348
Total Gross Savings	£10.151	(£0.305)	£3.699	£1.183	£14.728

3.4.2 The forecasted spend for the project will be contained with the previously approved £2m on resourcing service outcome reviews which have or will support the delivery of the savings plans detailed in the 'Budget Strategy and MTFS 2023/24 to 2025/26'.

3.4.3 There is no impact on the Council's revenue treasury budgets from the use of capital receipts in this way. The Council has sufficient resources to set aside funds in-line with agreed spend profile for the relevant years in advance. SLT will be kept abreast of progress towards achieving the savings alongside the financial cost and funding position to allow for SLT to evaluate, pause and reassess the programme, where required.

3.4.4 Full Council will be asked to approve in principle the programme at the 8 March 2023 meeting and also to provide delegation to the Strategic Director of Corporate Resources (Section 151 Officer) to sign-off the programme meeting the published DLUHC criteria as set out in updated guidance.

3.5 Updated Programme and Budget

3.5.1 Overall, the updated programme is currently estimated to remain within the previously approved c£2m budget supporting to deliver in total c£28m of savings over 2022/23 to 2026/27.

Table 4: 2022/23 to 2025/26 and 2023/24 to 2026/27 Savings Programme

Saving Summary	2022/23 £M	2023/24 £M	2024/25 £M	2025/26 £M	2026/27 £M	Savings Total £M
MTFS Savings Programme <i>Approved February 2022</i>	£11.209	£2.100	(£0.050)	£0.062	n/a	£13.320
MTFS Savings Programme <i>subject to approval by Cabinet in February 2023</i>	n/a	£10.151	(£0.305)	£3.699	£1.183	£14.728
Total Gross Savings	£11.209	£12.251	(£0.355)	£3.761	£1.183	£28.048

3.6 Eligible Capital Receipts

3.6.1 The Council holds sufficient earmarked eligible capital receipts to fund this spend. Utilising general capital receipts for this purpose will mean that borrowing for the existing capital programme will need to increase and the associated borrowing costs will have an impact on revenue. However, the borrowing costs will have a lower impact on revenue than the existing revenue contribution required to the capital programme and will not take Ealing outside its existing prudential indicators (as set out in the Treasury Management Strategy) regarding the affordability of its borrowing.

This page is intentionally left blank

Treasury Management Strategy Statements, MRP Strategy and Annual Investment Strategy 2023/24

February 2023



Contents

Section 1 – Overview	3
1. Background	3
2. Reporting Requirements	4
3. Treasury Management Reporting	5
Section 2 – Treasury Management Strategy for 2023/24	7
4. 2023/24 Strategy Overview	7
5. Money Market Funds (MMFs)	8
6. Training	9
7. Treasury Management Consultants	9
8. Pension Fund Cash	10
9. West London Waste Authority (WLWA) Cash	10
10. MIFID II	10
11. Prudential Indicators	11
12. Minimum Revenue Provision (MRP) Policy Statement	11
13. Core funds and expected investment balances	12
14. Affordability Prudential Indicators	12
15. Borrowing	12
16. Liability Benchmark	15
17. Treasury Indicators	16
18. Economic Background and Interest Rate Forecasts	17
19. Borrowing Strategy 2023/24	19
20. Annual Investment Strategy	23
21. Financial Implications	23
22. Balanced Budget Requirement	23
Annex 1 – Treasury Management Policy Statement	25
Annex 2 – Treasury Management Scheme of Delegation	27
Annex 3 – Prudential Indicators	30
Annex 4 – MRP Policy Statement	37
Annex 5 – Investment Strategy	42

Section 1 – Overview

1. Background

- 1.1 The Council is required to operate a balanced budget i.e. cash raised during the year will meet cash expenditure. In pursuit of this objective, amongst other things, the Council operates a treasury management function which incorporates the management of the Council's cash flows, lending and borrowing activities and the control management and mitigation of the risks associated with these activities.
- 1.2 Borrowing facilitates the funding of the Council's capital programme. The Council's capital plans provide a guide to the borrowing need of the Council, essentially the longer-term cash flow planning, to ensure that the Council can meet its capital spending obligations. This management of longer-term cash may involve arranging long or short-term loans or using longer term cash flow surpluses. If the right circumstances prevail, debt previously drawn may be restructured to meet Council risk or cost objectives.
- 1.3 The contribution the treasury management function makes to the Council is critical, as the balance of debt and investment operations ensure liquidity and the ability to meet spending commitments as they fall due, either on day-to-day revenue or for larger capital projects. The treasury operations will maintain the balance between the interest costs of debt and the investment income arising from cash deposits to manage the available budget. Since cash balances generally result from reserves and balances, it is paramount to ensure adequate security of the sums invested, as a loss of principal will in effect result in a loss to the General Fund balance
- 1.4 Although policy spending initiatives or loans to third parties will impact on the treasury function, these activities are generally classed as non-treasury activities (arising usually from capital expenditure) and are separate from the day to day treasury management activities.
- 1.5 The Chartered Institute of Public Finance and Accountancy (CIPFA) defines treasury management as:
- “The management of the local authority’s borrowing, investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.”*
- 1.6 Revised reporting has been required since 2018/19 due to revisions of the Ministry for Housing Communities and Local Government (MHCLG) (now the Department for Levelling Up, Housing and Communities (DLUHC)) Investment Guidance, the MHCLG Minimum Revenue Provision (MRP) Guidance, the CIPFA Prudential Code and the CIPFA Treasury Management Code. The primary reporting changes included the introduction of a requirement for all local authorities to have a capital strategy, to provide a

longer-term focus to the capital plans, and greater reporting requirements surrounding any commercial activity undertaken under the Localism Act 2011 especially using the 'General Powers of Competence' provision. The capital strategy is being reported separately, though some key prudential indicators will be retained within this document.

2. Reporting Requirements

2.1 CIPFA revised the Prudential and Treasury Management Codes in December 2021, these updates were implemented by the Council in 2022/23. The Prudential Codes requires all local authorities to prepare an additional report, a capital strategy report, which will provide the following:

- a high-level long-term overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services;
- an overview of how the associated risk is managed; and
- the implications for future financial sustainability.

2.2 The aim is to ensure that all elected Members fully understand the long-term policy objectives and resulting capital strategy requirements, governance procedures and risk appetite.

2.3 The expected income, costs and contributions, debt and associated interest costs and the MRP policy are included in the Treasury Management Strategy. The Capital Strategy and Treasury Management Strategy have been reviewed to ensure compliance with the updated requirements across the two strategies.

2.4 Non-treasury investments are reported through the Capital Strategy. This ensures the separation of the core treasury function under security, liquidity and yield principles, and the service and policy investments usually driven by expenditure on an asset. The capital strategy outlines:

- the corporate governance arrangements for these types of activities;
- any service objectives relating to the investments;
- the expected income, costs and resulting contribution;
- the debt related to the activity and the associated interest costs;
- the payback period (Minimum Revenue Provision (MRP) policy);
- for non-loan type investments, the cost against the current market value; and
- the risks associated with each activity.

2.5 Should a physical asset be bought for investment purposes, details of market research, advisers used (and their monitoring), ongoing costs and investment requirements and any credit information will be disclosed, including the ability to sell the asset and realise the investment cash.

- 2.6 If any non-treasury investment sustains a loss this will be reported through the final accounts, outturn and audit process, including the strategy and revenue implications.
- 2.7 To demonstrate the proportionality between the treasury operations and the non-treasury operation, high-level comparators are shown throughout this strategy document.

3. Treasury Management Reporting

- 3.1 The Local Government Act 2003 (the Act) and supporting regulations requires the Council to 'have regard to' the CIPFA Prudential Code and the CIPFA Treasury Management Code of Practice (Treasury Code) to set prudential and treasury indicators for the next three years to ensure that the Council's capital investment plans are affordable, prudent and sustainable. The Council must also have regard to the DLUHC statutory guidance, Capital finance: guidance on minimum revenue provision.
- 3.2 In pursuit of the above, the Council must produce as a minimum three treasury reports each year:
- a) Treasury Strategy, a requirement fulfilled by the production of this strategy document which includes:
 - capital plans (including prudential indicators);
 - minimum revenue provision (MRP) policy;
 - the treasury management strategy (including treasury indicators); and
 - an investment strategy;
 - b) A mid-year report which updates members on treasury progress, the capital position, the prudential indicators (and any amendments) and whether any strategies or policies require revision; and
 - c) An annual treasury outturn report (a backward looking review).
- 3.3 Full Council approves the Treasury Strategy as part of the annual budget-setting process. This appendix sets out the Treasury Strategy for 2023/24.
- 3.4 The scrutiny of the treasury management function within the Council is undertaken by Audit Committee, which carries out quarterly reviews.
- 3.5 The Council is also required to comply, and its Investment Strategy is compliant with, the DLUHC investment guidance, revised in 2018.
- 3.6 The Treasury Code was adopted by Council on the 9 March 2010. This strategy report complies with the revised Treasury Code.
- 3.7 In addition to the reporting schedule outlined above the Code requires the:
- Creation and maintenance of a treasury management policy statement which sets out the policies and objectives of the Council's treasury

management activities. The Treasury Management Policy Statement is attached for reapproval as Annex 1.

- Creation and maintenance of Treasury Management Practices (TMPs) which set out the way the Council will seek to achieve those policies and objectives; these are maintained and kept under review by officers.
- Delegation by the Council of responsibilities for implementing and monitoring treasury management policies and practices and for the execution and administration of treasury management decisions. The scheme of delegation is attached as Annex 2.

3.8 The Council complies with the necessary requirements and its governance process is strengthened by its Treasury Risk and Investment Board (TRIB), which meets regularly to support the Strategic Director of Corporate Resources (Section 151) in the execution of their delegated powers.

Section 2 – Treasury Management Strategy for 2023/24

4. 2023/24 Strategy Overview

- 4.1 The Treasury Management Strategy for 2023/24 addresses capital issues including capital expenditure plans, prudential indicators, MRP and other treasury management issues such as the investment strategy and creditworthiness policy.
- 4.2 The proposed Treasury Management Strategy and Policy for the remainder of 2022/23 and for financial year 2023/24 adheres to the Council’s policy on investments of “safety before returns” and investments are currently being placed with the following:
- United Kingdom (UK) Government (Debt Management Office);
 - The Council’s banker (Lloyds Bank);
 - Nationwide; and
 - Money Market Funds (see point 5 for regulatory changes to MMFs introduced from 21 January 2019).
- 4.3 Although current investments are per above, the investment parameters permissible under the Treasury Management Strategy are much broader as outlined in the Annual Investment Strategy (Annex 5) under specified and non-specified investments. After due consideration the Strategic Director of Corporate Resources (Section 151) can invest in any of the instruments/strategies if satisfied that the rewards are within acceptable risk parameters.
- 4.4 The proposed Treasury Management Strategy for 2023/24 is based upon treasury officers’ views on interest rates and market forecasts (supplemented by forecasts provided by the Council’s treasury advisors, Link Asset Services). The proposals in this report will assist the Council in mitigating risk in the treasury management activities and allow the borrowing necessary to finance the capital programme.
- 4.5 The strategy report covers:
- Pension Fund and West London Waste Authority cash;
 - Capital Plans and Prudential Indicators;
 - MRP;
 - Borrowing (para 8);
 - Treasury Limits for 2023/24 to 2025/26;
 - Economic Background;
 - Borrowing Strategy;
 - Debt Rescheduling;
 - Housing Revenue Account (HRA) Self Financing;
 - Annual Investment Strategy;
 - Financial Implications;

- Balanced Budget Requirement;
 - Treasury Management Policy Statement; and
 - Scheme of Delegation.
- 4.6 The strategy incorporates the requirements of the Local Government Act 2003, the CIPFA Prudential Code, DLUHC MRP Guidance, the CIPFA Treasury Code and DLUHC Investment Guidance.

5. Money Market Funds (MMFs)

- 5.1 Officers have previously reported that some MMFs faced difficulty during the global financial crisis, so the European Commission proposed new rules to safeguard investors. The changes to MMFs came into effect from January 2019.

Summary of Revised Rules

- 5.2 The revised regulations focus on the structure, composition, liquidity requirements, fees, redemption gates and understanding investor behaviour and information reporting. MMFs are categorised into structural options within the two categories below.

Structural Options	Short-Term Money Market Funds	Standard Money Market Funds
Government Constant Net Asset Value (CNAV)	x	
Low Volatility Net Asset Value (LVNAV)	x	
Variable Net Asset Value (VNAV)	x	x

- 5.3 Until changes were introduced European MMFs had CNAV and VNAV funds and the Council only used only CNAV funds. CNAV funds have now been restricted to government portfolios while a revised structural option for non-government funds, the Low Volatility Net Asset Value (LVNAV) MMF was introduced.
- 5.4 LVNAV MMFs retain stable NAV to two decimal places provided the fund is managed to certain maturity and liquidity constraints. If these constraints are breached the funds must be marked to market. The board of the MMF can take protective action in times of market stress or when more than 10% of the fund is redeemed in one day. These include gating or restricting the amount that can be drawn down in one day and levying liquidity fees on investors.

- 5.5 Currently the Council restricts its use of MMFs to CNAV and LVNAV funds although the strategy permits the use VNAV MMF should this be deemed appropriate at a future date.

6. Training

- 6.1 The Treasury Code requires the responsible officer to ensure that members with responsibility for treasury management receive adequate training on treasury management and related issues. This especially applies to Members responsible for scrutiny, who regularly receive training.
- 6.2 Audit Committee members are scheduled to receive training this financial year to be delivered by the Council's treasury management advisers. The training needs of treasury management officers are met through attendance at relevant courses, conferences and forums and are periodically reviewed and addressed as part of the Council's appraisal scheme.

7. Treasury Management Consultants

- 7.1 The Council uses Link Asset Services, as its external treasury management advisers. The Council recognises that responsibility for treasury management decisions remains with the organisation at all times and will ensure that undue reliance is not placed upon external service providers. All decisions will be undertaken with regards to all available information, including, but not solely, treasury advisers.
- 7.2 The Council also recognises that there is value in employing external providers of treasury management services to access specialist skills and resources. The Council will ensure that the terms of their appointment and the methods by which their value will be assessed are properly agreed and documented and subjected to regular review.
- 7.3 The scope of investments within the Council's operations now includes both conventional treasury investments (the placing of residual cash from the Council's functions) and more policy/ service driven investments, such as policy loans for housing. The policy investments require specialist advisers, and the Council uses Link Asset Services and other commercial and legal advisers in relation to this activity.

8. Pension Fund Cash

- 8.1 The Council's arrangement for pension fund cash changed from 1 April 2011 to meet the requirements of (then) MHCLG regulations. In the past all pension fund transactions flowed through the Council's main bank account with monthly transfers to and from the Pension Fund bank account to manage surplus and deficit cash positions. A separate Pension Fund ledger has been operational since December 2018, to enable comprehensive and ring-fenced use of the Pension Fund bank account. All money due to/owed by Pension Fund to the Council is treated as a Debtor/Creditor and cash transfers are made to/from Pension Bank account for settlement.
- 8.2 All surplus Pension Fund cash will continue to be transferred monthly to the Custodian's (BNY Mellon) bank account where it is swept for overnight investment into a money market bank account. Pension Fund cash retained locally to manage cash flow will be invested in either the Pension Fund MMF or fixed term deposits.
- 8.3 The Council is responsible for managing the pension fund cash (that may be retained in house) in accordance with this Treasury Management Strategy. The Pension Fund Panel is updated of progress on a quarterly basis.

9. West London Waste Authority (WLWA) Cash

- 9.1 From 1 April 2014, the London Borough of Ealing started to carry out treasury management services for the WLWA. There are significant benefits in the WLWA engaging with one of the boroughs to provide treasury management services on their behalf.
- 9.2 During 2022/23 WLWA transferred their excess funds to the Council to be invested jointly and to have investments with Nationwide (£18m). They will earn the average interest rate achieved by the Council based on their average balance and the rate invested directly with Nationwide on their behalf. The WLWA has also subscribed to Link Asset Management Services and they will mirror the Council's investment strategy.
- 9.3 The performance of the treasury management service is reviewed from time to time. The annual charge for the WLWA using the Council's treasury management services has been agreed for at £7,700 and the current service contract will run to 2022/23. A contract extension of 2 years is expected to be signed in 2023.

10. MIFID II

- 10.1 As reported in previous years, on the 3 January 2018, the EU Market in Financial Instruments Directive II (MiFID II) came into effect and requires regulated bodies to classify Local Authorities as retail clients, unless they provide evidence that they should be opted up to 'professional client' status.

- 10.2 The Council has opted up to 'professional client' categorisation with all brokers and counterparties. In order to achieve this, the Council had to provide evidence that it held an investment balance of at least £10m and that the person(s) authorised to make investment decisions on behalf of the authority has at least one year's relevant professional experience. The Council currently meets these criteria and training needs will be regularly monitored to ensure compliance.

11. Prudential Indicators

- 11.1 The Local Government Act 2003 and supporting regulations requires the Council to 'have regard to' the Prudential Code and to set Prudential Indicators for the next three years to ensure that the Council's capital investment plans are affordable, prudent and sustainable.
- 11.2 The Council's Prudential Indicators for the period 2023/24 – 2025/26 are set out in **Annex 3** and Full Council is asked to approve these.
- 11.3 The benefit of the indicators are derived from monitoring them over time rather than the absolute value of each. A reporting schedule is maintained, with a mid-year report to Full Council to highlight any significant deviations from expectations. The indicators can be amended and reported to Full Council for approval at the earliest opportunity. The updated Prudential Indicators schedule will be taken to Full Council in March 2023.
- 11.4 The indicators for later years are broad estimates since a number of factors including the level of Government support beyond 2023/24 are not firmed up. These estimates will be revised, as more accurate information becomes available.

12. Minimum Revenue Provision (MRP) Policy Statement

- 12.1 Changes to statutory guidance for MRP were introduced effective from 2019/20.
- 12.2 The key changes were that:
- The option to calculate MRP in retrospect thereby creating a credit or a reduction in MRP for future years was closed, though the ability to reset a provision prospectively remains – any changes should use the residual CFR at that point in time;
 - MRP should not be £nil in any year – unless CFR is nil or negative or a voluntary MRP is being clawed back;
 - Maximum asset life is 50 years unless supported by expert opinion; and

- Where the asset life methodology (option 3) is being used, the guidance is prescriptive on the maximum number of years over which the type of expenditure can be written off – in the absence of a quantifiable asset life, 25 years is considered the reasonable default.

12.3 Full Council is asked to approve the MRP policy statement as set out in Annex 4.

13. Core funds and expected investment balances

13.1 The application of resources (capital receipts, reserves etc.) to either finance capital expenditure or other budget decisions to support the revenue budget will have an ongoing impact on investments unless resources are supplemented each year from new sources (asset sales etc.). Outlined below are estimates of the year end balances on investments.

Table 1: Estimate of Year End Balance

Year End Resources	2021/22	2022/23	2023/24	2024/25	2025/26
	Outturn	Estimate	Estimate	Estimate	Estimate
	£m	£m	£m	£m	£m
Expected Investments	410	574	340	300	310

14. Affordability Prudential Indicators

14.1 Within this framework prudential indicators are required to assess the affordability of the capital investment plans. These provide an indication of the impact of the capital investment plans on the Council’s overall finances. Full Council is asked to approve the indicators as set out in Annex 3.

15. Borrowing

15.1 The capital expenditure plans set out in this strategy document outline service activity for the Council. The treasury management function ensures that the Council adheres to the relevant treasury codes of practice as well as organising the Council’s cash flow and borrowing needs to meet the requirements of service activity. It is a statutory requirement under the Local Government Finance Act 1992, for the Council to produce a balanced budget. Section 31A and S31B requires a local authority to calculate its budget requirement for each financial year to include the revenue costs that flow from capital financing decisions. This means that increases in capital expenditure must be limited to a level whereby increases in charges to revenue from:

- increases in interest charges caused by increased borrowing to finance additional capital expenditure; and
- any increases in running costs from new capital projects

are limited to a level which is affordable, prudent and sustainable within the projected income of the Council for the foreseeable future.

- 15.2 The strategy document covers the relevant treasury/ prudential indicators, the current and projected debt positions and the annual investment strategy.
- 15.3 The Council's current treasury management portfolio position is set out in table 2A and 2B below. The overall portfolio as at the 31 March 2022 and the position at 31 December 2022 are shown below for borrowing and investments.

Table 2A: Treasury Management Portfolio

TREASURY PORTFOLIO				
	Actual	Actual	Current	Current
	31.3.2022	31.3.2022	31.12.2022	31.12.2022
	£000	%	£000	%
Treasury Investments				
Banks	30,000	5.67%	22,000	3.97%
Building Societies - Unrated	0	0.00%	0	0.00%
Building Societies - Rated	3,000	0.57%	18,000	3.25%
Local Authorities	0	0.00%	0	0.00%
DMADF (HM Treasury)	492,000	93.05%	456,500	82.44%
Money Market Funds	0	0.00%	45,000	8.13%
Other	3,725	0.70%	12,252	2.21%
Certificate Of Deposit	0	0.00%	0	0.00%
Total Managed In House	528,725	100.00%	553,752	100.00%
Bond Funds	-	0.00%	0	0.00%
Property Funds	-	0.00%	0	0.00%
Total Managed Externally	-	0.00%	0	0.00%
Total Treasury Investments	528,725	100.00%	553,752	100.00%
Treasury External Borrowing				
Local Authorities				
PWLB	773,130	87.09%	757,232	83.51%
LOBOs	78,000	8.79%	78,000	11.85%
Market Fixed Term Loan	10,000	1.13%	10,000	1.52%
Other	26,650	3.00%	32,125	3.12%
Total External Borrowing	887,780	100.00%	877,357	100.00%
Net Treasury Investments / (Borrowing)	(359,055)	100.00%	(323,605)	100.00%

- 15.4 The Council's projections for borrowing are summarised below. Table 2B shows the actual external debt against the underlying capital borrowing need, (the Capital Financing Requirement (CFR)), highlighting any over or under borrowing.

Table 2B: Actual External Debt against Capital Borrowing Need

	2021/22	2022/23	2023/24	2024/25	2025/26
	Outturn	Estimate	Estimate	Estimate	Estimate
	£m	£m	£m	£m	£m
External Debt					
Debt at 1 April	658.499	887.780	877.357	872.301	861.944
Expected change in Debt +/-	229.281	(10.423)	(5.056)	(10.357)	39.104
Actual gross debt at 31 March	887.780	877.357	872.301	861.944	901.048
The Capital Financing Requirement (CFR)	729.813	830.344	1,082.510	1,319.185	1,369.057
Under / (Over) borrowing	(157.967)	(47.013)	210.209	457.241	468.009
Other long-term liabilities (OLTL)	100.968	95.151	94.401	82.168	74.959
Expected change in OLTL	(5.817)	(0.750)	(12.233)	(7.209)	(7.792)
OLTL Total	95.151	94.401	82.168	74.959	67.167

Note: ***The table shows the impact of not externally borrowing (using the Council's cash balances/ investments to internally fund underlying borrowing). This policy is under constant review.*

15.5 Within the above figures the level of debt relating to non-treasury activities i.e. policy investment is:

Table 3: External Debt for Policy Investments (including Housing Loans) / non-treasury investments

	2021/22	2022/23	2023/24	2024/25	2025/26
	Outturn	Estimate	Estimate	Estimate	Estimate
	£m	£m	£m	£m	£m
Actual debt at 31 March £m	90.98	30.00	141.55	92.00	20.43
Percentage of total external debt %	10%	3%	16%	11%	2%

15.6 Within the range of prudential indicators there are a number of indicators to ensure that the Council operates its activities within well-defined limits. One of these is that the Council needs to ensure that its gross debt does not, except in the short term, exceed the total of the CFR in the preceding year plus the estimates of any additional CFR for 2023/24 and the following two financial years. This allows some flexibility for limited early borrowing for future years but ensures that borrowing is not undertaken for revenue or speculative purposes.

15.7 The Strategic Director of Corporate Resources (Section 151) reports that the Council complied with this prudential indicator in the current year and does not envisage difficulties for the future. This view considers current commitments, existing plans, and the proposals in this budget report.

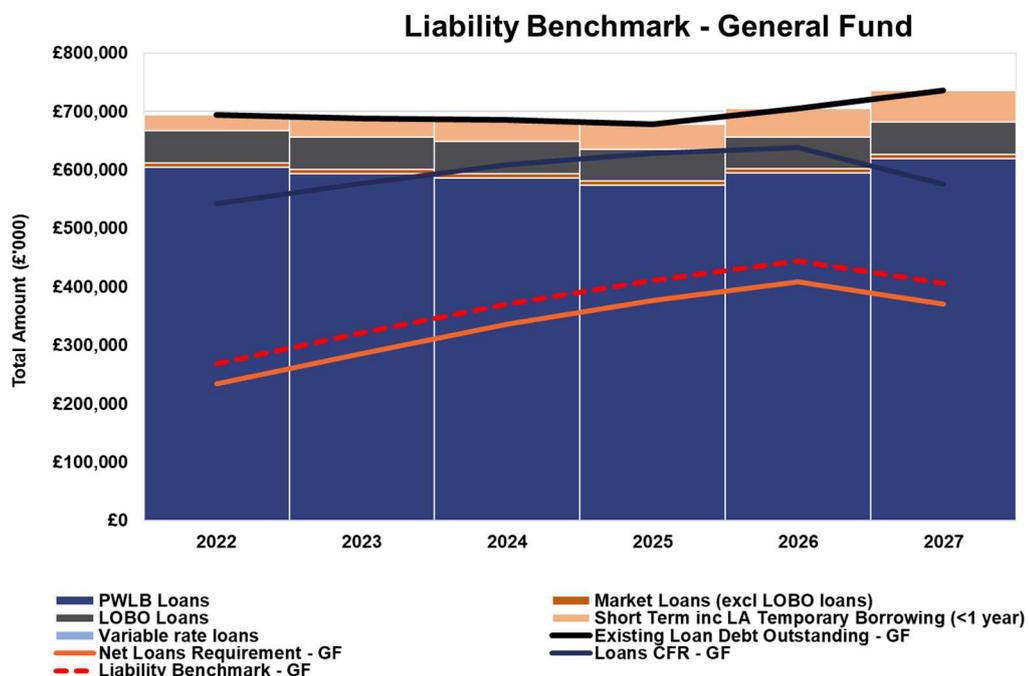
16. Liability Benchmark

16.1 A new prudential indicator for 2023/24 is the Liability Benchmark (LB). The Council is required to estimate and measure the LB for the forthcoming financial year and the following two financial years, as a minimum.

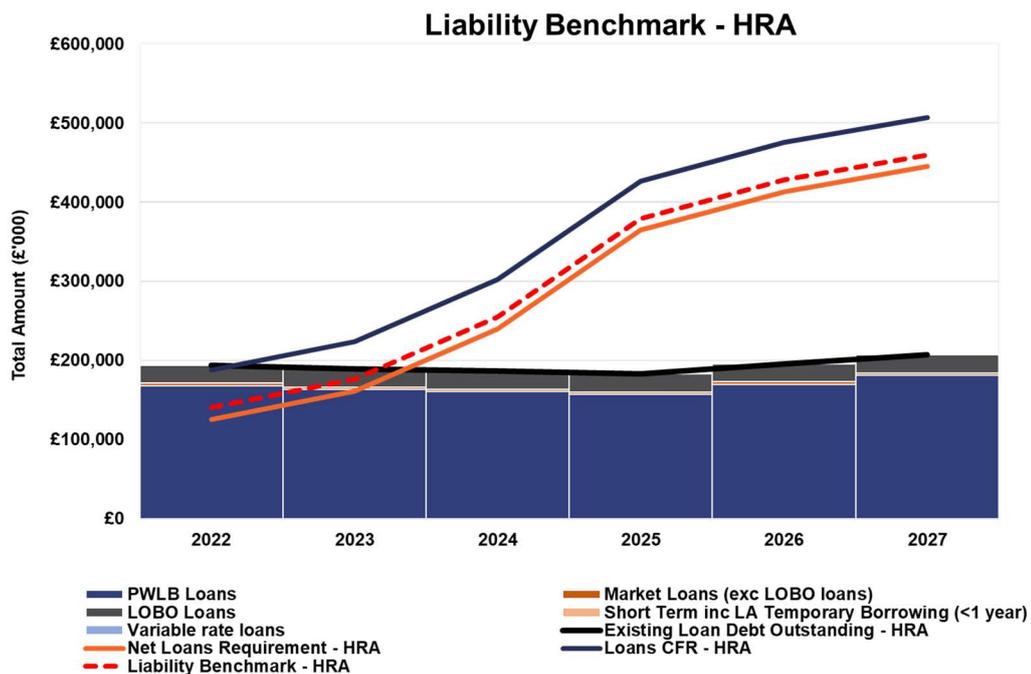
16.2 There are four components to the Liability Benchmark: -

1. **Existing loan debt outstanding:** existing loans that are still outstanding in future years.
2. **Loans CFR:** this is calculated in accordance with the loans CFR definition in the Prudential Code and projected into the future based on approved prudential borrowing and planned MRP.
3. **Net loans requirement:** this will show the gross loan debt less treasury management investments at the last financial year-end, projected into the future and based on its approved prudential borrowing, planned MRP and any other major cash flows forecast.
4. **Liability benchmark** (or gross loans requirement): this equals net loans requirement plus short-term liquidity allowance.

16.3 Liability Benchmark charts for General Fund (GF) and HRA:



16.3.1 For the GF liability benchmarking, the Council is showing an overborrowed position relative to its CFR, the reason for the overborrowing is that the Council took advantage of the low interest rates borrowings in 2021/22 to fund its planned capital programme. However, the overborrowing position will be reduced in the next couple years.



16.3.2 For the HRA liability benchmarking, the comparison between the current borrowing portfolio and the liability benchmark indicates a borrowing need. Currently the interest rates are not favourable for the new borrowings and interest rates are expected to fall in the coming years and at which point the Council will consider undertaking HRA borrowing.

17. Treasury Indicators

17.1 Treasury Limits for 2023/24 to 2025/26

17.1.1 It is a statutory duty under Section 3 of the Local Government Act 2003 and supporting regulations for the Council to determine and keep under review how much it can afford to borrow. The amount so determined is termed the “Affordable Borrowing Limit”. In England and Wales, the Authorised Limit represents the legislative limit specified in the Act.

17.1.2 The Council must have regard to the Prudential Code when setting the Authorised Limit, which essentially requires it to ensure that total capital investment remains within sustainable limits and that the impact upon its future council tax and council rent levels is ‘acceptable’.

17.1.3 Whilst termed an “Affordable Borrowing Limit”, the capital plans considered for inclusion incorporate financing by both external borrowing and other forms of liability, such as credit arrangements. The Authorised Limit is to be set, on a rolling basis, for the forthcoming financial year and two successive financial years, details of the Authorised Limit are set out in Annex 3.

18. Economic Background and Interest Rate Forecasts

- 18.1 Link Asset Services, as treasury adviser, assists the Council in formulating a view on interest rate forecasts. The following table outlines the Link Asset Services view. It should be noted that the Public Works Loans Board (PWLB) offers a certainty rate discount of 0.20% to local authorities who provide specified information on their plans for capital spending and the associated longer-term borrowing. The Council has applied and qualifies to borrow at the certainty rate.

Table 4: Link Interest Rate Forecast

Rate	Dec-22 %	Mar-23 %	Jun-23 %	Sep-23 %	Dec-23 %	Mar-24 %	Mar-25 %	Mar-26 %
Bank of England	3.50	4.25	4.50	4.50	4.50	4.00	3.00	2.50
5yr PWLB	4.30	4.30	4.20	4.10	4.00	3.90	3.40	3.10
10yr PWLB	4.50	4.50	4.40	4.30	4.20	4.00	3.50	3.20
25yr PWLB	4.70	4.70	4.60	4.50	4.40	4.30	3.70	3.50
50yr PWLB	4.30	4.40	4.30	4.20	4.10	4.00	3.40	3.20

- 18.2 The UK Gross Domestic Product (GDP) shrank 0.3% on quarter in the three months to September of 2022, slightly more than a preliminary estimate of a 0.2% drop. Household expenditure dropped 1.1%, while business investment went down 2.5% and inventories fell by £5.2bn, mainly driven by reductions for retail and manufacturing. On the other hand, Government expenditure went up 0.5% and Government investment surged 17.3%, while exports jumped 8.9% compared to a 3.6% decline for imports. Nevertheless, the UK monthly GDP grew by 0.5% in October from September, the biggest increase in nearly a year and above forecasts of 0.4%.
- 18.3 The Consumer Prices Index (CPI) rose by 10.5% in the 12 months to December 2022, down from 10.7% in November. On a monthly basis, CPI rose by 0.4% in December 2022, compared with a rise of 0.5% in December 2021. The largest downward contribution to the change in the CPI annual inflation rates between November and December 2022 came from transport (particularly motor fuels), clothing and footwear, and recreation and culture, with rising prices in restaurants and hotels, and food and non-alcoholic beverages making the largest partially offsetting upward contributions.
- 18.4 The Bank of England's Monetary Policy Committee voted by a majority of 6-3 to raise interest rates by 50 basis points to 3.5% during its December 2022 meeting, pushing the cost of borrowing to the highest level since late-2008, as policymakers try to balance containing inflation amid rising concerns of a looming economic recession. Since then it raised interest rates to 4.00% at its February 2023 meeting.
- 18.5 The UK employment rose by 27,000 in the three months to October, beating market estimates of a 17,000 decline and following a 53,000 drop in the previous month's reading. The unemployment rate in the UK edged higher to 3.7% in October from 3.6% in the previous period, matching market forecasts. The employment rate also went up to 75.6% from 75.4%, with the timeliest figures for on-payrol employees rising by 107,000 in November to a record of 29.9m. Job vacancies however, fell by 65,000 to 1,187,000, a fifth consecutive

decline, and reflecting uncertainty across industries, as economic pressures hold back on recruitment. Average weekly earnings including bonuses in the UK increased by 6.1% year on year in the three months to October, above a 6.0% gain in the three months to September but less than market forecasts of 6.2%. Meanwhile, regular pay which excludes bonus payment also went up 6.1%, the most since July 2021, exceeding forecasts of 5.9%. Adjusted for inflation, total pay fell 2.7%, and regular pay also dropped 2.7%, underlining the squeeze on households. In addition, retail sales unexpectedly declined 0.4% month on month in November, after an upwardly revised 0.9% in the previous month when there was a bounce back from the impact of the additional Bank Holiday in September for the State Funeral.

- 18.6 The Eurozone economy quarterly growth was revised slightly higher to 0.3% in the third quarter of 2022 from preliminary estimates of 0.2%. Fixed investment was the main driver of growth, rising by 3.6% during the quarter. The European Central Bank (ECB) raised interest rates by 50 basis points (bps) during its last monetary policy meeting of 2022, marking a fourth rate increase, following two consecutive 75bps hikes. In addition, household consumption advanced 0.9% and government spending increased slightly by 0.1%. Among the biggest economies, Italy and Germany's GDP grew fastest while France and Spain's GDP showed slight growth and Netherlands contracted. Meanwhile, the annual inflation in the Euro Area was revised to 10.1% in November, slightly up from a preliminary estimate of 10.0%. Energy prices rose at a softer rate compared to last month but remained the largest contributor to the overall price increase.
- 18.7 The unemployment rate in the United States (US) was unchanged at 3.7% in November 2022, matching market expectations while non-farm payrolls rose by a larger than forecast 263,000. The number of unemployed persons fell from 6.059m to 6.011m in November, while the number of employed decreased by 138,000 to 158.5m. The labour force participation rate edged down to a four-month low of 62.1% in November from 62.2% in the previous month. The US economy grew an annualised 3.2% on quarter in Q3 2022, better than 2.9% in the second estimate, and rebounding from two straight quarters of contraction. Consumer spending rose more than anticipated as growth in health care and "other" services partially offset a decrease in spending on goods, namely motor vehicles and food and beverages. The biggest positive contribution to growth came from net trade, although exports rose slightly less than reported in the second estimate while imports were unrevised. Meanwhile, annual inflation rate in the US slowed for a fifth straight month to 7.1% in November, the lowest since December last year, and below forecasts of 7.3%. Finally, the Federal Reserve raised the Fed Funds Rate by 50bps to 4.25%-4.5% during its last monetary policy meeting of 2022, pushing borrowing costs to the highest level since 2007. It was a seventh consecutive rate hike, following four straight three-quarter point increases.

19. Borrowing Strategy 2023/24

19.1 The Council's strategy is to achieve a low but stable cost of finance but retaining flexibility to alter its plans as circumstances change. In this regard, the Council was maintaining an under-borrowed position up until this year when advantageous borrowing rates has led to the Council taking out some borrowing early. This means that the capital borrowing need CFR is now funded in advance. This strategy is prudent as borrowing interest rates were low and the Council has a sizeable borrowing requirement to fund its ambitious capital delivery programme.

19.2 The Council has, to date, raised most of its long-term borrowing from the PWLB but will consider long-term loans from other sources including banks, pension funds and local authorities and will explore the possibility of issuing bonds and similar instruments to lower interest costs and reduce over-reliance on one source of funding in line with the CIPFA Code. PWLB loans are no longer available to local authorities planning to buy investment assets primarily for yield; this Council will continue to avoid this activity and ensure the Council retains its access to PWLB loans.

19.3 Sensitivities of the forecast

19.3.1 If officers' felt there was a significant risk of a sharp fall in long and short term interest rates (e.g. due to a marked increase of risks around relapse into recession or of risks of deflation), then long term borrowing will be postponed, and potential rescheduling from fixed rate funding into short term borrowing will be considered. However, if there was a significant risk of a much sharper rise in long and short term rates than that currently forecast, then the portfolio position will be re-appraised with the likely action that fixed rate funding will be raised whilst interest rates are still lower than they will be in the foreseeable years ahead. The Council has, during 2021/22, raised borrowing in line with the latter strategy. All decisions and actions taken have or will be reported to Audit Committee or Full Council at the earliest opportunity.

19.3.2 The Council's borrowing strategy will consider new borrowing in the following priority as required:

- Temporary borrowing from the money markets or other local authorities;
- PWLB variable rate loans for up to 10 years;
- Short dated borrowing from non PWLB and other sources;
- PWLB borrowing for periods across all the durations when rates are at particularly good value;
- Long term fixed rate market loans at rates significantly below PWLB rates for the equivalent maturity period (where available) and to maintaining an appropriate balance between PWLB and market debt in the debt portfolio;
- Capital market bond investors;
- UK Municipal Bonds Agency plc and other special purpose companies created to enable local authority bond issues;

- Individuals lending via peer-to-peer platform where necessary counterparty checks (for example proof of identity or money laundering requirements) are conducted by the platform; and
- Investors in capital market bonds and retail bonds issues by the Council.

19.3.3 **Other sources of debt finance:** In addition, capital finance may be raised by the following methods that are not borrowing, but may be classed as other debt liabilities:

- Leasing – a contract outlining the terms under which one party agrees to lease/ rent a property owned by another party;
- Hire purchase – financing where monthly payments are made but ownership does not occur until the last payment;
- Private Finance Initiative – a procurement method which uses private sector investment to deliver public infrastructure; and
- Sale and leaseback – selling a property and entering a lease arrangement with the purchaser to occupy.

19.3.4 The Council will continue to borrow in respect of the following:

- Maturing debt (net of MRP);
- Approved unsupported (prudential) capital expenditure; and
- To finance cash flow in the short term.

19.3.5 The type, period, rate and timing of new borrowing will be determined by the Strategic Director of Corporate Resources (Section 151) under delegated powers, considering the following factors:

- Expected movements in interest rates as outlined above;
- Current maturity profile;
- The impact on the medium term financial strategy; and
- Prudential indicators and limits.

19.4 **New Financial Institutions as a source of borrowing and Types of Borrowing**

19.4.1 Following the decision by the PWLB on 9 October 2019 to increase their margin over gilt yields by 100 bps to 180 bps on loans lent to local authorities, officers began to explore alternative sources of borrowing. However, in March 2020, the Government started a consultation process for reviewing the margins over gilt rates for PWLB borrowing. The chancellor announced the conclusion which amongst other things reversed certainty rate increase for the GF. Options for the diversification of loan source will still be explored and the Council will look to:

- Local authorities (primarily shorter dated maturities);
- Financial institutions (primarily insurance companies and pension funds but also some banks, out of spot or forward dates); and
- Municipal Bonds Agency.

19.4.2 Approved sources of borrowing include:

- PWLB;
- Any institution approved for investments;
- Financial Institutions including Assurance and Insurance Companies and Banks ;
- Local Authorities and Housing Associations;
- UK public sector and private sector pension funds;
- UK Municipal Bonds Agency plc and other special purpose companies created to enable local authority bond issues;
- Any other public sector body;
- Any other institution which is legally able to lend to local authorities;
- Leasing;
- Hire purchase;
- Private Finance Initiative (PFI) and similar financing arrangements; and
- Sale and leaseback.

19.4.3 A range of organisations fall within the scope of the list and a range of financial instruments may be issued to evidence the borrowing including public or privately issued bonds, negotiable bonds, commercial paper, medium term notes etc. The Strategic Director of Corporate Resources (Section 151) will explore all options and determine the optimal source of borrowing for the Council.

19.5 Treasury Management Limits on Borrowing Activity

19.5.1 There are three debt related treasury activity limits. The purpose of these is to restrain the activity of the treasury function within a flexibly set remit, to manage risk, yet not impose undue restraints that constrain cost reduction or performance improvement. The indicators are:

- Upper limits on variable interest rate exposure net of investments;
- Upper limits on fixed interest rate exposure; and
- Maturity structure of borrowing to manage refinancing risk.

19.5.2 The proposed indicators are set out in Annex 3.

19.6 Policy on borrowing in advance of need

19.6.1 The Council needs to ensure that its total debt, does not, except in the short term, exceed the total of the CFR in the preceding year i.e. 2022/23 plus the estimates of any additional CFR for the year 2023/24 and the following two financial years. This allows some flexibility for limited early borrowing for future years but ensures that borrowing is not undertaken for revenue generation purposes. The Council has raised some future years borrowing taking advantage of low interest rates in 2021.

- 19.6.2 Any decision to borrow in advance will be considered carefully to ensure value for money can be demonstrated and that the Council can ensure the security of such funds.
- 19.6.3 Borrowing in advance of need will ideally be limited to no more than 100% of the expected increase in borrowing need (CFR) over the three-year planning period. In determining whether borrowing will be undertaken in advance of need the Council will:
- ensure that there is a clear link between the capital programme and maturity profile of the existing debt portfolio which supports the need to take funding in advance of need;
 - ensure the ongoing revenue liabilities created, and the implications for the future and budgets have been considered;
 - evaluate the economic and market factors that might influence the manner and timing of any decision to borrow;
 - consider the merits and demerits of alternative forms of funding;
 - consider the alternative interest rate bases available, the most appropriate periods to fund and repayment profiles to use; and
 - consider the pros and cons of the impact of borrowing in advance of need at attractive rates on the available cash balances the Council will hold and the risks associated with increased exposure to credit risk arising from investing this additional cash in advance of need.

19.7 Debt Rescheduling

- 19.7.1 As short-term borrowing rates can be considerably cheaper than longer term rates, there could have been potential to generate savings by switching from long term debt to short term debt. Any savings will need to be considered in the light of the size of premiums to be incurred, their short-term nature, and the likely cost of refinancing those short-term loans, once they mature, compared to the current rates of longer-term debt in the existing debt portfolio. Any such rescheduling and repayment of debt is likely to cause a flattening of the Council's maturity profile as in recent years there has been a skew towards longer dated PWLB.
- 19.7.2 The business case for any rescheduling will include:
- the generation of cash savings and / or discounted cash flow savings;
 - helping to fulfil the strategy outlined above; and
 - enhancing the balance of the portfolio (amend the maturity profile and/or the balance of volatility).
- 19.7.3 Consideration will also be given to whether there is any potential for making savings by running down investment balances to repay debt prematurely as short-term rates on investments are lower than rates paid on current debt.

19.7.4 All rescheduling will be reported to Full Council at the earliest meeting following its implementation.

19.8 Housing Revenue Account (HRA) Self Financing

19.8.1 The housing subsidy system was dismantled and replaced by a system of self-financing of the HRA from 1 April 2012. Since then, two separate pools are operating for the management of HRA and GF debt.

19.8.2 Under the two pool approach legacy loans were notionally apportioned between the HRA and GF using the CFR split and loans since 2012 have been raised separately.

19.8.3 An equitable means of apportioning debt management expenses is in operation.

19.8.4 Until October 2018, HRA borrowing was capped by the government and the HRA needed to borrow within the parameters of its existing debt and the cap known as the headroom. In October 2018, the Government approved plans to remove the HRA borrowing cap, giving local authorities the flexibility to borrow prudently up to levels that can be supported through their revenue streams.

20. Annual Investment Strategy

20.1 The annual Investment Strategy is set out in Annex 5 for approval by Full Council which covers:

- Overview including durations bands for counterparties and minimum credit ratings (table 3 Annex 5);
- Policy lending (non-treasury management investments);
- Investment balances / liquidity of investments; and
- Specified / unspecified investments.

21. Financial Implications

21.1 Investment income is currently forecast to be £8.1m for 2022/23. For 2023/24 budgeted investment income is estimated at approximately £11.1m to reflect higher expected interest rates.

22. Balanced Budget Requirement

22.1 The Council complies with the provisions of the Local Government Finance Act 1992 to set a balanced budget.

22.2 Risk management plays a fundamental role in treasury activities due to the value and nature of transactions involved. In order to mitigate risks on investment income the Council holds an Economic Volatility Reserve, which

can be used to manage unforeseen volatility of investment income or borrowing costs.

- 22.3 Budgeting for MRP requires the Council to make provision for MRP linked to the life of the assets. This makes budgeting for MRP complex and sensitive to changes in assets being financed and the amount of unsupported borrowing used.
- 22.4 Regulations and statutory guidance on MRP was issued in February 2018.
- 22.5 **Loans to third parties**
 - 22.5.1 Expenditure on policy loans to third parties which constitute capital expenditure must have MRP set aside. In the past, some local authorities sought to justify not setting aside MRP for some investments as any borrowing would be repaid by selling the assets sometime in the future; this the statutory guidance now requires MRP will need to be set aside for these investment assets.
 - 22.5.2 Repayments included in annual PFI unitary payments or finance leases are applied as MRP. There is no requirement for the HRA to set aside MRP, although there is a requirement for depreciation to be applied.
 - 22.5.3 Acquisition of share capital can be written off over a maximum of 20 years.

Annex 1 – Treasury Management Policy Statement

Treasury Management Policy Statement

The Council defines the policies and objectives of its treasury management activities as follows:

- (i) The Council defines its treasury management activities as the management of the Council's cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.
- (ii) The Council regards the successful identification, monitoring and control of risk to be the prime criteria by which the effectiveness of its treasury management activities will be measured. Accordingly, the analysis and reporting of treasury management activities will focus on their risk implications.
- (iii) The Council acknowledges that effective treasury management will provide support towards the achievement of its business and service objectives. It is therefore committed to the principles of achieving best value in treasury management, and to employing suitable performance measurement techniques, within the context of effective risk management.

Annex 2 – Treasury Management Scheme of Delegation

Treasury Management Scheme of Delegation

The Council's Treasury Management Scheme of Delegation is approved by Full Council annually as part of the overall Treasury Management Strategy, it was last approved by Council at its meeting of March 2022 and there are no proposals for any amendments to the current scheme, which is set out below:

1. Full Council

- Receiving and reviewing reports on treasury management policies, practices and activities;
- Approval of/ amendments to the Council's adopted clauses, treasury management policy statement; and
- Approval of annual strategy.

2. Strategic Director of Corporate Resources (Section 151)

- Budget consideration and proposals to Full Council;
- Approval of the division of finance and treasury management responsibilities;
- Receiving and reviewing regular monitoring reports and acting on recommendations; and
- Approving the selection of external service providers and advisers and agreeing terms of appointment.

3. Audit Committee

- Scrutiny of the Treasury Management function and arrangements;
- Receive and review quarterly reports; and
- Reviewing the treasury management policy and procedures and making recommendations to Full Council.

4. The treasury management role of the Strategic Director of Corporate Resources (Section 151) is to:

- Recommend the Treasury Management Strategy and related policies for approval;
- Hold regular reviews, and monitor compliance with approved the approved Treasury Management Strategy;
- Formulate, consult on and approve treasury management practices, outlining the detailed manner in which the treasury management function will operate;
- Submit regular Treasury Management Strategy monitoring reports to Audit Committee and Full Council;

- Submit budgets and budget variations to the Strategic Leadership Team (SLT) Full Council and Cabinet;
- Receive and review management information reports;
- Review the performance of the treasury management function;
- Ensure the adequacy of treasury management resources and skills, and the effective division of responsibilities within the treasury management function;
- Ensure the adequacy of internal audit, and liaising with external audit;
- Recommend the appointment of external service providers and advisors;
- Preparation of the capital strategy that is prudent, sustainable and affordable and provides value for money;
- Ensuring that due diligence has been carried out on all treasury and non-treasury financial investments;
- Ensuring proportionality of all investments to ensure risk is well managed;
- Provision of a schedule of all non-treasury investments;
- Ensuring that members are adequately informed and understand the risk exposures taken by the Council.

Annex 3 – Prudential Indicators

Prudential Indicators

1. Capital Prudential Indicators

1.1 The Council's capital expenditure plans are a key driver of treasury management activity.

2. Capital Expenditure

2.1 This prudential indicator is a summary of the Council's capital expenditure plans, both those agreed previously, and those forming part of this budget cycle. Members are asked to approve the capital expenditure forecasts:

Table 1: Capital Expenditure Forecast

	2021/22	2022/23	2023/24	2024/25	2025/26
	Outturn	Estimate	Estimate	Estimate	Estimate
	£m	£m	£m	£m	£m
Non-HRA	62.153	134.728	161.901	62.437	34.177
Housing Loan to BLRP	2.984	30.000	141.552	92.000	20.426
Policy investments / non-financial investments	0.000	0.000	0.000	0.000	0.000
HRA	59.629	82.240	137.741	153.790	98.754
Total Capital Programme	124.765	246.968	441.193	308.227	153.357
Add : Capital Additions/ Repurpose/Decommissioning /Re-profiling of Mainstream Funding	0.000	(0.355)	(3.694)	1.990	1.065
Total Capital Programme including proposed Growth	124.765	246.613	437.499	310.217	154.422

2.2 Other long-term liabilities – the above financing need excludes other long-term liabilities, such as PFI and leasing arrangements which are classified as borrowing instruments.

2.3 Table 2 outlines how the capital expenditure plans are proposed to be financed by capital or revenue resources. Any shortfall of resources results in a funding need i.e. borrowing.

Table 2: Capital Programme Funding Summary

Capital Expenditure	2021/22	2022/23	2023/24	2024/25	2025/26
	Outturn	Estimate	Estimate	Estimate	Estimate
	£m	£m	£m	£m	£m
Non-HRA	62.153	134.728	161.901	62.437	34.177
Housing Loan to BLRP	2.984	30.000	141.552	92.000	20.426
Policy investments / non-financial investments	0.000	0.000	0.000	0.000	0.000
HRA	59.629	82.240	137.741	153.790	98.754
Total	124.765	246.968	441.193	308.227	153.357
Financed by:					
Capital receipts	0.871	0.878	11.622	8.966	0.000
Capital grants	24.043	72.159	52.488	7.387	0.000
Revenue Contribution	5.442	1.466	2.911	0.000	0.000
Other: Parking Reserve; Invest to Save; Partnership; S106	2.840	6.235	30.088	2.260	0.000
HRA Direct Funding	41.029	46.422	59.050	29.256	49.632
Total Financed	74.225	127.159	156.159	47.869	49.632
Net Financing Need (General Fund & HRA - Borrowing)	50.540	119.809	285.034	260.358	103.724
TOTAL FUNDING	124.765	246.968	441.193	308.227	153.357
Add : Capital Additions/ Repurpose of Mainstream Funding	0.000	(0.355)	(3.694)	1.990	1.065
Total Capital Programme excluding Growth	124.765	247.323	444.887	306.237	152.292

2.4 New borrowing made up as follows:

Table 3: New borrowing breakdown

	2021/22	2022/23	2023/24	2024/25	2025/26
	Outturn	Estimate	Estimate	Estimate	Estimate
New Year Borrowing GF	31.939	83.991	206.343	135.824	54.603
New Year Borrowing HRA	18.600	35.818	78.691	124.534	49.122
Housing Loan to BLRP	2.984	30.000	141.552	92.000	20.426
Adjustments for Leases	0.000	0.000	10.165	0.000	0.000
Total borrowing	53.523	149.809	436.750	352.358	124.150

Table 4: Loan to BLRP

	2021/22	2022/23	2023/24	2024/25	2025/26
	Outturn	Estimate	Estimate	Estimate	Estimate
Borrowing for non-financial investments	2.984	30.000	141.552	92.000	20.426
Net financing need for the year	53.523	149.809	436.750	352.358	124.150
Percentage of total net financing need %	5.57%	20.03%	32.41%	26.11%	16.45%

3. The Council's Borrowing Need (the Capital Financing Requirement)

- 3.1 This prudential indicator is the Council's Capital Financing Requirement (CFR), which is the total historic unfinanced capital expenditure, a measure of the Council's underlying borrowing need. Any capital expenditure not immediately paid for, will increase the CFR. The requirement to set aside the minimum revenue provision (MRP) reduces the Council's underlying need to borrow and the ensuing CFR.
- 3.2 The CFR does not increase indefinitely, as the MRP is a statutory annual revenue charge which broadly reduces the indebtedness in line with each asset's life, and so charges the economic consumption of capital assets as they are used (similar to a repayment).
- 3.3 The CFR includes any other long-term liabilities (OLTL) such as PFI schemes and finance leases brought onto the balance sheet. Whilst these increase the CFR, and therefore the Council's borrowing requirement, these types of scheme include a borrowing/ financing facility and so the Council is not required to separately borrow for these schemes. The Council currently has £95.151m of such schemes that forms part of the CFR.
- 3.4 The Council is asked to approve the CFR projections below:

Table 5: CFR - Capital Financing Requirement

	2021/22 Outturn	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate	2025/26 Estimate
	£m	£m	£m	£m	£m
CFR – Non Housing	524.993	559.705	591.628	611.769	620.880
CFR – Housing	187.844	223.663	302.354	426.888	476.010
CFR – Housing Loan/Equity to BL/BLRP	16.976	46.976	188.528	280.528	272.167
OLTL	100.968	95.151	94.401	82.168	74.959
Total CFR	830.781	925.495	1,176.911	1,401.353	1,444.016
Movement in CFR	31.881	125.576	404.907	316.442	63.089

- 3.5 Movement in CFR inc OLTL is represented by:

Table 5a: Movement in CFR inc OLTL

	2021/22 Outturn	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate	2025/26 Estimate
	£m	£m	£m	£m	£m
Net financing need for the year	53.523	149.809	436.750	352.358	124.150
Less MRP and other financing movements	(21.642)	(24.233)	(31.843)	(35.916)	(61.062)
Less VRP*	0.000	0.000	0.000	0.000	0.000
Movement in CFR	31.881	125.576	404.907	316.442	63.089

*Voluntary Revenue Provision

4. International Financial Reporting Standard (IFRS) 16 Leasing

- 4.1 IFRS16 requires off balance sheet operating leases onto the balance sheet for closing of the accounts for 2024/25 deferred by CIPFA from 2021/22, although early adoption will be allowed.
- 4.2 The CFR, external debt (OLTL), authorised limit and operational boundary, have been adjusted to allow for those leases which were previously off-balance sheet, being brought onto the balance sheet at 31 March 2024. It is not currently possible to be precise about the adjustment figures until detailed data gathering has been substantially completed in 2023/24 financial year. The authorised limit and operational boundary have been increased to allow for a current initial estimate of the likely effect of this change. Notwithstanding this, the limits will be amended mid-year if the allowance is insufficient. An assessment will also be made of the impact on the HRA share of the CFR.
- 4.3 A key aspect of the regulatory and professional guidance is that elected members are aware of the size and scope of any commercial or policy investment activity in relation to the Council's overall financial position. The capital expenditure figures shown in 2.1 and the details above demonstrate the scope of this activity and, by approving these figures, consider the scale proportionate to the Council's remaining activity.
- 4.4 Under the capital finance regulations, local authorities are permitted to borrow up to three years in advance of need. The Council will only consider borrowing in advance of need if market conditions indicate that it is the best course of action. This Council raised some borrowing in advance in 2021/22 to take advantage of and lock in low long term interest rates, especially as officers believed that long term rates were likely to rise. There may be a short term carry cost to borrowing in advance of need if investment rates are considerably lower than long term borrowing rates. Borrowing in advance of need also increases the level of temporary investments and thus increases the exposure to loss of investment principal. However, the Council has put in place a prudent methodology to minimise this risk.

5. Affordability Prudential Indicators

- 5.1 **Actual and estimates of the ratio of financing costs to net revenue stream**
- 5.1.1 This indicator identifies the trend in the cost of capital (borrowing and other long-term obligation costs net of investment income) against the net revenue stream.

Table 6: Ratio of financing costs to revenue streams

	2021/22 Outturn	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate	2025/26 Estimate
	%	%	%	%	%
Non-HRA	12.40%	12.64%	9.13%	17.23%	16.66%
HRA (inclusive of settlement)	8.57%	8.55%	6.06%	13.33%	11.78%
Housing Loan to BLRP	0.01%	0.04%	0.35%	1.51%	0.89%

5.1.2 The estimates of financing costs include current commitments and the proposals in this budget report.

Table 7: HRA Ratios

	2021/22 Outturn	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate	2025/26 Estimate
	£m	£m	£m	£m	£m
HRA debt (£m)	187.844	223.663	302.354	426.888	476.010
HRA revenues (£m)	64.376	73.694	76.767	81.075	86.638
Ratio of debt to revenues	2.92:1	3.04:1	3.94:1	5.27:1	5.49:1

	2021/22 Outturn	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate	2025/26 Estimate
HRA Debt (£m)	187.844	223.663	302.354	426.888	476.010
Number of HRA Dwellings	11,773	10,861	10,749	10,662	10,435
Debt per dwelling (£m)	0.016	0.021	0.028	0.040	0.046

6. Treasury Indicators: Limits on Borrowing Activity

6.1 The Operational Boundary

6.1.1 This is the limit beyond which external debt is not normally expected to exceed. In most cases, this would be a similar figure to the CFR, but may be lower or higher depending on the levels of actual debt and the ability to fund under-borrowing by other cash resources.

Table 8: Treasury Indicators: Limits on borrowing activity

Operational Boundary – General Fund & HRA	2021/22 Outturn	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate	2025/26 Estimate
	£m	£m	£m	£m	£m
Debt	712.837	783.368	893.982	1,038.657	1,096.890
Other long term liabilities	95.151	94.401	82.168	74.959	67.167
Housing Loan to BLRP	16.976	46.976	188.528	280.528	272.167
Total	824.964	924.745	1,164.678	1,394.144	1,436.224

6.2 The Authorised Limit for external debt

- 6.2.1 A further prudential indicator represents a control on the maximum level of borrowing. This represents a limit beyond which external debt is prohibited, and this limit needs to be set or revised by the Full Council. It reflects the level of external debt which, while not necessarily desired, could be afforded in the short term, but is not sustainable in the longer term.
- 6.2.2 This is the statutory limit determined under section 3 (1) of the Local Government Act 2003. The Government retains an option to control either the total of all councils' plans, or those of a specific council, although this power has not yet been exercised.
- 6.2.3 The authorised limit has built in a buffer in respect of operational leases to be brought on to the balance sheet in line with IFRS16.
- 6.2.4 Full Council is asked to approve the following Authorised Limits:

Table 9: Authorised Limits

Authorised limit - General Fund & HRA	2021/22	2022/23	2023/24	2024/25	2025/26
	Outturn	Estimate	Estimate	Estimate	Estimate
	£m	£m	£m	£m	£m
Debt	752.837	823.368	933.982	1,078.657	1,136.890
Other long term liabilities	95.151	94.401	82.168	74.959	67.167
Housing Loan to BLRP	16.976	46.976	188.528	280.528	272.167
Total	864.964	964.745	1,204.678	1,434.144	1,476.224

6.3 Maturity Structure of Borrowing

- 6.3.1 These gross limits are set to reduce the Council's exposure to large fixed rate sums falling due for refinancing and are required for upper and lower limits. Full Council is asked to approve the following treasury indicators and limits:

Maturity structure of fixed interest rate borrowing 2023/24		
	Lower	Upper
Under 12 months	0%	10%
12 months to 2 years	0%	10%
2 years to 5 years	0%	20%
5 years to 10 years	0%	20%
10 years to 20 years	10%	30%
20 years to 30 years	10%	30%
30 years to 40 years	10%	30%
40 years to 50 years	10%	40%
Maturity structure of variable interest rate borrowing		
	Lower	Upper
Under 12 months	0%	10%
12 months to 2 years	0%	10%
2 years to 5 years	0%	10%
5 years to 10 years	0%	10%
10 years to 20 years	0%	10%
20 years to 30 years	0%	10%
30 years to 40 years	0%	10%
40 years to 50 years	0%	10%

Annex 4 – MRP Policy Statement

MRP POLICY STATEMENT

The Local Authorities (Capital Finance and Accounting) (England) (Amendment) Regulations 2008 require the Council to determine for the current financial year an amount of minimum revenue provision (MRP) which it considers to be prudent. This involves allowing the debt to be repaid over a period reasonably commensurate with that over which the capital expenditure provides benefit.

MHCLG (now DLUHC) Guidance requires the Council to approve an annual MRP statement and requires the Council to make a prudent provision of MRP. The broad aim of the guidance is to ensure that capital is financed over a period for which it provides benefits.

The first MRP charge will be made in the year following the date that an asset becomes operational.

Minimum Revenue Provision (MRP) Policy Statement

1. It was agreed at the Cabinet meeting of 24 February 2009 and Full Council meeting of 3 March 2009 that, the Council makes MRP charges to revenue in accordance with option 3, the asset life method as opposed to option 4 depreciation, which would have required the additional resource and administrative expense of tracking and revaluing assets at regular intervals. There is no basis for a change in policy and in accordance with approval sought and received in 2009 the Council will continue to apply option 3.
2. **Asset Life Method**
 - 2.1 MRP will be based on the estimated life of the assets, in accordance with the proposed regulations (this option must be applied for any expenditure capitalised under a capitalisation direction) (option 3); this option provides for a reduction in the borrowing need over approximately the asset's life.
 - 2.2 Under this policy the total charge to the General Fund budget in 2022/23, excluding PFI and finance leases is expected to be approximately £12.125 m of which a significant element (£4.407m) is in relation to debt incurred prior to 1 April 2008.
 - 2.3 The Council is required to pay off an element of the accumulated General Fund capital spend each year (the CFR) through a revenue charge, the MRP. It is also allowed to undertake additional voluntary payments if considered prudent, a voluntary revenue provision (VRP).
 - 2.4 DLUHC regulations require Full Council to approve an MRP Statement in advance of each financial year. Full Council is recommended to approve the

following MRP Statement:

- 2.5 For capital expenditure incurred before 1 April 2008 or Supported Capital Expenditure after that date, the MRP policy will be:

“the MRP policy is equal to an annual reduction of 2% of the outstanding debt at 1 April 2017 for the subsequent 50 years”

- 2.6 From 1 April 2008, for all unsupported borrowing (excluding PFI and finance leases), the MRP policy will be:

- **Asset life method** – MRP will be based on the estimated life of the assets, in accordance with the regulations (this option must be applied for any expenditure capitalised under a Capitalisation Direction) (option 3).

- 2.7 These options provide for a reduction in the borrowing need over approximately the asset’s life. There is no requirement on the HRA to make a minimum revenue provision but there is a requirement for a charge for depreciation to be made.

2.8 MRP Overpayments

- 2.8.1 A change introduced by the revised MRP Guidance was the allowance that any charges made over the statutory MRP, voluntary revenue provision or overpayments, can, if needed, be reclaimed in later years if deemed necessary or prudent. In order for these sums to be reclaimed for use in the budget, this policy must disclose the cumulative overpayment made each year.

- 2.8.2 In 2020/21 a Voluntary Revenue Provision (VRP) of £4.034m was made, of which £0.740m was paid in 2021/22 and the balance as at 31st March 2022 was £3.294m. In line with the asset life method adopted by the Council, this VRP has led to a recalculation and reduction of future MRP payments. It is estimated that the cumulative overpayments are as follows:

MRP Overpayments	£m
Balance at 31 March 2022	3.294
Impact of recalculation in 2022/23	-0.74
Forecast Balance at 31 March 2023	2.554
Impact of recalculation in 2023/24	-0.74
Forecast Balance at 31 March 2024	1.814

2.9 MRP for Loans/Service Investments Deemed to be Capital Expenditure

- 2.9.1 When making service/ policy investments the Council needs to consider the potential MRP implications where the loan is classed as capital spend. The Council currently provides service loans to third parties to facilitate the delivery of housing or services that advance the Council’s policy objectives. The cash advances will be used by the third parties to fund capital expenditure and this

will be treated as capital expenditure and a loan to a third party. The CFR will increase by the amount of loans advanced (under the terms of contractual loan agreements). Once funds are returned to the Council, the returned funds are classed as a capital receipt, and off-set against the CFR, which will reduce accordingly.

- 2.9.2 Expenditure on service loans to third parties which constitute capital expenditure must have MRP set aside. In respect of the following types of capital expenditure, the Council has established an alternative methodology for calculating the annual MRP charges:
- 2.9.3 The housing loans to BLRP constitute capital expenditure and therefore must have MRP set aside, the Council has established an alternative and prudent methodology for setting the annual MRP charge. A loan facility repayment holiday will exist until completion of the development phase. This mirrors the Council policy which charges MRP in the year following the date that an asset becomes operational. MRP will then follow the loan agreement schedule, remaining within the overall 50-year BLRP business plan, thereby reducing the CFR accordingly.
- 2.9.4 The Council will undertake an annual financial assessment of the third party's ability to repay the debt and where any adverse changes are perceived a voluntary MRP provision will be made to cover any future potential financial losses. This arrangement will also be applied where a third party has committed to underwrite the debt costs of a specific project through amounts reserved for capital purposes.
- 2.9.5 The Council takes a holistic view on prudence spanning the lifecycle of the service loan.

2.10 Finance and Operational Leases

- 2.10.1 For assets acquired by finance/ operational leases or Private Finance Initiative schemes, MRP will be equal to the portion of the rent or unitary charge that is applied to write down the balance sheet liability (the capital element), or over the life of the asset.

2.11 Revenue Expenditure Funded from Capital Under Statute (REFCUS)

- 2.11.1 For capital expenditure under statute or incurred via the use of a Capitalisation Direction provision will be made over a period not exceeding 20 years.

2.12 Equity Investments

- 2.12.1 The Council will determine MRP on equity investments based on a 20-year life. However, for equity investments in asset backed companies, longer life may be assumed to match the Council's policy for investment assets.
- 2.12.2 The Strategic Director of Corporate Resources (Section 151) will determine alternative MRP approaches, in the interests of making prudent provision,

where this is material, taking account of local circumstances, including specific project timetables and revenue-earning projections.

- 2.12.3 The Council has historic service loans to associated organisations for which MRP treatment is in line with the associated risk and prudence considerations and regulations at the time of issue. These arrangements may continue, however, the Strategic Director of Corporate Resources (Section 151) can vary the MRP methodology in line the parameters approved within this policy.

Annex 5 – Investment Strategy

INVESTMENT STRATEGY

1. OVERVIEW

1.1 Investments can be financial or non-financial. This report deals with financial investments (as managed by the treasury management function) although prudential indicators in as much as they pertain to borrowing for non-financial investment are outlined in this report. The purchase of non-financial income yielding assets are covered in the Capital Strategy report.

1.2 Investments are made broadly in three different circumstances:

- When excess cash is generated from the day to day activities(i.e. Treasury Management investments);
- Lending to organisations or investing in the share capital of same to promote a local service or policy objective; and
- To earn investment income, known as commercial investments.

1.3 Treasury Management Investments

1.3.1 The Council mostly receives income in cash (such as taxes and grants) and in turn funds its expenditure to pay salaries and invoices. The Council also holds reserves to manage risk. These activities, together with timing decisions surrounding borrowing can lead to surplus cash which is invested in line with statutory guidance. Treasury investment balance is expected to fluctuate between £300m and £500m during the 2023/24 financial year.

1.4 Service/ Policy Investments

1.4.1 The Council can lend money to third parties e.g. subsidiaries, special purpose vehicles (SPV), registered providers, its suppliers, local businesses, local charities, housing associations, residents and its employees to support local public services and stimulate local economic growth.

1.4.2 In some circumstances the Council may have entered into a partnership arrangement with organisations or institutions for the provision of a service/ facility that will directly promote the Council's policy objectives which either requires the Council to lend or jointly invest in a venture. The Council has provided loans to BL and BLRP, an arms-length company now a registered provider to increase the inadequate supply of high-quality affordable housing within the borough.

1.4.3 These types of service investments do not form part of the treasury management strategy but are discussed in the Capital Strategy.

1.4.4 The lending activities outlined in Table 1 below have been either scheduled or have been undertaken to support the Council's service objectives.

Table 1: Loans for Policy Investments

Organisation	£m	Description
West London Waste Authority (WLWA)	28.000	An Invest to Save loan granted to West London Waste Authority (WLWA) towards the project for the development of a new Energy from waste facility. Interest payments for this loan commenced January 2017.
Broadway Living Limited	8.035	Two loans have been granted to Broadway Living Limited for £1.2m and £6.8m
Future Ealing	0.563	This is an investment that LBE made, which was part of a PFI structure.
Gunnersbury CIC	0.120	This loan of £250k was granted to Gunnersbury Community Interest Company to assist with initial set up costs. As at December 2021 total of £78k principal has been repaid.
Broadway Living Registered Provider (BLRP)	15.390	Loans were granted to BLRP totalling £11.6m for Tranche 1 Loan Utilisation and Westagte £3.8m.

1.5 Security

- 1.5.1 A key risk is the inability of the borrower to repay the principal lent and/or the interest due. The Council mitigates this risk by limiting the quantum of exposure to any single borrower and having recourse to underlying real assets should the lender default.
- 1.5.2 Accounting standards now requires the Council to set aside loss allowance for loans, where it foresees the likelihood of default. Currently the Council does not expect any credit loss to arise from non-payment of the principal sum invested.

1.6 Risk assessment

- 1.6.1 The Council assesses the risk of loss before entering and whilst holding service loans. A business case is developed, and then external advisors are used to scrutinise and challenge the assumptions and projections presented. A risk analysis was carried out as part of the business case for loans to BL and BLRP. The performance of the companies is being kept under ongoing review via regular meetings with BL and BLRP Boards.

1.7 Service/ Investments Equity

- 1.7.1 The Council can and has invested in the shares of its subsidiaries or partner organisations to support local public services and stimulate local economic growth.

1.8 **Security**

- 1.8.1 One of the risks of investing in shares is that they fall in value meaning that the initial outlay may not be recovered. The shares that Council invest in do not have a ready market and are not acquired with the intention of trading the shares.

1.9 **Risk assessment**

- 1.9.1 As outlined above, a risk analysis is carried out as part of any business plan. The objective is to invest in an affiliated company that will grow successfully. The performance of all investee companies will be kept under close review via regular meetings with the Boards, so that corrective action can be taken if necessary.

1.10 **Liquidity:**

- 1.10.1 Although this type of investment is fundamentally illiquid, the limit on the level of investment mitigates the risk to the Council.

1.11 **Commercial Investments Property**

- 1.11.1 The Council may invest in property with the intention of making a profit that will be spent on local public services which will fall under the category of Commercial Investments. To date the Council has not invested in commercial investments.

- 1.11.2 **Loan Commitments and Financial Guarantees:** The Council may also make loan commitments or provide financial guarantees to third parties to further its service objective.

- 1.11.3 The Council will have regard to the Guidance on Local Government Investments and the CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes. The Council's Treasury investment priorities remain:

- security of the invested capital;
- liquidity of the invested capital; and
- an optimum yield which is commensurate with security and liquidity.

All investments will be in sterling.

- 1.11.4 In accordance with the above guidance, and to minimise the risk to investments, the Council applies minimum acceptable credit criteria to generate a list of highly creditworthy counterparties which also enables diversification and avoidance of concentration risk.

1.12 Other information

- 1.12.1 Ratings will not be the sole determinant of the quality of an institution; it is important to continually assess and monitor the financial sector on both a micro and macro basis and in relation to the economic and political environments in which institutions operate. The assessment will also take account of information that reflects the opinion of the markets. To achieve this, the Council will engage with its advisors to maintain a monitor on market pricing such as “credit default swaps” and overlay that information on top of the credit ratings.
- 1.12.2 Other information sources will also be used including the financial press, share price and other financial sector information metrics that aid the scrutiny process to establish the suitability of Counterparties.
- 1.12.3 The Council has defined the types of investment instruments that the treasury management team are authorised to use. There are two lists in Table 3 and Table 7 under the categories of ‘specified’ and ‘non-specified’ investments.
- 1.12.4 Specified investments are those with a high level of credit quality and subject to a maturity limit of one year.
- 1.12.5 Non-specified investments are those with less high credit quality, may be for periods more than one year, and/ or are more complex instruments which require greater consideration by members and officers before being authorised for use. Once an investment is classed as non-specified, it remains non-specified all the way through to maturity i.e. an 18-month deposit would still be non-specified even if it has only 11 months left until maturity.
- 1.12.6 Non-specified investments limit. The Council has determined that it will limit the maximum total exposure to non-specified investments as being 30% of the total investment portfolio.
- 1.12.7 The Council will only use non-UK banks from countries with a minimum sovereign rating of -AA. The sovereign rating of -AA must be assigned by one of the three credit rating agencies. Transaction limits are set for each type of investment in 6.2.4.
- 1.12.8 The Council has engaged external advisers, to provide expert advice on how to optimise an appropriate balance of security, liquidity and yield, given the risk appetite of the Council in the context of the expected level of cash balances and need for liquidity throughout the year.

1.13 Pooled Investments

- 1.13.1 As a result of the change in accounting standards for 2019/20 under IFRS 9, this Council will consider the implications of investment instruments which could result in an adverse movement in the value of the amount invested and resultant charges at the end of the year to the General Fund. A temporary statutory override to allow English local authorities time to adjust their portfolio

of all pooled investments was announced to delay implementation of IFRS 9 for five years commencing 1 April 2018. The Council also has other options.

- 1.13.2 The Council will explore all options to allow any pooled fund investments to be elected from the onset as fair value through other comprehensive income as they are not held primarily for trading. Hence fair value gains and losses can be taken to the Financial Instrument Revaluation Reserve and there will be no dependence on the statutory override which can be withdrawn.
- 1.13.3 The Council will seek to achieve value for money from its treasury management activity and will monitor yield from investment income against appropriate benchmarks for investment performance. As such investment performance monitoring will be carried out at regular intervals throughout the year.

1.14 Creditworthiness policy

- 1.14.1 The Council applies the creditworthiness service provided by Link Asset Services. This service employs a sophisticated modelling approach utilising credit ratings from the three main credit rating agencies - Fitch, Moodys and Standard and Poors. The credit ratings of counterparties are supplemented with credit watches and credit outlooks from credit rating agencies, Credit Default Swap (CDS) spreads to give early warning of likely changes in credit ratings and sovereign ratings to select counterparties from only the most creditworthy countries.
- 1.14.2 This modelling approach combines credit ratings, credit watches and credit outlooks in a weighted scoring system which is then combined with an overlay of CDS spreads for which the end product is a series of colour coded bands which indicate the relative creditworthiness of counterparties. These colour codes are used by the Council to determine the suggested duration for investments that exist on Link's recommended counterparty list. The Council will therefore use counterparties within the following durational (colour) bands.

Table 2: Term deposits with nationalised banks and banks and building societies

	Minimum Credit Criteria	Use	Max. maturity period
UK part nationalised banks	Link Colour Bands	In-house	1 year
Banks part nationalised Non-UK	Link Colour Bands	In-house and Fund Managers	1 year

- 1.14.3 The Link Asset Services creditworthiness service uses a wider array of information other than just primary ratings. Furthermore, by using a risk weighted scoring system, it does not give undue preponderance to just one agency's ratings.

- 1.14.4 Typically, the minimum credit ratings criteria the Council use based on this service will be a short term rating (Fitch or equivalent) of F1 and a long term rating of A-. There may be occasions when the counterparty ratings from one rating agency are marginally lower than these ratings but may still be used. In these instances, consideration will be given to the whole range of ratings available, or other topical market information, to support their use.
- 1.14.5 The Strategic Director of Corporate Resources (Section 151) can also provide working capital loans to unrated affiliated bodies, i.e. they would not need to have an external rating.

Table 3: Durational and Monetary limits applying to Specified and Non-Specified Investments

Counterparty	Maximum Lending per institution	Investment Duration	
UK Banks Term Deposits	£60m	Up to 5 years	CDs £5m per institution
The Council's Banker Lloyds Banking Group	£60m		
Non-UK Banks	£30m	2 years	
Building Society	£30m	1 year	
MMF – CNAV	£20m per Fund	Instant Access	
MMF – LVNAV	£20m per Fund	Instant Access	
MMF – VNAV	£5m per Fund	Instant Access	
Debt Management Office Deposit Facility (DMADF)	Unlimited	6 months (max available)	
Sterling Treasury Bills	Unlimited	6 months (max available)	
Local Authorities	Unlimited (Per authority £20m)	3 years	
Ultra short dated bond funds	£5m in total	Tradable	
Corporate Bonds	£5m in total	Tradable	
Corporate Bond Funds	£5m in total	Tradable	
UK Government Gilts/ Gilt Funds	£5m in total	Tradable	
Multi Asset Funds	£5m in total	Tradable	
Property Funds	£5m in total	Tradable	
Collateralised Deposit	£5m in total	1 year	
Bond Issuance (guaranteed by UK Government)	£5m in total	1 year	
Unrated Affiliated Bodies working capital *	Subject individual circumstance	Case by Case	
Unrated Affiliated Bodies Capital Expenditure Loan	Subject to individual circumstance	Case by Case	

**unrated affiliated bodies such as: Charities, arm's length companies and registered providers and service providers,*

- 1.14.6 The Strategic Director of Corporate Resources (Section 151), as advised by TRIB, has delegated powers to make changes to local operational limits but remain within the parameters of the Treasury Strategy.
- 1.14.7 The Council is alerted of changes to ratings of all three agencies through its use of its adviser's creditworthiness service. In addition to the use of credit ratings the Council will be advised of information on movements in CDS spreads against the iTraxx benchmark and other market data on a weekly basis. Extreme market movements may result in downgrade of an institution or removal from the Council's lending list.
- 1.14.8 If a downgrade results in the counterparty/ investment scheme no longer meeting the Council's minimum criteria, its further use as a new investment will be withdrawn immediately except in the circumstances outlined above where TRIB determines the counterparty can remain on the Council's list.
- 1.14.9 Sole reliance will not be placed on the use of this external service. In addition, the Council will also use market data and market information, information on government support for banks and the credit ratings of that supporting government.
- 1.15 Country limits**
- 1.15.1 As outlined above, the Council has determined that it will only use approved counterparties from countries with a minimum sovereign credit rating from Fitch of AA- (or equivalent from other agencies if Fitch does not provide a rating). However, the most likely position is that any foreign institution the Council invests in should be as highly rated as the UK or better. Investments in the UK will not be subject to sovereign credit worthiness rating restriction.
- 1.15.2 The list of countries which currently meet this criterion are outlined in Table 6. The Strategic Director of Corporate Resources (Section 151) will monitor and update the position under delegated powers and report back to Full Council at the earliest opportunity.
- 1.15.3 Where institutions are not on the Council's advisers list and the Council makes its own assessment, the Council will only lend to counterparties using the minimum criteria specified below.
- 1.15.4 The minimum credit rating required for an institution to be included in the Council's counterparty list (where adviser's credit worthiness service is not being used) is as follows:

1.15.5

Table 4: Minimum credit ratings

	Long-Term	Short-Term
Fitch	A	F1
Moody's	Aa3	P-2
Standard & Poor's	A-	A-2

Sovereign Rating	AA-
Money Market Funds	AAA

The above does not apply to policy/ service investments.

- 1.15.6 As outlined above officers also take any market intelligence into consideration to further determine whether to suspend institutions from the list even though the institution meets our minimum lending criteria.
- 1.15.7 Setting and monitoring of the counterparty list and the agreed maximum limit per counterparty (and Council's rating criteria) constitutes part of the execution and administration function and forms part of the authority to "determine the annual treasury strategy and carry out all treasury management activities" as per the Council's scheme of delegation outlined in the financial regulations. The Strategic Director of Corporate Resources (Section 151) therefore has discretion to review and amend these minimum ratings in view of market conditions and report to Full Council at the earliest opportunity.
- 1.15.8 Officers must respond quickly to counterparty rating changes and include or suspend institutions as their ratings fall in/ out of the Council's minimum rating criteria. This ensures that investment risk continues to be spread across a range of creditworthy institutions. The lending list is under ongoing review by the Strategic Director of Corporate Resources (Section 151) under delegated authority.
- 1.15.9 Institutions with which the Council currently can place funds are as follows:
- Debt Management Office (DMO) – interest can be below equivalent money market rates with returns being an acceptable trade-off for security particularly in times of high market volatility although recently DMO rates have surpassed MMFs and officers will continue to monitor the position and invest in accordance with the Council's risk appetite;
 - British institutions where the UK has a substantial stake, such as RBS;
 - Other UK institutions meeting our minimum credit rating criteria;
 - AAA rated money market funds;
 - Other local authorities (LAs) who are relatively risk-free counterparties are deemed to offer high security and liquidity – limits are set at £5m for district councils and £10m for other LAs, subject to a group limit of £180m, though the strategy permits higher limits;
 - Foreign institutions from countries with sovereign ratings equivalent to the UK's sovereign rating or higher provided they meet our minimum criteria;

- Institutions that fall within Link Asset Services' approved lending list having met the diverse criteria and who the Council assess as having sound credit worthiness;
- Other UK Government (Gilts and Treasury Bills);
- Property Funds where not classed as capital expenditure;
- Ultra-Short Dates Bond Funds;
- Corporate Bond Funds; and
- Multi Asset Funds.

2. INVESTMENT BALANCES / LIQUIDITY OF INVESTMENTS

2.1 Based on cash flow forecasts, the Council anticipates balances in 2022/23 to average around £500m if no long-term borrowing is raised. Balances will be higher if external borrowing is undertaken. For treasury investments, it is considered that the maximum percentage of its overall investments that the Council should hold for more than 365 days (investments with a maturity exceeding a year) is £50m. The prudential indicator figure of £50m for 2023/24 is therefore recommended. It should be noted that this indicator does not apply to investments made for policy/ service reasons.

2.2 In addition, the Council may enter forward deals, but with an exposure that does not exceed 5 years, from the date the forward deal was effected.

2.3 The actual amount available for investment in 2023/24 will fluctuate as a result of the timing of significant items such as:

- expenditure on capital projects;
- council tax, business rates, council house rents income;
- receipt of government grants;
- long-term loans taken out to fund capital expenditure; and
- capital receipts in respect of major asset sales.

2.4 The amounts available for investments consist of both cash flow and core balances made up of reserves not likely to be required for one to two years. It is possible for the Council to invest this core cash for longer term. The strategy is flexible and allows the Strategic Director of Corporate Resources (Section 151) to take the decision to extend the duration of lending when market conditions are conducive to such lending.

2.5 Investment Strategy and Interest Rate Outlook

2.5.1 The Bank Rate increased to 4% on 1 February 2023 and is forecasted to increase slightly in the short term and expected to reduce in future years. The Monetary Policy Committee (MPC) will adjust Bank Rate as necessary to return inflation to the 2% target sustainably in the medium term, in line with its remit.

2.5.2 Bank Rate forecasts for financial year ends (March) are:

- Q1 2023 4.25%
- Q1 2024 4.00%
- Q1 2025 3.00%

2.6 In-house funds

2.6.1 Investments will be made with reference to the core balance and cash flow requirements and the outlook for short-term interest rates (investments up to 12 months).

3. SPECIFIED/ UNSPECIFIED INVESTMENTS

3.1 Specified Investments

3.1.1 All such investments will be sterling denominated, with **maturities up to maximum of 1 year** meeting the minimum 'high' quality criteria where applicable.

3.2 Non-Specified Investments

3.2.1 These are investments with less high credit quality, may be for periods in excess of one year, and/ or are more complex instruments which require greater consideration by members and officers before being authorised for use. A maximum of £50m can be held in aggregate in non-specified investment.

3.2.2 A variety of investment instruments will be used, subject to the credit quality of the institution, and depending on the type of investment made it will fall into one of the above categories.

3.2.3 The criteria, time limits and monetary limits applying to institutions or investment vehicles are:

Table 5: Term deposits with nationalised banks and banks and building societies

	Minimum Credit Criteria	Use	Max. maturity period
UK part nationalised banks	Link Colour Bands	In-house	1 year
Banks part nationalised Non-UK	Link Colour Bands	In-house and Fund Managers	1 year

- If forward deposits are to be made, the forward period plus the deal period should not exceed one year in aggregate.
- Buy and hold may also include sale at a financial year end and repurchase the following day in order to accommodate the requirements of SORP.

- As collateralised deposits are backed by collateral of AAA rated local authority LOBOs, this investment instrument is regarded as being a AAA rated investment as it is equivalent to lending to a local authority.
- CD = Certificates of Deposit

LOCAL AUTHORITIES

- Although most local authorities do not have credit ratings, investing with local authorities provides good security for the council.

3.3 Accounting treatment of investments

3.3.1 The accounting treatment may differ from the underlying cash transactions arising from investment decisions made by this Council. To ensure that the Council is protected from any adverse revenue impact, which may arise from these differences, we will review the accounting implications of new transactions before they are undertaken.

3.4 Blanket guarantees on all deposits

3.4.1 Some countries may support their banking system by giving a blanket guarantee on all deposits, however; the Council will generally not rely on the guarantees provided by any government unless there are overriding reasons for doing so.

3.5 Other Countries

3.5.1 At present the Council will determine whether to include other countries by reference to credit rating of the sovereign together with financial news data on the sovereign. The minimum credit rating required for an institution to be included within the council's list is AA-, although the Council will more likely invest in sovereigns that have a rating equivalent to or better than the UK Government's rating. Currently the countries falling within this are as follows:

Table 6: Credit Rating of other countries

AAA	AA+	AA	AA-
Australia	Finland	Abu Dhabi (UAE)	Belgium
Denmark	USA	France	Qatar
Germany	Canada		Hong Kong
Netherlands			UK
Norway			
Singapore			
Sweden			
Switzerland			

3.6 Non-Specified Investments

Table 7: Non-Specified Investments

A. Maturities of any period.

Fixed term deposits with variable rate and variable maturities:	Minimum Credit Criteria	Use
Callable deposits	Falling within the Council's criteria	In-house
Range trade	Falling within the Council's minimum criteria	In-house
Other debt issuance by UK banks covered by UK Government guarantee	UK Government explicit guarantee	In-house Fund Managers
Term deposits with unrated counterparties	Decision flowing through TRIB, or a delegated officer	In-house
Commercial Paper	Fitch F1, AA aa1 or equivalent	In-house Fund Managers
Corporate Bonds	Fitch F1, AA aa1 or equivalent	In-house Fund Managers
UK Floating Rate Notes	Fitch F1, AA aa1 or equivalent	In-house Fund Managers
VNAV MMFs (where there is greater than 12-month history of a consistent £1 Net Asset Value)	High Credit Score	In-house Fund Managers
Bond Funds	Long term AAA	In-house Fund Managers
Multi Asset Funds		In house Fund Managers
Gilt Funds	Long Term AAA	In-house Fund Managers
Property Funds		In-house Fund Managers

B. Maturities more than 1 year

Investments as specified above in specified investments, but for periods in excess of 1 year.

3.7 Investment Treasury Indicator and Limit

3.7.1 Total principal funds invested for greater than 364 days limits are set with regard to the Council's liquidity requirements and to reduce the need for the Council becoming a forced seller of an investment, and are based on the availability of funds after each year-end.

3.7.2 Full Council is asked to approve the treasury indicator and limit as follows:

Table 8: Investment Treasury Indicator and limit to be approved Maximum principal sums invested > 364 days

	2021/22 £m	2022/23 £m	2023/24 £m
Principal sums invested > 364 days	50	50	50

Note: This durational limit excludes policy/ service investments, where the decision is made on a case by case basis.

3.7.3 For its cash flow generated balances, the Council will seek to utilise money market funds, call accounts and short-dated deposits (overnight to three months), treasury bills and the DMO.

3.8 Investment Risk Benchmarking

3.8.1 These benchmarks are simple guides to maximum risk, so they may be breached from time to time, depending on movements in interest rates and counterparty criteria. The purpose of the benchmark is that officers will monitor the current and trend position and amend the operational strategy to manage risk as conditions change. Any breach of the benchmarks will be reported, with supporting reasons in the Mid-Year or Annual Report to Audit Committee and Full Council.

3.9 Security

3.9.1 The Council's maximum-security risk benchmark for the current portfolio, when compared to these historic default tables, is:

- <1% historic risk of default when compared to the whole portfolio.

3.10 Liquidity

3.10.1 In respect of liquidity the council seeks to maintain:

- Bank overdraft - £0.5m
- Liquid short-term deposits of at least £5m available with a week's notice.

3.11 Yield

3.11.1 The yield benchmark for investments are internal returns above the overnight Sterling Overnight index average (SONIA) rate.

3.11.2 In addition, the security benchmark for each individual year is included in table 9:

Table 9: Security Benchmark for each individual year

	1 year	2 years	3 years	4 years	5 years
Maximum %	2%	2%	2%	2%	2%

Note: This benchmark is an average risk of default measure, and would not constitute an expectation of loss against a particular investment.

3.12 Provisions for Credit-related losses

3.12.1 If any of the Council's investments appeared at risk of loss due to default (i.e. this is a credit-related loss, and not one resulting from a fall in price due to movements in interest rates) then the Council will make revenue provision of an appropriate amount.

3.13 End of Year Investment Report

3.13.1 At the end of the financial year, the Council will prepare a report on its investment activity as part of its annual treasury management report to Full Council.

This page is intentionally left blank

MTFS Reserves Forecast	31 March 2023	31 March 2024	31 March 2025	31 March 2026	31 March 2027
	£M	£M	£M	£M	£M
Corporate Insurance Reserve	(5.721)	(5.721)	(5.721)	(5.721)	(5.721)
Parking Account	(5.817)	(5.362)	(5.362)	(5.362)	(5.362)
PFI Reserves	(20.399)	(20.399)	(20.399)	(20.399)	(20.399)
Dedicated Schools Grant Balance	1.582	1.582	1.582	1.582	1.582
Subtotal: Controllable Ringfenced Reserves	(30.355)	(29.900)	(29.900)	(29.900)	(29.900)
Corporate - Ealing Civic Improvement Fund	(0.360)	0.000	0.000	0.000	0.000
Corporate - Invest to Save Reserve	(2.891)	(2.946)	(2.956)	(2.956)	(2.956)
Corporate - Economic Volatility Reserve	(14.209)	(17.709)	(21.209)	(24.709)	(28.209)
Service Other	(10.983)	(10.907)	(10.907)	(10.907)	(10.907)
Corporate Other	(12.004)	(12.053)	(12.193)	(12.333)	(12.473)
Subtotal: Controllable Non-Ringfenced Reserves	(40.447)	(43.615)	(47.265)	(50.905)	(54.545)
Total Reserves	(70.802)	(73.516)	(77.166)	(80.806)	(84.446)
General Fund Balance	(15.919)	(15.919)	(15.919)	(15.919)	(15.919)
Total General Fund Reserves And Balances	(86.721)	(89.435)	(93.085)	(96.725)	(100.365)

MTFS Reserves Forecast	31 March 2023	31 March 2024	31 March 2025	31 March 2026	31 March 2027
	£M	£M	£M	£M	£M
Housing Revenue Account Reserve	(15.249)	(13.041)	(13.041)	(13.041)	(13.041)
Housing Revenue Account Balance	(4.925)	(4.925)	(4.925)	(4.925)	(4.925)
Subtotal: HRA Reserve and Balances	(20.175)	(17.967)	(17.967)	(17.967)	(17.967)
COVID-19 Grant Balance	(2.091)	(0.000)	(0.000)	(0.000)	(0.000)
Collection Fund Equilisation Fund	(8.303)	(8.303)	(8.303)	(8.303)	(8.303)
Subtotal: Ringfenced Technical Reserves	(10.393)	(8.303)	(8.303)	(8.303)	(8.303)
Schools Balances	(20.294)	(20.294)	(20.294)	(20.294)	(20.294)
Total Other Reserves and Balances	(50.862)	(46.563)	(46.563)	(46.563)	(46.563)

This page is intentionally left blank

1. Proposal Summary Information

EAA Title	Setting of 2023/24 revenue budgets and proposal to increase council tax by 4.99%
Please describe your proposal?	Council tax increase of 4.99% for 2023/24, including 2% for the adult social care precept
Is it HR Related?	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Corporate Purpose	Full Council Decision

1. What is the proposal looking to achieve? Who will be affected?

The Council is obliged to set a balanced budget and council tax in accordance with the Local Government Finance Act 1992.

For 2023/24, a balanced budget is proposed based on investment in key priorities, savings and strengthening financial resilience. On the basis of the that budget, the Council proposes to apply for the maximum increase directed by government in the financial settlement of 4.99%; of which 2.99% is in relation to the core Council Tax and 2% is in relation to the social care precept. Further information is set out in the accompanying report.

Proposal for 2023/24

Ealing is proposing a council tax increase of 4.99% (including 2% precept for Adult Social Care (ASC)) in line with government direction. The increase is estimated to generate an additional £8.131m of council tax in 2023/24, with the intention of using the additional resources to help balance the budget and protecting services over the short to medium term. This constitutes to an increase of £2.03 (Ealing element is £1.29) per week for residents in a band D property who do not receive any reductions or exemptions.

The Department for Levelling Up, Housing and Communities (DLUHC) has announced that an authority will be considered to have set an excessive increase in council tax in 2023/24 if the increase in the level of Band D council tax over 2022/23 is 5% or more. Changes in core council tax can only bring about an increase of up to 3% per annum without being deemed as excessive. Changes to the adult social care precept can bring about an additional increase of up to 2% in council tax for the 2022/23 financial year, and as such council tax is being raised by an additional 2% through this precept.

Any proposals to increase tax above the threshold of 5% would be deemed as excessive and require consent gained through a local referendum. The proposed 4.99% increase of the council tax does not give rise to an increase of 5% or more and is therefore not deemed as excessive.

Budget Consultation and Engagement

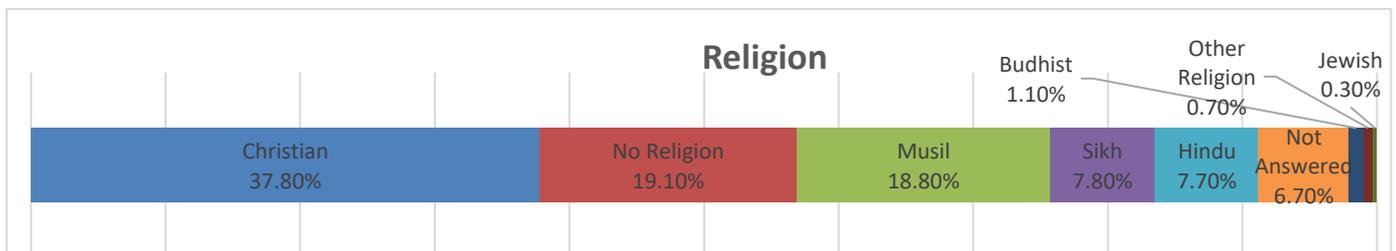
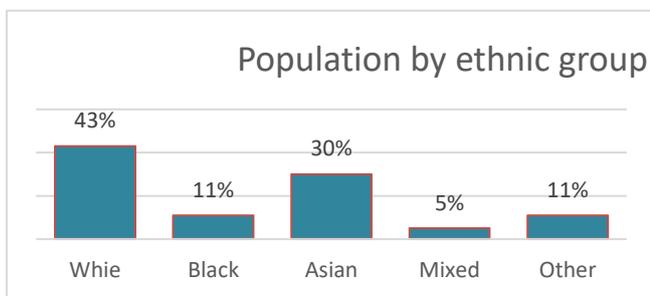
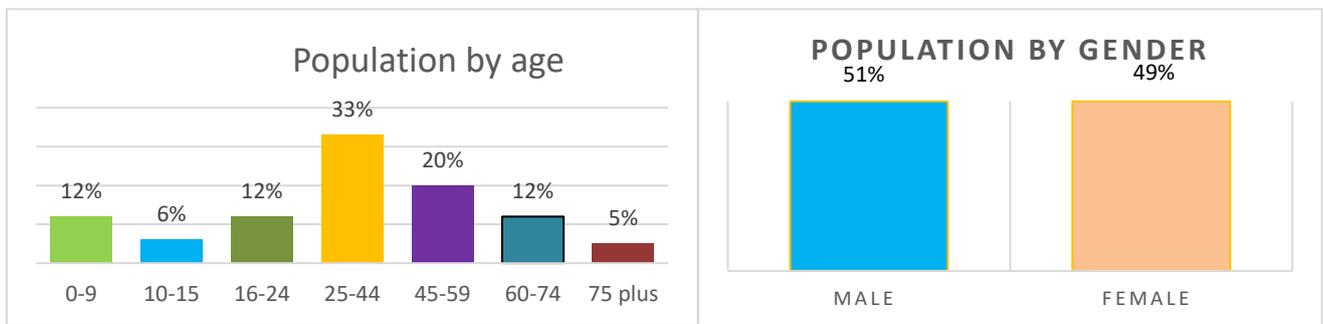
Officers will be consulting with:

- Ealing Business Partnership on 16 February 2023.
- Overview and Scrutiny Committee will consider the Budget Strategy and MTFS 2023/24 to 2025/26 report at its meeting on 21 February 2023 and comments will be tabled at the Cabinet meeting on 22 February 2023.

Groups most likely to be affected

All people eligible to pay either full or reduced council tax will be affected. Any household that is currently charged council tax will see their bill rise proportionally by 4.99%.

Ealings' Demographic Profile



Source ONS Census 2021

2. What will the impact of your proposal be?

The impact of any council tax changes will be mitigated either entirely or in part should a resident be eligible for an exemption from council tax or for a reduction in their council tax.

Council Tax Reduction Scheme

Council Tax Benefit was abolished under the Welfare Reform Act 2012 and councils were required to develop their own local Council Tax Support schemes for working age customers to help people on low incomes and benefits to pay their council tax. Pensioners eligible for Council Tax Support are protected from any loss of support under local schemes.

Ealing Council created its own local Council Tax Reduction Scheme (CTR Scheme) which is now in its tenth year. The working age scheme has become a local scheme and Councils are responsible for the design of the support and need to ratify the scheme every year.

On 7 December 2022, Cabinet approved the following change to the Council Tax Reduction (CTR): to increase the maximum council tax reduction for the non-protected category from 75% to 80% for those who fall in the lowest income band (band 1) and their income is below £136.89 be approved by Full Council on 8 March 2023. This represents a 5% increase in council tax reduction for the lowest income households.

The change will increase the CTR entitlement for 4,933 households that currently receive 75% council tax award. Those in protected category are already entitled to up to 100% of CTR.

The Council's CTR scheme for working age residents will continue to keep the 100% discount for applicants who fall into the protected category. For those who fall into the non-protected category and on the lowest income band will receive 80% discount and all other income bands will remain the same.

Key feature: This is an income banded scheme which will assess the maximum level of CTR based on the net income of the applicant and their partner (if they live with one).

The proposed change to the scheme will keep the maximum 100% reduction for applicants who fall into the protected category.

Applicants who fall in the non-protected category and the lowest income band (band 1) will receive a maximum of 80% reduction towards their council tax and all other applicants will not be affected. This represents a 5% increase in council tax reduction for the lowest income households.

The change is proposed to help applicants who fall in the non-protected category and the lowest income band (band 1) with the increase in the cost of living so they will have less to pay towards their council tax.

Pensioners are not affected by the proposed change, and they will receive the same level of support they do now as required by law.

Appendix 11 - Equalities Analysis Assessment

Under the income banded scheme, the calculation of entitlement has been simplified. All state benefits including tax credits are disregarded. Applicants receive a discount based upon the level of their net income as set out in the table below.

Council Tax Reduction Calculation Table						
	Protected			Non-protected		
Band	Income Bands £	Customer's contribution to Council Tax	CTR Award	Income Bands	Customer's contribution to Council Tax	CTR Award
1	0.00 -136.89	0%	100%	0.00 -136.89	20%	80%
2	136.90 – 159.70	25%	75%	136.90 – 159.70	40%	60%
3	159.71 – 182.51	40%	60%	159.71 – 182.51	50%	50%
4	182.52 – 205.34	50%	50%	182.52 – 205.34	60%	40%
5	205.35 – 228.15	60%	40%	205.35 – 228.15	70%	30%
6	228.16 – 250.96	70%	30%	228.16 – 250.96	80%	20%
7	250.97 – 273.79	80%	20%	250.97 – 273.79	90%	10%
8	273.80 – 296.60	90%	10%	273.80+	100%	0%
9	296.61+	100%	0%			

The income bands have been updated for 2023/24 in line with September 2022 CPI which was 10.1%.

Claimant's CTR entitlement changes only if their earned income change is sufficient to move them from one band to another.

Council Tax Discounts and Exemptions

Circumstances under which people are exempt from paying, or have their council tax liability reduced on the basis of grounds other than CTR schemes, are mainly laid out by the government. Authorities can decide on local discounts and exemptions. Examples of some particular exemptions follow.

- a) Single Person Discount: Households in which an adult lives on their own or in which no one else counts as an adult receive a 25% reduction on their council tax bill.
- b) Full-Time Students: Households where everyone is a full-time student don't have to pay council tax.
- c) Care Leavers are provided an additional discount which ensures a nil council tax liability.

A discretionary relief will be awarded to Ealing care leavers aged between 18 and 24 years old who are liable for council tax in the borough as part of local offer for care leavers. To be eligible the care leaver must be liable for council tax in Ealing and have previously been in the care of Ealing Council. Relief will be applied after all other discounts are awarded and

only if an amount remains to be paid for council tax. Eligible care leavers are identified by the Council and relief is awarded automatically with no application needed.

- d) **Discretionary Council Tax Discount:** All residents will be able to apply for a discretionary discount if they are able to demonstrate that they are having difficulty paying their council tax.
- e) **Empty Homes Exemption:** The Council currently charges an extra 100% of council tax if a property has been empty for more than 2 years and 200% extra council tax if the property has been empty for between 2 – 5 years. Officers are recommending to continue with an additional premium on top of the standard council tax for properties which have been empty for more than 2 years and to agree in principle to commence and additional 100% charge for the properties empty for more than one year from 1 April 2024. However, if someone is selling an empty property on behalf of an owner who has died, they are eligible, receiving an exemption from council tax liability.

Some homes will receive an exemption from council tax for as long as they stay empty. They include homes:

- belonging to someone in prison (except for not paying a fine or council tax)
- belonging to someone who has moved into a care home or hospital
- that have been repossessed
- that cannot be lived in by law, e.g. if they are derelict
- that are empty because they have been compulsorily purchased and will be demolished
- dwelling left empty by a deceased person (up to and for 6 months after probate).

- f) Other exemptions are granted for properties which are occupied solely by:
- Students
 - Severely mentally impaired residents.

Any increases in council tax are matched by corresponding percentage increases in discounts or exemptions.

Additional Council Tax Support Fund 2023/24

On 23 December 2022, the government announced funding and guidance for its Council Tax Support Fund for 2023/24. This allows the Council to reduce council tax bills by up to £25 for those in receipt of Council Tax Support (CTS) and to use remaining funding as they see fit to further support households in need.

The government has advised that the mechanism which should be used to make these reductions in Council Tax liability is by relying on section 13A(1)(c) of the Local Government Finance Act 1992 (“1992 Act”). Therefore, an amendment has been made to the Council’s existing 13A(1)(c) policy.

The Council’s funding allocation for the additional Council Tax Support funding is £630,896.

The funding will be distributed under the policy which sets the way in which the Council's discretion to make council tax reductions will be utilised in 2023/24 and in subsequent years. This is distinct from the Council's Council Tax Reduction Scheme set out above.

The policy sets out two classes of taxpayer as eligible for the funding:

- 1) Those in receipt of CTS who will be entitled to an award of up to £40 off their council Tax bill for 2023/24 under the government's CTS fund. This will apply to all awards of CTS for the 2023/24 financial year. These reductions are made to qualifying council tax accounts without the need for application.
- 2) Any excess Council Tax Support Fund provided to the Council and not used in will be provided to supplement the Council's Council Tax Discretionary Discount scheme from which households are able claim support under 13A(1)(c).

The £40 award consists of £25 statutory maximum payment required by the government and additional £15 discretionary award which has been determined locally to support CTS claimants during the cost-of-living crisis. The award will be a maximum of £40, limited to the actual council tax liability of the individual CTS recipient.

It is expected that the 2023/24 reductions under this policy will benefit around 9,926 households. This includes 1,934 pensioner households and 7,992 working age households.

2. Impact on Groups having a Protected Characteristic

AGE: A person of a particular age or being within an age group.

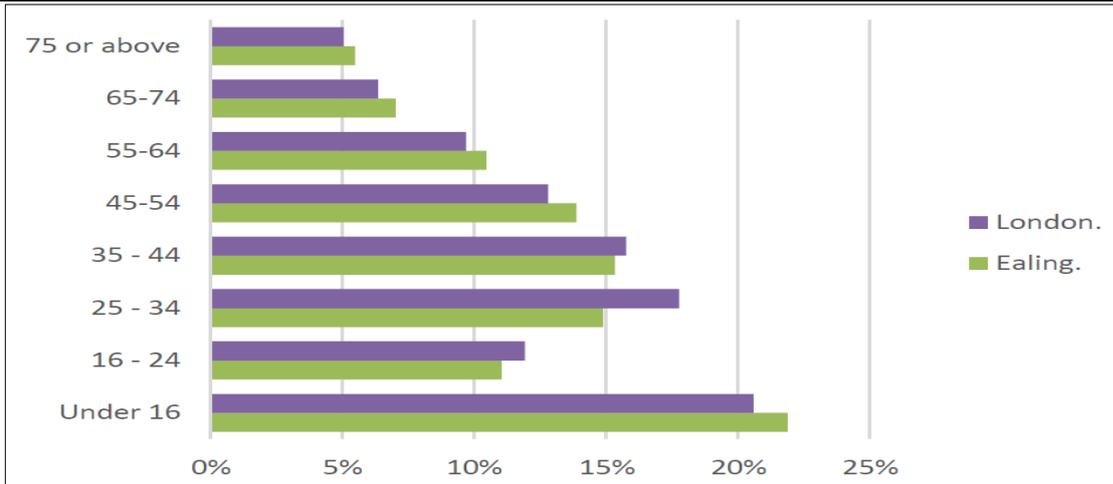
Neutral Impact

Describe the Impact

The age of the liable person is not recorded for council tax purposes, but as the chart below shows Ealing's population in 2019 was broadly similar to London with:

- 64.7% - working age (16-64);
- 21.9% - under-16's; and
- 13.4% - 65 and over

Eligible pensioners receives support under the CTR.



Alternatives and mitigating actions which have been considered in order to reduce negative effect:

Describe the Mitigating Action

Not applicable.

DISABILITY: A person has a disability if they have a physical, mental or sensory impairment which has a substantial and long term adverse effect on their ability to carry out normal day to day activities¹.

Neutral Impact

Describe the Impact

Under Ealing’s CTR scheme, those identified under ‘protected group’ are eligible for up to 100% discount. These will include residents who are in receipt of of a disability benefit (disability premium, severe disability premium, enhanced disability premium or carer premium when their award is calculated), Carer’s Allowance, Employment and Support Allowance, Personal Independence Payment, Attendance Allowance or Disability Living Allowance will qualify for a discount under the protected group. For details refer to Appendix 0 and 4 of the report.

Though the level of discount available will be dependent on the household income (as summarised in the EAA above), it should be noted that a maximum award of up to 100% is available to those entitled to²:

- a disability premium, severe disability premium, enhanced disability premium or carer premium when their award is calculated; and
- to a disabled earnings disregard, a disabled person’s reduction for council tax purposes

¹ Due regard to meeting the needs of people with disabilities involves taking steps to take account of their disabilities and may involve making reasonable adjustments and prioritizing certain groups of disabled people on the basis that they are particularly affected by the proposal.

² Revised Council Tax Support Scheme for 2020/21 (Report to Cabinet December 2019) – Appendix 3 EAA

Alternatives and mitigating actions which have been considered in order to reduce negative effect:
Describe the Mitigating Action
Not applicable.

GENDER REASSIGNMENT: <i>This is the process of transitioning from one sex to another. This includes persons who consider themselves to be trans, transgender and transsexual.</i>
Neutral Impact
Describe the Impact
There is no council tax data regarding gender reassignment.
Alternatives and mitigating actions which have been considered in order to reduce negative effect:
Describe the Mitigating Action
Not applicable.

RACE: <i>A group of people defined by their colour, nationality (including citizenship), ethnic or national origins or race.</i>
Neutral Impact
Describe the Impact
The race of the liable person is not recorded for council tax purposes, but there is no reason to believe that the increase will impact on any particular ethnic group disproportionately.
Alternatives and mitigating actions which have been considered in order to reduce negative effect:
Describe the Mitigating Action
Not applicable.

RELIGION & BELIEF: <i>Religion means any religion. Belief includes religious and philosophical beliefs including lack of belief (for example, Atheism). Generally, a belief should affect a person's life choices or the way you live for it to be included.</i>
Neutral Impact
Describe the Impact

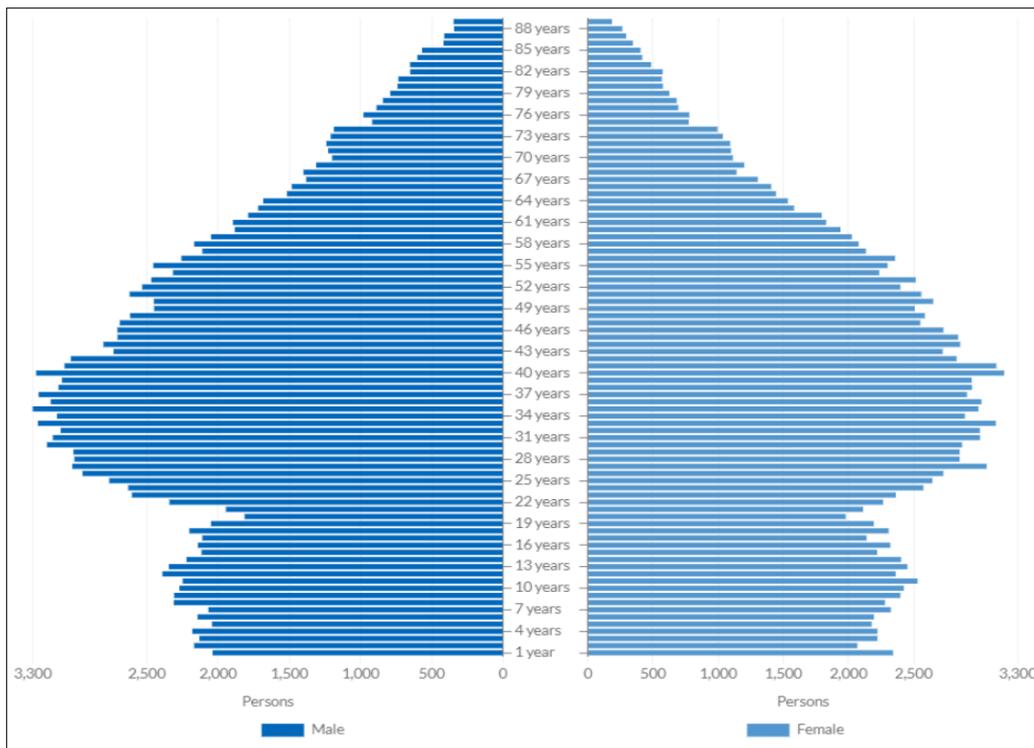
This is not recorded for council tax purposes, but there is no reason to believe that any particular religious group is likely to be disproportionately affected by the proposed changes.
Alternatives and mitigating actions which have been considered in order to reduce negative effect:
Describe the Mitigating Action
Not applicable.

SEX: Someone being a man or a woman.

Neutral Impact

Describe the Impact

There is no council tax data regarding sex but Ealing's 2021 data profile shows the split to be 50% male and 49% female.



Source: ONS - Census 2021

Alternatives and mitigating actions which have been considered in order to reduce negative effect:
Describe the Mitigating Action
Not applicable.

SEXUAL ORIENTATION: <i>A person's sexual attraction towards his or her own sex, the opposite sex or to both sexes, covering including all LGBTQ+ groups.</i>
Neutral Impact
Describe the Impact
There is no council tax data regarding sexual orientation.
Alternatives and mitigating actions which have been considered in order to reduce negative effect:
Describe the Mitigating Action
Not applicable.

PREGNANCY & MATERNITY: Description: Pregnancy: Being pregnant. Maternity: The period after giving birth - linked to maternity leave in the employment context. In the non-work context, protection against maternity discrimination is for 26 weeks after giving birth, including as a result of breastfeeding.
Neutral Impact
Describe the Impact
There is no council tax data regarding pregnancy or maternity.
Alternatives and mitigating actions which have been considered in order to reduce negative effect:
Describe the Mitigating Action
Not applicable.

MARRIAGE & CIVIL PARTNERSHIP: Marriage: A union between a man and a woman. or of the same sex, which is legally recognised in the UK as a marriage Civil partnership: Civil partners must be treated the same as married couples on a range of legal matters.
Neutral Impact
Describe the Impact
Council tax records do not show the marital status of the liable person.
Alternatives and mitigating actions which have been considered in order to reduce negative effect:
Describe the Mitigating Action

Not applicable.

3. Human Rights³

3a. Does your proposal impact on Human Rights as defined by the Human Rights Act 1998?
 Yes No

(If yes, please describe the effect and any mitigating action you have considered.)

3b. Does your proposal impact on the rights of children as defined by the UN Convention on the Rights of the Child?
 Yes No

(If yes, please describe the effect and any mitigating action you have considered.)

3c. Does your proposal impact on the rights of persons with disabilities as defined by the UN Convention on the rights of persons with disabilities?
 Yes No

(If yes, please describe the effect and any mitigating action you have considered.)

4. Conclusion

Ealing is proposing a council tax increase of 4.99%, of which 2.99% relates to the core council tax and 2% is in relation to social care precept, in line with government direction as the increase forms part of Core Spending Power calculation within the local government finance settlement. The proposal is a key element to the Council being able to set a balanced budget in accordance with its legal duty.

The desired outcome of the proposal is to:

- To endeavour to ensure, as far as is reasonable and proportionate, that the implementation of the council tax increase does not adversely impact one group more than any other.
- To give consideration to vulnerable groups whilst ensuring that this does not add to the burden of those left to pay.
- To ensure that those who are entitled to discretionary council tax reductions in council tax are not disproportionately impacted by the 4.99% increase, in accordance with Council policy.

From the information that is available the impact of any council tax changes will be mitigated either entirely or in part through council's generous and flexible CTR scheme, should a

³ For further guidance please refer to the Human Rights & URNC Guidance on the Council Equalities [web page](#).

Appendix 11 - Equalities Analysis Assessment

resident be eligible for an exemption from council tax or for a reduction in their council tax. Thereby achieving the outcomes set out above.
By increasing council tax, the Council can prevent reductions in services to local residents and in so doing can continue to mitigate against adverse impacts facing individual households.

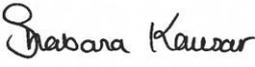
4a. What evidence, data sources and intelligence did you use to assess the potential impact/effect of your proposal? Please note the systems/processes you used to collect the data that has helped inform your proposal. Please list the file paths and/or relevant web links to the information you have described.

- Appendix 4 - EAA for CTR Scheme (Council Meeting February 2023)
- Equalities in Ealing - Summary Needs Assessment (August 2020)

5. Action Planning: *(What are the next steps for the proposal please list i.e. when it comes into effect, when mitigating actions linked to the protected characteristics above will take place, how you will measure impact etc.)*

Action	Outcomes	Success Measures	Timescales / Milestones	Lead Officer (Contact Details)
Review CTR scheme to ensure that its still meets its key objective in supporting the most vulnerable people.	CTR protected groups will not be impacted negatively by any increase in council tax.	High levels of council tax receipts / low levels of council tax debt	Annual CTR Scheme Review	Joanna Pavlides Head of Financial Assessments, Finance PavlidesJ@ealing.gov.uk 0208 825 9279
Additional Comments:				

6. Sign Off *(All EAA's must be signed off once completed)*

Completing Officer Sign Off:	Service Director Sign Off:	HR related proposal (Signed off by directorate HR officer)
Signed: 	Signed: 	Signed:
Name (Block Capitals): SHABANA KAUSAR Date: 13/02/2023	Name (Block Capitals): EMILY HILL Date: 13/02/2023	Name (Block Capitals): Date:
For EAA's relating to Cabinet decisions: received by Committee Section for publication by (date): 31/01/2023		

Annex A: Legal obligations under Section 149 of the Equality Act 2010

- As a public authority we must have due regard to the need to:
 - a) Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
 - b) Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
 - c) Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

- The protected characteristics are: AGE, DISABILITY, GENDER REASSIGNMENT, RACE, RELIGION & BELIEF, SEX, SEXUAL ORIENTATION, PREGNANCY & MATERNITY, MARRIAGE & CIVIL PARTNERSHIP

- Having due regard to advancing equality of opportunity between those who share a protected characteristic and those who do not, involves considering the need to:
 - a) Remove or minimising disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic
 - b) Take steps to meet the needs of persons who share a relevant characteristic that are different from the needs of the persons who do not share it.
 - c) Encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

- Having due regard to fostering good relations between persons who share a relevant protected characteristic and persons who do not, involves showing that you are tackling prejudice and promoting understanding.

- Complying with the duties may involve treating some people more favourably than others; but this should not be taken as permitting conduct that would be otherwise prohibited under the Act.

This page is intentionally left blank



<p>*Report for:</p> <p style="text-align: center;">ACTION</p>
<p>Item Number: 3</p>

Contains Confidential or Exempt Information	No
Title	Council Tax Support Fund 2023/24
Responsible Officer(s)	Alison Reynolds – Director of Customer and Transactional Services
Author	Joanna Pavlides – Assistant Director Financial Assessments
Portfolio(s)	Councillor Steve Donnelly, Inclusive Economy
For Consideration By	Cabinet
Date to be considered	22 February 2023
Implementation Date if Not Called In	7 March 2023
Affected Wards	All
Keywords/Index	Council Tax Reduction, Council Tax Support, localism, CTS, CTR

Purpose of Report:

This report sets out proposals for a distribution of the Council Tax Support Fund 2023/24.

1. Recommendations

It is recommended that Cabinet:

- a) Approves the recommendations set out in section 3 for distribution of additional Council Tax Support funding 2023/24.
- b) Approves the proposed discretionary reduction policy pursuant to section 13A(1)(c) of the Local Government Finance Act 1992 as set out in Appendix 1 to this report.
- c) Delegates authority to the Strategic Director for Corporate Resources in respect of decisions on individual applications for reducing Council Tax payable.

2. Background and reasons for the decision

- 2.1 On 23 December 2022, the government announced funding and guidance for its Council Tax Support Fund for 2023/24. This allows the Council to reduce Council

Tax bills by up to £25 for those in receipt of Council Tax Support (CTS) and to use remaining funding as they see fit to further support households in need.

- 2.2 This was following the revised Council Tax Reduction report being considered by Ealing's Cabinet on 7 December.
- 2.3 The government has advised that the mechanism which should be used to make these reductions in Council Tax liability is by relying on section 13A(1)(c) of the Local Government Finance Act 1992 ("1992 Act"). Therefore, this report recommends an amendment to the Council's existing 13A(1)(c) policy provided as Appendix 1 to this report.
- 2.4 The government advice regarding the funded scheme for 2023/24 can be found here: [Council Tax Support Fund guidance - GOV.UK \(www.gov.uk\)](https://www.gov.uk/guidance/council-tax-support-fund-guidance)
- 2.5 Ealing funding allocation for the additional Council Tax Support funding is: £630,896

3. Discretionary Council Tax Discount Policy changes

- 3.1 The proposed policy amendment sets the way in which the Council's discretion to make council tax reductions under section 13A(1)(c) of the 1992 Act will be utilised in 2023/24 and in subsequent years. This is distinct from Ealing's Council Tax Reduction Scheme.
- 3.2 The policy sets out two classes of taxpayer as eligible for the funding:
 - a) Those in receipt of CTS who will be entitled to an award of up to £40 off their Council Tax for 2023/24 under the government's CTS fund. This will apply to all awards of CTS for the 2023/24 financial year. These reductions are made to qualifying Council Tax accounts without the need for application. Those that have CTS included in their Council Tax bill to be issued in March 2023 will have the reduction of up to £40 included in their bill;
 - b) Any excess Council Tax Support Fund provided to the Council and not used in a) will be provided to supplement the Council's Council Tax Discretionary Discount scheme from which households are able claim support under 13A(1)(c).
- 3.3 The £40 award consists of £25 statutory maximum payment required by the government and additional £15 discretionary award which has been determined locally to support CTS claimants during the cost-of-living crisis. The award will be a maximum of £40, limited to the actual Council tax liability of the individual CTS recipient.
- 3.4 It is expected that the 2023/24 reductions under this policy will benefit around 9,926 households. This includes 1,934 pensioner households and 7,992 working age households.

4. Financial implications

- 4.1 These proposals will be funded from the Government's Council Tax Support Fund grant. The Ealing funding allocation is £630,896.

- 4.2 The cost of providing one off awards of £40 to eligible households is estimated at £397,040. The £40 award consist of £25 statutory maximum payment and additional £15 discretionary payment.
- 4.3 Awards will be made up to 100% of liability and will not result in any credit on council tax accounts.
- 4.4 The remaining balance of £233,829 will be added to the Discretionary Council Tax Discount Scheme.

5. Legal

- 5.1 The Council Tax Support Fund 2023-2024 Local Authority Guidance (“the Guidance”) sets out the grant provisions for those Local Council Tax Support recipients.
- 5.2 This proposed policy regarding discretionary relief in respect of council tax liability under section 13A(1)(c) of the 1992 Act, which comes within the competence of the Cabinet as an executive function, is separate from the Council’s powers to reduce council tax liability under the Council’s Council Tax Support scheme under section 13A(1)(a) and 13A(2) of the 1992 Act. A Council Tax Reduction Scheme (also known as a Council Tax Support Scheme) has to be amended by Full Council.
- 5.3 The Council’s power and discretion to make reductions in council tax liability under section 13A(1)(c) of the 1992 Act (i) includes the power to reduce the council tax liability to nil (cf. section 13A(1)(6) of the 1992 Act); and (ii) may be exercised in relation to particular cases or by determining a class of case in which liability is to be reduced to an extent provided by the determination (section 13A(1)(7) of the 1992 Act).
- 5.4 The Council proposed to amend amended its section 13A(1)(c) policy in order to accommodation the additional funding for Council Tax Support that will be provided by the government (which was announced on 23 December 2022) and this is one reason why consultation on the amended proposed section 13(1)(c) policy has not taken place. The second reason for not carrying out consultation is because there is insufficient time to do so as the proposed section 13(1)(c) policy and changes arising from the government’s additional council tax support funding will need to be incorporated into Council tax bills in advance of the next financial year. As stated above, the additional funding and guidance provided by the government was not announced until 23 December 2022.
- 5.5 The Government’s guidance dated 23 December 2022 also sets out monitoring and reporting requirements for local authorities which will include liaising with the Department for Levelling Up, Housing and Communities to monitor implementation progress and includes the following advice:

- Councils will want to consider using a proportion of their allocation to establish their own local approach to helping economically vulnerable households with council tax bills;
- Local authorities should revisit their discretionary approach at intervals during the financial year, in order to ensure expenditure for 2023/24 remains within their allocation.

6. Value For Money

None

7. Sustainability Impact Appraisal

None

8. Risk Management

None

9. Community Safety

None

10. Links to the priorities for the Borough

The scheme links directly and indirectly to strategic objective of Fighting inequality for the Ealing Borough - relentlessly tackling poverty and inequality that blights too many lives and disproportionately holds back all too many people from achieving their dreams and aspirations.

11. Equalities, Human Rights and Community Cohesion

11.1 The public sector equality duty requires public bodies to pay due regard to the need to:

- eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010;
- advance equality of opportunity between people who share a protected characteristic and those who do not;
- foster good relations between people who share a protected characteristic and those who do not

11.2 The Equality Act 2010 and the Public Sector Equality Duty (outlined above) cover the following nine protected characteristics: age, disability, marriage and civil partnership, gender reassignment, pregnancy and maternity, race, religion or belief, gender and sexual orientation.

11.3 The Council has also revised its Council Tax Reduction scheme from 1 April 2023 to increase the maximum Council Tax Reduction from 75% to 80%. The scheme provides financial assistance to low-income residents with Council Tax bill payments. The recommendations provide additional support as allowed by the legislation.

12. Staffing/Workforce and Accommodation implications

None

13. Property and Assets

None

14. Consultations

None, due to the short timescale between the government announcement on 23 December 2022 and the following financial year and for reasons set out in paragraph 5.4 of this report.

15. Timetable for Implementation

Recommendation to adopt amended Discretionary Council Discount Policy which includes additional CTS funding	22 February 2023
Date by which Council must adopt the scheme	11 March 2023
Scheme effective from	1 April 2023

16. Appendices

Appendix 1 - Ealing Council Discretionary Council Tax Policy 2023/24

17. Background Information

- [Council Tax Support Fund guidance - GOV.UK \(www.gov.uk\)](http://www.gov.uk)

Consultation

Name of consultee	Post held	Date sent to consultee	Date response received	Comments appear in paragraph:
Internal				
Cllr. Steve Donnelly	Cabinet Member for Inclusive Economy	Continuous	Continuous	throughout
Cllr. Bassam Mahfouz	Cabinet Member for Decent Living Incomes	Continuous	Continuous	Throughout
Emily Hill	Strategic Director of Corporate Resources	Continuous	Continuous	throughout
Nick Rowe	Assistant Director– Local Tax & Accounts Receivable	Continuous	Continuous	throughout
Alison Reynolds	Director of Customer and Transactional Services	Continuous	Continuous	throughout

Justin Morley	Head of Legal Services	Continuous	Continuous	throughout
Shabana Kausar	Assistant Director- Strategic Finance	Continuous	Continuous	throughout
External				
none				

Report History

Decision type:	Urgency item?
Key decision	no
Report no.:	Joanna Pavlides, pavlidej@ealing.gov.uk

Policy for the Award of Discretionary Council Tax Discounts (Section 13a (1) (C))

1. Introduction

- 1.1 Section 13a (1) (c) of the Local Government Finance Act 1992 allows councils to reduce the amount of council tax payable. It can be used for individual cases or the council can determine classes of case in which liability is to be reduced. The Strategic Director of Corporate Resources will determine local discounts in respect classes of cases. Other claims will be considered on an individual basis within the Financial Assessments Service.
- 1.2 The discount is discretionary and this policy sets out the key guidelines to be met.

2. Financial Impact

- 2.1 The cost of any reduction awarded under Section 13Aa (1)(c) must be met by the Ealing Council in full.
- 2.2 For 2023/24, the Council will also utilise additional funding of £630,896 awarded by the government as per guidance [Council Tax Support Fund guidance - GOV.UK \(www.gov.uk\)](https://www.gov.uk/guidance/council-tax-support-fund-guidance).
- 2.3 Only one application will be considered for any particular period of Council Tax unless the applicant has had significant change in their circumstances since the previous application. Any award will have to be considered in line with budgetary provisions.

3. Application for a discretionary reduction

- 3.1 The Council requires evidence to support all applications and will check data provided with other Council records as necessary and where appropriate.
- 3.2 Regulations state how applications may be made and in order to be as fair and transparent as possible the Council have devised an application form to ensure consistency. It is a checklist of criteria to be met or questions to be answered. This will assist in the application process.
- 3.3 Except where a policy is agreed for classes, all applications will be considered on an individual basis and decisions will be made in accordance with this policy. The Council will consider the following before awarding any reduction:
 - The customer is experiencing financial hardship and difficulty in meeting their basic and essential needs or where the required payment of council tax would hinder customer's ability to meet these needs (e.g. accommodation, food, heating and hygiene)
 - The customer must demonstrate in their application that they have taken all reasonable steps to resolve their own situation prior to making application including utilisation of Council's existing support mechanisms for debt management, maximising benefit or referrals to other specialist services
 - Whether all other discounts/reliefs (including Council Tax Support) have been claimed and awarded to the customer where there is entitlement

- Whether the hardship experienced arose during customer's transition from long term benefits into work
 - Whether the customer has access to other assets that could be used to pay the Council Tax
 - The financial circumstances (income, expenditure and assets and liabilities) of the customer at the time the Council Tax accrued
 - If the customer's Council Tax account is in arrears, the Council must be satisfied that non-payment was not due to refusing to make payment or not prioritising the payment of Council Tax
 - The Council must have sufficient funds available to allow for a reduction to be made.
- 3.4 There must be clear evidence of exceptional circumstances and hardship provided to Ealing Council that justifies a reduction in Council Tax liability. This will ordinarily be for a short period of time and not on an on-going basis.
- 3.5 To ensure there is a fair and consistent approach, all applications will be considered within the guidelines of this policy and a written record will be kept on file of the decisions and factors considered in the process.
- 3.6 Application must be on the form provided and include all evidence necessary to support it (unless the necessary evidence has already been provided to the Council as part of application for housing benefit, council tax support, discretionary housing payment or local welfare assistance payments)

Council Tax Support Fund 2023/24 only

- 3.7 This section applies only to the financial year 2023/24 and payments made in that year. No application is required where the council tax account holder is in receipt of Council Tax Reduction (CTR) and has an amount to pay after CTR has been applied. These hardship payments are made as a reduction to council tax liability in accordance with government guidance and they shall not exceed £40 per council tax account holder. The government has allocated the Council the sum of £630,896 for this purpose.
- 3.8 The payments will only be made to existing recipients of CTR on 1 April 2023.
- 3.9 Claimants who become entitled to Council Tax Reduction after 1 April 2023 will not have their council tax liability reduced automatically by the £40 but will be able to make an application for a discretionary scheme.
- 3.10 The guidance allows for the Council to use any remaining funding to further its own approach to supporting economically vulnerable households with council tax bills. The Council will do this by making 13A(1)(c) awards following successful applications to the Council's Council Tax Discretionary Discount scheme.

4. Assessing the award

- 4.1 The Council will notify the applicant of the decision in writing.

- 4.2 The Council will not consider applications to reduce Council Tax liability where the customer has failed to provide information within any requested timescale and will notify the customer in writing that the application has been refused.
- 4.3 The application form will be assessed together with all supporting evidence and:
- Where evidence is weak or insufficient the applicant will be informed that a decision cannot be made and they will be required to support the relevant evidence in order for the request to be considered further.
 - The maximum award that may be applied for is the net council tax for one financial year.
 - A reduction may meet part or all of the council tax due.
 - Whether Council finances permit the granting of the reduction and it is reasonable to award in light of the impact on other council tax payers in Ealing.
 - Applications will be considered by Financial Assessments. Managers in Financial Assessments will approve awards and grant relief on accounts. Separate procedural arrangements will be established in respect of liaison between Financial Assessment and Local Tax and Accounts Receivable.
 - As a part of making a decision on a customer's application for discretionary award, the Council may also take into consideration customer's engagement in activities to address worklessness, debt or problematic behaviour.
 - Once determined, the council tax payer(s) will be notified of the decision within 21 days.
 - An application submitted is not an entitlement to withhold payment of council tax.
 - The amount outstanding must not be the result of wilful refusal or culpable neglect.
 - The Council will consider the reduction of council tax liability in respect of any council tax payer or any class of payer on their individual merit.

5. Period Section 13a applies for

- 5.1 The Council will normally only award Section 13a discount for a limited period of liability. However, where the applicant can show that the circumstances will remain the same for a period up to the end of the current financial year, discount may be awarded for the remainder of the year.
- 5.2 Should the council tax bill reduce within the period that Section 13a discount has been applied; the discount will be reduced proportionately. If the council tax bill increases within the period discount is applied, i.e. another discount is removed, the amount of S13 discount awarded will not automatically increase. In such cases, the Council, upon request of the customer, will reconsider the application and may award an additional discount.
- 5.3 Where it transpires that a discount has been awarded based on false information or evidence, the decision will be revoked. The Council shall take legal advice regarding any incidents of possible fraud or false information.
- 5.4 Examples of changes in circumstance likely to affect S13a discount:
- the end of a financial year;
 - a change of liable person;
 - the property becomes empty or unoccupied;
 - the customer enters any form of Insolvency proceedings;
 - The customer's financial circumstances change. The customer must inform the Council if their circumstances change.

6. Review of Decision

Under the Local Government Finance Act 1992, there is no right of appeal against the Council’s use of discretionary powers. However, the Council will accept a customer’s written request for a further review of its decision within one calendar month of notification of the date of decision. This review will consider any additional information supplied by the council tax payer(s) in support of the request.

7. Aim of Policy

The aim of the policy is to provide guidelines in the award of discretionary discount in council tax. Each case will be assessed on its own merits with consideration for the financial cost of discount.

8. Roles and Responsibilities

The roles and responsibilities of officers are outlined in the table below. In addition, the annual audit of council tax will encompass the application and award of discount.

Area	Roles and Responsibilities
Financial Assessment Service	Consider applications, reject applications, make recommendations to accept customers’ applications in accordance with the policy. Where appropriate to liaise with the Local Tax Service.
Managers in Local tax	Consider applications, and recommendations from Financial Assessment Service, and to accept or reject customers’ applications in accordance with the policy. Where appropriate to liaise with the Financial Assessment Service.
Revenues Head of Service	To decide on review cases To monitor and ensure compliance To review and control expenditure

9. The Legal Context

Section 13a (1)(c) of the Local Government Finance Act 1992 states:
“13 A Reductions by billing authority

(1)The amount of council tax which a person is liable to pay in respect of any chargeable dwelling and any day (as determined in accordance with sections 10 to 13)—

[...]

(c) in any case, may be reduced to such extent (or, if the amount has been reduced under paragraph (a) or (b) [The council tax reduction scheme], such further extent) as the billing authority for the area in which the dwelling is situated thinks fit.

[and further]

(6) The power under subsection (1)(c) includes power to reduce an amount to nil.

(7) The power under subsection (1)(c) may be exercised in relation to particular cases or by determining a class of case in which liability is to be reduced to an extent provided by the determination.

The Council Tax Reduction Schemes (Prescribed Requirements) (England) Regulations 2012, Schedule 7, Part 3 state:

Procedure for an application to the authority for a reduction under section 13A(1)(c) of the 1992 Act

9.—(1) An application to an authority for a reduction under section 13A(1)(c)(1) of the 1992 Act may be made—

- (a) in writing,
- (b) by means of an electronic communication in accordance with Part 4 of this Schedule, or
- (c) where the authority has published a telephone number for the purpose of receiving such applications, by telephone.

(2) Where—

- (a) the authority has made a determination under section 13A(1)(c) in relation to a class of case in which liability is to be reduced; and
 - (b) a person in that class would otherwise be entitled to a reduction under its scheme,
- that person's application for a reduction under the authority's scheme may also be treated as an application for a reduction under section 13A(1)(c).

10. Equalities and Diversity

The Council has carried out a Full Equality Impact Assessment for the purposes of implementing Council Tax Reduction scheme.

11. Review of Policy

This policy will be reviewed annually as part of the Council's budget setting process. Reviews will be agreed by the Strategic Director of Corporate Resources in consultation with the relevant portfolio holder.

This page is intentionally left blank



Report for: ACTION

Item Number: 4

Contains Confidential or Exempt Information	NO
Title	School Admission Arrangements for 2024/25
Responsible Officer(s)	Tamara Quinn Business Planning and Resources - Strategic Lead Telephone: 0208 825 8444 Email: tquinn@ealing.gov.uk
Author(s)	Joanne Bradley – Head of Admissions & Fair Access Telephone: 0208 825 9662 Email: jbradley@ealing.gov.uk
Portfolio(s)	Children's Services
For Consideration By	Cabinet
Date to be Considered	22 February 2023
Implementation Date if Not Called In	07 March 2023
Affected Wards	All
Keywords/Index	Admission Arrangements, School Admissions Code

Purpose of Report:

This report outlines the school admission arrangements and the published admission numbers (PAN) for 2023/24 which need to be determined by 28 February 2023.

1. Recommendations

It is recommended that cabinet approves:

- 1.1 The admissions arrangements 2024/25 for Ealing community schools (Appendix 1).
- 1.2 The published admission numbers for all Ealing community schools including a reduction of 15 places at Oldfield Primary School. (Appendix 1).
- 1.3 Ealing's scheme for co-ordination of admissions to Year 7 and Reception/Junior in 2024/25 as part of Pan London co-ordination (Appendix 2).

2. Reason for Decision and Options Considered

- 2.1 All admission authorities must determine their admission arrangements by 28 February every year, even if they have not changed from previous years and consultation has not been required. These are set out in paragraph 1.49 of the School Admissions Code.

3. Key Implications

Proposed changes to the admissions arrangements for community schools

- 3.1 The Local Authority is not proposing to make any changes to the community school admissions arrangements for 2024/25.

Admission Numbers

- 3.2 As part of determining the admission arrangements, all admission authorities must set an admission number for each relevant age group.
- 3.3 Where Admission authorities propose either to increase or keep the same Published Admission Number (PAN) they are not required to consult. For a community or voluntary controlled school, the local authority (as the admission authority) must consult at least the governing body of the school where it proposes either to increase or keep the same PAN. All admission authorities must consult where they propose a decrease to the PAN. Community and voluntary controlled schools have the right to object to the Schools Adjudicator if the PAN set for them is lower than they would wish. There is a strong presumption in favour of an increase to the PAN to which the Schools Adjudicator must have regard when considering any such objection.
- 3.4 Admission authorities must notify their local authority of their intention to increase the school's PAN and reference to the change should be made on the school's website. If, at any time following determination of the PAN, an admission authority decides that it is able to admit above its PAN, it must notify the local authority in good time to allow the local authority to deliver its co-ordination responsibilities effectively. Admission authorities may also admit above their PAN in-year.
- 3.5 Any admissions above the PAN will not constitute an increase to the agreed PAN.
- 3.6 The proposed published admission numbers for 2024/25 are in Appendix 1. The Local Authority are proposing a reduction of 15 places at Oldfield Primary School. This is based on current and projected numbers for 2024/25.
- (a) Oldfield Primary School falls within the GNP central planning area. In October 2022 there were 446 reception pupils on roll at GNP central planning area schools against a PAN of 510. The latest projections for the GNP central planning area for 2024/25 is 421.

4. Financial

- 4.1 There are no financial implications arising from the proposals in this report to the Council's mainstream funding.
- 4.2 In December 2022, the DfE notified the Authority of its Dedicated Schools Grant (DSG) blocks for 2023-24. Central school's expenditure is funded from a separate Central School Services Block which totals £2.019 m for 2023-24 (excluding historic commitments). The Admissions service will be funded from this block. The budgeted cost for the Pupil Admissions service is £0.655m for 2023/24 which was agreed by the Schools Forum in November 2022. There is no General Fund budget for this service.

5. Legal

- 5.1 The Council has a statutory duty to ensure a sufficiency of places in the area under section 14 of the Education Act 1996.
- 5.2 On 01 September 2021 a new School Admissions Code came into force. The School Admissions Code has been issued under Section 84 of the School Standards and Framework Act 1998 ('SSFA 1998'). The Local Authority has a statutory duty to act in accordance with the relevant provisions of the Schools Admission Code.
- 5.3 This Code imposes mandatory requirements and includes guidelines setting out aims, objectives and other matters in relation to the discharge of functions relating to admissions by the Local Authority (and other admission authorities):
- 5.4 All admission authorities are required to consult in accordance with the Code where a decrease in a Published Admission Number (PAN) is proposed. That consultation must be for a minimum of 6 weeks and take place between 1 October and 31 January in the determination year.
- 5.5 Community and voluntary controlled schools have the right to object to the Schools Adjudicator if the PAN set for them is lower than they would wish. All schools identified in this report at para 3.6 are community schools.
- 5.6 The Council is also subject to the general Equality Duty under the Equality Act 2010 and must in exercise of its functions have due regard to the need to:
- (a) Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act;
 - (b) Advance equality of opportunity between people who share a protected characteristic and those who do not;
 - (c) Foster good relations between people who share a protected characteristic and those who do not.

6. Value For Money

Not applicable

7. Sustainability Impact Appraisal

Not applicable

8. Risk Management

None

9. Community Safety

None

10. Links to the 3 Key Priorities of the Borough

None

11. Equalities, Human Rights and Community Cohesion

An Equalities Analysis Assessment is not required as there have been no changes to the admissions criteria.

12. Staffing/Workforce and Accommodation implications

None

13. Property and Assets

None

14. Any other implications

None

15. Consultation

- 15.1 Where changes are proposed to admission arrangements, all admission authorities must consult by 31 January on their admission arrangements that will apply for admission applications the following academic year. Where the admission arrangements have not changed from the previous year there is no requirement to consult, subject to the requirement that admission authorities must consult on their admission arrangements at least once every 7 years, even if there have been no changes during that period. These are set out in paragraph 1.45 - 1.48 of the School Admissions Code.
- 15.2 The consultation period must last for a minimum of six weeks, between 1 October and 31st January, to ensure that all consultees have enough time to respond. Admission Authorities must determine their admission arrangements for 2024/25 by 28 February 2023.
- 15.3 For the duration of the consultation period, the admission authority must publish a copy of their full proposed admission arrangements (including the proposed PAN) on their website together with details of the person within the admission authority to whom comments may be sent and the areas on which comments are not sought. Failure to consult effectively may be grounds for subsequent complaints and appeals. These are set out in paragraph 1.48 of the School Admissions Code.
- 15.4 The consultation on the proposed reduction in the published admission number at Oldfield Primary School took place from the 07/11/2022 to the 24/12/2022. In addition, the governing body of the school was consulted and is supportive of the proposed reduction.
- 15.5 Ealing Admission Authority consulted by:
- (i) asking all schools to display posters inviting parents to respond to the consultation.
 - (ii) emails were sent to all Ealing schools, London local authorities, and the diocese informing them of the location of the consultation documents on Ealing's website and inviting responses to the consultation.
- 15.6 The Ealing community school consultation ran from 07/11/2022 to the 24/12/2022 (6 weeks), during this time a copy of the full proposed admission arrangements (including the proposed PAN for all community schools) was published on the Ealing Council Website, inviting comments from parents, schools, local authorities and any other interested parties. No comments were received.

16. Timetable for implementation

Determination of the Admission Arrangements	By 28 February 2023
Publish on the website the determined admissions arrangements for all schools with information on how to refer objections to the Schools Adjudicator.	By 15 March 2023

17. Appendices

Appendix 1: Proposed Admission Arrangements 2024/25 for Ealing community schools, including published admission numbers (PAN).

Appendix 2: Ealing’s Scheme for Co-ordination of Admissions to Year 7 and Reception/Junior in Maintained Schools and Academies in 2024/25.

18. Background Information

Schools Standards and Framework Act

1998 Education and Inspections Act 2006

Education and Skills Act 2008

The Equality Act 2010

The School Admissions (Infant Class Sizes) (England) Regulations 2012

School Admissions (Admission Arrangements and Co-ordination of Admission Arrangements)(England) Regulations 2012

The School Admissions (Admission Arrangements and Co-ordination of Admission Arrangements) (England) (Amendment) Regulations 2014

Schools Admissions Code 2021

Consultation

Name of consultee	Post held	Date sent to consultee	Date response received	Comments appear in paragraph:
Internal				
Tamara Quinn	Business Planning and Resources - Strategic Lead	18/01/2023		
Kathleen Ennis	Principal Lawyer	20/01/2023		5. Legal
Emily Hill Russel Dyer	Chief Finance Officer Head of Accountancy	20/01/2023		4. Financial
Cllr. Kamaljit Nagpal	Cabinet Member			

Report History

Decision type:	Urgency item?
Non-key decision	No
Report no.:	Report author and contact for queries:
Joanne Bradley Head of Admissions & Fair Access x9662	

EALING COMMUNITY SCHOOL ADMISSIONS ARRANGEMENTS 2024/25

CONTENTS:

- 1. Admissions Arrangements 2024/25 for Ealing community primary, infant and junior schools.**
- 2. Admissions Arrangements 2024/25 for Ealing community high schools.**
- 3. Admissions Arrangements 2024/25 for Ealing community sixth forms.**
- 4. Published admission number (PAN) for Ealing community high, primary, infant and junior schools 2024/25.**

Admissions Arrangements for Ealing Community Primary, Infant and Junior schools 2024/25

The Admission criteria for nursery schools are the same as that for community primary schools.

IMPORTANT: Please note that admission to a nursery class does not guarantee admission to the main school on the nursery site.

Places in the normal (main) round are allocated according to the Pan London Co-ordinated Admissions Scheme for admission to reception / junior school. In-Year places are allocated according to the In-year coordinated scheme.

If there are fewer applicants than there are places available at the school everyone who applies will be offered a place.

Children who have an Education, Health and Care Plan which names the school will be allocated a place at the school.

If there are more applicants than there are places available after the admission of students with an Education, Health and Care Plan naming the school, the following criteria will be applied to determine who will be offered a place:

- 1. Children who are looked after or were previously looked after** Looked after children and children who were previously looked after but immediately after being looked after became subject to adoption, a child arrangements order, or special guardianship order. Including children who appear (to the admission authority) to have been in state care outside of England and ceased to be in state care as a result of being adopted (See below for definitions of children who are looked after or were previously looked after).
- 2. Siblings** Children with a brother or sister who will be attending the main school (not the nursery class) at the time of admission (see below for definition of sibling).
- 3. Distance from home to school** Places are allocated to applicants who live closest to the school measured by straight-line. (See below for definition of distance).

Tie-breaker

If more applications are received in any one criterion than there are places available the tie breaker of distance will be used to determine priority. In cases where applicants live equidistant from the preferred school the place(s) will be allocated using random allocation.

Children of multiple births

The local authority does not give priority under its admission criteria for twins, triplets or other children from multiple births, however, the Local Authority will admit twins and children from multiple births when one of the siblings is the thirtieth child admitted.

Children of newly appointed staff

After the published offer date, where there is a demonstrable skills shortage for a vacant post (independent evidence is required), the local authority will place the children of a new appointee for the post in question, at the top of the waiting list for places at the school.

Children of UK Service Personnel (UK Armed Forces) and Crown Servants

Families of service personnel with a confirmed posting to the area, or crown servants returning from overseas to live in the local authority are allocated a place in advance of the family arriving in the area provided that the application is accompanied by an official letter that declares a relocation date to the area and/or a unit postal address or quartering area address.

Deferred entry

Parents are entitled to a full-time school place in the September following their child's fourth birthday, however parents do not have to ensure their child receives full time education until the start of the term following their fifth birthday.

Parents can defer the date their child is admitted to the school until later in the school year but not beyond the point at which they reach compulsory school age (the term after the child turns five) and not beyond the beginning of the final term of the school year.

Where the parents wish, children may attend part-time until later in the school year but not beyond the point at which they reach compulsory school age.

Parents wishing to defer entry need to apply by the closing date and when an offer is made inform the school that they want to defer entry or only attend part-time.

Delayed entry

Parents of a summer born child (born between 01 April and 31 August) may choose not to send that child to school until the September following their fifth birthday and may request that they are admitted out of their normal age group to reception rather than year 1.

An application and written request must be made to the Head of Admissions by the closing date 15 January, providing all of the reasons for the request with any supporting documentation that the parent wants taken into consideration.

The local authority must make decisions on the basis of the circumstances of each case and in the best interests of the child concerned. This will include taking account of the parent's views; information about the child's academic, social and emotional development; where relevant, their medical history and the views of a medical professional; whether they have previously been educated out of their normal age group; and whether they may naturally have fallen into a lower age group if it were not for being born prematurely. They must also take into account the views of the head teacher of the school concerned.

If the parents case for delayed admission into reception is agreed the application for entry to reception in 2024 will be withdrawn. A new application must be made the following year for entry to reception in 2025 and would be considered along with all the other applicants for admission in that year. There would be no guarantee that a place would be offered in the preferred school.

If the parents request for delayed admission into reception is refused, the application for admission to reception to the child's normal age group will proceed. After the offer of a place has been made the parent could then inform the school that they want to defer entry as outlined above.

Admission of children outside their normal age group

Parents may seek a place for their child outside of their normal age group, for example, if the child is gifted and talented or has experienced problems such as ill health.

A written request must be made to the Head of Admissions at the time of application providing all of the reasons for the request with supporting evidence i.e. school reports, medical reports, professional recommendations or any other documents to be taken into consideration.

The local authority must make decisions on the basis of the circumstances of each case and in the best interests of the child concerned. This will include taking account of the parent's views; information about the child's academic, social and emotional development; where relevant, their medical history and the views of a medical professional; whether they have previously been educated out of their normal age group; and whether they may naturally have fallen into a lower age group if it were not for being born prematurely. They must also take into account the views of the head teacher of the school concerned.

If the local authority agrees to a parent's request for their child to be admitted out of their normal age group the application will be considered alongside all other applications in the requested year group. There would be no guarantee that a place would be offered in the preferred school.

Parents who are refused a place at a school for which they have applied have the right of appeal to an independent admission appeal panel. They do not have a right of appeal if they have been offered a place and it is not in the year group they would like. However, if the parents are dissatisfied with the outcome of the request for delayed entry into reception or admission outside of their child's normal age group they would have the right to complain against the decision through the Council's complaints procedure for decisions made by council officers.

Waiting Lists

Children will automatically be placed on the waiting list for higher preferences than the school offered, lower preferences are automatically withdrawn.

When vacancies arise, places will be allocated according to the oversubscription criteria. Vacancies will be offered to the pupil with the highest priority on the waiting list. The position of a pupil on the waiting list changes frequently and can move down as well as up if other pupils having higher priority have their names added to the waiting list. Length of time on a waiting list does not give any priority.

The community schools in Ealing will hold waiting lists for all year groups for one term, after which the waiting list will cease. If parents wish for their child to continue on the waiting list they will need to advise the admissions team before the start of the following term.

Definitions

Children who are looked after or were previously looked after - A looked after child is a child who is (a) in the care of a local authority, or (b) being provided with accommodation by a local authority in the exercise of their social services functions (see the definition in Section 22(1) of the Children Act 1989). Previously looked after children are children who were looked after, but ceased to be so because they were adopted or became subject to a child arrangements order or special guardianship order immediately following having been looked after. Adopted children are those who were adopted under the Adoption Act 1976 (see section 12 adoption orders) and children who were adopted under the Adoption and Children's Act 2002 (see section 46 adoption orders). Child arrangements orders are defined in s.8 of the Children Act 1989, as amended by s.12 of the Children and Families Act 2014. Child arrangements orders replace residence orders and any residence order in force prior to 22 April 2014 is deemed to be a child arrangements order. A special guardianship order is defined by s. 14A of the Children Act 1989 as an order appointing one or more individuals to be a child's special guardian (or special guardians). A child is regarded as having been in state care in a place outside of England if they were accommodated by a public authority, a religious organisation or any other provider of care whose sole purpose is to benefit society.

Sibling - The words brother and sister refer to all blood, half, foster, step and adoptive brothers and sisters (not cousins) who live at the same home and in the same family unit as the child on a permanent basis or for the majority of time in any calendar year. A sibling relationship does not apply when the older child(ren) will leave before the younger one starts.

Distance - The distance from home to school is measured by straight-line, from a point in the property to a point in the school determined by the grid references for the centre of the school's postcode. The measuring system is an integral part of the admission software produced by Synergy. It uses Ordnance Survey maps and the LLPG (Local Land Property Gazetteer) and is accurate to 2 metres

Home address - This must be the permanent home address where both parent and child are living on the closing date of 15 January for admission in the normal round or on the date at which an in-year offer is made. Temporary addresses used solely or mainly to obtain a place at a school (whilst still owning a property elsewhere) are not regarded as the permanent home address and will not be accepted. If a place is obtained by that means, the place will be withdrawn. Ealing council will check internal council databases in order to verify the address. Where it is not possible to verify an address or if there has been a recent change of address proof will be required.

Where the parents have shared responsibility and the child is residing with one parent for the majority of the time or on a permanent basis, the address of this parent will be used for the purposes of the application.

APPENDIX 1

Where parents have shared responsibility and the child lives with each parent for half of the calendar year, the parents must come to an agreement as to whose address will be used for the application. This address will be used to process the child's application and can only be changed after the beginning of the academic year unless the address of the chosen parent changes during the admissions process. Proof of residency may be required.

In all other cases of personal or family arrangements the address of the parent(s) will be taken as the main residence unless there is irrefutable evidence that the child lives elsewhere either full-time or for most of the year with an adult under arrangements which have been endorsed by a court.

Ealing Council takes very seriously any attempt to obtain a school place by deception. If a school place is obtained using a false or misleading address prior to a child starting at the school this place will be withdrawn. Serious consideration is also given to withdrawing the offer, even after the child has started school. In deciding whether to withdraw the place, the length of time that the child has been at the school will be taken into account.

Admissions Arrangements for Ealing Community High Schools 2024/25

Places in the normal (main) round are allocated according to the Pan London Co-ordinated Admissions Scheme for admission to Year 7. In-Year places are allocated according to the In-year coordinated scheme.

If there are fewer applicants than there are places available at the school everyone who applies will be offered a place.

Children who have an Education, Health and Care Plan which names the school will be allocated a place at the school.

If there are more applicants than there are places available after the admission of students with an Education, Health and Care Plan naming the school, the following criteria will be applied to determine who will be offered a place:

- 1. Children who are looked after or were previously looked after** Looked after children and children who were previously looked after but immediately after being looked after became subject to adoption, a child arrangements order, or special guardianship order. Including children who appear (to the admission authority) to have been in state care outside of England and ceased to be in state care as a result of being adopted (See below for definitions of children who are looked after or were previously looked after).
- 2. Siblings** Children with a brother or sister who will be attending the main school at the time of admission. A sibling connection does not apply for children whose older sibling will/may be attending the 6th form in years 12 & 13. (see below for definition of sibling).
- 3. Distance from home to school** Places are allocated to applicants who live closest to the school measured by straight-line. (See below for definition of distance).

Tie-breaker

If more applications are received in any one criterion than there are places available the tiebreaker of distance will be used to determine priority. In cases where applicants live equidistant from the preferred school the place(s) will be allocated using random allocation.

Children of multiple births

The local authority does not give priority under its admission criteria for twins, triplets or other children from multiple births, however, the local authority will admit twins and children from multiple births when one of the siblings is the thirtieth child admitted.

Children of newly appointed staff

After the published offer date, where there is a demonstrable skills shortage for a vacant post (independent evidence is required), the admission authority will place the children of a new appointee for the post in question, at the top of the waiting list for places at the school.

Children of UK Service Personnel (UK Armed Forces) and Crown Servants

Families of service personnel with a confirmed posting to the area, or crown servants returning from overseas to live in the local authority are allocated a place in advance of the family arriving in the area provided that the application is accompanied by an official letter that declares a relocation date to the area and/or a unit postal address or quartering area address.

Admission of children outside their normal age group

Parents may seek a place for their child outside of their normal age group, for example, if the child is gifted and talented or has experienced problems such as ill health.

A written request must be made to the Head of Admissions at the time of application providing all of the reasons for the request with supporting evidence i.e. school reports, medical reports, professional recommendations or any other documents to be taken into consideration.

The local authority must make decisions on the basis of the circumstances of each case and in the best interests of the child concerned. This will include taking account of the parent's views; information about the child's academic, social and emotional development; where relevant, their medical history and the views of a medical professional; whether they have previously been educated out of their normal age group; and whether they may naturally have fallen into a lower age group if it were not for being born prematurely. They must also take into account the views of the head teacher of the school concerned.

If the local authority agrees to a parent's request for their child to be admitted out of their normal age group the application will be considered alongside all other applications in the requested year group. There would be no guarantee that a place would be offered in the preferred school.

Parents who are refused a place at a school for which they have applied have the right of appeal to an independent admission appeal panel. They do not have a right of appeal if they have been offered a place and it is not in the year group they would like. However, if the parents are dissatisfied with the outcome of the request for delayed entry into reception they would have the right to complain against the decision through the council's complaints procedure for decisions made by council officers.

Waiting Lists

Children will automatically be placed on the waiting list for higher preferences than the school offered, lower preferences are automatically withdrawn.

When vacancies arise, places will be allocated according to the oversubscription criteria. Vacancies will be offered to the pupil with the highest priority on the waiting list. The position of a pupil on the waiting list changes frequently and can move down as well as up if other pupils having higher priority have their names added to the waiting list. Length of time on a waiting list does not give any priority.

The community schools in Ealing will hold waiting lists for all year groups for one term, after which the waiting list will cease. If parents wish for their child to continue on the waiting list they will need to advise the admissions team before the start of the following term.

Definitions

Children who are looked after or were previously looked after - A looked after child is a child who is (a) in the care of a local authority, or (b) being provided with accommodation by a local authority in the exercise of their social services functions (see the definition in Section 22(1) of the Children Act 1989). Previously looked after children are children who were looked after, but ceased to be so because they were adopted or became subject to a child arrangements order or special guardianship order immediately following having been looked after. Adopted children are those who were adopted under the Adoption Act 1976 (see section 12 adoption orders) and children who were adopted under the Adoption and Children's Act 2002 (see section 46 adoption orders). Child arrangements orders are defined in s.8 of the Children Act 1989, as amended by s.12 of the Children and Families Act 2014. Child arrangements orders replace residence orders and any residence order in force prior to 22 April 2014 is deemed to be a child arrangements order. A special guardianship order is defined by s. 14A of the Children Act 1989 as an order appointing one or more individuals to be a child's special guardian (or special guardians). A child is regarded as having been in state care in a place outside of England if they were accommodated by a public authority, a religious organisation or any other provider of care whose sole purpose is to benefit society.

Sibling - The words brother and sister refer to all blood, half, foster, step and adoptive brothers and sisters (not cousins) who live at the same home and in the same family unit as the child on a permanent basis or for the majority of time in any calendar year.

Distance - The distance from home to school is measured by straight-line, from a point in the property to a point in the school determined by the grid references for the centre of the school's postcode. The measuring system is an integral part of the admission software produced by Synergy. It uses Ordnance Survey maps and the LLPG (Local Land Property Gazetteer) and is accurate to 2 metres.

Home address - This must be the permanent home address where both parent and child are living on the closing date of 31 October for admission in the normal round or on the date at which an in-year offer is made. Temporary addresses used solely or mainly to obtain a place at a school (whilst still owning a property elsewhere) are not regarded as the permanent home address and will not be accepted. If a place is obtained by that means, the place will be withdrawn. Ealing council will check internal council databases in order to verify the address. Where it is not possible to verify an address or if there has been a recent change of address proof will be required.

Where the parents have shared responsibility and the child is residing with one parent for the majority of the time or on a permanent basis, the address of this parent will be used for the purposes of the application.

Where parents have shared responsibility and the child lives with each parent for half of the calendar year, the parents must come to an agreement as to whose address will be used for the application. This address will be used to process the child's application and can only be changed after the beginning of the academic year unless the address of the chosen parent changes during the admissions process. Proof of residency may be required.

APPENDIX 1

In all other cases of personal or family arrangements the address of the parent(s) will be taken as the main residence unless there is irrefutable evidence that the child lives elsewhere either full-time or for most of the year with an adult under arrangements which have been endorsed by a court.

Ealing Council takes very seriously any attempt to obtain a school place by deception. If a school place is obtained using a false or misleading address prior to a child starting at the school this place will be withdrawn. Serious consideration is also given to withdrawing the offer, even after the child has started school. In deciding whether to withdraw the place, the length of time that the child has been at the school will be taken into account.

Admissions Arrangements for Ealing Community Sixth Forms 2024/25

All students must meet the entry requirements for their chosen course of study as published in the Sixth Form Prospectus. Students must meet the individual subject specific criteria as published in the Sixth Form Prospectus. Places in Year 12 will be awarded to students in the following order of priority:

- Children who are looked after or were previously looked after Looked after children and children who were previously looked after but immediately after being looked after became subject to adoption, a child arrangements order, or special guardianship order. Including children who appear (to the admission authority) to have been in state care outside of England and ceased to be in state care as a result of being adopted (See below for definitions of children who are looked after or were previously looked after).
- Qualified students who were on roll at the desired High School at the end of the academic year immediately preceding the proposed date of entry into the school's sixth form
- Who have a sibling attending the desired school in the year of the proposed date of entry into the school's sixth form
- Qualified students from any other school
- The distance from the student's permanent home address to the school with those living nearest the school being given the higher priority*

*The distance from home to all community high schools are measured by straight line from a point in the property determined by Ordnance Survey to a point in the school determined by the grid references for the centre of the school's postcode. The measuring system is an integral part of the admissions software produced by Synergy. It uses Ordnance Survey maps and is accurate to 2 metres.

Definition of Children who are looked after or were previously looked after - A looked after child is a child who is (a) in the care of a local authority, or (b) being provided with accommodation by a local authority in the exercise of their social services functions (see the definition in Section 22(1) of the Children Act 1989). Previously looked after children are children who were looked after, but ceased to be so because they were adopted or became subject to a child arrangements order or special guardianship order immediately following having been looked after. Adopted children are those who were adopted under the Adoption Act 1976 (see section 12 adoption orders) and children who were adopted under the Adoption and Children's Act 2002 (see section 46 adoption orders). Child arrangements orders are defined in s.8 of the Children Act 1989, as amended by s.12 of the Children and Families Act 2014. Child arrangements orders replace residence orders and any residence order in force prior to 22 April 2014 is deemed to be a child arrangements order. A special guardianship order is defined by s. 14A of the Children Act 1989 as an order appointing one or more individuals to be a child's special guardian (or special guardians). A child is regarded as having been in state care in a place outside of England if they were accommodated by a public authority, a religious organisation or any other provider of care whose sole purpose is to benefit society.

APPENDIX 1

**PUBLISHED ADMISSION NUMBERS (PAN) FOR 2024/25
EALING COMMUNITY SCHOOLS**

Primary Schools	Reception 2024
Acton Gardens Primary School	60
Allenby Primary School	30
Beaconsfield Primary & Nursery School	60
Blair Peach Primary School	60
Clifton Primary School	60
Coston Primary School	60
Dairy Meadow Primary School	60
Derwentwater Primary School	60
Downe Manor Primary School	60
Drayton Green Primary School	60
Durdans Park Primary School	60
East Acton Primary School	30
Featherstone Primary & Nursery School	90
Fielding Primary School	120
Gifford Primary School	120
Grange Primary School	90
Greenwood Primary School	90
Hambrough Primary School	60
Havelock Primary School	60
Hobbayne Primary School	60
Horsenden Primary School	90
John Perryn Primary School	60
Lady Margaret Primary School	60
Little Ealing Primary School	90
Mayfield Primary School	60
Montpelier Primary School	90
North Ealing Primary School	90
North Primary School	60
Oaklands Primary School	60
Oldfield Primary School	*45
Perivale Primary School	60
Petts Hill Primary School	30
Ravenor Primary School	90
Selborne Primary School	90
Southfield Primary School	60

Primary Schools	Reception 2024
St John's Primary School	60
St Mark's Primary School	60
Stanhope Primary School	60
Three Bridges Primary School	60
Tudor Primary School	60
Vicar's Green Primary School	60
Viking Primary School	30
West Acton Primary School	90
West Twyford Primary School	60
Willow Tree Primary School	60
Wolf Fields Primary School	30
High Schools	Year 7 2024
Elthorne Park High School	240

*Reduction in PAN from 60 to 45

PAN-LONDON CO-ORDINATED ADMISSION SYSTEM

Ealing LA Schemes for Co-ordination of Admissions to Year 7/Year 10 and Reception/Junior in Maintained Schools and Academies in 2023/24

Contents

Page 2: Definitions used in this document

Page 4: Template scheme for co-ordination of admissions to Year 7 in September 2023

Page 9: Template scheme for co-ordination of admissions to Reception in September 2023

Page 14: Content of Common Application Form -Year 7 and Reception Schemes (Schedule 1)

Page 15: Template outcome letter -Year 7 and Reception Schemes (Schedule 2)

Page 16: Timetable for Year 7 Scheme (Schedule 3A)

Page 17: Timetable for Reception Scheme (Schedule 3B)

PAN-LONDON CO-ORDINATED ADMISSION SYSTEM

Ealing LA Schemes for Co-ordination of Admissions to Year 7/Year 10 and Reception/Junior in 2023/24

Definitions used in the template schemes

“the Application Year”	the academic year in which the parent makes an application (i.e. in relation to the academic year of entry, the academic year preceding it).
“the Board”	the Pan-London Admissions Executive Board, which is responsible for the Scheme
“the Business User Guide (BUG)”	the document issued annually to participating LAs setting out the operational procedures of the Scheme
“the Common Application Form”	this is the form that each authority must have under the Regulations for parents to use to express their preferences, set out in rank order
“the Equal Preference System”	the model whereby all preferences listed by parents on the Common Application Form are considered under the over-subscription criteria for each school without reference to parental rankings. Where a pupil is eligible to be offered a place at more than one school within an LA, or across more than one participating LA, the rankings are used to determine the single offer by selecting the school ranked highest of those which can offer a place
“the Highly Recommended Elements”	the elements of the Template Scheme that are not mandatory but to which subscription is strongly recommended in order to maximise co-ordination and thereby simplify the application process as far as possible
“the Home LA”	the LA in which the applicant/parent/carer is resident

APPENDIX 2

“the LIAAG Address Protocol”	the document containing the address verification policy agreed by LIAAG and the policy of each participating LA
“the Local Admission System (LAS)”	the IT module for administering admissions in each LA and for determining the highest offer both within and between participating LAs
“the London E-Admissions Portal”	the common online application system used by the 33 London LAs and Surrey County Council
“the Maintaining LA”	the LA which maintains a school, or within whose area an academy is situated, for which a preference has been expressed
“the Mandatory Elements”	those elements of the Template Scheme to which authorities must subscribe in order to be considered as ‘Participating Authorities’ and to benefit from use of the Pan-London Register
“the Notification Letter”	the agreed form of letter sent to applicants on the Prescribed Day which communicates any determination granting or refusing admission to a primary or secondary school, which is attached as Schedule 2
“the Prescribed Day”	the day on which outcome letters are posted to parents/carers. 1 March (secondary) and 16 April (primary) in the year following the relevant determination year except that, in any year in which that day is not a working day, the prescribed day shall be the next working day.
“the Pan-London Register (PLR)”	the database which will sort and transmit application and outcome data between the LAS of each participating LA
“the Pan-London Timetable”	the framework for processing of application and outcome data, which is attached as Schedule 3
“the Participating LA”	any LA that has indicated in the Memorandum of Agreement that they are willing to incorporate, at a minimum, the mandatory elements of the Template LA Scheme presented here.

“the Qualifying Scheme”

the scheme which each LA is required to formulate in accordance with The School Admissions (Admission Arrangements and Co-ordination of Admission Arrangements) Regulations 2012, for co-ordinating arrangements for the admission of children to maintained primary and secondary schools and academies.

PAN LONDON CO-ORDINATED ADMISSIONS SYSTEM

**Ealing Scheme for Co-ordination of Admissions to Year
7/Year 10 in 2023/24**

Applications

1. Ealing LA will advise home LAs of their resident pupils on the roll of Ealing LA's maintained primary schools and academies who are eligible to transfer to secondary school in the forthcoming academic year.
2. Applications from residents of Ealing LA will be made on Ealing LA's Common Application Form, which will be available and able to be submitted on-line. This will include all the fields and information specified in Schedule 1 to this Template LA Scheme. These will be supplemented by any additional fields and information which are deemed necessary by Ealing LA to enable the admission authorities in the LA area to apply their published oversubscription criteria.
3. Ealing LA will take all reasonable steps to ensure that every parent/carer who is resident in Ealing LA and has a child in their last year of primary education within a maintained school or academy, either in Ealing LA or any other maintaining LA, is informed how they can access Ealing LA's composite prospectus and apply online. Parents/carers who do not live in Ealing LA will have access to Ealing LA's composite prospectus, which will advise parents/carers to contact their home LA if they are unable to apply online.
4. The admission authorities within Ealing LA will not use supplementary information forms except where the information available through the Common Application Form is insufficient for consideration of the application against the published oversubscription criteria. Where supplementary information forms are used by the admissions authorities within Ealing LA, the LA will seek to ensure that these are used to collect information required by the published oversubscription criteria only, in accordance with paragraph 2.4 of the School Admissions Code 2021.
5. Where supplementary information forms are used by admission authorities in Ealing LA, they will be available on Ealing LA's website. Such forms will advise parents that they must also complete their home LA's Common Application Form. Ealing LA's composite prospectus and website will indicate which schools in Ealing LA require supplementary forms to be completed and where they can be obtained.

APPENDIX 2

6. Where an admission authority in Ealing LA receives a supplementary information form, Ealing LA will not consider it to be a valid application unless the parent/carer has also listed the school on their home LA's Common Application Form, in accordance with paragraph 2.3 of the School Admissions Code 2021.
7. Applicants will be able to express a preference for six maintained secondary schools or Academies within and/or outside the Home LA.
8. The order of preference given on the Common Application Form will not be revealed to a school within the area of Ealing LA. This is to comply with paragraph 1.9 of the School Admissions Code 2021 which states that admission authorities must not give extra priority to children whose parents rank preferred schools in a particular order, including 'first preference first' arrangements. However, where a parent resident in Ealing LA expresses a preference for schools in the area of another LA, the order of preference for that LA's schools will be revealed to that LA in order that it can determine the highest ranked preference in cases where an applicant is eligible for a place at more than one school in that LA's area.
9. Ealing LA undertakes to carry out the address verification process as set out in its entry in the LIAAG Address Protocol. This will in all cases include validation of resident applicants against Ealing LA's primary school data and the further investigation of any discrepancy. Where Ealing LA is not satisfied as to the validity of an address of an applicant whose preference has been sent to a maintaining LA, it will advise the maintaining LA no later than **14 December 2023**.
10. Ealing LA will confirm the status of any resident child for whom it receives a Common Application Form stating s/he is currently or previously a 'Child Looked After' and will provide any additional evidence on receipt of a reasonable request by the maintaining LA in respect of a preference for a school in its area by **14 November 2023**.
11. Ealing LA will advise a maintaining LA of the reason for any application which is made in respect of a child resident in the area of Ealing LA to be admitted outside of their correct age cohort, and will forward any supporting documentation to the maintaining LA by **14 November 2023**.

Processing

12. Applicants resident within Ealing LA must return the Common Application Form, which will be available and able to be submitted on-line, to Ealing LA by **31 October 2023**.

APPENDIX 2

13. Application data relating to all preferences for schools in the area of a participating LA, which have been expressed within the terms of Ealing LA's scheme, will be up-loaded to the PLR by **14 November 2023**. Supplementary information provided with the Common Application Form will be sent to maintaining LAs by the same date.
14. Ealing LA shall ensure that the admission authorities within Ealing's area process the preference data and apply the published oversubscription criteria by 19 January 2024 to comply with the framework of the Pan-London timetable in Schedule 3A.
15. Ealing LA will accept late applications only if they are late for a good reason, deciding each case on its own merits.
16. Where such applications contain preferences for schools in other LAs, Ealing LA will forward the details to maintaining LAs via the PLR as they are received. Ealing LA will accept late applications which are considered to be on time within the terms of the home LA's scheme.
17. The latest date for the upload to the PLR of late applications which are considered to be on-time within the terms of the home LA's scheme is **14 December 2023**.
18. Where an applicant moves from one participating home LA to another after submitting an on-time application under the terms of the former home LA's scheme, the new home LA will accept the application as on-time up to **12 December 2023**, on the basis that an on-time application already exists within the Pan-London system.
19. Ealing LA will participate in the application data checking exercise scheduled between **15 December 2023 and 2 January 2024** in the Pan-London timetable in Schedule 3A.
20. All preferences for schools within Ealing LA will be considered by the relevant admission authorities without reference to rank order to comply with paragraph 1.9 of the School Admissions Code 2021. When the admission authorities within Ealing LA have provided a list of applicants in criteria order to Ealing LA, Ealing LA shall, for each applicant to its schools for whom more than one potential offer is available, use the highest ranked preference to decide which single potential offer to make. This is the 'Equal Preference System'.
21. Ealing LA will carry out all reasonable checks to ensure that pupil rankings are correctly held in its LAS for all maintained schools and academies in Ealing LA's area before uploading data to the PLR.

APPENDIX 2

22. Ealing LA will upload the highest potential offer available to an applicant for a maintained school or academy in Ealing LA to the PLR by **29 January 2024**. The PLR will transmit the highest potential offer specified by the Maintaining LA to the Home LA.
23. The LAS of Ealing LA will eliminate, as a Home LA, all but the highest ranked offer where an applicant has more than one potential offer across Maintaining LAs submitting information within deadline to the PLR. This will involve exchanges of preference outcomes between the LAS and the PLR (in accordance with the iterative timetable published in the Business User Guide) which will continue until notification that a steady state has been achieved, or until **13 February 2024** if this is sooner.
24. Ealing LA will not make an additional offer between the end of the iterative process and **1 March 2023** which may impact on an offer being made by another participating LA.
25. Notwithstanding paragraph 24, if an error is identified within the allocation of places at a maintained school or academy in Ealing LA, Ealing LA will attempt to manually resolve the allocation to correct the error. Where this impacts on another LA (either as a home or maintaining LA) Ealing LA will liaise with that LA to attempt to resolve the correct offer and any multiple offers which might occur. However, if another LA is unable to resolve a multiple offer, or if the impact is too far reaching, Ealing LA will accept that the applicant(s) affected might receive a multiple offer.
26. Ealing LA will participate in the offer data checking exercise scheduled between **14 and 23 February 2024** in the Pan-London timetable in Schedule 3A.
27. Ealing LA will send a file to the E-Admissions portal with outcomes for all resident applicants who have applied online no later than **26 February 2024**. (33 London LAs & Surrey LA only).

Offers

28. Ealing LA will ensure that, if there are places available, each resident applicant who cannot be offered a preference expressed on the Common Application Form receives the offer of an alternative school place in accordance with paragraph 2.11 of the School Admissions Code 2021. In such cases a place will be allocated at the nearest school with an available place after all applicants have been offered.
29. Ealing LA will inform all resident applicants of their highest offer of a school place and, where relevant, the reasons why higher preferences were not offered, whether they were for schools in the Home LA or in other participating LAs.

APPENDIX 2

30. Ealing LA's outcome letter will include the information set out in Schedule 2.
31. On **1 March 2024**, Ealing LA will send notification of the outcome to resident applicants by email or first class post.
32. Ealing LA will provide primary schools within the borough of Ealing with access to view destination data of its residents applicants from the **1 March 2024**.

Post Offer

33. Ealing LA will request that resident applicants accept or decline the offer of a place by **15 March 2024**, or within two weeks of the date of any subsequent offer.
34. Where an applicant resident in Ealing LA accepts or declines a place in a school within the area of another LA by **15 March 2024**, Ealing LA will forward the information to the maintaining LA by **22 March 2024**. Where such information is received from applicants after **15 March 2024**, Ealing LA will pass it to the maintaining LA as it is received.
35. Where a place becomes available in an oversubscribed maintained school or academy in Ealing LA's area, it will be offered from a waiting list ordered in accordance with paragraph 2.15 of the School Admissions Code 2021.
36. When acting as a maintaining LA, Ealing LA will place an applicant resident in the area of another LA on a waiting list of any higher preference school in Ealing LA's area. (Where this process is not automatic, it will be done immediately following a request from the home LA).
37. Where a waiting list is maintained by an admission authority of a maintained school or academy in Ealing LA's area, the admission authority will inform Ealing LA of a potential offer, in order that the offer may be made by the home LA.
38. When acting as a maintaining LA, Ealing LA will inform the home LA, where different, of an offer for a maintained school or Academy in Ealing LA's area which can be made to an applicant resident in the home LA's area, in order that the home LA can offer the place.
39. When acting as a maintaining LA, Ealing LA and the admission authorities within it, will not inform an applicant resident in another LA that a place can be offered.
40. When acting as a home LA, Ealing LA will offer a place at a maintained school or Academy in the area of another LA to an applicant resident in its area, provided that the school is ranked higher on the Common Application Form than any school already offered.

APPENDIX 2

41. When acting as a home LA, when Ealing LA is informed by a maintaining LA of an offer which can be made to an applicant resident in Ealing LA's area which is ranked lower on the Common Application Form than any school already offered, it will inform the maintaining LA that the offer will not be made.
42. When acting as a home LA, when Ealing LA has agreed to a change of preferences or preference order, it will inform any maintaining LA affected by the change. In such cases, paragraphs 40 and 41 shall apply to the revised order of preferences.
43. When acting as a maintaining LA, Ealing LA will inform the home LA, where different, of any change to an applicant's offer status as soon as it occurs.
44. When acting as a maintaining LA, Ealing LA will accept a change of preferences or preference order (including reinstated or additional preferences) from home LAs for maintained schools and academies in its area.
45. Ealing LA, when acting as a maintaining LA, will place applicants on the waiting list from home LAs for maintained schools and academies in its area as and when they are received after National Offer Day.
46. Ealing LA, when acting as a maintaining LA will follow the timetable published in the 2024/25 composite prospectus for the offer of places which become available after National Offer Day.
47. Ealing LA, when acting as a home LA, after preferences expressed in accordance with paragraph 7 above have been determined, will allow applicants to express a preference for additional schools above the maximum of six maintained secondary schools or Academies within and/or outside the Home LA before the start of the school term.

PAN- LONDON CO-ORDINATED ADMISSIONS SYSTEM

**Ealing LA Scheme for Co-ordination of Admissions to
Reception/Junior in 2024/25**

Applications

1. Applications from residents of Ealing LA will be made on Ealing LA's Common Application Form, which will be available and able to be submitted on-line. This will include all the fields and information specified in Schedule 1 to this Template LA Scheme. These will be supplemented by any additional fields and information which are deemed necessary by Ealing LA to enable the admission authorities in the LA area to apply their published oversubscription criteria.
2. Ealing LA will take all reasonable steps to ensure that every parent/carer who is resident in Ealing LA and has a child in a nursery class within a maintained school or academy, either in Ealing LA or any other maintaining LA, is informed how they can access Ealing LA's composite prospectus and apply online. Parents/carers who do not live in Ealing LA will have access to Ealing LA's composite prospectus, which will advise parents/carers to contact their home LA if they are unable to apply online.
3. The admission authorities within Ealing LA will not use supplementary information forms except where the information available through the Common Application Form is insufficient for consideration of the application against the published oversubscription criteria. Where supplementary information forms are used by the admissions authorities within Ealing LA, the LA will seek to ensure that these are used to collect information which is required by the published oversubscription criteria only, in accordance with paragraph 2.4 of the School Admissions Code 2021.
4. Where supplementary information forms are used by admission authorities in Ealing LA, they will be available on Ealing LA's website. Such forms will advise parents that they must also complete their home LA's Common Application Form. Ealing LA's composite prospectus and website will indicate which schools in Ealing LA require supplementary forms to be completed and where they can be obtained.
5. Where a school in Ealing LA receives a supplementary information form, Ealing LA will not consider it to be a valid application unless the parent/carer has also listed the school on their home LA's Common Application Form, in accordance with paragraph 2.3 of the School Admissions Code 2021.

APPENDIX 2

6. Applicants will be able to express a preference for up to six maintained primary schools or academies within and/or outside the Home LA.
7. The order of preference given on the Common Application Form will not be revealed to a school within the area of Ealing LA to comply with paragraph 1.9 of the School Admissions Code 2021. However, where a parent resident in Ealing LA expresses a preference for schools in the area of another LA, the order of preference for that LA's schools will be revealed to that LA in order that it can determine the highest ranked preference in cases where an applicant is eligible for a place at more than one school in that LA's area.
8. Ealing LA undertakes to carry out the address verification process set out in its entry in the LIAAG Address Protocol. This will in all cases include validation of resident applicants against Ealing LA's maintained nursery and primary school data and the further investigation of any discrepancy. Where Ealing LA is not satisfied as to the validity of an address of an applicant whose preference has been sent to a maintaining LA, it will advise the maintaining LA no later than **9 February 2024**.
9. Ealing LA will confirm the status of any resident child for whom it receives a Common Application Form stating s/he is currently or previously a 'Child Looked After' and will provide any additional evidence on receipt of a reasonable request by the maintaining LA in respect of a preference for a school in its area by **2 February 2024**.
10. Ealing LA will advise a maintaining LA of the reason for any application which is made in respect of a child resident in the area of Ealing LA to be admitted outside of their correct age cohort, and will forward any supporting documentation to the maintaining LA by **3 February 2023**.

Processing

11. Applicants resident within Ealing LA must return the Common Application Form, which will be available and able to be submitted online, to Ealing LA by **15 January 2024**.
12. Application data relating to all preferences for schools in the area of a participating LA, which have been expressed within the terms of Ealing LA's scheme, will be up-loaded to the PLR by **2 February 2024**. Supplementary information provided with the Common Application Form will be sent to maintaining LAs by the same date.
13. Ealing LA shall ensure that the admission authorities within Ealing's area process the preference data and apply the published oversubscription criteria by **1 March 2024** to comply with the framework of the Pan-London timetable in Schedule 3A
14. Ealing LA will accept late applications only if they are late for a good

APPENDIX 2

reason, deciding each case on its own merits.

15. Where such applications contain preferences for schools in other LAs, Ealing LA will forward the details to maintaining LAs via the PLR as they are received. Ealing LA will accept late applications which are considered to be on time within the terms of the home LA's scheme.
16. The latest date for the upload to the PLR of late applications which are considered to be on-time within the terms of the home LA's scheme is **9 February 2024**.
17. Where an applicant moves from one participating home LA to another after submitting an on-time application under the terms of the former home LA's scheme, the new home LA will accept the application as on-time up to **8 February 2024**, on the basis that an on-time application already exists within the Pan-London system.
18. Ealing LA will participate in the application data checking exercise scheduled between **12 and 16 February 2024** in the Pan-London timetable in Schedule 3B.
19. All preferences for schools within Ealing LA will be considered by the relevant admission authorities without reference to rank order to comply with paragraph 1.9 of the School Admissions Code 2021. When the admission authorities within Ealing LA have provided a list of applicants in criteria order to Ealing LA, Ealing LA shall, for each applicant to its schools for whom more than one potential offer is available, use the highest ranked preference to decide which single potential offer to make. This is the 'Equal Preference System'.
20. Ealing LA will carry out all reasonable checks to ensure that pupil rankings are correctly held in its LAS for all maintained schools and academies in Ealing LA's area before uploading data to the PLR.
21. Ealing LA will upload the highest potential offer available to an applicant for a maintained school or academy in Ealing LA to the PLR by **14 March 2024**. The PLR will transmit the highest potential offer specified by the Maintaining LA to the Home LA.

APPENDIX 2

22. The LAS of Ealing LA will eliminate, as a Home LA, all but the highest ranked offer where an applicant has more than one potential offer across Maintaining LAs submitting information within deadline to the PLR. This will involve exchanges of preference outcomes between the LAS and the PLR (in accordance with the iterative timetable published in the Business User Guide) which will continue until notification that a steady state has been achieved, or until **22 March 2024** if this is sooner.
23. Ealing LA will not make an additional offer between the end of the iterative process and the **16 April 2024** which may impact on an offer being made by another participating LA.
24. Notwithstanding paragraph 23, if an error is identified within the allocation of places at a maintained school or academy in Ealing LA, Ealing LA will attempt to manually resolve the allocation to correct the error. Where this impacts on another LA (either as a home or maintaining LA) Ealing LA will liaise with that LA to attempt to resolve the correct offer and any multiple offers which might occur. However, if another LA is unable to resolve a multiple offer, or if the impact is too far reaching, Ealing LA will accept that the applicant(s) affected might receive a multiple offer.
25. Ealing LA will participate in the offer data checking exercise scheduled between **25 March and 10 April 2024** in the Pan-London timetable in Schedule 3B.
26. Ealing LA will send a file to the E-Admissions portal with outcomes for all resident applicants who have applied online no later than **10 April 2024**. (33 London LAs & Surrey LA only).

Offers

27. Ealing LA will ensure that, if there are places available, each resident applicant who cannot be offered a preference expressed on the Common Application Form, receives the offer of an alternative school place in accordance with paragraph 2.12 of the Schools Admissions Code 2021. In such cases a place will be allocated at the nearest school with an available place after all those that apply have been offered.
28. Ealing LA will inform all resident applicants of their highest offer of a school place and, where relevant, the reasons why higher preferences were not offered, whether they were for schools in the Home LA or in other participating LAs.
29. Ealing LA's outcome letter will include the information set out in Schedule 2.
30. Ealing LA will, on **16 April 2024**, send notification of the outcome to resident applicants by email or first class post.

Post Offer

31. Ealing LA will request that resident applicants accept or decline the offer of a place by **30 April 2024**, or within two weeks of the date of any subsequent offer.
32. Where an applicant resident in Ealing LA accepts or declines a place in a school maintained by another LA by **30 April 2024**, Ealing LA will forward the information to the maintaining LA by **8 May 2024**. Where such information is received from applicants after **1 May 2024**, Ealing LA will pass it to the maintaining LA as it is received.
33. Where a place becomes available in an oversubscribed maintained school or academy in Ealing LA's area, it will be offered from a waiting list ordered in accordance with paragraph 2.15 of the School Admissions Code 2021.
34. When acting as a maintaining LA, Ealing LA will place an applicant resident in the area of another LA on a waiting list of any higher preference school. Where this is not done automatically, it will be done immediately following a request from the home LA.
35. Where a waiting list is maintained by an admission authority of a maintained school or academy in Ealing LA's area, the admission authority will inform Ealing LA of a potential offer, in order that the offer may be made by the home LA.
36. When acting as a maintaining LA, Ealing LA will inform the home LA, where different, of an offer for a maintained school or Academy in Ealing LA's area which can be made to an applicant resident in the home LA's area, in order that the home LA can offer the place.
37. When acting as a maintaining LA, Ealing LA and the admission authorities within it, will not inform an applicant resident in another LA that a place can be offered.
38. When acting as a home LA, Ealing LA will offer a place at a maintained school or Academy in the area of another LA to an applicant resident in its area, provided that the school is ranked higher on the Common Application Form than any school already offered.
39. When acting as a home LA, when Ealing LA is informed by a maintaining LA of an offer which can be made to an applicant resident in Ealing LA's area which is ranked lower on the Common Application Form than any school already offered, it will inform the maintaining LA that the offer will not be made.
40. When acting as a home LA, when Ealing LA has agreed to a change of preferences or preference order, it will inform any maintaining LA affected by the change. In such cases, paragraphs 39 and 40 shall apply to the revised order of preferences.

APPENDIX 2

41. When acting as a maintaining LA, Ealing LA will inform the home LA, where different, of any change to an applicant's offer status as soon as it occurs.
42. When acting as a maintaining LA, Ealing LA will accept a change of preferences or preference order (including reinstated or additional preferences) from home LAs for maintained schools and academies in its area.
43. Ealing LA, when acting as a maintaining LA, will place applicants on the waiting list from home LAs for maintained schools and academies in its area as and when they are received after National Offer Day.
44. Ealing LA, when acting as a maintaining LA will follow the timetable published in the 202/23 composite prospectus for the offer of places which become available after National Offer Day.
45. Ealing LA, when acting as a home LA, after preferences expressed in accordance with paragraph 7 above have been determined, will allow applicants to express a preference for additional schools above the maximum of six maintained secondary schools or Academies within and/or outside the Home LA before the start of the school term.

**PAN-LONDON CO-ORDINATED ADMISSIONS SCHEME
SCHEDULE 1**

**Minimum Content of Common Application Form for
Admissions to Year 7/Year 10 and Reception/Junior in 2024/25**

Child's details:

Surname
Forename(s)
Middle name(s)
Date of Birth
Gender
Home address
Name of current school
Address of current school (if outside home LA)

Parent's details:

Title
Surname
Forename
Address (if different to child's address)
Telephone Number (Home, Daytime, Mobile)
Email address
Relationship to child

Preference details (x 6 recommended):

Name of school
Address of school
Preference ranking
Local authority in which the school is based

Additional information:

Reasons for Preferences (including any medical or social reasons)
Does the child have an Education, Health and Care Plan Y/N
Is the child a 'Child Looked After (CLA)'? Y/N
Is the child formerly CLA but now adopted or subject of a 'Child Arrangements Order' or 'Special Guardianship Order'? Y/N
If yes, name of responsible local authority
Surname of sibling
Forename of sibling
DOB of sibling
Gender of sibling
Name of school sibling attends

Other:

Signature of parent or guardian
Date of signature

**PAN-LONDON CO-ORDINATED ADMISSIONS SCHEME
SCHEDULE 1**

**Minimum Content of Common Application Form for
Admissions to Year 7/Year 10 and Reception/Junior in 2024/25**

Child's details:

Surname
Forename(s)
Middle name(s)
Date of Birth
Gender
Home address
Name of current school
Address of current school (if outside home LA)

Parent's details:

Title
Surname
Forename
Address (if different to child's address)
Telephone Number (Home, Daytime, Mobile)
Email address
Relationship to child

Preference details (x 6 recommended):

Name of school
Address of school
Preference ranking
Local authority in which the school is based

Additional information:

Reasons for Preferences (including any medical or social reasons)
Does the child have an Education, Health and Care Plan Y/N*
Is the child a 'Child Looked After (CLA)'? Y/N
Is the child formerly CLA but now adopted or subject of a 'Child Arrangements Order' or
'Special Guardianship Order'? Y/N

If yes, name of responsible local authority

Surname of sibling
Forename of sibling
DOB of sibling
Gender of sibling
Name of school sibling attends

Other:

Signature of parent or guardian
Date of signature

**Where an LA decides not to request this information on the CAF, it must guarantee
that no details of a child with an Education, Health and Care Plan will be sent via the PLR.*

PAN-LONDON CO-ORDINATED ADMISSIONS SCHEME

SCHEDULE 2

Template Outcome Letter for Admissions to Year 7/Year 10 and Reception/Junior in 2024/25

From: Home LA

Date: **1 March 2024 (sec)**
16 April 2024 (prim)

Dear Parent/Carer,

Application for a Secondary / Primary School

I am writing to let you know the outcome of your application for a secondary/primary school. Your child has been offered a place at X School. The school will write to you with further details.

I am sorry that it was not possible for your child to be offered a place at any of the schools which you listed as a higher preference on your application form. For each of these schools there were more applications than places, and other applicants has a higher priority than your child under the school's published admission criteria.

Offers which could have been made for any schools which you placed lower in your preference list, were automatically withdrawn under the co-ordinated admission arrangements, as a higher preference has been offered.

If you would like more information about the reason that your child was not offered a place at any higher preference school, you should contact the admission authority that is responsible for admissions to the school within the next few days. Details of the different admission authorities for schools in the borough of X are attached to this letter. If the school is outside the borough of X, the admission authority will either be the borough in which the school is situated, or the school itself.

You have the right of appeal under the School Standards & Framework Act 1998 against the refusal of a place at any of the schools for which you have applied. If you wish to appeal, you must contact the admission authority for the school within the next few days to obtain the procedure and the date by which an appeal must be received by them.

Please would you confirm that you wish to accept the place at X School by completing the reply slip below. If you do not wish to accept the place, you will need to let me know what alternative arrangements you are making for your child's education.

You must contact this office if you wish to apply for any other school, either in this borough or elsewhere.

Your child's name has been placed on the waiting list for any school which was a higher preference on your application form than the school you have been offered. If you need to find out your child's position on the waiting list please contact the admission authority or the borough in which the school is situated}.

*Please return the reply slip to me by **15 March 2024 (sec)** / **30 Apr 2024 (prim)**. If you have any questions about this letter, please contact me on _____.*

Yours sincerely

(First preference offer letters should include the paragraphs in italics only)

**PAN-LONDON CO-ORDINATED ADMISSIONS SCHEME
SCHEDULE 3A**

Timetable for Admissions to Year 7/Year 10 in 2024/25

Date & working days	Process	Paragraph
Tues 31 Oct 2023 <i>10 days</i>	Statutory deadline for receipt of applications	12
Tues 14 Nov 2023 <i>21 days</i>	Deadline for the transfer of application information by the Home LA to the PLR (ADT file).	10, 11, 13
Tues 12 Dec 2023	Deadline for receipt of late applications considered as “on-time” by parents to Home LA.	9,17
Thurs 14 Dec 2023	Deadline for the upload of late applications considered as “on-time” to the PLR.	9, 17
Fri 15 Dec 2023 – Tues 2 Jan 2024	Checking of application data	19
Wed 3 Jan 2024 <i>18 days</i>	Ranking applications	19, 20, 21
Mon 29 Jan 2024 <i>8 days</i>	Deadline for the transfer of potential offer information from Maintaining LAs to the PLR (ALT file)	22
Fri 9 Feb 2024	Final ALT file to PLR*	23
Mon 12 to Tues 13 Feb 2024	*Additional iterations if needed	23
<i>Mon 12 to Fri 16 Feb 2024</i>	<i>Half Term</i>	
Wed 14 – Fri 23 Feb 2024 <i>7 days</i>	Checking of offer data	26
Mon 26 Feb 2024 <i>3 days</i>	Deadline for on-line ALT file to portal	27
Fri 1 Mar 2024 <i>10 days</i>	Offer notifications sent.	24, 31
Fri 15 Mar 2024 <i>5 days</i>	Deadline for acceptances	33, 34
Fri 22 Mar 2024	Deadline for transfer of acceptances to maintaining LAs	34

**PAN-LONDON CO-ORDINATED ADMISSIONS SCHEME
SCHEDULE 3B**

Timetable for Admissions to Reception/Junior in 2024/25

Date & working days	Process	Paragraph
Mon 15 Jan 2024 <i>15 days</i>	Statutory deadline for receipt of applications	11
Fri 2 Feb 2024 <i>5 days</i>	Deadline for the transfer of application information by the Home LA to the PLR (ADT file)	9, 10, 12
Thurs 8 Feb 2024	Deadline for receipt of late applications considered as “on-time” by parents to Home LA.	8, 16
Fri 9 Feb 2024	Deadline for the upload of late applications considered as “on-time” to the PLR.	8, 16
Mon 12 –Fri 16 Feb 2024	Checking of application data	18
Mon 12 –Fri 16 Feb 2024	<i>Half Term</i>	
Mon 19 Feb 2024 <i>18 days</i>	Ranking applications	19, 20,
Thurs 14 Mar 2024 <i>6 days</i>	Deadline for the transfer of potential offer information from the Maintaining LAs to the PLR (ALT file).	21
Fri 22 Mar 2024	Final ALT file to PLR	22
Mon 25 Mar -Wed 10 Apr 2024	Checking of offer data	25
Mon 1 April to Fri 12 April	<i>Easter Holidays</i>	
Wed 10 Apr 2024	Deadline for on-line ALT file to portal	26
Tues 16 April 2024 <i>10 days</i>	Offer notifications sent.	23, 30
Tues 30 April 2024 <i>5 days</i>	Deadline for acceptances	32, 33
Wed 8 May 2024	Deadline for transfer of acceptances to maintaining LAs	33

Easter Weekend 2024 – Friday 29th March to Monday 1st April



<p>Report for: ACTION</p> <p>Item Number:</p>

Contains Confidential or Exempt Information	YES. Confidential Appendices 1, 2, and 3, are exempt from disclosure by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972.
Title	Housing Delivery Update.
Responsible Officer(s)	Sandra Fryer, Strategic Director of Economy & Sustainability. Emily Hill, Strategic Director of Corporate Resources. Darren Henaghan, Strategic Director of Housing & Environment. Philip Browne, Director of Housing Development.
Author(s)	Jamie Burns, Assistant Director of Housing Commissioning & Strategy. Adam Towle, Head of New Business, Housing Development.
Portfolio(s)	Cllr Lauren Wall – Genuinely Affordable Homes. Cllr Shital Manro – Good Growth.
For Consideration By	Cabinet.
Date to be Considered	22 nd February 2023.
Implementation Date if Not Called In	7 th March 2023.
Affected Wards	Acton, Northolt, and Southall.
Keywords/Index	Housing, homes, delivery, affordable, development, Greater London Authority (GLA), Broadway Living RP (BLRP), Housing Revenue Account (HRA), Genuinely Affordable Homes (GAH).

Purpose of Report:

This report seeks authority to:

- Award Design and Build JCT works contracts for Lexden and Steyne Road, former Northolt Grange Community Centre (Northolt Grange C.C.), and Sussex Crescent; following budget allocation approval in January 2023.
- Enter into a lease of LB Ealing Playing Field to the Roman Catholic Diocese of Westminster / St Raphael's Roman Catholic Primary School as part of the Northolt Grange C.C. site development.
- Enter into the necessary grant agreement to secure Care and Specialist Supported Housing (CASSH) grant for the sheltered homes proposed on the Lexden Road Site.

1. Recommendations

It is recommended that Cabinet:

- 1.1 Notes the progress made to date on the sites listed below and as shown on the plans in Appendices 1, 2, and 3 (the Sites) for proposed redevelopment to provide 306 new homes at:
 - Lexden and Steyne Road
 - Northolt Grange Community Centre
 - Sussex Crescent.
- 1.2 Notes and agrees to proceed with the redevelopment of the Sites in the HRA (and not by BLRP as originally proposed) in accordance with the budget allocation approved by Cabinet as part of the HRA Business Plan 2023-2024 in January 2023.
- 1.3 Notes the outcome of the tender exercise for the main construction contracts for the redevelopment of the Sites as set out in Confidential Appendices: 1, 2, and 3 and approves the award of the contracts as set out in 1.4.
- 1.4 Delegates authority to the Strategic Director of Housing and Environment to:
 - Award a Design and Build JCT contract for the construction of 188 new homes (71 London Affordable Rent, 90 Shared Ownership and 27 Private Sale dwellings) at Lexden and Steyne Road (the Steyne Estate).
 - Award a Design and Build JCT contract for the construction of 92 new affordable homes at Northolt Grange.

- Award a Design and Build JCT contract for the construction of 26 new affordable homes at Sussex Crescent.
- 1.5 (a) Agrees in principle for the Sites to be appropriated for planning purposes and then for housing purposes.
 - (b) Delegates authority to the Strategic Director of Economy and Sustainability to undertake the appropriation processes for each Site as, and when, necessary.
 - 1.6 (a) Notes the current position with regard to the land swap in respect of Northolt Grange Community Centre as set out in paragraph 2.9.11 below and agrees the proposed steps to mitigate the risks set out in paragraph 2.9.12.
 - (b) Delegates authority to the Strategic Director of Housing and Environment to agree and secure compliance with such conditions as may be imposed by the Secretary of State for Education.
 - 1.7 Agrees to grant a lease of the land shown on the plan at Appendix 2 shown in plain green) to the Roman Catholic Diocese of Westminster / St Raphael's Roman Catholic Primary School as part of the Northolt Grange C.C. site development and associated land swap.
 - 1.8 Notes the successful bid for Care and Specialist Supported Housing (CASSH) grant for the sheltered homes proposed on the Lexden Road Site and delegates authority to the Strategic Director of Housing and Environment to enter into the necessary grant agreement to secure the funding.

2. Reason for Decisions and Options Considered

2.1 Tranche 2 Delivery Programme

- 2.2 Ealing Council has set an ambitious target to deliver 4,000 genuinely affordable homes (GAH) by 2026. The BLRP Business Plan Tranche 2 Programme of sites, included within the GLA Affordable Homes Programme (AHP) 2016-2023, was approved by Cabinet in April 2022. However, due to a significant downturn in the economy, including increasing loan interest rates, major build cost inflation, and instability in the supply chains and development industry, the viability of schemes in Tranche 2 has been negatively impacted.
- 2.3 To address this, the Council and BLRP conducted a review of the programme with the aim of improving the viability of schemes and ensuring delivery. Options considered included deferring schemes, reducing cost and improving design efficiency, changing tenures, and securing additional funding.

- 2.4 Due to AHP 2016-23 grant conditions requiring site starts by March 2023, the schemes of Mandeville Road, Broomcroft Avenue, and Canberra Drive have been deferred from Tranche 2 and will be delivered in the next GLA AHP (2021-26). Negotiation with the GLA to secure additional grant of £9.82m for the remaining schemes of Lexden and Steyne Road, Northolt Grange C.C, and Sussex Crescent has been successful, with approval given in January 2023.
- 2.5 Under current conditions, financial modelling has confirmed that, even with the additional grant, these schemes remain unviable if delivered by BLRP but are now viable through the HRA. This is largely due to the HRA's ability to secure funding from the Public Works Loan Board at a lower interest rate and on different terms than Broadway Living RP can borrow from the Council.
- 2.6 As a result, it is proposed that Lexden and Steyne Road, Northolt Grange C.C., and Sussex Crescent are now delivered through the HRA. In preparation, a budget allocation has been made within the HRA Business Plan 2023-2024, approved by Cabinet in January 2023. It should also be noted that, if economic conditions improve, the Council and BLRP may agree in the future to BLRP acquiring the schemes from the HRA, reducing HRA borrowing. This would be subject to a further decision by Cabinet.
- 2.7 Approval to enter into Pre-Construction Services Agreement (PCSA) contracts for these sites was given by Cabinet in December 2022. This report now seeks approval to award Design and Build JCT contracts to progress developments on time and according to schedule.

2.8 Lexden and Steyne Road

Unit type	Number	Affordable (LAR)	Shared Ownership	Private Sale
1b/2p flat	36	0%	16%	3.20%
1b+ flat	71	37.8%	0%	0%
2b/4p flat	72	0%	31.9%	6.30%
3b/5p flat	9	0%	0%	4.80%
Total	188	71 37.8%	90 47.9%	27 14.3%

- 2.8.1 Lexden and Steyne Road (or the Steyne Estate) is an existing Council estate at the junction of Lexden and Steyne Roads in Acton Central ward and within Acton District Town Centre. The estate currently consists of: Lantry Court, comprising 23 retirement bungalows and maisonettes with small car park but no communal facilities; two identical 22-storey towers: Rufford Tower and

Moreton Tower containing 100 dwellings each (with associated car parks); and play space and landscaping.

- 2.8.2 The proposed project will deliver three new buildings on the estate in addition to accessible landscaping and play improvements, a podium car park, and improvements to the undercrofts of existing towers.
- 2.8.3 The scheme includes an Older Adults building, containing 71 London Affordable Rent sheltered housing units (specialised flats for independent living with no permanent on-site care but designed specifically with older people in mind). A collection of six 3-bed 5-person flats (currently for outright sale) to the north of the site aimed specifically at families. And a separate, general needs residential building containing 90 Shared Ownership and 21 private sale homes (111 total).
- 2.8.4 In February 2022, a two-stage procurement process was agreed by Cabinet as being suitable for the appointment of a main contractor for the Lexden and Steyne Road scheme.
- 2.8.5 Approval to enter into a PCSA contract for this site was given by Cabinet in December 2022.
- 2.8.6 This report now seeks approval to award a Design and Build JCT contract as below to progress development on time and according to schedule.
- 2.8.7 Following a compliant tender process, it is proposed to enter into a JCT Design and Build (2016) Contract.
- 2.8.8 Proposed Programme:

Item	Start	End	Notes
PCSA Signed		01/02/2023	
Stage 4 Design	01/02/2023	26/05/2023	
Pre-commencement Condition discharges	17/02/2023	25/05/2023	
Utility Diversions	16/03/2023	24/04/2023	
Early GLA Works	13/03/2023		Slit trenches, trial pits and utility disconnections
Main Works Contract Signed		13/03/2023	

Item	Start	End	Notes
Main Build Phase		27/10/2025	

2.8.9 In addition, confirmation has recently been received that an application for £12,131,983 Care and Specialist Supported Housing (CASSH) grant for the sheltered homes on the Lexden Site has been successful. Delegated authority is therefore sought to enter into the associated grant agreement.

2.9 Northolt Grange C.C. Scheme

Unit type	Number	Affordable (LAR)	Shared Ownership
1b/2p flat	43	46.8%	0%
2b/3p flat	4	4.3%	0%
2b/3p WC flat	4	4.3%	0%
2b/4p flat	19	20.8%	0%
2b/4p WC flat	4	4.3%	0%
3b/4p WC flat	1	1%	0%
3b/5p flat	9	9.8%	0%
4b/6p house	8	0%	8.7%
Total	92	84	8
		91.3%	8.7%

2.9.1 This scheme involves redeveloping the Northolt Grange C.C. to provide 92 new affordable homes and new community open space.

2.9.2 The former community centre site will be combined with land to be acquired from the Roman Catholic Diocese of Westminster through a 'land swap' agreement, as approved by Cabinet in January 2021 for which the consent of the Secretary of State is required and has been applied for.

2.9.3 The design development for the main works, included community consultation and a series of five Pre-Application meetings. The scheme is for a five-storey building, facing the street, providing 84 new London Affordable Rented (LAR) homes including 43 no. 1 bedroom flats, 31 no. 2 bedroom flats and 10 no. 3 bedroom flats (including duplexes). A row of 8 two storey 4-bedroom town houses (shared ownership) behind the main block, creates a car-free street and amenity space.

2.9.4 The planning proposals for the overall scheme were split into two separate applications, namely the school-works (temporary classrooms / enabling works / demolition) and the main works. Planning permission was granted for the

school-works in October 2021 and Planning Committee approved the application for the main works in June 2022.

2.9.5 Approval to enter into a PCSA contract for this site was given by Cabinet in December 2022. This report now seeks approval to award a Design and Build JCT contract as below to progress development on time and according to schedule.

2.9.6 Following a compliant tender process, it is proposed to enter into a JCT Design and Build (2016) Contract to deliver 84 homes for London Affordable Rent and eight homes for Shared Ownership sale

2.9.7 Proposed programme:

Item	Start	End	Notes
PCSA signing		01/02/2023	Approved by Cabinet on 07/12/2022
Portakabin contract signing		01/02/2023	Approved by Cabinet on 07/12/2022
Asbestos removal from Community Centre	16/02/2023	01/03/2023	Triggers Start on Site for GLA funding – dependent on Contractor's programme
Cabinet decision – JCT Contract	22/02/2023	07/03/2023	
SoS DfE decision	31/08/2022	27/03/2023	Expected date
Land swap and possible lease		29/03/2023	Between LB Ealing and RCDoW/St Raphael's School
Licence swapped land back to RCDoW/School		29/03/2023	For land transferred to LB Ealing – to last until temp classrooms installed
JCT Contract signed		22/03/2023	Triggers Start on Site grant claim from GLA

Item	Start	End	Notes
Enabling works on LB Ealing and RCDow/ School land	09/03/2023	18/08/2023	Commencing under the PCSA and Portakabin contract – dependent on Contractor’s programme
Drainage installation	03/04/2023	21/04/2023	Triggers acceptance of Building Regs application under pre-June 2022 building regulations – dependent on Contractor’s programme
Temporary Classrooms installed	03/04/2023	12/05/2023	
School move to Temp Classrooms and end of licence on LB Ealing land	15/05/2023	02/06/2023	Late May half term
Enabling works on former school land	05/06/2023	18/08/2023	Including demolition in summer holidays
Remaining groundworks commence	21/08/2023	27/10/2023	
Project completion		08/2025	Two-year build programme

2.9.8 As previously reported to Cabinet, the scheme requires a land swap with the adjacent school (St Raphael’s Roman Catholic Primary School) which requires consent from the Secretary of State for Education for the disposal of the school land, as part of that land swap. This has been applied for as shown in the above programme.

2.9.9 As part of ongoing discussion with the Department for Education there is a likely requirement for the council to agree to lease some playing field land to the school in place of a proposed licence.

2.9.10 Authority is therefore sought for the Council to grant a lease of the playing field land to the Roman Catholic Diocese of Westminster / St Raphael's Roman Catholic Primary School as part of the Northolt Grange CC site development.

2.9.11 The officer from the Department for Education / Education and Skills Funding Agency (DfE/ESFA) has confirmed that the application will be considered by the DfE Playing Fields Panel on 14th March 2023 with a recommendation for approval – subject to certain conditions which are under negotiation. However, it is very tight to get the results of the Playing Fields Panel to the Secretary of State for Education for their consideration prior to the Parliamentary recess which commences on 31st March 2023. Consequently, there is a risk that the DfE approval will not be received this financial year.

2.9.12 In order to mitigate this risk several actions have been taken:

- a) A break clause is being inserted in the JCT Contract in case there is a delay in the DfE decision on the application. This will limit the financial exposure for LB Ealing.
- b) Works which are eligible for GLA grant to be claimed can be undertaken on LB Ealing owned land in order to mitigate any delays.
- c) A PCSA has been entered into with the main Contractor (decision made by Cabinet in December 2022) to begin the design work and submit statutory applications in order to facilitate a prompt start on site.

2.9.13 Since the publication of the HRA Business Plan in January 2023, a final contract recommendation and risk report has been received detailing the areas where cost risks lie (see Confidential Appendix 2). These risks have subsequently been added into the financial appraisal, leading to the increase in the total scheme cost reported here. As the development progresses through the RIBA Stage 4 design process, some of these risks will not be realised and other mitigation in the form of Value Engineering (VE) will be investigated and implemented if they are not detrimental to the overall quality of the development. As this work is being completed any changes in budget will be brought to Members in the form of a further Cabinet report.

2.10 Sussex Crescent Accommodation Schedule

Unit type	Number	Affordable (LAR)
1b2p	6	23%
2b3pwc	3	12%
2b4p	17	65%
Total	26	100%

2.10.1 The site is within five minutes walking distance of Northolt Underground Station and is proposed to be car free with one on-street blue badge space adjacent to the site. Pedestrian and cycle access will be from Sussex Crescent.

2.10.2 The scheme consists of a single four storey block, 26 flats at London Affordable Rent.

2.10.3 Planning permission for the scheme was granted in October 2022.

2.10.4 Having a highly efficient façade enables the scheme to make the most of low carbon heating methods such as air source heat pumps. It will also be supported by solar panels to further reduce energy demand and reduce costs for residents.

2.10.5 The development was tendered between May and July 2022 and two competitive tenders were returned.

2.10.6 Approval to enter into a PCSA contract for this site was given by Cabinet in December 2022. The PCSA was signed on 27th January 2023. This report now seeks approval to award a Design and Build JCT contract as below to progress development on time and according to schedule.

2.10.7 Following a compliant tender process, it is proposed to enter into a JCT Design and Build (2016) Contract to deliver 26 homes for London Affordable Rent.

2.10.8 Proposed Programme:

Item	Start	End	Notes
PCSA signing		27/01/2023	Approved by Cabinet on 07/12/2022
Asbestos removal from former Social Club	16/02/2023	01/03/2023	Triggers Start on Site for GLA housing numbers
Cabinet decision – JCT Contract	22/02/2023	07/03/2023	
JCT Contract signed		08/03/2023	Triggers Start on Site grant claim from GLA
Demolition and enabling works	27/03/2023	28/04/2023	Commencing under the PCSA – dependent on Contractor's programme

Item	Start	End	Notes
Groundworks	25/05/2023	21/06/2023	Triggers acceptance of Building Regs application under pre-June 2022 building regulations – dependent on Contractor's programme
Project completion		31/07/2024	16-month build programme

2.11 Golf Links Phase 3

2.11.1 Cabinet approved the award of a Design and Build JCT form of contract to the successful bidder following a tender process. Since December Cabinet 2022 it was established that the final contract bid was higher than the final sum reported to Cabinet in December 2022.

2.11.2 Having re-assessed the tender returns, taking account of the original quality and cost weighting, it has been confirmed by the Employer's Agent (F&G) that the ranking of the tender returns and therefore successful contractor has not changed from the original assessment. A notice of contract award and standstill letters to the unsuccessful bidders have been issued on that basis.

3 Key Implications

3.1 Remaining Tranche 2 Sites Grant Funding Update

3.2 The sites are part of BLRP's GLA grant funding allocation under the Homes for Londoners: Affordable Homes Programme 2016-2023. To be eligible for GLA grant funding under this programme, projects must start on site by the end of March 2023.

3.3 Additional 'safeguarding grant', totalling £9.82m, was approved by the GLA in January 2023. Total overall grant for the three schemes is now £32.66m.

3.5 Golf Links Phase 3

3.6 Since December Cabinet 2022 it has been confirmed that the final contract bid is higher than the final sum reported to Cabinet in December 2022 and is proposed to be managed within the project contingency as described in the HRA Business Plan.

4. Financial

- 4.1 As noted the funding for the three schemes Lexden Road, Northolt Grange CC, and Sussex Road were incepted into the HRA capital programme when the HRA Business Plan was approved at January 2023 Cabinet.

5. Legal

- 5.1 The Council has the power to appropriate land for planning or other purposes under s122 of the Local Government Act 1972 (the 1972 Act) and in the case of housing land under section 19 of the Housing Act 1985.
- 5.2 The effect of the acquisition or appropriation of land for planning purposes is that under section 203 of the Housing and Planning Act 2016 the Council may override easements and other third-party rights in specified circumstances although the beneficiaries of any rights overridden may claim compensation but cannot seek an injunction to delay or terminate the development.
- 5.3 The Council may appropriate or dispose of land held for planning purposes under sections 232 and 233 of the Town & Country Planning Act 1990 (the 1990 Act) with a view to securing its best use or the construction of buildings needed for the proper planning of the area.
- 5.4 The power contained in Section 203 does not remove the legitimate rights of parties to compensation, which may arise from the interference with their rights, but it does remove the potential for such parties to frustrate the development by obtaining an injunction to prevent the interference with their rights.
- 5.5 If any affected parties claim compensation, then the Council will be liable to pay such compensation.
- 5.6 Any disposal of land under section 233 of the 1990 Act (or section 123 of the Local Government Act 1972 if the land is not appropriated for planning purposes) is subject to an obligation to obtain the best consideration that can reasonably be obtained (except for leases of seven years or less) unless the Secretary of State's consent is obtained for the disposal.
- 5.7 In addition, where any appropriation (either under s122 of the 1972 Act or s232 of the 1990 Act as the case may be) consists of land held as open space before any appropriation is undertaken the Council must publish a notice of their intention to do so for at least two consecutive weeks in a newspaper circulating in their area and consider any objections to the proposed appropriation which may be made to them.

6. Value For Money

- 6.1 Increasing the delivery of affordable homes will result in better outcomes for residents and help reduce the delivery costs of other services, homelessness, and temporary accommodation provision.

7. Sustainability Impact Appraisal

- 7.1 The objective of this work programme is to increase the supply of new, good quality genuinely affordable homes, which are designed in compliance with current environmental and sustainability standards.

8. Risk Management

- 8.1 The risks for each scheme are separately assessed, managed, and regularly reviewed. This ensures issues that may affect the delivery of a scheme can be understood and properly monitored enabling appropriate action to be taken. In addition, the whole programme is risk assessed to ensure that all the internal and external factors affecting delivery are identified, assessed and mitigating factors applied.

9. Community Safety

- 9.1 The schemes will all be designed to comply with the Secured by Design Standards.

10. Links to the 3 Key Priorities for the Borough

10.1 Creating Good Jobs

The provision of genuinely affordable homes below market levels supports living incomes, provide a platform for local enterprise, and boost the local economy, and create employment, training, and skills opportunities through construction.

10.2 Tackling The Climate Crisis

Improved levels of energy efficiency and reduction of CO2 emissions in newly built homes. Promote low carbon living and minimise future energy costs for residents.

10.3 Fighting Inequality

Improving the housing outcomes of residents in Ealing also contributes to a range of other important outcomes, such as increasing household incomes, improving educational attainment, and reducing homelessness.

11. Equalities, Human Rights and Community Cohesion

11.1 The overall delivery plans are expected to have a positive impact on the borough by providing additional homes that are genuinely affordable. An Equality Analysis Assessment (EAA) has previously been prepared for each scheme. It is not considered that there are any changes arising as a result of the decisions to be made arising from this report

12. Staffing/Workforce and Accommodation implications:

12.1 The Council and BLRP staffing will be supported by specialist finance, legal, design, and land and property consultants to deliver schemes.

13. Property and Assets

13.1 These schemes are primarily being delivered on existing Council assets and property.

14. Any other implications:

14.1 None.

15. Consultation

Name of consultee	Post held	Date sent to consultee	Date response received	Comments appear in paragraph:
Internal				
Jackie Adams	Head of Legal (Commercial)	Throughout	Throughout	Throughout
Sandra Fryer	Strategic Director of Economy & Sustainability	28.01.2023	01.02.2023	Throughout

Name of consultee	Post held	Date sent to consultee	Date response received	Comments appear in paragraph:
Darren Henaghan	Strategic Director of Housing & Environment	28.01.2023	01.02.2023	Throughout
Emily Hill	Strategic Director of Corporate Resources	28.01.2023	01.02.2023	Throughout
Russell Dyer	Assistant Director Accountancy	11.01.2023	27.01.2023	Throughout
Philip Browne	Director of Housing Development	11.01.2023	27.01.2023	Throughout
Andy Berridge	Head of Construction	11.01.2023	27.01.2023	Throughout
Afam Ajoh	Contracts & Projects Lawyer	11.01.2023	27.01.2023	Throughout
Cllr. Wall	Cabinet Member for: Genuinely Affordable Homes	11.01.2023	20.01.2023	Throughout
Cllr. Manro	Cabinet Member for: Good Growth	02.02.2023	02.02.2023	Throughout

16. Timetable for Implementation

- 16.1 The Tranche 2 homes at Lexden and Steyne Road, Northolt Grange CC, and Sussex Crescent need to start on site by March 2023 as part of the GLA grant conditions.

17. Appendices

	Tender Reports / Contract Recommendation Reports /
17.1 Confidential Appendix 1	Lexden and Steyne Road (Stage 1 report - Nov 2022)
Confidential Appendix 2	Northolt Grange C.C.
Confidential Appendix 3	Sussex Crescent

18. Background Information

- Cabinet Report: Delivery Strategy for 2,500 Genuinely Affordable Homes, 16th October 2018
- Cabinet Report: Housing Delivery Update 18th June 2019
- Cabinet Report: Setting up a Registered Provider of Social Housing to Support the Delivery of Genuine Affordable Housing 16th July 2019
- Cabinet Report: Housing Delivery Update 10th December 2019
- Cabinet Report: Housing Delivery Update 14th July 2020
- Cabinet Report: BLRP Business Plan 10th November 2020
- Cabinet Report BLRP Tranche 2 Final Plan 6th April 2022
- HDCC Report: Housing Delivery Update of BLRP Tranche 2 Business Plan Sites 15th June 2022
- HDCC Report: Housing Delivery Update of BLRP Tranche 2 Business Plan Sites 13th July 2022
- Cabinet Report: GLA Grant Agreement 2021-26 Affordable Housing Programme 12th October 2022
- Cabinet Report: Housing Delivery Update 07.12.2022
- Cabinet Report: Housing Delivery Update – Golf Links Estate Phase 3 07.12.2022

Report History

Decision type:	Urgency item?
Key decision	Yes.
Report no.:	Report author and contact for queries:
	Jamie Burns Assistant Director Housing Commissioning & Strategy.

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank



Report for: ACTION
Item Number: 6

Contains Confidential or Exempt Information	NO
Title	Property Insurance Procurement
Responsible Officer(s)	Emily Hill – Interim Strategic Director, Corporate Resources
Author(s)	Ewan Taylor – Audit & Risk Manager
Portfolio(s)	Councillor Donnelly
For Consideration By	Portfolio Holder Decision
Date to be Considered	22 February 2023
Implementation Date if Not Called In	07 March 2023
Affected Wards	All
Keywords/Index	Property Insurance, Procurement

Purpose of Report:

To seek authority to issue a tender for property insurance and obtain delegated authority for the Interim Strategic Director, Corporate Resources, to award the property insurance contract on the completion of the procurement exercise.

1. Recommendations for DECISION

It is recommended that Cabinet:

1. Authorises the Interim Strategic Director, Corporate Resources to invite and evaluate tenders for a property insurance contract for a period of four years with the option to extend for up to two years to be funded from the existing revenue budget of £750,000 per annum within Finance.
2. Delegates authority to the Interim Strategic Director, Corporate Resources upon completion of the tender process to award the contract to the most advantageous tenderer in line with the evaluation criteria if suitable tenders are received.

2. Reason for Decision and Options Considered

The council maintains a variety of insurance policies, of which property is one. This includes housing stock, commercial, environment, education, social services, and general properties. The main objective of this procurement is to achieve value for money.

The current property insurers contract expires on 30 September 2023. To ensure continued cover, it is necessary to carry out a procurement exercise for a new contract starting 1 October 2023 within the existing budget provision.

The route proposed is an Open procedure using the Find a Tender Service. Such a procedure will maximise the number of potential bidders. As part of the options appraisal the use of frameworks were explored but were discounted primarily due to limiting potential bidders and all include a commission element.

It is proposed the decision will be based upon a weighting criteria of price 60% and quality 40%. The quality criteria include added value, claims handling and assessment of policy cover.

A period of six (split into four plus two) years is proposed, in order to provide the insurer with a sufficiently lengthy commitment but with break options at year 4 allowing the Council to assess the service performance and determine the appropriateness of continuing the contract.

3. Key Implications

Property insurance is essential for the council. This procurement will renew the insurance cover for the property estate from 1 October 2023.

There is a potential financial and operational risk if the insurance is not renewed and any issue occurs with an Ealing property, such as a fire or total loss to a building.

4. Financial

The insurance budget for the Council is managed at a global level at £1.45m but contains a budget allocation within of £750,000 in 2023/24 for property insurance.

	2023/24	2024/25	2025/26	2026/27	2027/28 (Option to extend)	2028/29 (Option to extend)
	Revenue £	Revenue £	Revenue £	Revenue £	Revenue £	Revenue £
Insurance budget	750,000	750,000	750,000	750,000	750,000	750,000
Contract value	750,000	750,000	750,000	750,000	750,000	750,000
(Saving)/ Pressure	0	0	0	0	0	0

No new funds are being sought and it is intended this cost will be funded through the existing insurance budget. Total value is £4.5m (if the 2-year extension is used).

It is expected that the overall procurement value will be in line with the existing budget. In the event that it is higher, the council have the option to review the

level of deductibles. This procurement will allow the council to assess and confirm value for money in this decision if necessary.

5. Legal

The procurement will be conducted in accordance with the Public Contracts Regulations 2015 (as amended) and the council's Contract Procedure Rules.

6. Value for Money

In 2022/23 property insurance cover was renewed. At this time the premium was £750,000. Advice from the council's insurance brokers indicates that we are currently experiencing hard market conditions and insurers are having to consider a wealth of information to consider risks. There has also been a significant rise in the cost of reinstating property and significant increased costs relating to labour and logistical services, but the full impacts of this is not currently known.

- There is an annual renewals process, which may result in increases (or decreases). These are monitored annually. We are looking through the procurement, to try and mitigate substantial increases. Fixed pricing was considered and may be requested, but these tend to err in the favour of insurers to mitigate their risk.
- Internal reviews. We are looking to increase benchmarking in this area, through networking with other local authorities and via the shared service arrangement Audit & Investigation have with the London Borough Hounslow.

7. Sustainability Impact Appraisal

No impact on the council's sustainability principles have been identified.

8. Risk Management

There is a risk that premiums are increased. The insurance market as a whole remains hard, and whilst we expect competition, we do not anticipate this will drive down the pricing; recent tenders for other Authorities are not showing low pricing and insurers need to address the impact of inflation on claims values and their operating expenses, and the impact of modest investment earnings. Additionally, reinsurance costs have continued to rise with the costs being ultimately passed on to policy holders.

Property insurance has been difficult; the quantity and depth insurers require about portfolios such as construction/exposure information (particularly on large/high value properties or those with unusual construction types) and how/when property valuations are undertaken.

Any increase in premiums may be mitigated with advice on appropriate deductible levels.

9. Community Safety

No direct impact to community safety has been identified.

10. Links to the Priorities for the Borough

The project seeks to confirm value for money for the council's property insurance. Overall insurance of the council's properties is essential to help mitigate the impact of incidents and ensure we can continue to deliver all of the council's priorities. The new provider is required to pay at least the Real Living Wage to its employees, as determined annually by the Living Wage Foundation, the new provider must comply with the Ealing Social Value requirements.

11. Equalities, Human Rights and Community Cohesion

This contract seeks to replace an existing contract with similar terms and conditions. As such there are not considered to be any implications and an Equality Impact Assessment has not been undertaken.

12. Staffing/Workforce and Accommodation implications

None

13. Property and Assets

No implications to the council's property values results from this insurance procurement.

14. Any other implications

No further implications have been identified.

15. Consultation

It is not considered that community consultation is required in this case. Consultation has been carried out with councils in London.

16. Timetable for Implementation

Procurement Stages	Date
Compile tender pack documents	February 2023
Finalise Tender Pack	March 2023
Publish Tender	March 2023
Final Bid deadline	May 2023
Evaluation completed	May 2023
Contract Award Decision	June 2023
JCB Award Recommendation Taken	June 2023
Cabinet Decision Taken	July 2023
Award decision letters issued	July 2023

Award contract	August 2023
Publish Award Notice	September 2023
Contract Start	October 2023

17. Appendices

None

18. Background Information

There is no background information relevant to this project.

Consultation

Name of consultee	Post held	Date sent to consultee	Date response received	Comments appear in paragraph:
Internal				
Abigail Acosta	Procurement Project Officer	14 Dec 2022	15 Dec 2022	Throughout
Andrew Shorter	Category Lead Procurement Hub	14 Dec 2022	15 Dec 2022	Throughout
Assaf Chaudry	Contracts Lawyer	14 Dec 2022	15 Dec 2022	Throughout
Mike Pinder	Assistant Director of Audit and Investigations	14 Dec 2022	14 Dec 2022	Throughout
Emily Hill	Interim Strategic Director, Corporate Resources	17 Jan 2023	17 Jan 2023	Throughout
Baljinder Sangha	Finance Manager	14 Dec 2022	16 Jan 2023	Throughout
External				
None				

Report History

Decision type:	Urgency item?
Key decision	No
Report no:	Report author and contact for queries:
	Ewan Taylor, Audit and Risk Manager, Extension 9991

This page is intentionally left blank



Report for:
ACTION

Item Number:

Contains Confidential or Exempt Information	No
Title	Replacement of Gurnell Leisure Centre
Responsible Officer(s)	Sandra Fryer, Strategic Director Economy & Sustainability
Author(s)	Adam Whalley, Assistant Director Capital Investment Programme
Portfolio(s)	Councillors Peter Mason and Shital Manro
For Consideration By	Cabinet
Date to be Considered	22 February 2023
Implementation Date if Not Called In	7 March 2023
Affected Wards	Pitshanger
Keywords/Index	Gurnell Leisure Centre, Swimming, Housing, 50m, Re-Development

Purpose of Report:

To provide an update to Cabinet on progress towards replacing Gurnell Leisure Centre to deliver new, state of the art leisure facilities in line with the Council Plan 2022-2026. Seeks Cabinet approval to apply for planning permission for a replacement leisure centre as part of a mixed use scheme informed by the Feasibility Study included with this report and to establish a budget to facilitate this. On the basis of the existing leisure centre building being at end of life, this report seeks Cabinet approval to progress with demolition. This report also seeks Cabinet approval to undertake a review of procurement strategies and to undertake marketing exercises.

1. Recommendations for DECISION

It is recommended that Cabinet

- 1.1. Authorises the Strategic Director of Economy and Sustainability to commission further design work for a mixed-use development at the Gurnell site based upon the 'Optimised 1' leisure brief and Site Arrangement 1, as described in the Feasibility Study included at Appendix 1 to this report and further informed by the optimised Site Strategy contained within the Feasibility Study Plus addendum to the Feasibility Study. Further authorises the Strategic Director of Economy and Sustainability, following consultation with the Portfolio Holders, to seek planning permission for a mixed-use proposal to include a new

build replacement leisure centre with a suitable and planning compliant level of enabling residential development which is anticipated to be in the order of 200-300 units in total;

- 1.2.
 - a. Agrees with the professional advice contained within the Feasibility Study included at Appendix 1 to this report, inclusive of a reuse appraisal, which evidences that the existing Leisure Centre building is unsuitable for refurbishment and is beyond economical repair;
 - b. Further agrees that the existing Leisure Centre building should be demolished at the earliest opportunity on the basis of it having no continuing value or opportunity for reuse;
 - c. Authorises the Strategic Director of Economy and Sustainability to take all steps to arrange for demolition of the building, including securing any necessary consents and undertaking a tender process to appoint a demolition contractor and to award a contract and instruct demolition works to proceed
- 1.3.
 - a. Authorises the Strategic Director of Economy and Sustainability to commission a detailed analysis of procurement routes to realise a replacement scheme, considering appropriate routes to secure both leisure and residential elements of the proposal.
 - b. Delegates authority to the Strategic Director of Economy and Sustainability, following consultation with the Portfolio Holders, to implement procurement processes and market engagement in line with the outcome of this analysis;
- 1.4. Agrees to expenditure of £2.5m for the activities described at recommendations 1.1 – 1.3 above to be funded from the existing capital programme; and
- 1.5. Agrees that, subject to the proposals receiving planning permission and the successful conclusion of any procurement exercise(s), Cabinet will receive further recommendations on the next steps for the project, including an overall funding strategy informed through further market testing.
- 1.6. Agrees that the Council should continue to engage and consult via the Gurnell Sounding Board through the next phase of the project.

2. Recommendations for NOTING

It is recommended that Cabinet:

- 2.1. Notes the summary of the outcome of the 'Gurnell – Leisure for All' online survey which sought views from the public on future plans for Gurnell Leisure Centre, carried out between March and May 2022, and summarised at Appendix 2 to this report;
- 2.2. Notes that a Sounding Board has been established for the Gurnell Leisure Centre project which has met on several occasions throughout

2022 and which has informed the recommendations contained in this report. Notes the summary report with appendices as submitted by the Independent Chair of the Sounding Board for consideration by Cabinet and contained at Appendix 3 to this report;

- 2.3. Notes the findings of a Feasibility Study, inclusive of an additional Feasibility Plus addendum to the original study, which has been commissioned to consider options for the replacement of Gurnell Leisure Centre as summarised in this report and as provided in full at Appendix 1;
- 2.4. Notes that a new build replacement Leisure Centre, based upon meeting an optimised brief as generated through the Feasibility Study, would be anticipated to require capital expenditure in the order of £45m to deliver.

3. Reason for Decision and Options Considered

- 3.1. Gurnell Leisure Centre has historically formed a core part of the Council's strategic leisure provision. A redeveloped centre would be a major contributor towards achieving a surplus generating leisure provision, in part based upon the existing centre providing the largest learn to swim programme in London prior to its closure. The existing facility, which closed at the outset of the Covid-19 pandemic and which remains closed at this time, includes the borough's only 50m pool and is one of only a small number in London, which has been the home of Ealing Swimming Club, the largest swimming club in the country with over 1,650 members.
- 3.2. The proposed redevelopment of Gurnell Leisure Centre features in both the Council Plan 2022-26 and also is referenced throughout the Council's draft Indoor and Outdoor Sports Facility Strategy and Action Plan 2022 – 2031, with regards to a 50m and learner pool provision, to meet current and future demand. Numerous reports on the project have been approved by Cabinet from 2015 to the present and the recent history of the project is summarised below.
- 3.3. In 2015, a comprehensive assessment of potential external grant funding opportunities was explored however it was noted that there were no current opportunities to fund such projects via Sports England or wider grant funding programmes. It was therefore agreed that the Council should seek to realise a new leisure centre scheme in part funded by enabling residential development.
- 3.4. Cabinet took the decision in March 2015 for the Council to engage Willmott Dixon, via the SCAPE framework, to consider the feasibility of the long-term replacement of Gurnell Leisure Centre. Subsequent reports were taken to Cabinet updating on the design and legal aspects of the scheme. In May 2016, Cabinet approved an allocation of £12.5m as a contribution towards the project, to be funded from mainstream

borrowing, to support the fitout of the leisure centre following an increase in projected costs.

- 3.5. In September 2019, Cabinet received a further update on the Gurnell scheme and approved the principle of amending the existing agreement with the then developer which would facilitate the Council directly delivering part of the scheme. Cabinet additionally noted that the designs for the scheme were sufficiently progressed to enable a planning application to be submitted.
- 3.6. The existing centre closed at the outset of the Covid-19 pandemic in March 2020. In July 2020, Cabinet agreed to not re-open Gurnell Leisure Centre after Covid-19 restrictions were lifted on the grounds of it being economically unsustainable to do so and in anticipation of proceeding with a replacement scheme. In April 2021, a planning application for a mixed-use scheme developed in partnership with Be:Here Ealing Ltd was refused permission by the planning committee leading to the abandonment that scheme.
- 3.7. The Council Plan 2022-2026 includes a continued commitment to “deliver new, state of the art leisure facilities at Gurnell” and, in pursuit of this objective, a new architect-led Feasibility Study was commissioned in April 2022 to consider future options for Gurnell and forms the basis of the recommendations contained within this report.
- 3.8. In parallel with commissioning the Feasibility Study, the Council carried out an online survey between March and May 2022 to seek residents’ views on future plans for Gurnell. There was a high level of participation in this survey with 1,913 responses received. A detailed summary of the results of this survey are included at Appendix 2 to this report which includes the following key findings:
 - Gurnell Leisure Centre used to play a key role in people’s active and healthy lifestyle, including opportunities for socialising with friends and family
 - Many say they are disappointed with Gurnell’s closure, and ask to re-open/re-develop the centre as soon as possible
 - Most of the respondents attended Gurnell for swimming, but also gym and fitness classes. This is also reflected in water and fitness activities being the most desired facilities for the future centre
 - There are requests to keep the green space and expand outdoor activities
 - There are suggestions to expand leisure facilities further to increase options (shops & restaurants, BMX track & skate park, children’s playgrounds, multiple sports facilities)
 - Although just over a quarter used to walk or cycle to Gurnell, more than two in five want to do so in the future
 - A third want mixed-use development to pay for the new site, and less than one in five would accept an increase in Council Tax

- 3.9. As part of establishing a fresh approach to the project, a Gurnell Sounding Board has been established to engage with interested parties and stakeholders on plans to replace Gurnell as these are developed. An independent Chair has been appointed to oversee the Sounding Board and there have been 4 sessions held to date.
- 3.10. The Chair has provided a summary report on the key matters arising from the Sounding Board sessions and his full report is attached at Appendix 2. This notes the following areas where a broad consensus has been expressed by the Sounding Board membership:
1. *That there is a continuing need for a community Leisure Centre in this location*
 2. *That the existing Leisure Centre building is at end of life and refurbishment would not be financially feasible nor sustainable over the long term*
- 3.11. The Chair's report goes on to summarise a series of concerns as expressed by members of the Sounding Board noting that the single largest concern *relates to the inclusion of residential development within the scheme and the claim by the Council, refuted by some on the Sounding Board, that this is necessary to be able to support the costs of replacing the leisure centre. There is a strong opposition to any form of tower blocks which would be reminiscent of the previous Ecoworld scheme with some holding the strong view that there should be no residential development whatsoever and that the Council should look to other means of raising the capital funding to replace Gurnell*
- 3.12. *A separate concern, which would be exacerbated by the inclusion of residential development within the scheme, is around the impact of any development on Metropolitan Open Land inclusive of ecological impact and development in the flood plain, with some holding the strong view that the development should be no larger than the existing facility in terms of footprint and massing*
- 3.13. *A further concern, linked to each of the above, was the scope/specification and size of a replacement leisure centre and the costs of replacement with a view that the brief should be based upon a 'like for like' facility rather than an enhancement on the existing Gurnell Leisure Centre.*
- 3.14. The Chair's report goes on to pose several questions for the Council to consider in reaching a decision on the future for the project
1. *Is the Council in a position to fully fund the replacement leisure centre through means other than residential enabling development, including through the use of Section 106 monies and other sources of grant funding, as well as direct Council funding, which would avoid the need to include residential development in the scheme?*

2. *Is the Council satisfied that the 'Optimised 1' brief for the replacement facility which the architect team recommends would offer an appropriate mix to meet need or should this scope be further reduced to bring down the size and cost of the replacement facility?*
 3. *Is the Council satisfied that the 'Optimised 1' brief will not adversely affect other businesses in the area including for example private gyms / health and fitness clubs?*
 4. *Subject to the Council's position on the above questions, is there a cost threshold below which the need for residential enabling development could be avoided? It is suggested by the architect that the scheme costs for a 'like for like' replacement would be circa £28m. Would this scheme for example be affordable without a requirement for residential development?*
- 3.15. Section 4 of this report provides a summary of the conclusions arising from the Feasibility Study and presents further information on the questions raised by the Chair in his summary.

4. Key Implications

- 4.1. In February 2022, a tendering exercise was undertaken and quotes were invited for a commissioned Feasibility Study to consider options for the replacement of Gurnell Leisure Centre.
- 4.2. The brief confirmed that the scope of the Study should include consideration of refurbishment and/or major remodelling of the existing leisure centre and the merits of this against a full rebuild. The Study was also required to consider the opportunities and risks of including enabling residential development within the scheme which was anticipated to be required to fund a new (or renovated) Leisure Centre.
- 4.3. The brief further made clear that the key priority and driver for the project was to facilitate new leisure provision and that the appointed consultant should demonstrate relevant experience on leisure centre projects, preferably as part of mixed use development.
- 4.4. In March 2022, following a review of quotations received, a consortium led by Mikhail Riches architects were appointed to carry out a Feasibility Study on the project. A full copy of the completed Feasibility Study is included at Appendix 1 to this report and the findings from the Study are summarised further below.

Reuse Appraisal of the Existing Leisure Centre Building

- 4.5. Section 3.2 of the Feasibility Study provides a reuse appraisal of the existing Gurnell Leisure Centre building as carried out by Expedition Engineering. This appraisal considers the merits of reopening the centre either in the current building as is (as a hypothetical given the

backlog investment required to reopen) or following a deep retrofit, and compares each of these scenarios to a full replacement applying a 'like for like' reference area. These scenarios are assessed relative to one another in terms of their functionality, cost, delivery and carbon impact. The appraisal further considers:

- The embodied carbon required to deliver a redevelopment proposal (with the high-level principle that the more which can be re-used, the lower the impact)
 - The ability of each option to deliver a highly efficient building that reduces operational carbon over the building life
 - High-level technical feasibility and viability of each option, particularly with regard to cost and programme.
- 4.6. The appraisal confirms that the existing building, with its exposed concrete structure, poses significant technical barriers to an energy efficient, net zero aligned, retrofit. The Study sets out the carbon consumption of the existing building which consumes in the order of 1,385 Tonnes of CO₂ per year which is almost entirely due to the gas usage of the building. It is suggested that a fabric upgrade of the existing building to EPC 'C' rating could improve the building's performance by circa 29% however the existing building would continue to have a substantial carbon footprint of 930 Tonnes of CO₂ per year.
- 4.7. The appraisal notes that retrofit proposals that improve the fabric and replace the services for an all-electric heat pump system could achieve between 30-90% in carbon savings, dependent on the level of fabric improvement achieved. It is expected however that a saving of ~75% would represent a 'best achievable' given the constraints of the existing building suggesting that a deep retrofit would have a carbon footprint of 330 Tonnes of CO₂ per year.
- 4.8. The deep retrofit scenario represents an extensive refurbishment to bring the building up to modern environmental standards and assumes that the following measures would be necessary:
- Strip back the roof and cladding to the existing frame and replace with improved fabric
 - Replace the entire mechanical, electrical and plant systems with an electric system
 - Insulate internally to the retained concrete areas
 - Targeted demolition and replacement to improve accessibility and connectivity
- 4.9. Due to the complexity of the work involved in carrying out a deep retrofit, the appraisal does not provide a detailed cost estimate for this however notes that the scope of a deep retrofit would 'go some way beyond the £18m scope of works' which was the estimated cost provided to the Council in 2021, which itself would not have significantly improved the building's energy and carbon performance. The appraisal

further notes that it is therefore expected that costs for such a retrofit would be similar to that of a new build construction and with a minimal saving in construction duration; in effect for the omission of new foundation works only.

- 4.10. Cabinet should note that the survey and ‘£18m scope of works’ referenced in the Reuse Appraisal relate to a cost estimate for refurbishment of the existing Leisure Centre building commissioned by the Council in 2021. This estimate was derived from a condition survey carried out by a professional cost consultant and was based upon carrying out refurbishment works to the existing building to bring it back into an operational state. This estimate would not include for the ‘deep retrofit’ / upgrade works which would be needed to improve the building envelope and environmental performance and which the architect indicates would require capital investment at levels comparable to a full rebuild. Other relevant factors concerning the limitations of refurbishment are outlined further below.
- 4.11. The appraisal indicates that a ‘business as usual’ new build leisure centre would achieve a 75% carbon reduction by 2030, and a more environmentally ambitious building would achieve further savings, of around 95% for a passively designed centre and potentially up to 97% in a truly Passivhaus design with a carbon footprint of 35 Tonnes of CO2 per year (excluding any embodied carbon arising through demolition/replacement of the existing building).
- 4.12. The reuse appraisal presents a 15 year whole lifecycle carbon footprint for each of the three scenarios which is summarised in Figure 1.

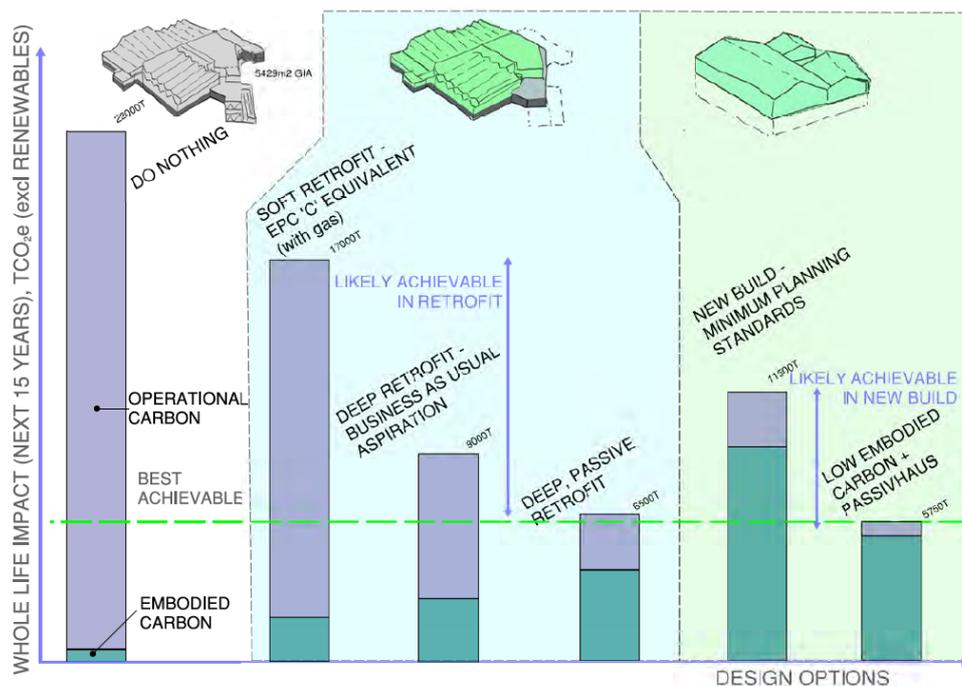
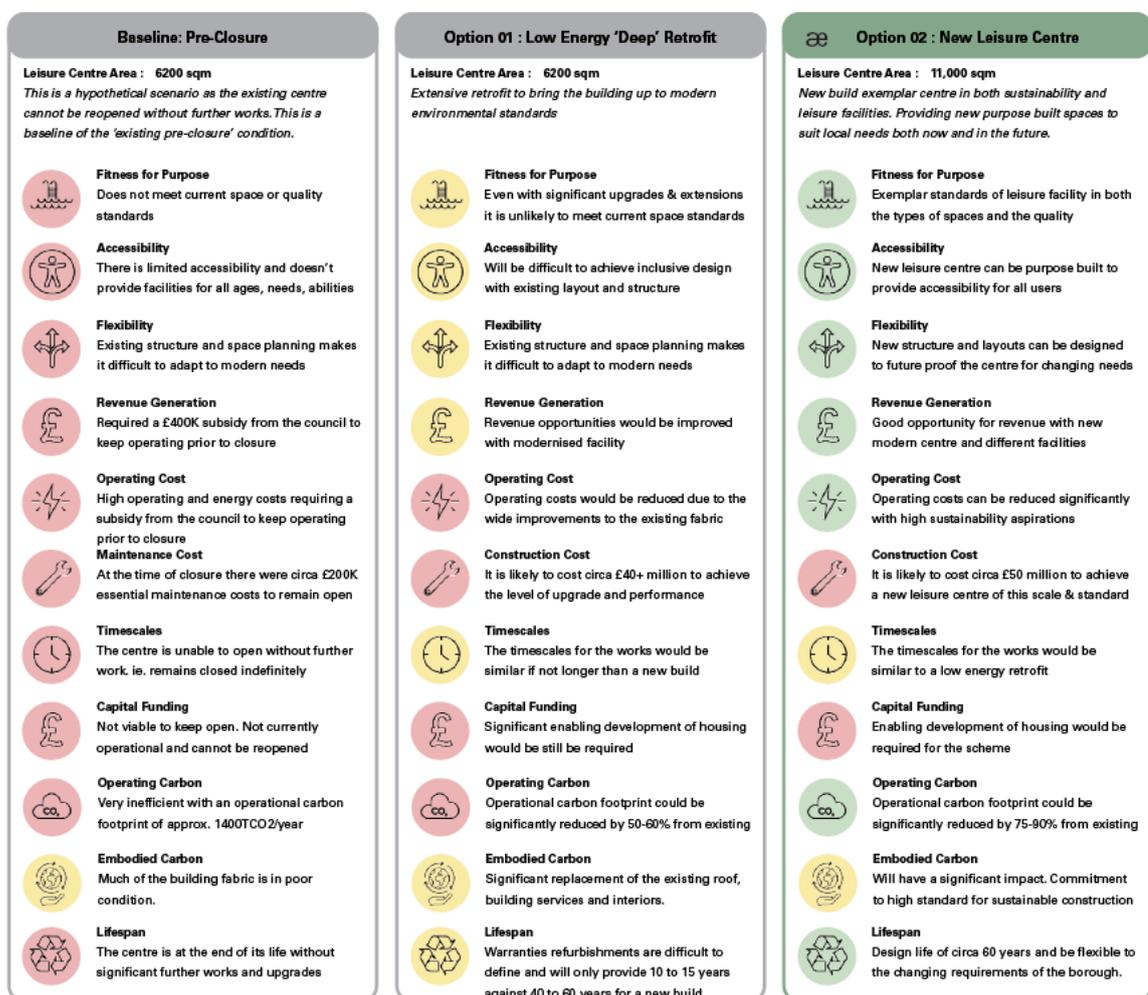


Figure 1 - Whole Lifecycle Carbon consumption for re-use, retrofit and rebuild

- 4.13. The appraisal notes that the new build option provides the greatest opportunity to reduce the operational energy and carbon consumption, however recognises that the embodied carbon impact of this scenario will necessarily be higher due it requiring the demolition of the existing building for a new build replacement. The appraisal indicates that the carbon impact of a new build centre when in operation, relative to the existing building, would significantly offset the embodied carbon through demolition and replacement when evaluated over a 15 year period. The gap in carbon footprint between the existing versus a replacement building would be further widened when considered over a longer operational period, noting that a new build facility would be expected to have a design life of up to 60 years.
- 4.14. The appraisal provides a summary comparison of the baseline pre-closure, low energy deep retrofit and new build replacement options against a range of criteria as shown in Figure 2. This includes an assessment of each option relative to one another for fitness for purpose, accessibility, flexibility, revenue generating potential, operating cost, construction cost, delivery timescales, operating carbon, embodied carbon and lifespan. The summary comparison indicates that the new build replacement option is favourable across the majority of criteria considered.

Figure 2 - Reuse Key Considerations



- 4.15. The reuse appraisal concludes with a recommendation for a new build replacement leisure centre in favour of pursuing a low energy deep retrofit. It notes that whilst the short term cost and loss of the operational leisure centre are deeply felt at this point, a new build leisure centre will be able to be enjoyed for many generations to come in a way that is robust, adaptable, and ready to meet the climate and energy challenges that lay ahead.
- 4.16. Cabinet is asked to endorse the conclusion of the reuse appraisal, which is further supported by the Sounding Board as referenced in the Chair's summary, and accordingly to agree that a replacement leisure centre should be pursued in favour of continuing use of the existing building through its refurbishment / retrofit. Subject to Cabinet agreeing to this being the case, approval is further sought to proceed in arranging for demolition of the existing building at the earliest opportunity on the basis of it having no continuing value to be retained.

Brief for a replacement Leisure Centre

- 4.17. Section 5 of the Feasibility Study outlines the process undertaken by the consultant team to establish a recommended brief for a replacement leisure facility. It confirms that a range of consultation and research activities have been carried out in order to inform the recommended brief for a new facility which include:
- A vision workshop with the Gurnell Sounding Board membership and other key stakeholders
 - Other targeted stakeholder engagement sessions including with the borough's leisure service
 - Visits to other reference leisure centres across the country
 - A visit to the existing Gurnell building to review its existing layout and to inform the reuse appraisal
 - Review of the findings of the Council's online survey as referenced earlier in this report
 - Peer review including of the previous leisure design within the Ecoworld scheme
 - Demand analysis
 - Business case assessment
- 4.18. The activities summarised above have contributed to the development of a Feasibility option and several comparator options for a replacement leisure centre. These options are summarised in the table below.
- 4.19. Table 1 presents five options for the leisure centre brief which have been developed by the architect team during the course of the Feasibility Study and for comparison purposes presents the relative size (floor area), construction cost and anticipated revenue generating

potential for each. It also provides a commentary on the relative impact of the options in relation to club, community, leisure and flexibility.

		Feasibility	Existing Facility	Business Case	Optimised 1	Optimised 2
Area (sqm)		11505	5564	9681	8499	7393
Construction Cost		£54.4m	£28.0m	£46.1m	£39.4m	£35.9m
Revenue (gross)		£5,269,442	£3,014,016	£5,064,485	£4,918,233	£4,691,387
Revenue (net)		£836,930	£84,617	£827,160	£888,258	£827,209
Impact						
Club	Wet	Good	Not Satisfactory	Good	Good	Good
	Dry	Good	Not Satisfactory	Not Satisfactory	Satisfactory	Satisfactory
Community	Wet	Good	Satisfactory	Good	Good	Good
	Dry	Good	Not Satisfactory	Good	Good	Satisfactory
Leisure	Wet	Good	Satisfactory	Good	Good	Satisfactory
	Dry	Good	Not Satisfactory	Satisfactory	Good	Satisfactory
Flexibility	Wet	Good	Satisfactory	Good	Good	Good
	Dry	Satisfactory	Not Satisfactory	Satisfactory	Good	Satisfactory
Summary		<ul style="list-style-type: none"> In comparison to the existing facility there is an increased level of flexibility as the wide range of spaces can accommodate various uses and future proofing Community offer is high - catering for a wide demographic of ages and interests with soft play, meeting rooms and library Catering for increased level of 'club' sport with 50m pool and sports hall Dry and wet leisure is maximised with leisure pool, fitness suite, studios and additional spaces such as clip and climb, cafe and spa. 	<ul style="list-style-type: none"> The existing facility provides some flexibility within the wet side however the dry side is significantly limited The main pool and leisure pool provide good community facilities. Again the dry side is limited Potential for club sport within the 50m pool, however the lack of sports hall and large studio spaces reduces the opportunity for elite dry sports Leisure is also targeted at the wet side with a larger offer compared to the dry side 	<ul style="list-style-type: none"> Reduced level of flexibility mainly on the dry side due to the loss of studio 3 and sports hall Community offer remains high, however lack of large studio reduces potential for community events Opportunity for 'club' dry sports is significantly reduced due to omission of sports hall and large studio Dry and wet leisure remain high through retaining the leisure pool, fitness suite, studios and additional spaces such as clip and climb, cafe and spa. 	<ul style="list-style-type: none"> Flexibility has increased based on the inclusion of the large studio - providing a space for a variety of sports and community events. Community offer remains high for both dry and wet despite some of the spaces reducing in area the overall offer is retained Loss of the sports hall and reduced fitness suite impacts dry sports space for clubs. Addition of large studio assists, however wet club sports remain high Leisure wet/ dry, whilst both reduced, remains a good offer. 	<ul style="list-style-type: none"> Flexibility remains high with the inclusion of a flexible community space Community offer is reduced significantly for dry leisure with the reduced fitness suite Elite wet sport remains high with minimal reductions to the wet leisure offer. Dry elite spaces remain low with the omission of the sports hall Leisure for wet is reduced by the omission of the spa and significantly reduced for the dry side with a number of community and leisure spaces omitted

Table 1 – Leisure Brief options

4.20. Further detail on each option, including the facility mix, can be located in section 5.3 of the Feasibility Study document. It should be noted that the Construction Cost estimates represent the costs of the leisure centre building only, with some allowance for limited external works. These costs should be regarded as estimates and exclude additional anticipated costs. The cost estimates therefore do not reflect the gross costs of delivery but are provided to inform a comparison between each of the options. The actual costs of replacing the leisure centre would be determined following further procurement and market testing activity.

- The 'Club' slider communicates how the facility caters to sporting clubs and their members. The 50m pool, sports hall and studio spaces have the largest impact on this slider.
- The 'Community' slider communicates how the facility caters to the local community. All aspects of the facility mix have an impact on this slider as community users cover the widest range of activities. However key spaces are the main pool, learner pool, fitness suite, studios, play spaces and cafe.
- The 'Leisure' slider communicates how the facility caters for leisure users. The leisure pool, spa, and play facilities have the largest impact on this slider.
- The 'Flexibility' slider communicates how flexible the facility is. For example, how many of the spaces provided can be used for multiple activities and users. Total activities covered is also taken into account.

- 4.21. The *Feasibility* option represents the most aspirational proposal in terms of the leisure offer and accordingly is the largest option and would be the most costly to build at circa £54.4m. It includes for example a 4 court sports hall which has been omitted in subsequent iterations. It is representative of the most ambitious proposal and would be at the upper end of the cost range of options considered.
- 4.22. The *Existing Facility* option represents a 'like for like' with the current Gurnell leisure centre. This option has been generated as a baseline in order to give an indication of the likely costs of rebuilding Gurnell with a similar offer to the existing centre, indicated at circa £28m. It is representative of the lower end of the cost range of options considered.
- 4.23. The *Business Case, Optimised 1* and *Optimised 2* options are each further refinements of the *Feasibility* option where areas in that option have been either reduced in size or have been omitted entirely following further consideration and discussion. The *Feasibility* and *Business Case* options were both presented at the third meeting of the Sounding Board and, based upon feedback received, two further options *Optimised 1* and *Optimised 2* were developed and presented to the fourth meeting of the Sounding Board.
- 4.24. As noted in the analysis, *Optimised 1* is indicated as providing the strongest balance between size and cost on the one hand and responding to identified leisure need on the other. It is considered to score well against the evaluation criteria and also would be anticipated to have a similar opportunity to generate revenue when compared to the more ambitious and costly *Feasibility* option. On this basis, Cabinet is asked to endorse the principle of proceeding with the *Optimised 1* option and to take this option forward as the preferred brief for a replacement leisure centre, noting that the designs will be subject to change and further refinement as the scheme is further developed.

Capital funding and residential enabling development

- 4.25. Two key findings and recommendations arising from the Feasibility Study and as summarised earlier in this report are as follows:
1. A reuse appraisal of the existing leisure centre building has concluded that it is not suitable for refurbishment/renovation and a new build replacement would be favoured when evaluated across multiple criteria including offering greater flexibility, addressing strategic leisure need, providing value for money and environmental sustainability; and
 2. A review of requirements for a replacement leisure centre has generated an optimised brief which is estimated to require £39.4m in capital funding to build. Taking into account potential additional costs not contained within the build assumptions and contingency, a prudent estimate at this stage for the costs of delivering a replacement leisure centre project at this brief would be indicated at circa £45m.

4.26. The Feasibility Study summarises at Section 6 the potential funding sources which might be secured to meet the costs of replacing the leisure centre and these are presented in the illustrative pie chart shown at Figure 3.

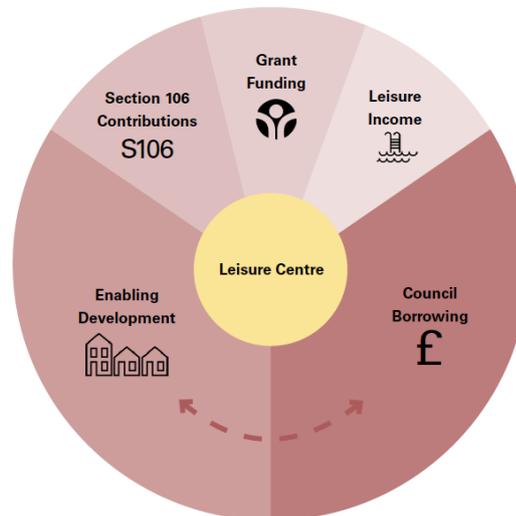


Figure 3 - Potential Capital Funding sources

- 4.27. External grant funding, Section 106 / CIL funding and capitalising against the future income generation of the facility are all valuable ways of contributing towards the costs of replacing the leisure centre. However, these alone will not be sufficient to fund its full replacement. It should be further noted that these funding sources alone would also not be sufficient to meet the costs of a replacement facility at the lowest identified cost based upon the *existing facility* option.
- 4.28. As noted earlier in this report, a 'like for like' replacement of the existing facility would be anticipated to require £28m in capital funding to deliver and would be projected to generate less revenue over its life thereby reducing the ability of the leisure centre to contribute to its build costs during operation.
- 4.29. At this early stage of the process and, even on the assumption of a minimum level of cost of a replacement leisure centre, it is necessary to consider the inclusion of residential enabling development as part of a mixed-use scheme, which was the approach taken for the previous scheme. After deducting all other funding sources, any remaining shortfall required to meet the costs of replacing the facility would necessarily be funded via Council borrowing. Any capital receipt yielded through sale of residential enabling development will reduce the call on Council borrowing.
- 4.30. On the basis that any capital receipt generated through residential enabling development would offset costs which would otherwise necessarily be funded through Council borrowing, Cabinet is asked to support the principle of including an enabling component within the scheme as a means of contributing towards the costs of replacing the

Leisure Centre, provided that this remains compliant with relevant planning policy and on the presumption that this would include an affordable housing component which would be between 35-50% of the total number of units. This would be only on the basis that the minimum necessary enabling development would be proposed to ensure delivery of the scheme. The exact amount of enabling development that may be required will only be identified once other sources of funding and more detailed costings have been identified. Section 2 of the Feasibility Study summarises the planning considerations for the site including implications for development on Metropolitan Open Land.

Masterplan and recommended site arrangement

- 4.31. The brief for the Feasibility Study included a requirement for the architect team to consider the opportunities, challenges and implications of including residential enabling development in the scheme as a means of generating capital funding to support the costs of delivering a new leisure centre. Section 6 of the Feasibility Study outlines the masterplan considerations which have been made and includes an assessment of three broad masterplan options which have subsequently been revised to two options ('Site Approach 1' and 'Site Approach 3') as shown in Figure 4. As noted in the Study, 'Site Approach 2' was considered and ruled out relatively early in the analysis and hence is not referred to further in this report.



Figure 4 - site arrangement options

- 4.32. As part of their brief, the architect has considered the implications of including up to 500 residential units under each option, although it should be noted that this unit number has been set as a benchmark for the purposes of informing the Study to reach a recommendation on a masterplan. The actual number of residential units which might be proposed would be determined at a later design stage once a masterplan arrangement has been determined.

- 4.33. Site approach 1 examines the benefits and drawbacks of a site strategy which sites the leisure uses in its existing location, whilst proposing housing on the current car-parking site. Whilst there are some positives to this approach, a baseline of 500 homes results in a high residential density and average building storey height which presents difficulties in creating a sustainable street based neighbourhood. This option has greater opportunities if a lower number of homes is required. Site Approach 1 represents a lower planning risk relative to Site Approach 3 as it follows a similar footprint to the previous application – the risk increases with a high number of units and therefore this route is only recommended if a 200-300 unit enabling scheme is viable.
- 4.34. Site approach 3 explores the potential for leisure uses to be re-located within a wider leisure landscape context. This, in turn, creates an opportunity to propose lower density housing on the brownfield southern portion of the site. Site Approach 3 represents a more challenging planning proposition by relocating the leisure centre, however it is the better solution if a high number of units (500) are required for the viability due to reduced density of any housing and therefore impact on MOL.
- 4.35. Section 6 of the Feasibility Study sets out in further detail the considerations which have been taken by the architect in exploring these two masterplan options further including the impact on Metropolitan Open Land. These options are explored in depth at Sections 8 and 9 of the Feasibility Study.
- 4.36. Following further consideration of the options and dialogue with the architect team on their findings, officers would recommend to Cabinet that Site Approach 1 be selected as the preferred masterplan arrangement to be taken forward. In making this recommendation, officers would want to draw Cabinet’s attention to the following key matters in particular, noting that substantial further detail and comparative analysis is contained within the Feasibility Study:
- Site Approach 1 would contain development to the existing developed area along Ruislip Road and is considered to have a lower planning risk relative to Site Approach 3 (albeit that Site Option 3 is considered to be feasible in planning terms);
 - Site Approach 1 would be anticipated to generate less enabling development / cross subsidy funding relative to Site Approach 3, with the maximum number of residential units anticipated to be 300 for this option. Cabinet should therefore note that Site Approach 1 is likely to generate a reduced capital receipt and will require additional capital funding to be secured from alternative sources to fund the scheme, relative to Site Approach 3;
 - Site Approach 1 would allow for the design and construction of the Leisure Centre and residential development to be managed concurrently with an opportunity for integration and shared services

- Car parking is likely to be a greater challenge for Site Approach 1, relative to Site Approach 3 due to the mixed-use development being contained within a single site off Ruislip Road
- Site Approach 1 would be anticipated to have a lesser flood / ecology impact relative to Site Approach 3, albeit that the flood and ecology impacts would need to be considered further as the design is developed with suitable mitigations to be put in place.

4.37. As a further progression to this masterplan option, the architect team has further developed the Site Approach 1 masterplan with indicative sub-options to show a 200 unit and a 300 unit residential scheme. These are included with Appendix 1 as an addendum to the original Feasibility Study as a 'Feasibility Study Plus' document which is intended to further inform Cabinet on a potential housing layout and massing for this approach.

Housing Development on Metropolitan Open Land

4.38. It is clear that the Council will need to achieve enabling development towards the cost of the leisure centre. It is unlikely that this will meet the total cost of the leisure centre since the quantum of development required to achieve this would go well beyond what development is likely to be acceptable on Metropolitan Open Land. The Feasibility Report, inclusive of the Feasibility Plus Addendum, are drafted to work within the context of the Planning Policies set out in the London Plan and the Ealing Local Plan, including the recently published Ealing Regulation 18 Consultation Plan.

4.39. Accordingly, the scheme will now be developed to be planning compliant and to that end will comprise between 35% and 50% affordable housing. The exact number of new homes will depend on the viability of the scheme, the overall design strategy for the site and the preferred layout. The exact mix of housing type and tenure will be agreed, reflecting local housing need and the financial impact on the scheme. There may be an opportunity to include some specialist housing types such as older peoples' housing or self build.

4.40. The scheme will have to comply with a range of other policies including recognising the impact of the new development and any mitigation required. Whilst the full requirements of the planning application have yet to be worked out, they can be expected to include sustainable, active travel plans, strategic landscaping, replacement outdoor sports facilities and employment, training and apprentices support through construction and operation.

Next steps and recommended way forward

4.41. Subject to Cabinet approving the recommendations arising from the Feasibility Study as summarised above, it would be proposed that the architect team be retained to carry out further design work on a mixed-use development, adopting Site Approach 1 as the preferred

masterplan approach and assuming a leisure centre brief based around the Optimised 1 scheme.

- 4.42. Approval by Cabinet is requested for funding to be drawn down from the existing Gurnell capital budget to complete this design work and to seek planning permission for a mixed-use development in addition to carrying out any further site surveys which might be necessary in support of this design activity.
- 4.43. It should be emphasised that the purpose of the Feasibility Study is to inform strategic decision making on the masterplan for the project and the information presented within the Study will be subject to change as the project progresses. Subject to Cabinet approving the recommendations in this report, further design and survey work will be carried out to develop and refine the masterplan option. It is proposed that meetings of the Sounding Board will continue to be facilitated through the next design stage.
- 4.44. In parallel with continuing design development up to seeking planning permission, it is proposed that a detailed analysis of procurement options be carried out to establish a preferred route to market for both the leisure centre and residential elements of the scheme. This exercise would include, but not be limited to, consideration of procurement approaches such as design build, operate and manage (DBOM) as compared to Council self-delivery of the leisure centre with a procured operator, and similarly to review options for market sale of the residential element which might include conventional sale to a developer with planning permission secured as well as alternative approaches including an 'income strip' type sale or self-delivery.
- 4.45. Upon completion of and informed by this analysis, it is proposed that relevant market testing activities be carried out which will generate a market-tested cost and value for the full scheme with planning permission. This will enable a further report to be brought back to Cabinet on the funding implications of proceeding with the development. Officers will also continue to explore other avenues for securing capital funding to support the scheme including through external grants and S106 monies.
- 4.46. In light of the recommendation following the reuse appraisal that the existing leisure centre building has no continuing value and is not suited to renovation, Cabinet authority is further sought to arrange to demolish the existing building. The vacant building continues to be at risk from targeted vandalism and anti-social behaviour and represents a revenue cost to the Council. Demolition of the existing building will also serve to accelerate the delivery of the project as this activity can be brought forward to be completed in parallel with the above activities.

5. Financial

5.1. Capital Implications

- 5.1.1 In March 2016, Cabinet approved a capital contribution of £12.5m towards the secondary fit-out phase of the project under the previous scheme. This budget is currently in the Council's approved Capital programme. Approval is sought to allocate £2.5m of this approved budget towards implementing the recommendations contained within this report, which is based upon estimates of benchmarked costs of the activities as described.
- 5.1.2 Cabinet should note that the gross capital costs of implementing a replacement of the leisure centre at the recommended brief is estimated at £45m. This estimate is informed by the information known at this stage through the Feasibility Study and will be refined at the next stage of design development as part of the planning process.
- 5.1.3 It is anticipated that contributions towards the capital cost of implementing the scheme can be secured from various external sources including S106 monies, external grant funding and capital receipt generated through the enabling development. Officers will continue to investigate other routes to securing capital funding however any shortfall in costs would need to be funded through capital borrowing, the revenue costs of which would need to be met from related leisure income. Where this is not sufficient, additional revenue costs would need to be incorporated into the Council's Medium Term Financial Strategy.
- 5.1.3 Subject to receipt of planning permission for the development and completion of market testing and procurement activity, Cabinet will receive a further report on the overall capital funding position for the project and any further decision on progressing the development will include the full financial implications.

5.2. Revenue Implications

- 5.2.1 The replacement project is to be fully funded through capital, although any borrowing required to fund any shortfall in capital costs will have a revenue implication for the Council. The full impact of this will be assessed as part of a future report to Cabinet.
- 5.2.2 There will be a revenue saving in the short-term arising through the demolition of the existing building as this will remove the costs of monitoring the vacant building which is at risk of vandalism / ASB. 24-hour security has been in place since October 2022 at a weekly cost of £6,500 and annual essential maintenance and compliance costs of c£50,000.

6. Legal

- 6.1. Any consultant or developer partner who provides services and/or works for the replacement of the leisure centre will be selected in accordance with Public Contracts Regulations 2015 and the Council's Contract Procedure Rules.
- 6.2. The Council has the power to provide indoor and outdoor recreational facilities including swimming pools under section 19 of the Local Government (Miscellaneous Provisions) Act 1976.
- 6.3. The Council has the power to dispose of property under section 123 of the Local Government 1972 Act in any manner it wishes. This is subject to an obligation to obtain the best consideration that can reasonably be obtained (except for leases of seven years or less) unless the Secretary of State's consent is obtained for the disposal. Where a disposal under section 123 consists of open space the Council must first advertise their intention to dispose and consider any objections prior to the proposed disposal

7. Value for Money

- 7.1. The existing leisure centre is considered to be at end of life and renovating it would offer poor value for money. The existing leisure centre has historically also operated at a deficit and has required a subsidy by the Council.
- 7.2. The proposed replacement leisure facility would contribute significantly to the Council's overall leisure contract enabling the removal of all subsidy from the Council's leisure provision. The surplus generated by a replacement facility would be anticipated to contribute towards its own build costs. The proposed enabling housing development will directly contribute to the capital costs of the scheme and thereby reduces the level of Council borrowing necessary to realise a new Leisure Centre.

8. Sustainability Impact Appraisal

- 8.1. As outlined above, the replacement of the Leisure Centre is recommended rather than renovation on the grounds of environmental sustainability. Please refer to Section 3 of the Feasibility Study for more information on this analysis.
- 8.2. As a referable application, the masterplan scheme will be required to meet a number of sustainability requirements under the new London Plan. The brief for this project is for an exemplar sustainable Leisure Centre and masterplan. Whilst the masterplan and housing targets are more clearly set out in policy, the targets set for the Leisure Centre will be further developed at the next stage.
- 8.3. The Leisure Centre targets needs to strike a balance between performance, cost, benefits and impact to arrive at the optimum brief.

Please refer to Section 4 of the Feasibility Study for further information on the project objectives and policy position.

9. Risk Management

- 9.1. An initial project delivery risk register has been developed and is contained within Section 12 of the Feasibility Study. This will continue to be reviewed and monitored as the project progresses.

10. Community Safety

- 10.1. None.

11. Links to the 3 Key Priorities for the Borough

- Fighting inequality

- 11.1. The proposals would contribute to a number of Council objectives in relation to health and wellbeing benefits from leisure and recreation and would be a community facility accessible to all. It would provide a secondary benefit in relation to housing provision including contributing towards genuinely affordable homes.

- Tackling the climate crisis

- 11.2. A replacement leisure centre would operate to current design standards including meeting the London Plan and would have a substantially reduced operating carbon footprint as compared to the existing centre.

- Creating good jobs.

- 11.3. The proposals would generate employment opportunities both during the construction / delivery phase as well as during the scheme's operational life.

12. Equalities, Human Rights and Community Cohesion

- 12.1. As confirmed by the Equalities Analysis Assessment (EAA) included at Appendix 4, there are no specific equalities implications identified at this stage of the project, however regard to the Council's equality duty shall continue to be observed at all stages of the project. The scheme will be designed to be inclusive and fully compliant with relevant statutory requirements including DDA.

13. Staffing/Workforce and Accommodation implications

- 13.1. None.

14. Property and Assets

- 14.1. This report relates to development on land owned by the Council and redevelopment of an existing asset. The property is not on the planned list of property disposals.

15. Any other implications

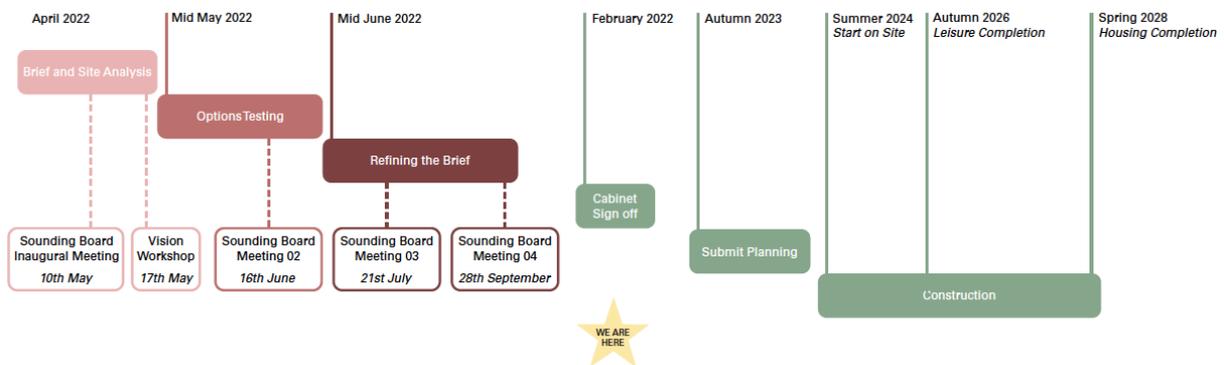
15.1. None

16. Consultation

16.1. Previous reports to Cabinet and public presentations including at the Sounding Board. The Chair of the Sounding Board has provided a summary letter which is included at Appendix 3.

17. Timetable for Implementation

17.1. Please refer to the indicative timeline at Section 11 of the Feasibility Study which indicates as follows.



18. Appendices

- Appendix 1 – Mikhail Riches Feasibility Study inclusive of Feasibility Plus Addendum
- Appendix 2 – Online Survey Results Summary
- Appendix 3 – Gurnell Sounding Board – Letter from Independent Chair
- Appendix 4 – Equalities Analysis Assessment

19. Background Information

- Draft Indoor and Outdoor Sports Facility Strategy and Action Plan 2022 – 2031
- March 2015 Cabinet Report – Gurnell Leisure Centre Redevelopment
- July 2015 Cabinet Report – Gurnell Leisure Centre Redevelopment Update
- November 2015 Cabinet Report – Gurnell Leisure Centre Redevelopment – Legal Update
- May 2016 Cabinet Report - Gurnell Leisure Centre Redevelopment – Update Funding Strategy
- September 2019 Cabinet Report – Gurnell Leisure Centre Update Report
- July 2020 Cabinet Report – Update on Gurnell Leisure Centre
- Sounding Board papers available at www.ealing.gov.uk/gurnell

Consultation

Name of consultee	Post held	Date sent to consultee	Date response received	Comments appear in paragraph:
Internal				
Sandra Fryer	Strategic Director Economy and Sustainability	20/01/2023	10/02/2023	Throughout
Chris Bunting	Assistant Director Leisure	20/01/2023	26/01/2023	
Emily Hill	Strategic Director Corporate Resources	20/01/2023	10/02/2023	5.1
Shabana Kauser	Assistant Director Strategic Finance	20/01/2023		
Russell Dyer	Head of Accountancy	20/01/2023		
Jackie Adams	Head of Legal Services (Commercial)	20/01/2023	06/02/2023	Throughout
Chuhr Nijjar	Senior Contracts Lawyer	20/01/2023		
External				

Report History

Decision type:	Urgency item?
Non-key decision	No
Report no.:	Report author and contact for queries:
	Adam Whalley, Assistant Director Capital Investment 020 8825 9420

MIKHAIL
RICHES



Tibbalds

gleeds

Page 479



expedition

Aspinall
Verdi



January 2023

Ealing Cabinet Release

Feasibility Study



Contents

Introduction	
Executive Summary	3
Briefing and Content of Feasibility	4
1.0 Site Analysis	
1.1 Site & Context	6
1.2 Connectivity	21
1.3 Accessibility Principles	28
1.4 Ecology	32
1.5 Flooding	37
1.6 Summary	40
2.0 Planning Context	
2.1 Planning Policy Context	43
2.2 Key Strategic Planning Policy Influences	47
3.0 Existing Leisure Facility	
3.1 Existing Facilities	60
3.2 Reuse Appraisal	63
4.0 Sustainability	
4.1 Objectives and Policy	72
4.2 Sustainability - Leisure	78
4.3 Sustainability - Wider Masterplan	84
4.4 Sustainability Summary	87
5.0 Proposed Leisure Facility	
5.1 Consultation	91
5.2 Refining the Leisure Brief	106
5.3 Facility Mix Review	114
5.4 Leisure Cost	124
6.0 Masterplan Principles	126
7.0 Housing	138
8.0 Site Option 01	
8.1 Masterplan Key Moves	150
8.2 Leisure and Landscape	159
8.3 Overview and Strategies	166
9.0 Site Option 02	
9.1 Masterplan Key Moves	178
9.2 Leisure and Landscape	187
9.3 Overview and Strategies	195
10.0 Summary of Proposals	206
10.1 Metropolitan Open Land Policy	210
11.0 Delivery	219

Executive Summary

Overview

Mikhail Riches were appointed by The London Borough of Ealing in Spring 2022. The team behind this Feasibility Study include specialists in delivering sustainable, financially viable Leisure Centres around the UK, as well as experts in delivering sustainable affordable housing. It includes Mikhail Riches, GT3 Architects, Gleeds, FMG Consulting, Tibbalds, Expedition Engineers, ITP Transport, and Aspinall Verdi.

A previous planning application was refused in 2019, on various grounds including its excessive height and scale, as it included 17 story high residential towers of enabling development. The purpose of this study has been to find an alternative approach to assist Ealing in its aim of replacing this important local amenity with a sustainable, state of the art leisure complex, one that will be planning compliant, and to do so as soon as practicable.

It starts by considering the pros and cons of retaining and refurbishing the existing Leisure Centre, and then explores a series of spatial options for the delivery of a new leisure centre on land associated with the existing site and its environs. It concludes by proposing alternative strategies, each with its own specific approach to the enabling development. Financial models are also included, as each has its own impact on the amount of development. Finally, we talk about next steps and how to make this all happen.

As part of this study, the team has developed a revised Leisure brief in close consultation with the council and wider stakeholders. This is larger than the previous scheme and this is reflected in the funding and delivery numbers.

The team has approached the masterplan from base principles. In initial consultation with GLA, we have reassessed the approach to Metropolitan Open Land to allow the masterplan to look beyond the previously defined brownfield land. One potential option proposes an alternative location of the Leisure Centre, which would provide the required enabling development to be achieved in a way which is sensitive and low rise, minimising impact on the MOL, whilst creating a new people-focused, community and landscape led neighbourhood.

The team have considered various aspects of programme and procurement to achieve the target opening date. Further detail on programme, delivery and planning strategies would be developed in consultation with all stakeholders at the next stage.

The two strategically different options can be summarised as;

Option 1:

- 300-500 homes
- Leisure centre on brownfield land

Option 2:

- 500 homes
- Leisure centre on Stockdove Way

OPTION 01



OPTION 02



What have we been asked to do?

Briefing and Context of Feasibility

Feasibility Study

Mikhail Riches and the team have been commissioned by LB Ealing to undertake a Feasibility study for the Gurnell Leisure Centre to provide an exemplar leisure centre, landscape and enabling housing development.

The Leisure Centre has been closed since July 2020 and has been subject to a previous planning application process with a developer partner that was refused at committee in March 2021 on the ground of scale and height of the residential enabling development.

The brief to the team seeks to *“develop an agreed masterplan, and options for delivery of a new state of the art Leisure Centre and related enabling housing development which would help fund the new leisure facilities. The output of this study would be a Feasibility Report which recommends an exemplary masterplan that promotes sustainable development, includes advice on viability, funding/delivery models, and indicates the timescale for delivery of a new leisure centre”*

The key areas of consideration are highlighted to the right and have guided the process outlined in the following report

MASTERPLAN	LEISURE	FINANCE & DELIVERY
Exemplar Zero Carbon Sustainability	Review and consult on Facilities Mix	Advise on cost of leisure and housing
Innovative urban housing typologies	50m pool to be re-provided	Advise on viability
Planning Compliant Affordable Housing	Self-contained leisure to allow flexible delivery	Advise on financing methods
Optimise mix of housing and leisure	Review Leisure provision and need	Advise on Delivery Models
Maximise site for residential development	Consider Operational and Running Costs	Consider timescales for delivery of Leisure

“
 DEVELOP A PROPOSAL THAT
 IS EXEMPLARY, SUSTAINABLE,
 PLANNING COMPLIANT,
 FINANCIALLY VIABLE FOR THE
 SHORT AND LONGER TERM
 AND DELIVERABLE WITHIN A
 REALISTIC TIMESCALE
 ”

1.0 Site Analysis

1.1 Site & Context

1.1 Site and Context

Location and Context

Urban Context

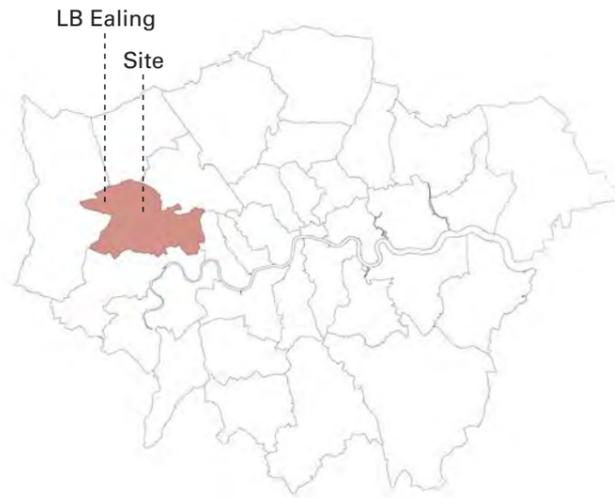
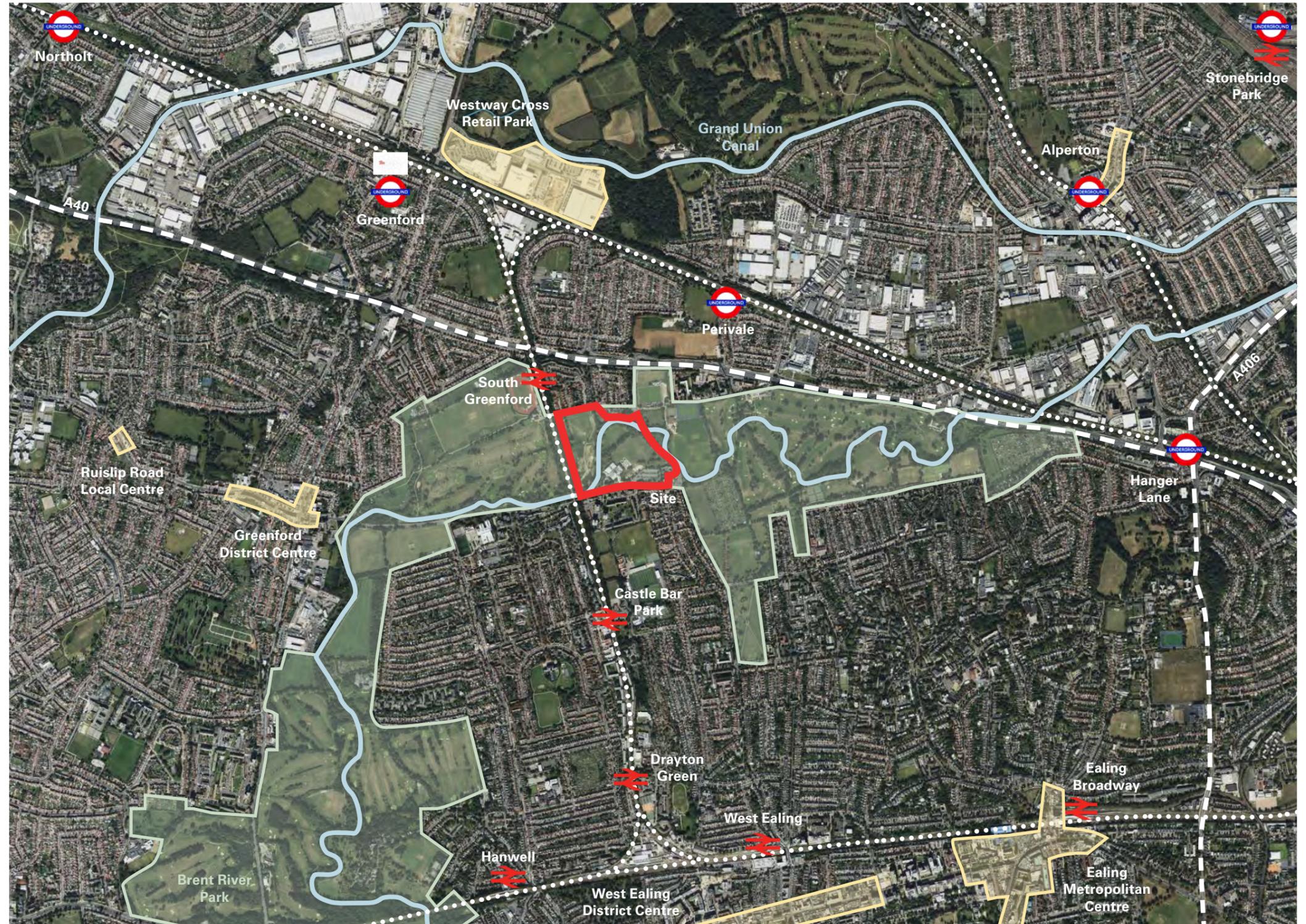
The site is located in the Pitshanger and Perivale wards within the London Borough of Ealing.

The site forms part of the Brent River Park North with the river Brent running through the site and defining the boundary between Perivale at the north western section of the site and Pitshanger to the south east.

The site accommodates the existing Gurnell Leisure Centre and sits within a wider landscape of sports facilities. To the north and south of the site are predominantly low rise residential communities dating back to the inter war years. To the south east, there are residential buildings which extend to 11 storeys.

The nearest district centre is Ealing which is located 2 miles to the south east.

Page 485 of 585



Map of London Borough of Ealing within London

1.1 Site and Context

Leisure Landscape Context

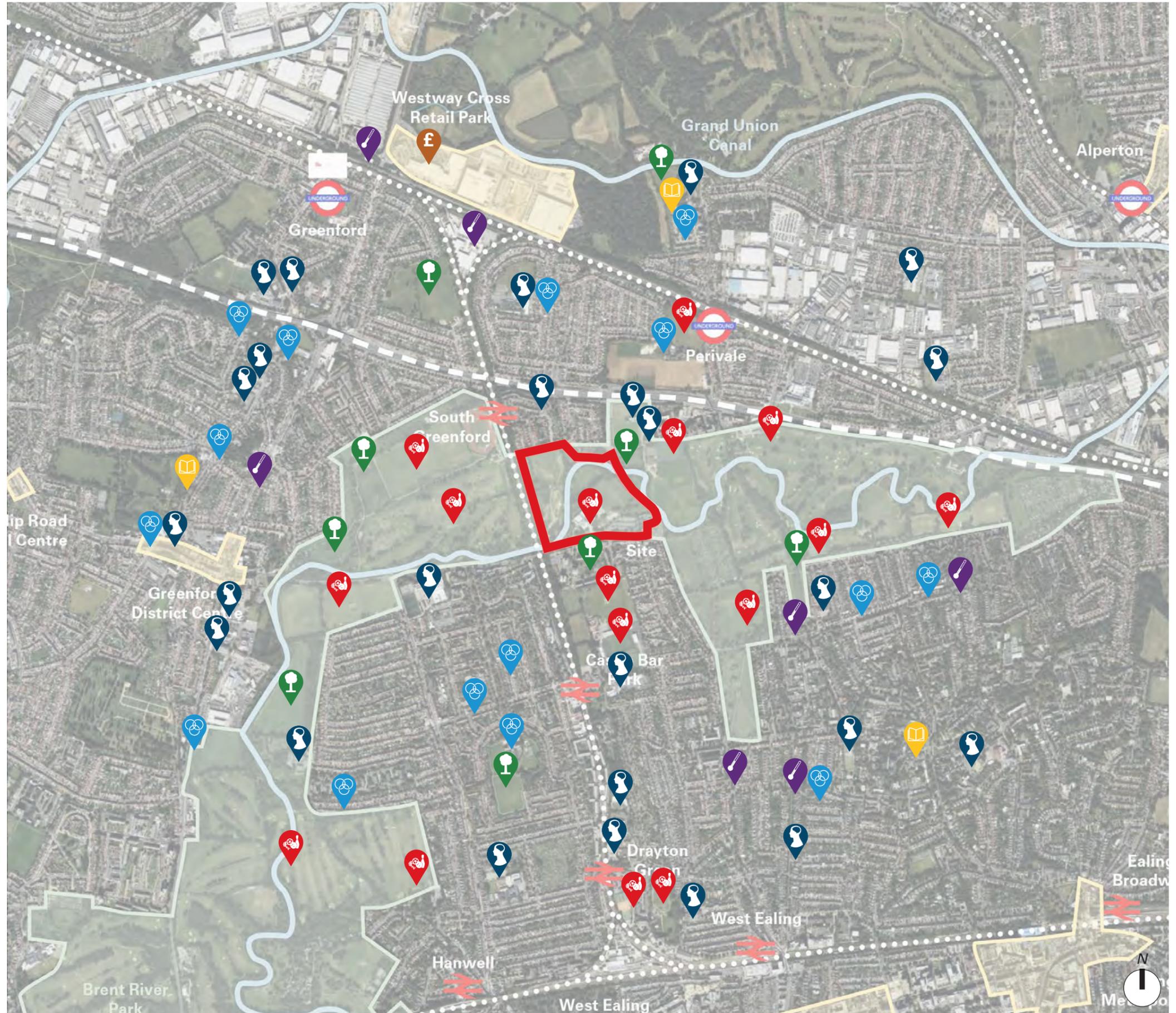
A Wider Network of Leisure Uses

Leisure centres can benefit from being in close proximity to surrounding uses and other community uses and facilities.

Residents are more likely to use a new facility if it is located centrally near other local amenities for convenience and accessibility. Co-located and nearby facilities also support families and other user groups where individuals may wish to take part in a variety of activities in the town.

Page 48 of 62
KEY:

-  Site Location
-  Education
-  Health
-  Sport & Leisure
-  Community
-  Civic
-  Outdoor Recreation Space
-  Library
-  Major Shopping Hub

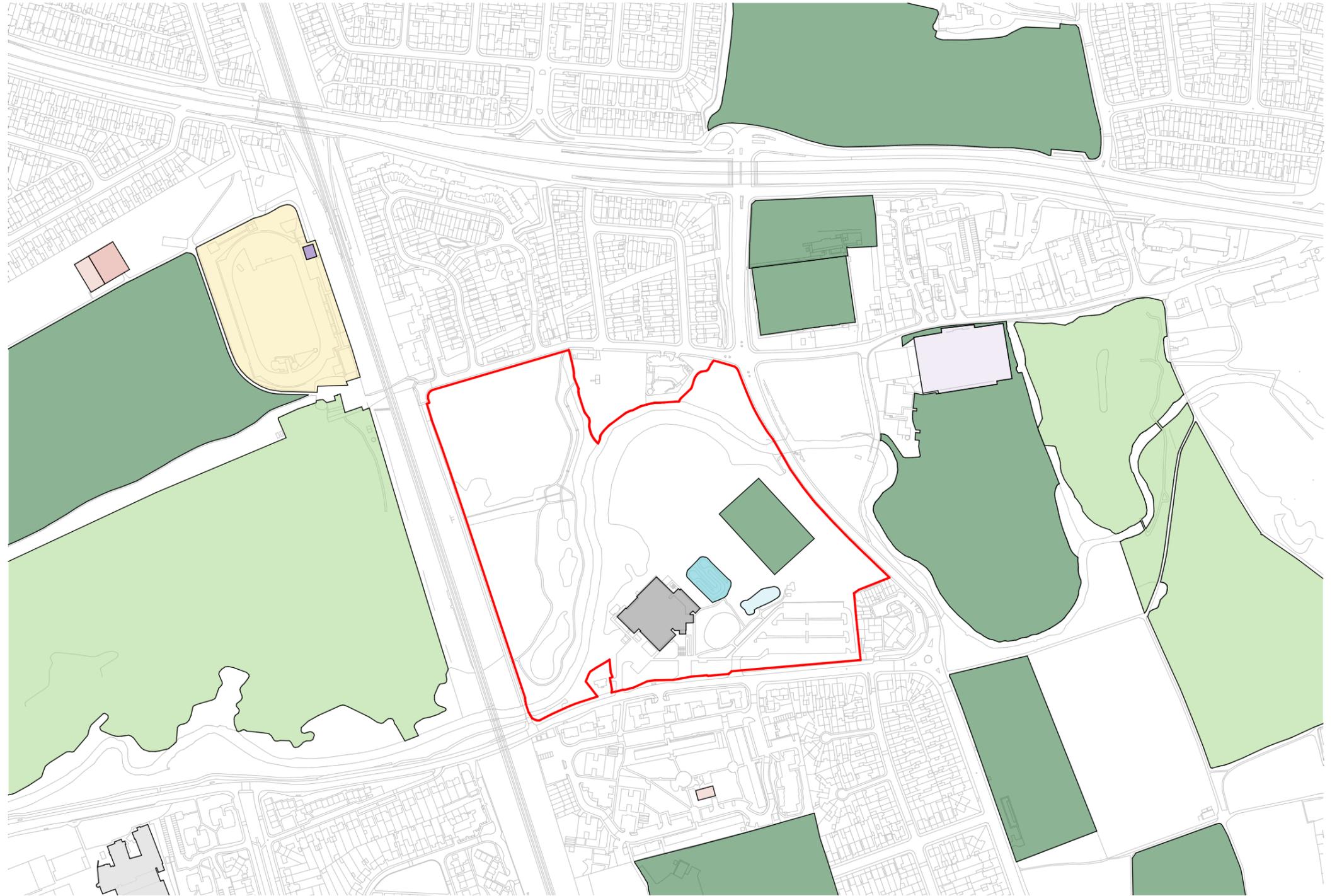


1.1 Site and Context

Leisure Landscape Context

KEY :

- Playing Fields (football, rugby, cricket)
- Golf Course
- Tennis Courts
- Multi Use Games Area
- Athletics Track
- BMX track
- Skate park
- School Sports Hall
- Leisure Centre
- Weightlifting Club
- Artificial Grass Pitch (hockey)



1.1 Site and Context

Existing Site

There is one existing building and a number of landscape interventions on and in the immediate context of the site:

- ① Gurnell Leisure Centre
- ② Gurnell BMX Track
- ③ Play Area
- ④ Gurnell Playing Fields
- ⑤ Gurnell Outdoor Gym
- ⑥ Gurnell Concrete Skatepark and Bowl
- ⑦ Gurnell Leisure Centre Car Park
- ⑧ Perivale Meadow Wetlands
- ⑨ Longfield Meadows
- ⑩ Athletics & Golf Overspill Car park
- ⑪ Perivale West Allotments
- ⑫ Brentside Cottage (supported living)
- ⑬ Perivale Park Golf Course
- ⑭ Perivale park Athletics Track
- ⑮ Hanwell Town Football Club
- ⑯ Ealing Hockey Club
- ⑰ St. Benedict's School Sports Fields
- ⑱ Peal Gardens



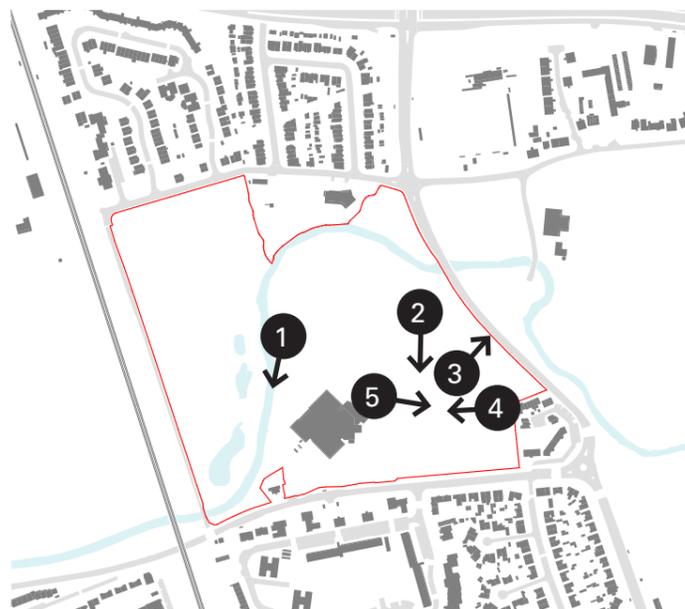
The key existing users were visitors to Gurnell Leisure Centre (closed since March 2020), sports users of the outdoor facilities and a hand car wash company operating in the car park. Members of the public also use the open spaces for recreation.

1.1 Site and Context

Existing Site Photos

Gurnell Playing Fields and The River Brent

1. The River Brent running through the site.
2. Gurnell concrete skatepark and bowl.
3. Looking along informal footpath through site towards Argyle Road .
4. Looking west towards existing Leisure Centre building.
5. Looking east towards Peal Gardens.



1.1 Site and Context

Existing Site Photos

Perivale Park and Longfield Meadows

1. Perivale Park Athletics Track to the west of the site.
2. Underpass connecting Perivale Park to Stockdove Way, with the train line running overhead.
3. Treed avenue running alongside Perivale Park Athletics Track connecting South Greenford rail station to the northern edge of site.
4. View looking south over Longfield Meadows with Gurnell Grove towers in the distance.
5. Overspill car parking for Perivale Park Golf Club located to the west of Longfield Meadows.

Page 490

Newly landscaped path as part of the Greenford to Gurnell Greenway.

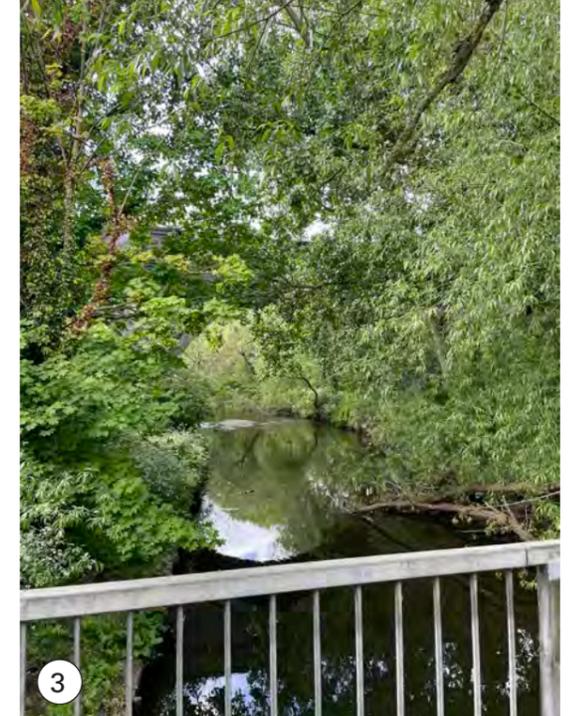


1.1 Site and Context

Existing Site Photos

Sixty Tree Lane and Longfield Meadows

1. Sixty Tree Lane, a pedestrian and cycle route to the western boundary of the site connecting Ruislip Road East and Stockdove Way.
2. Newly landscaped wetlands as part of the Greenford to Gurnell Greenway. Gurnell Grove towers can be seen in the distance.
3. The River Brent, viewed from Sixty Tree Lane.
4. View looking west over Longfield Meadows with the railway embankment in the distance.
5. Greenford to Gurnell Greenway.



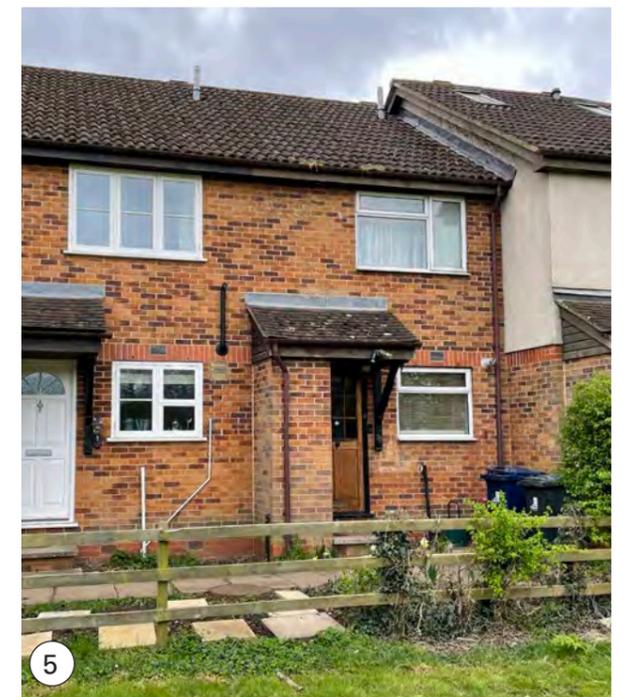
1.1 Site and Context

Existing Site Photos

Neighbouring Buildings and Car Parking

1. Purpose built flats to the south of Gurnell Leisure Centre with four storey blocks backing onto Ruislip Road East in the middle ground and 11 storey Gurnell Grove towers in the background.
2. Leisure Centre parking and with two storey semi-detached houses in the distance, dating back to the 1950s.
3. View north up Argyle Road with the site to the left of the photo.
- 4 & 5. Houses in the Peal Gardens cul-de-sac front onto Gurnell site.

Page 492



1.1 Site and Context

Existing Site Photos

Stockdove Way

1. View south from Stockdove Way looking over Longfield Meadows with Gurnell Grove towers in the distance.
2. View north from Longfield meadows towards houses on Stockdove Way
3. View west along Stockdove Way showing wide carriageway with pavements to either side.
4. View up Haymill Close showing 2 storey house. Houses are set back from Longfield Meadows and have very few windows overlooking the meadows.

5. View up Haymill Close.

Page 493



1.1 Site and Context

Land Use

KEY :

- ① Overflow car park for Perivale Park Athletics Track and Golf Club.
- ② Longfield Meadows
- ③ Drain
- ④ Footpaths
- ⑤ Wetlands
- ⑥ River Brent
- ⑦ Broadleaved Copse
- ⑧ Gurnell Football Pitches
- ⑨ Gurnell Leisure Centre Staff Car Park
- ⑩ Gurnell Leisure Centre
- ⑪ Gurnell BMX Track
- ⑫ Gurnell Outdoor Gym
- ⑬ Gurnell Concrete Skatepark and Bowl
- ⑭ Play Ground
- ⑮ Gurnell Leisure Centre Main Entrance
- ⑯ Visitor Car Park Access and Egress
- ⑰ Gurnell Leisure Centre Visitor Car Park
- ⑱ Coach Drop Off
- ⑲ Brentside Cottage
- ⑳ Sixty Tree Lane
- ㉑ Great Western Railway
- ㉒ Perivale West Allotments

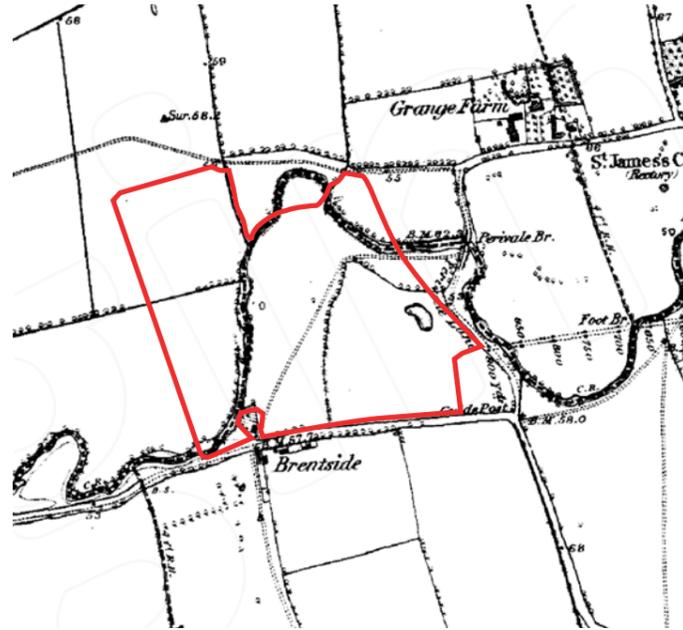


1.1 Site and Context

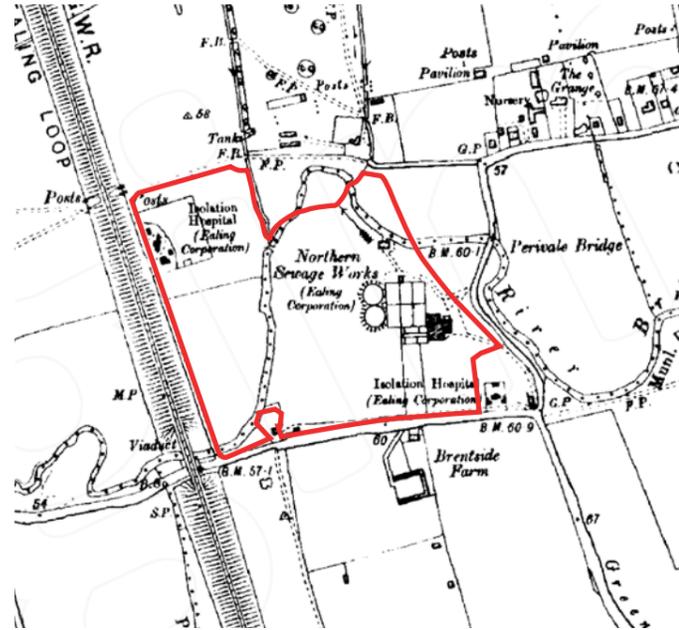
Historic Maps

Historic Development

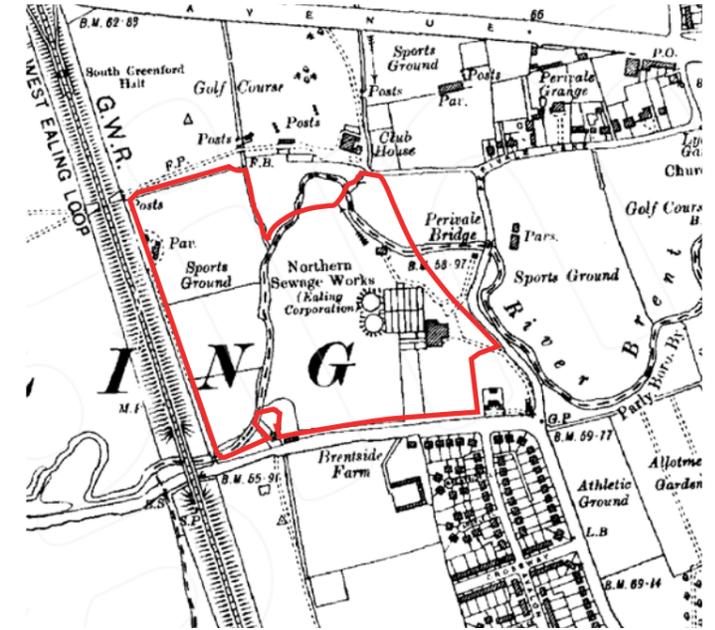
- The area was predominantly arable agricultural land growing wheat in the 16th and 17th centuries. Land was then used to produce hay for London's working horses during the Victorian era.
- The Greenford Branch Line of the Great Western Railway opened in 1903, flanking the western boundary of the site.
- Brentside cottage (now a supported living home) appears notched out of the site's southern boundary from the 1910s.
- The A40, Western Avenue, was built in the 1930s. The proximity to central London and the good transport links (canal, rail and road) meant that the area was earmarked for residential expansion. This began in the 1930s in the form of two storey semi-detached houses.
- Tight rows of housing to the south of the site appear on maps from during 1960s and then disappear a decade later.
- The population of Perivale grew from 114 to 9,979 people in the thirty years between 1921 and 1951.
- The site has accommodated several buildings since the 1890s, beginning with sewerage works (1890s) and isolation hospitals (1920s).
- The network of sports facilities characterising the area dates back to the inter war years, with golf courses and athletic grounds enveloping the site on the 1930s map. Sports grounds and pavilions have been located on the northern portion of Longfield Meadows since the 1930s and the existing leisure centre was built in 1981.



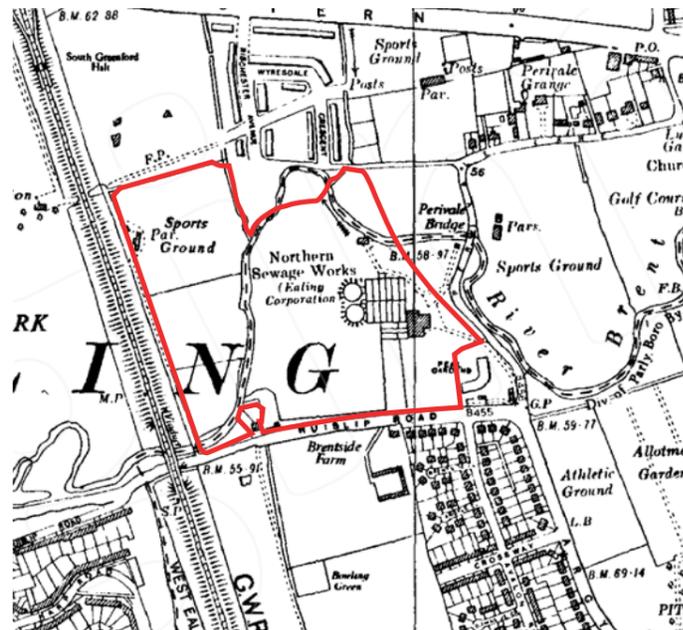
Historic Map from the 1860s



Historic Map from the 1920s



Historic Map from the 1930s



Historic Map from the 1950s



Historic Map from the 1960s



Historic Map from the 1980s

1.1 Site and Context

Built Environment

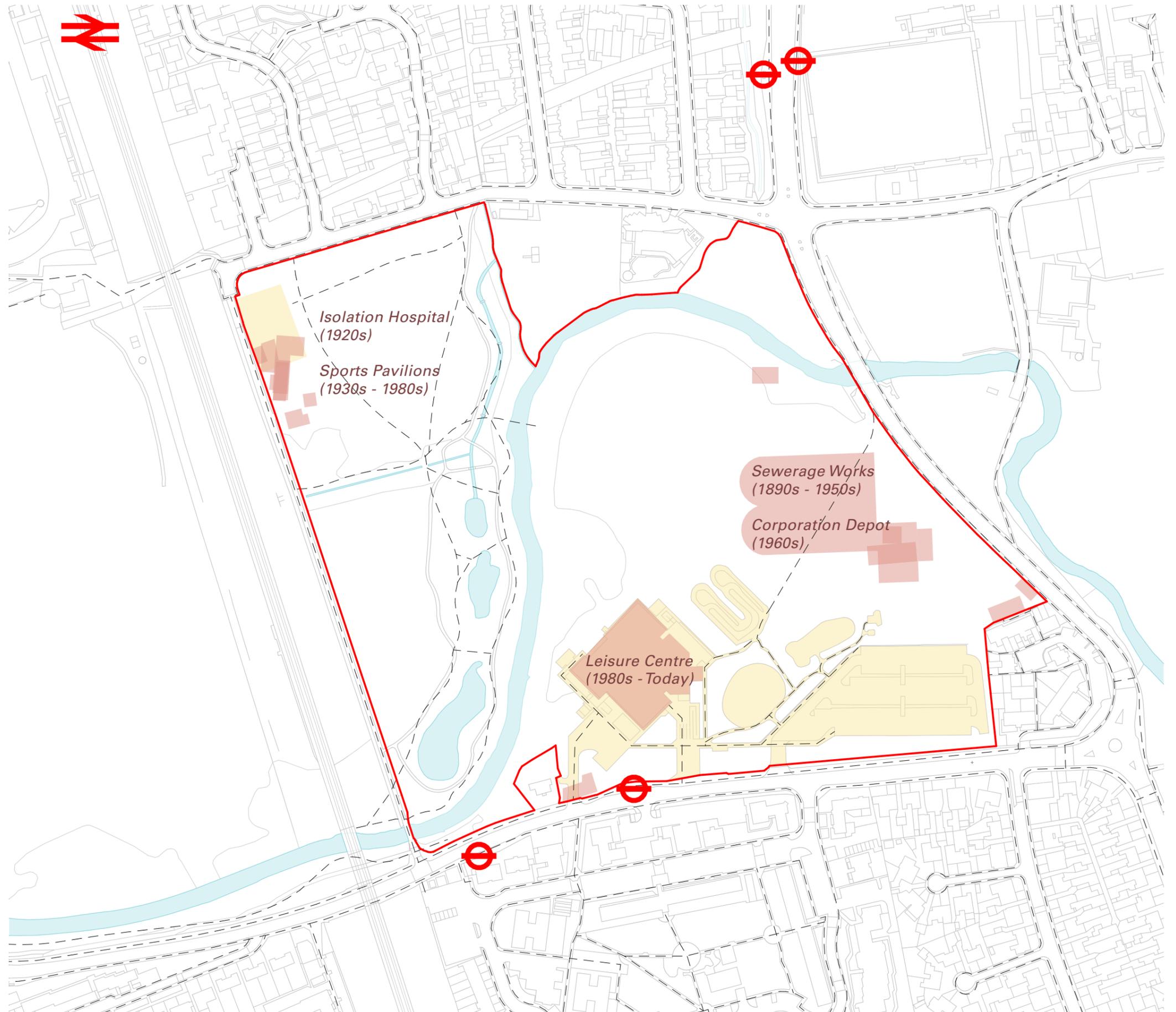
Historic Overlay

A site map showing built structures through time demonstrates the history of uses on a site which is today open land.

KEY :

- Existing Hard Landscaping
- Historic Building Footprints (1890s to today)
- Footpaths
- Greenford Station
- Bus Stop

Page 496



1.1 Site and Context

Built Environment

Building Heights

The surrounding context is relatively suburban in character and prevailing heights are 2-3 storeys. However, to the south of the site there is a pattern of late twentieth century development which uses taller buildings and characterises the context along Ruislip Road East. Heights here range from 4-5 storeys, up to 11 storeys in point blocks set amongst landscaping.

KEY :

-  1 Storey
-  2 Storeys
-  3 Storeys
-  4 Storeys
-  5 Storeys
-  11 Storeys



1.1 Site and Context

Built Environment

Building Fronts

Building Fronts are generally aligned with secondary routes in the area with limited frontages facing the site itself.

There are building fronts along the south side of Ruislip Road East, however these are mostly set generously back from the road.

Along Stockdove Way to the north most houses are set perpendicular with front doors off side roads, while blank gable ends limit overlooking of this route.

Peal Gardens located to the south east of the site has a variety of building orientations with a terrace along it's north edge orientated to face the park. These homes are accessed via a path which runs south of the site boundary and are mainly obscured by large hedges along this boundary.

Page 499

— Building Fronts



1.2 Connectivity

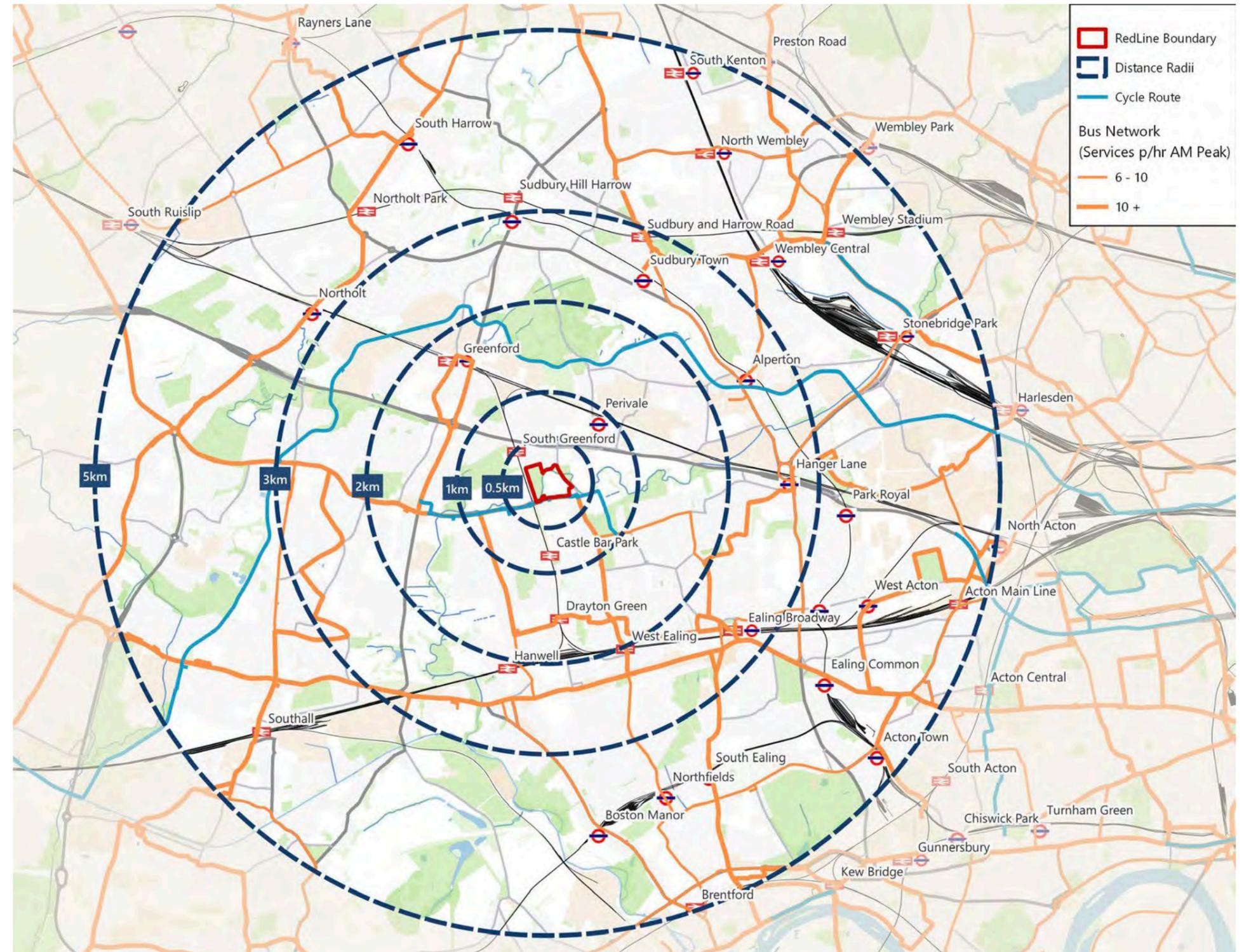
1.2 Connectivity

Site Location

The existing leisure facility is situated off Ruislip Road East, served by existing sustainable transport infrastructure links, including bus and cycle routes.

The current Public Transport Access Level (PTAL) rating of the current site is 2/3 and so deemed to have an average level of public transport accessibility.

Page 500



1.2 Connectivity

Transport Networks

Gurnell Leisure Centre previously benefited from:

- **Frequent bus services** (one service at least every 10 minutes) including the E7 route along Ruislip Road East and the E5 route along Argyll Road. Bus stops are located immediately in front of the former entrance.
- **Rail connectivity** with a short walk or cycle to South Greenford railway station and Perivale underground station(Central line).
- **Extensive signed cycle routes** including Quietway links to Greenford local centre and shared footway/cycleway provision along Ruislip Road East.

Page 501



1.2 Connectivity

Car Trips - Catchment Analysis

To understand where trips are most likely to originate, catchment analysis has been undertaken.

Following a review of existing sports and leisure facilities within London Borough of Ealing, 10 Census areas have been identified for further assessment. These are areas where Gurnell Leisure Centre is the first or second closest facility.

As generally the closest areas to the site, they offer the best opportunities to encourage a shift towards sustainable transport and in turn reduce the car parking demand and necessary supply.

An accessibility assessment of each area based upon the below considerations has formed the basis of our calculations.

Private Car

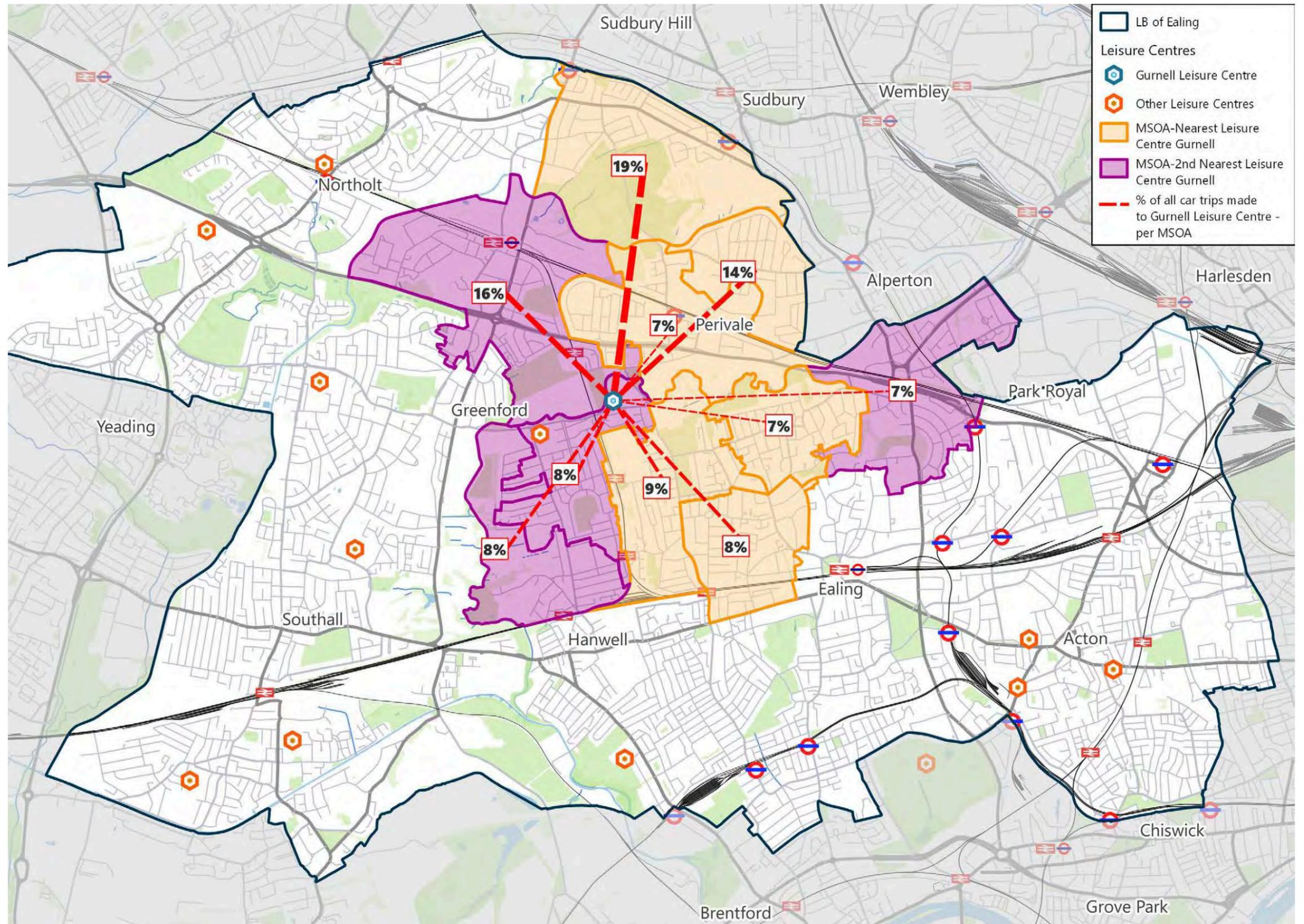
- Does the infrastructure constrain car movements?
- What proportion of households have access to a car?
- Is the area more than 2km from the site?

Public Transport

- What percentage of the population travel to work using public transport?
- Is there a direct bus route?
- Does the rail network provide a useful connection?

Active Travel

- What percentage of the population travel to work using active travel?
- Are there attractive walking and cycling routes?



1.2 Connectivity

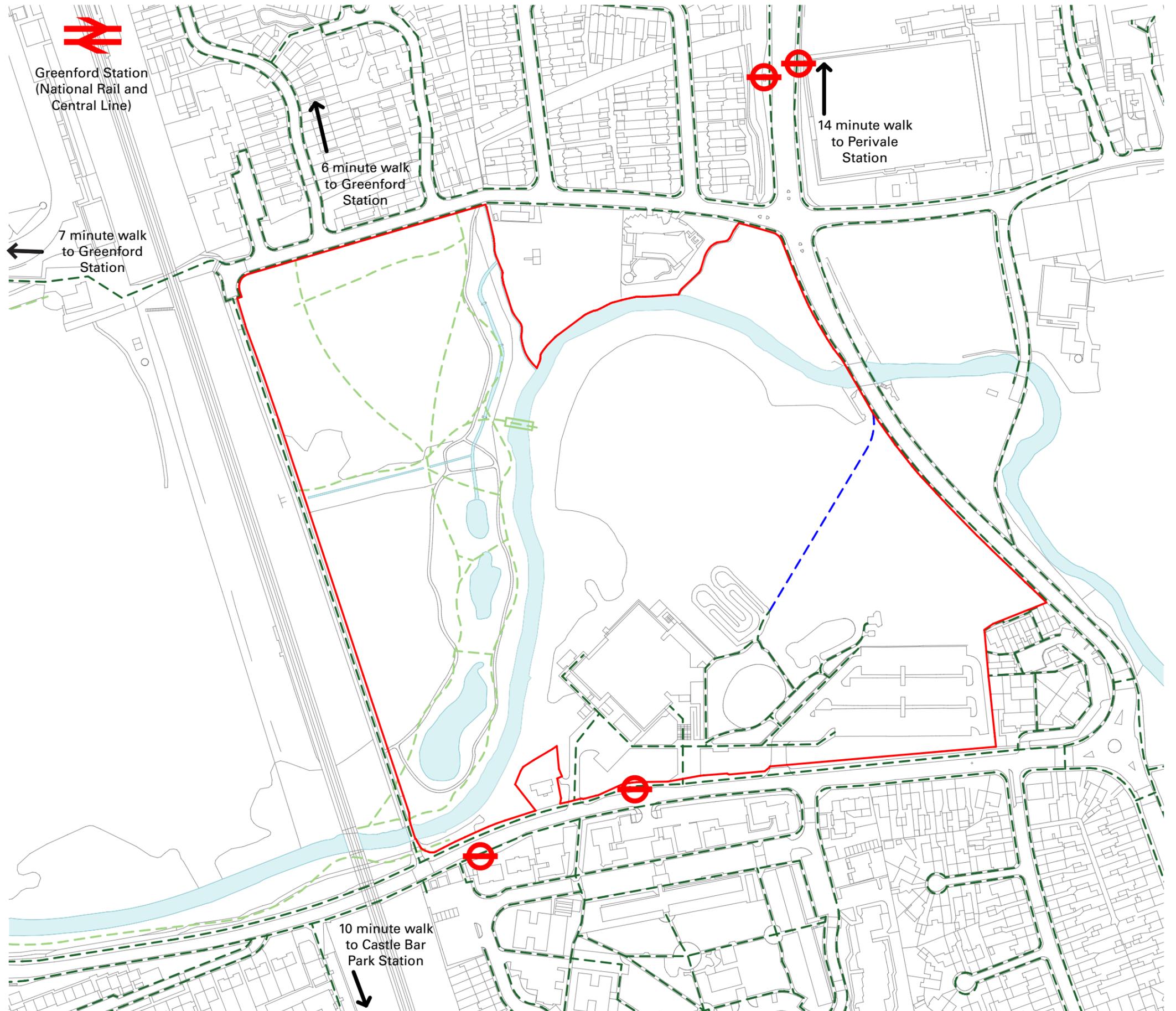
Pedestrian Routes

Active travel will form a key part of the development of a sustainable proposal at Gurnell. There are bus stops located both to the north and south of the site, whilst Greenford station is a 6/7 minute walk to the north east and Perivale Station 14 minutes to the north.

There are a number of pedestrian routes through the site, both formal, such as the Greenford to Gurnell Greenway, and informal, where desire line paths are worn into the grass.

KEY :

-  Existing Footpaths
-  Proposed Footpaths as part of the Greenford to Gurnell Greenway
-  Proposed Footbridge as part of the Greenford to Gurnell Greenway
-  Desire Path
-  Greenford Station
-  Bus Stop



This page is intentionally left blank

1.2 Connectivity

Baseline Connectivity - Opportunities & Constraints

Sustainable Movement

The baseline connectivity offers both opportunity and constraint to sustainable journeys to and from the site.

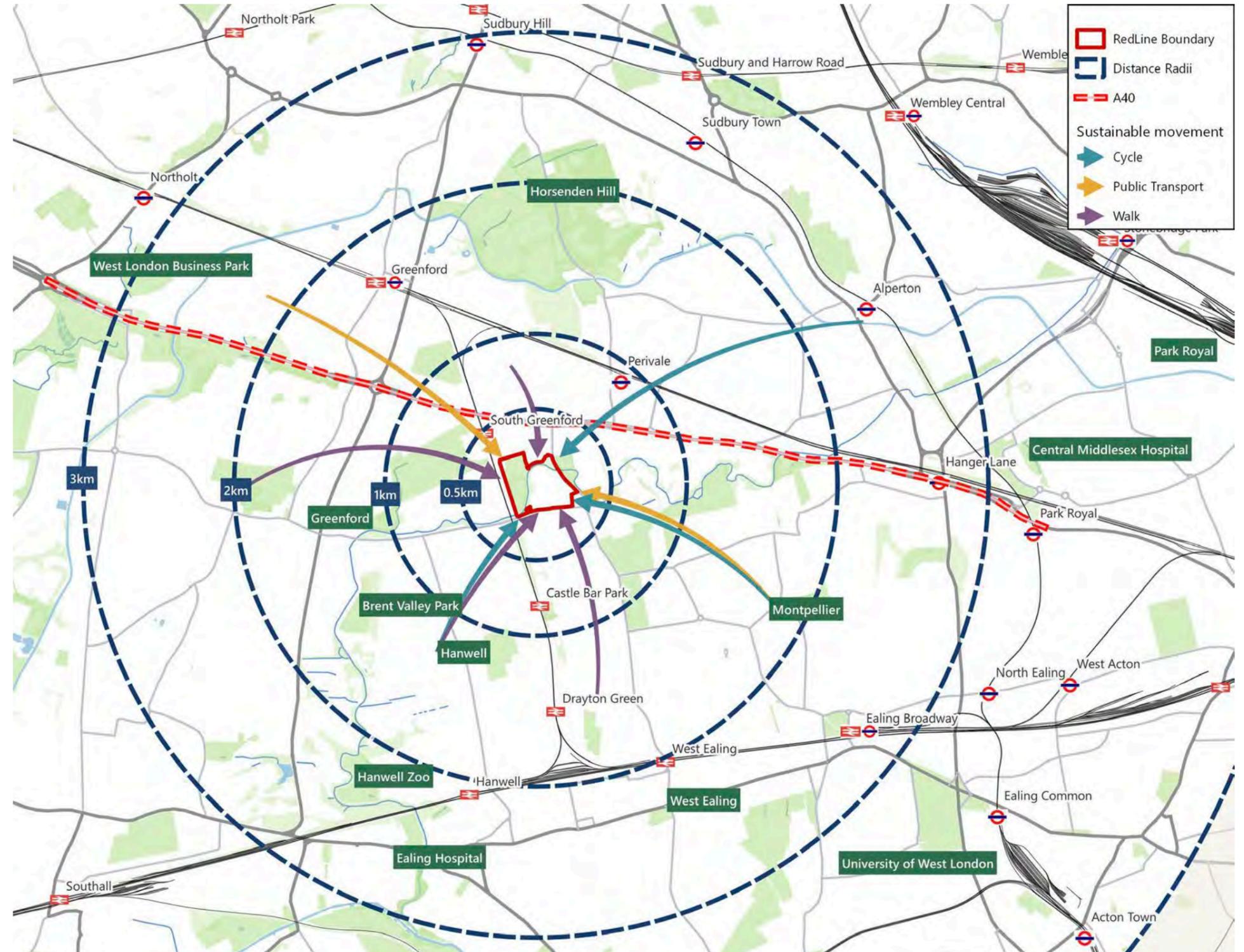
Opportunities

- Residential areas of Montpelier, North Hanwell and Greenford are within 3km of the site - a distance easily cycled.
- Existing railway links at Greenford, Perivale and Ealing Broadway are also within 3km of the site.
- 31% of private vehicle based trips in Ealing are less than 3km - an opportunity to encourage modal shift.

Constraints

- The railway line along the western boundary hinders east-west links, funnelling pedestrians and cyclists to existing bridges to the north and south.
- The A40 is a significant physical and psychological barrier to sustainable movement from the north of the borough, with limited crossing points and unattractive routes.
- The north of the site currently feels less connected and more remote with a lack of a clear hierarchy of routes leading to key streets and transport hubs.

These opportunities and constraints help identify possible future interventions that could be introduced in the vicinity of a future leisure centre to either capitalise on the opportunities or overcome constraints that support a sustainable development and reduced reliance on private car trips and parking.



1.3 Accessibility Principles

1.3 Accessibility Principles

Baseline Connectivity - Opportunities & Constraints

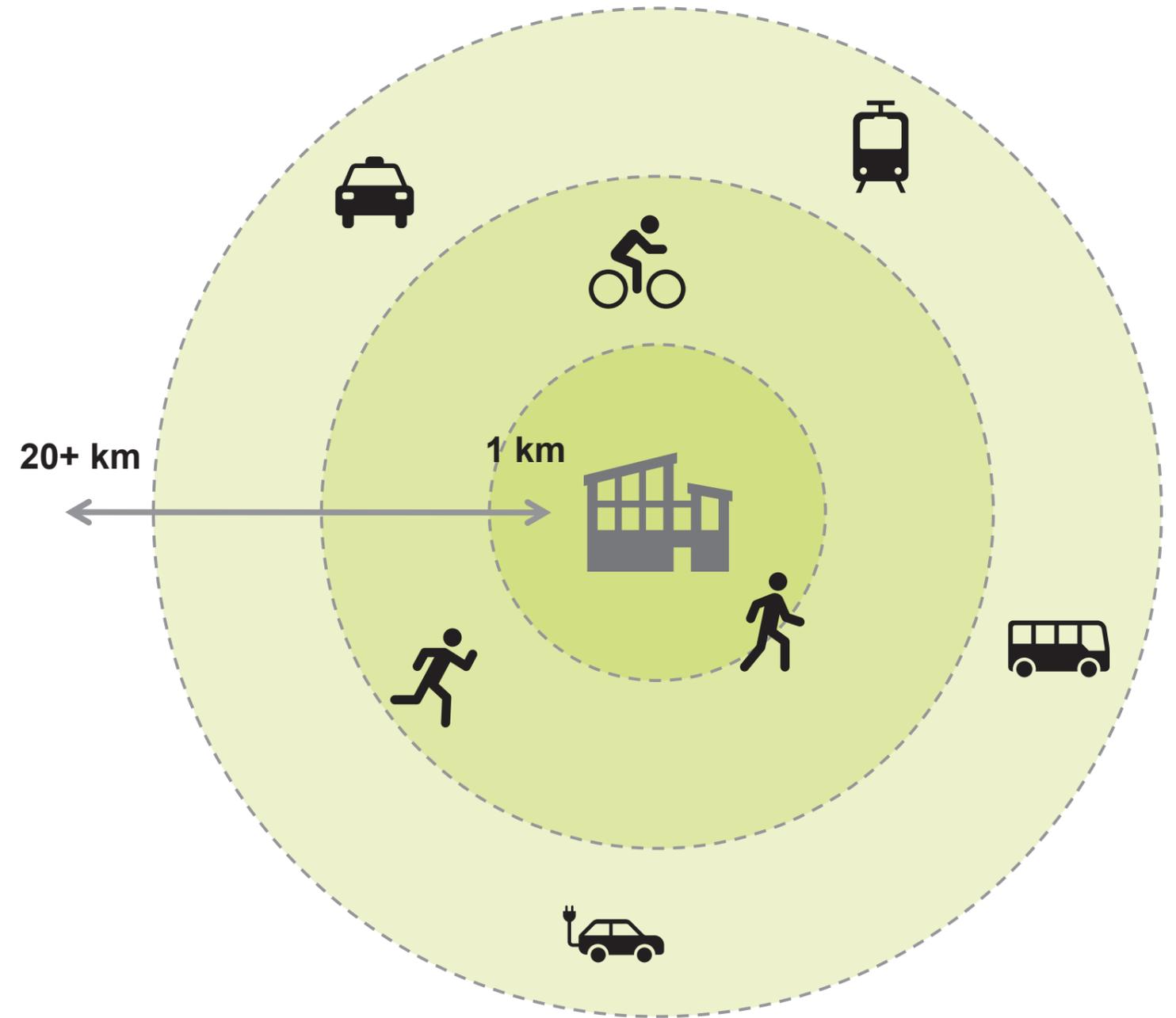
Depending on the journey purpose and distance, different modes of transport will be most suitable. It is therefore important to plan for all modes when considering the emerging masterplan.

Not every journey will be able to be carried out on foot or by bicycle, nor should every journey be made by private car. Planning for both, however, ensures that future users have a true choice and sustainable outcomes can be achieved.

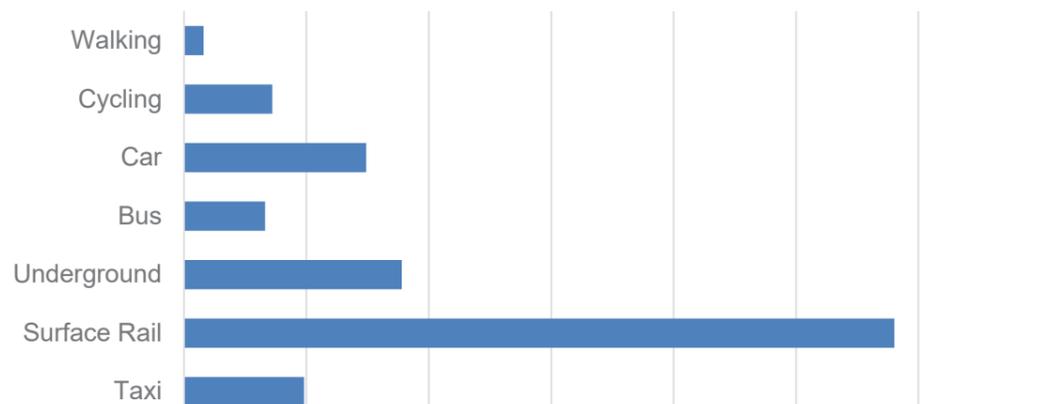
Modes that may play a role in serving the proposed development can include:

- Walking and jogging
- Cycling, including e-bikes and cargo bikes
- E-scooters (subject to legislation)
- Car share and car clubs
- Taxis
- Buses
- Private cars, including electric vehicles
- Metro and heavy rail services

Page 508



Average journey distance by mode (2021)



1.3 Accessibility Principles

Potential Range of Interventions

Page 509



Improved walking and cycling connections to South Greenford and Perivale Underground



Covered Cycle Parking for Leisure Centre to meet demand



Improved walking and cycling access to A40 - step free



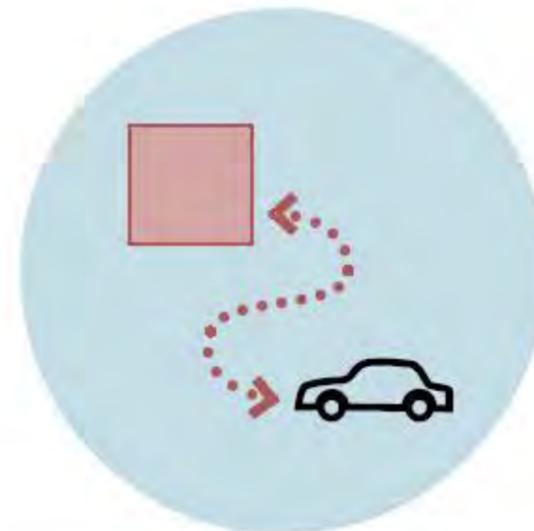
Segregated cycle/pedestrian provision along Ruislip Rd using River Brent path



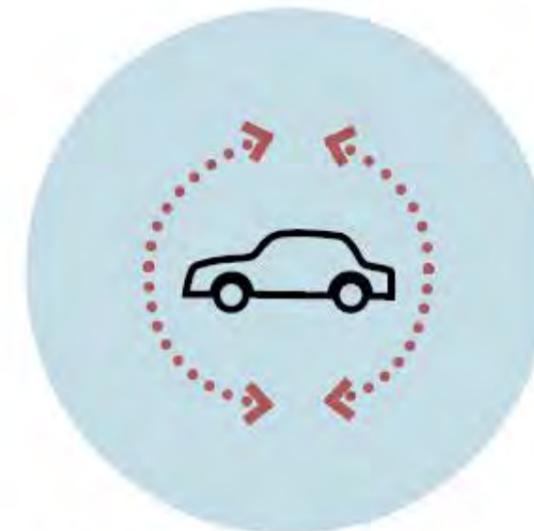
Multi-modal transport improvements to Argyle Road Junction



Real time bus information at stops nearest the Leisure Centre



Off-site parking for peak times



Overlap parking with other uses

1.3 Accessibility Principles

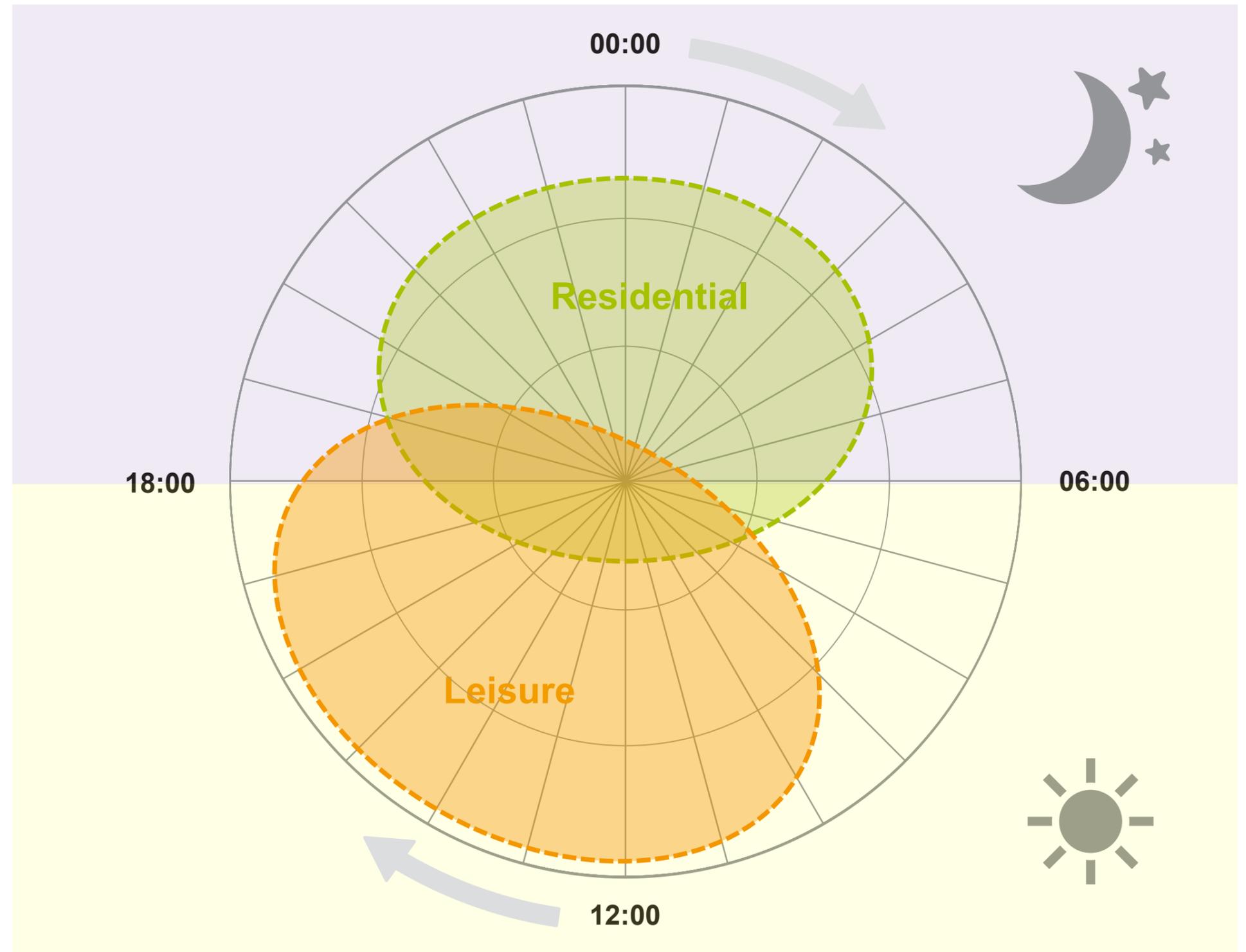
Potential Range of Interventions

In residential settings most people use their car during the day, therefore car parking demand also falls during the day. In leisure settings, the opposite is true with parking demand matching opening hours, typically through the day.

By providing a single car park to cater for residential and leisure users, the overall number of spaces can be reduced. When leisure centre users arrive and try to park many residents will have driven to work, freeing up spaces.

Ultimately car parking demand can be managed up or down depending on the scheme design, layout and travel planning mitigations. Avoiding assigning car parking spaces to individuals and instead providing a shared provision ensures, however, the most efficient use of space.

Page 510



1.4 Ecology

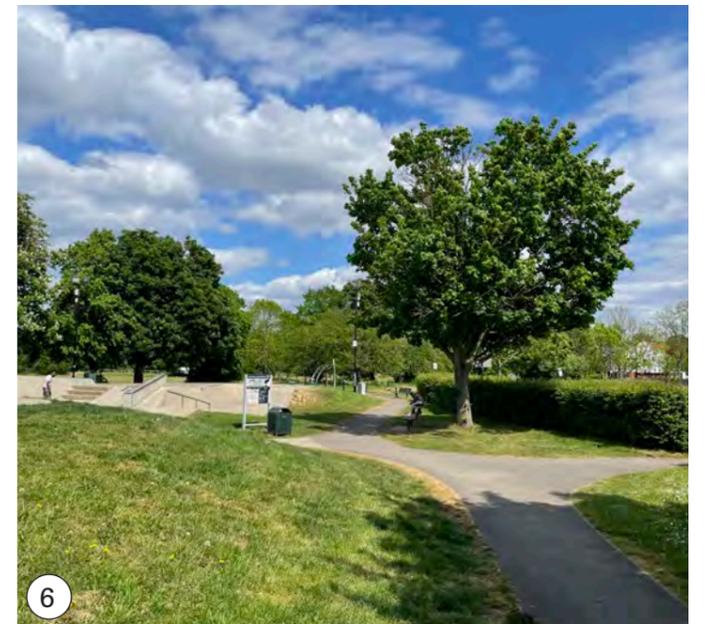
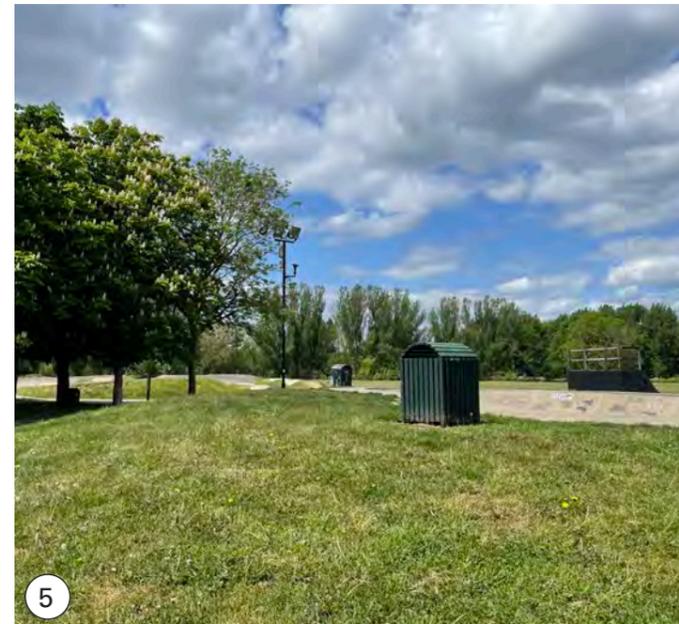
1.4 Ecology

Habitat And Ecology

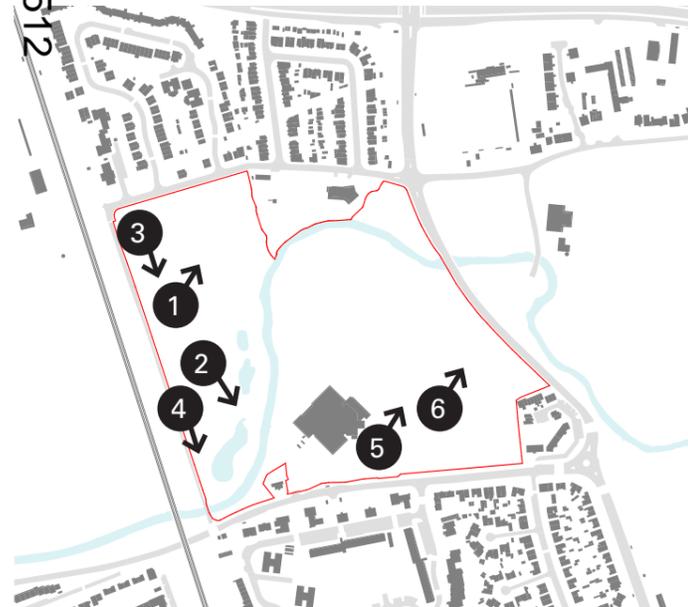
Ecological Appraisal

An ecological appraisal has been undertaken by Future Nature Consulting to inform the feasibility study. The scope of this includes:

- Review existing information about the ecological value of the site.
- Evaluate the ecological value of different parts of the site, including undertaking an initial baseline calculation using the DEFRA Biodiversity Metric2.
- Identify options for mitigating any adverse impacts, including any compensatory habitat enhancement or creation that would be required to achieve a biodiversity net gain.



Page 512



1.4 Ecology

Habitat And Ecology

Habitat Map

KEY :

-  Tree
-  Invasive Species
-  Species-Poor Intact Hedge
-  Defunct Species-Poor Hedgerow
-  Fence
-  Wall
-  Broad-leaved semi-natural Woodland
-  Continuous Scrub
-  Semi Improved Neutral Grass (SI)
-  Semi Improved Grassland (SI)
-  Tall Ruderal Vegetation
-  Standing Water
-  Running Water
-  Amenity Grassland (A)
-  Ephemeral / Short Perennial
-  Building
-  Hardstanding
-  Bare Ground
-  Not Surveyed



1.4 Ecology

Habitat and Ecology

Ecological Zones

There are a number of ecological considerations to make when assessing the site for future re-development of a leisure centre and any enabling development.

SINC's (or Wildlife Sites) are sites of substantive nature conservation value. Their designation is a non-statutory one and their primary role is to help ensure biodiversity is given due consideration in the land use planning system. They do not preclude development and where development proposals may affect national or local Biodiversity Action Plan habitats or species the same principles apply as to that of SINC's.

Page 514

-  Site of Importance for Nature Conservation
-  Bodies of Water
-  10m Ecological Buffer along the River Brent. (Previous Planning Condition set by the Environment Agency)
-  Existing Tree



1.4 Ecology

Habitat and Ecology

Trees

There are a variety of trees across the site, particularly with mature trees lining the banks of the River Brent which passes through the centre of the site.

The setting of existing trees is important to consider in the location of any development proposals, with mature high category trees an opportunity to frame public open space and amenity.

KEY :

-  Category A Tree
-  Category B Tree
-  Category C Tree
-  Category U Tree
-  Root Protection Area
-  Estimated tree locations estimated from aerial photos

There are no Tree Preservation Orders on Site.



1.5 Flooding

1.5 Flooding

Site Levels and Flood Risk

The site is in Flood Zone 2, 3A and 3B. The existing leisure building is in Flood Zone 2 and the car park in Flood Zone 3A. The River Brent and functional flood plain to the north falls within Flood Zone 3B.

KEY :

- 15m
- 16m
- 17m
- 18m
- 19m

Page 517



Extent of Flooding from Surface Water
(Environment Agency)



Extent of Flooding from River Brent
(Environment Agency)



Site Levels

1.6 Summary

1.6 Summary

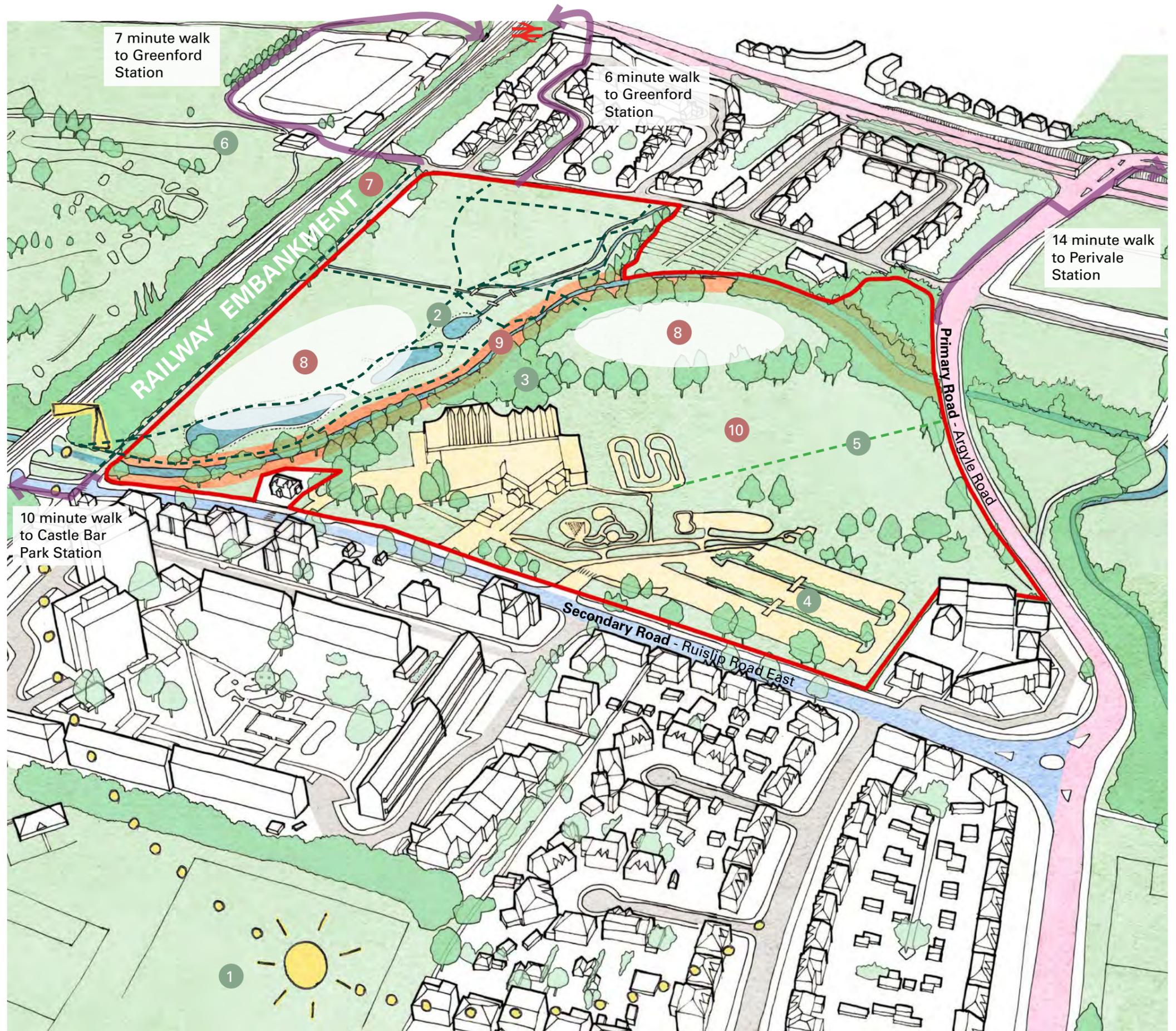
Opportunities + Constraints

Opportunities:

- 1 The solar orientation means that the new development is unlikely to overshadow neighbouring buildings.
- 2 Proposed footpaths and footbridge form part of the Greenford to Gurnell Greenway, increasing connectivity to parkland and public transport links.
- 3 Large and mature existing trees add to the attractive and seasonally engaging landscape.
- 4 Opportunity to redevelop brownfield land.
- 5 A desire path across the playing fields locates footfall across the site. Opportunity to further increase site connectivity.
- 6 Adjacent leisure uses present opportunity to connect to a wider leisure landscape.

Constraints:

- 7 Steep railway embankment separates the site from the neighbouring Metropolitan Land. Acoustics and vibrations will need careful consideration.
- 8 Low lying land prone to flooding.
- 9 10m wide ecological buffer to each side of the River Brent has been advised by the Environment Agency. Construction to remain clear of this zone.
- 10 The entire site is within Metropolitan Open Land.



2.0 Planning Context

2.1 Planning Policy Context

2.1 Planning Policy Context

Overview

Introduction

Any development proposal for the redevelopment of the Gurnell Leisure Centre Site and environs will be subject of a future planning application, which will be determined by the GLA and LB Ealing.

As part of this feasibility study the client group has asked the team to develop options in the context of relevant planning policy. This planning section therefore sets out the relevant strategic planning context and considerations.

Section 38(6) of the Planning and Compulsory Purchase Act 2004 requires proposals the subject of any planning application to be determined in accordance with the Development Plan unless material considerations indicate otherwise.

The Development Plan for the Gurnell Leisure Centre Project consists of the following documents:

- New London Plan, 2021
- Ealing Core Strategy (2012)
- Development Management DPD (2013)
- Development Sites DPD (2013)

Other documents that will be material considerations in relation to this feasibility exercise include:

- National Planning Policy Framework “The Framework” (2021)
- National Planning Practice guidance
- Urban Greening LPG (draft)
- Whole Life Carbon LPG
- Sustainable Transport, Walking and Cycling (draft)
- Sport England Playing Pitch Strategy Guidance, 2013

The Site has also been the subject of a previous planning application (LBE ref: 201695FUL) the outcome of which is particularly relevant in terms of informing how any future spatial and planning strategy for the site might be approached.

Based on the policies and guidance of the Development Plan and the issues raised during the previous application (LBE ref: 201695FUL) we highlight the following key strategic ‘in principle’ issues, which have been used to help to shape and inform the scope and content of the strategic options that are advanced as part of this feasibility study, which include:

- **The Site’s designation as Metropolitan Open Land and Public Open Space**
- **Relevant land use policies in relation to housing, sport and leisure facilities.**
- **Transport and parking policies.**
- **Ecology and biodiversity policies.**
- **Flood risk and drainage.**
- **Climate change, circular economy and sustainability policy.**
- **Viability and affordability considerations.**

There are of course several other subject specific policies and guidance that will become relevant as the project moves from feasibility into detailed proposals and which will in due course need to be addressed. At this feasibility stage, however, we focus on those key planning policies that will help shape decision making in relation to the various spatial options.

2.1 Planning Policy Context

Previous Application

Overview of the previous application

Description of Development: Demolition of all existing buildings and erection of replacement leisure centre, facilitating affordable and market housing residential development in 6 blocks, flexible retail floorspace, plant room and energy centre, leisure centre coach parking, basement residential and leisure centre cycle and car parking, refuse/recycling storage, new servicing, vehicular and pedestrian accesses and associated highway works, new and replacement play space, public realm and public open space, landscaping and associated ground works to existing public open space.

Page 523

- | | | |
|-------------------------|----|---|
| Residential development | 11 | Footpath link |
| Leisure centre | 12 | Coach bays |
| 3 | 3 | Parking and service access |
| 4 | 4 | Courtyard garden |
| 5 | 5 | Roof garden |
| 6 | 6 | Basement parking access |
| 7 | 7 | Play area |
| 8 | 8 | Skate park |
| 9 | 9 | Parkland |
| 10 | 10 | Surface Water Attenuation Basin and sculpted 'overland flow' path |
| | 11 | Footpath link |
| | 12 | Coach bays |
| | 13 | Park entry |
| | 14 | Proposed pedestrian bridge |
| | 15 | Brent corridor (ecological enhancements) |
| | 16 | Brent River Park |
| | 17 | Wetland scrape areas (habitat creation) |
| | 18 | Existing trees(supplemented with new) |
| | 19 | Indicative location of BMX track |



2.1 Planning Policy Context

Previous Application

The project team have reviewed the previous application to inform the work of this feasibility study. Key considerations for the urban planning are highlighted below whilst further analysis of the leisure provision can be found later in the report.

- ✓ Concentrates development on existing brownfield land
- ✓ Accommodates new leisure centre and high number of new homes
- ✗ Overbearing development
- ✗ Development forms physical and visual barrier between existing neighbourhood to the south and green spaces
- ✗ High density of dwellings without evidence of high quality urban design to support development of sustainable neighbourhood and community
- ✗ High proportion of single aspect homes and high number of homes accessed each floor from single core / un-naturally lit corridor
- ✗ Housing over leisure centre - buildability and future-proofing issues
- ✗ Expensive (basement parking a big factor)

Reason for refusal:

The NPPF indicates that inappropriate development is, by definition, harmful to the Green Belt (and by implication MOL) and should not be approved except in very special circumstances. In addition, **there are adverse impacts on openness** and by definition **harm caused by the scale, massing and design of the development proposal**. The benefits of the proposed development are therefore not deemed to outweigh the by definition harm to the MOL. Consequently, the very special circumstances necessary to justify the development do not exist.



2.2 Key Strategic Planning Policy Influences

2.2 Key Strategic Planning Policy Influences

Metropolitan Open Land & Public Open Space

The Site's designation as Metropolitan Open Land and Public Open Space

The existing leisure centre and associated sports and leisure facilities are located within land that is designated on Ealing Development Plan's proposals map as Metropolitan Open Land (MOL). The undeveloped parts of the wider site are also designated as Public Open Space (Refer to MOL & Public Open Space maps on following pages).

Planning Policy at all levels affords special protection to land designated as Green Belt and MOL.

The NPPF states:

137. The government attaches great importance to Green Belts. The fundamental aim of Green Belt policy is to prevent urban sprawl by keeping land permanently open; the essential characteristics of Green Belts are their openness and their permanence.

Proposals affecting the Green Belt

147. Inappropriate development is, by definition, harmful to the Green Belt and should not be approved except in very special circumstances.

148. When considering any planning application, local planning authorities should ensure that substantial weight is given to any harm to the Green Belt. 'Very Special Circumstances' will not exist unless the potential harm to the Green Belt by reason of inappropriateness, and any other harm resulting from the proposal, is clearly outweighed by other considerations.

149. A local planning authority should regard the construction of new buildings as inappropriate in the Green Belt.

Exceptions to this are:

(b) **the provision of appropriate facilities (in connection with the existing use of land or a change of use) for outdoor sport, outdoor recreation, cemeteries and burial grounds and allotments; as long as the facilities preserve the openness of the Green Belt and do not conflict with the purposes of including land within it;**

(c) **the extension or alteration of a building provided that it does not result in disproportionate additions over and above the size of the original building;**

(d) **the replacement of a building, provided the new building is in the same use and not materially larger than the one it replaces;**

(f) **limited affordable housing for local community needs under policies set out in the development plan (including policies for rural exception sites); and**

(g) **limited infilling or the partial or complete redevelopment of previously developed land, whether redundant or in continuing use (excluding temporary buildings), which would:**

- **not have a greater impact on the openness of the Green Belt than the existing development; or**

- **not cause substantial harm to the openness of the Green Belt, where the development would re-use previously developed land and contribute to meeting an identified affordable housing need within the area of the local planning authority.**

This policy presumption is reiterated in the London Plan and Ealing's Core Strategy and DMDPD.

The wording of this policy provides a key starting point for this feasibility study.

As is discussed elsewhere in this report the existing leisure centre has reached the end of its economic and design life and building a new, replacement leisure centre represents the most economic and sustainable solution.

The need for a replacement Gurnell Leisure has also been well documented, as part of the previous application:

'Gurnell leisure centre is one of only four locations in London which provide a 50-metre swimming pool and is currently home to the largest swimming club in the country with over 1,700 members. The leisure centre therefore provides a locally and regionally significant facility for which there is a substantial demand which is forecast to increase, as evidenced in the Council's Indoor Sports Strategy (2012- 21). There were 693,000 visits to the leisure centre during 2016, including 3,741 children enrolled on the swim school scheme making it the largest scheme in London.'

In terms of an alternative sites, extensive work has also been undertaken as part of the previous application to look for alternative sites. This work confirmed that the existing site and its environs represents a genuine site of last resort.

Given the above, two of the key steps in making the case in terms of the 'Very Special Circumstances' required to construct new development in the MOL have already been addressed, namely:

- That there are no suitable alternative sites for this development that would be preferable in planning terms.
- That there is genuine need to deliver the new leisure centre.

Given the above, the starting point for this feasibility exercise is to find an appropriate location for the new replacement leisure centre within the existing site and its environs, which is capable of satisfying MOL policy.

The previous application (LBE ref: 201695FUL) located the new leisure centre on the site of the existing facility. All associated development including the necessary enabling housing and commercial development were also confined largely to the previously developed land to the south of the Site.

All the proposed land uses were considered inappropriate MOL development by virtue of their land use or size and therefore in accordance with NPPF 2019 paragraph 143, in order to be acceptable in principle, the development as a whole had to meet the case for Very Special Circumstances (VSC)

2.2 Key Strategic Planning Policy Influences

Metropolitan Open Land & Public Open Space

As part of this feasibility study and in the context of the previous proposals it is considered appropriate to step back and revisit the approach adopted by the previous application. In the context of MOL policy it is felt that there is an opportunity to review the spatial distribution of land uses and to re-consider one of the key 'Very Special Circumstances' questions, namely:

5. whether the impact on MOL openness and purposes has been minimised as far as possible through a well-considered design approach.

As part of the feasibility exercise the nature and scale of the new leisure provision and its disposition are also considered, given NPPF part (d) exception i.e. 'replacement of a building, provided the new building is in the same use and not materially larger than the one it replaces'.

In addition, and as part of this review it is also considered appropriate to:

1. Look beyond the existing site boundary and explore the opportunities to link any new leisure centre with other existing sport and leisure activities in the wider MOL and explore the potential for any potential benefits in terms of shared facilities/ shared parking and hence minimise the impact of any replacement proposals.
2. Explore opportunities to introduce ecology and biodiversity enhancements of the site and the wider area, as part of the scheme wide benefits package.

3. Explore the potential to better integrate the leisure centre into the wider public transport, cycle and pedestrian network in order to create the conditions whereby movement by more sustainable modes can be encouraged.
4. Explore the potential to minimise the land take and impact of any necessary enabling residential development and in the context of the site's wider Public Open Space designation explore the potential to introduce/ create new publicly accessible open space/ landscaping into and through this housing and elsewhere.

The approach has been discussed with planning officers of both the GLA and LBE and in the context of the previous application and decision making it is considered appropriate that the feasibility study should revisit the approach to the spatial distribution of land uses and their implications.

Alongside the spatial considerations and given the potential nature of the proposed development this feasibility also starts to frame the other key steps in terms of how the other 'Very Special Circumstances' steps required by MOL policy might be addressed, as follows:

- 2b). whether all alternative funding sources to pay for a new leisure centre have been exhausted and maximised,
- 4a). whether the quantum of residential development is no more than is necessary to secure the delivery of the replacement leisure centre and to optimise the quantum of genuinely affordable housing secured through the development (via the Viability Assessment - VA),
- 4 b) whether the type (housing type/tenure mix) of facilitating development represents the optimum one from the perspective of limiting the quantum of inappropriate development on MOL, whilst maximising the genuinely affordable offer.
6. whether the benefits of the scheme clearly outweigh the 'by definition' harm, the residual harm (after avoidance/mitigation) to the MOL, and any other harms, amounting to very special circumstances.

These VSC steps will be developed and refined as the scheme moves from feasibility to detailed design. This feasibility study, however, starts to give an indication as to the preferred spatial distribution of land uses, the size/ scale of leisure centre and how it might be accommodated on the site, the levels of housing needed to enable delivery, the funding options and the extent of benefit/ mitigation measures that will need to be delivered as part of any planning package in order to mitigate the harm caused to MOL.

2.2 Key Strategic Planning Policy Influences

Metropolitan Open Land & Public Open Space

Page 528



KEY :

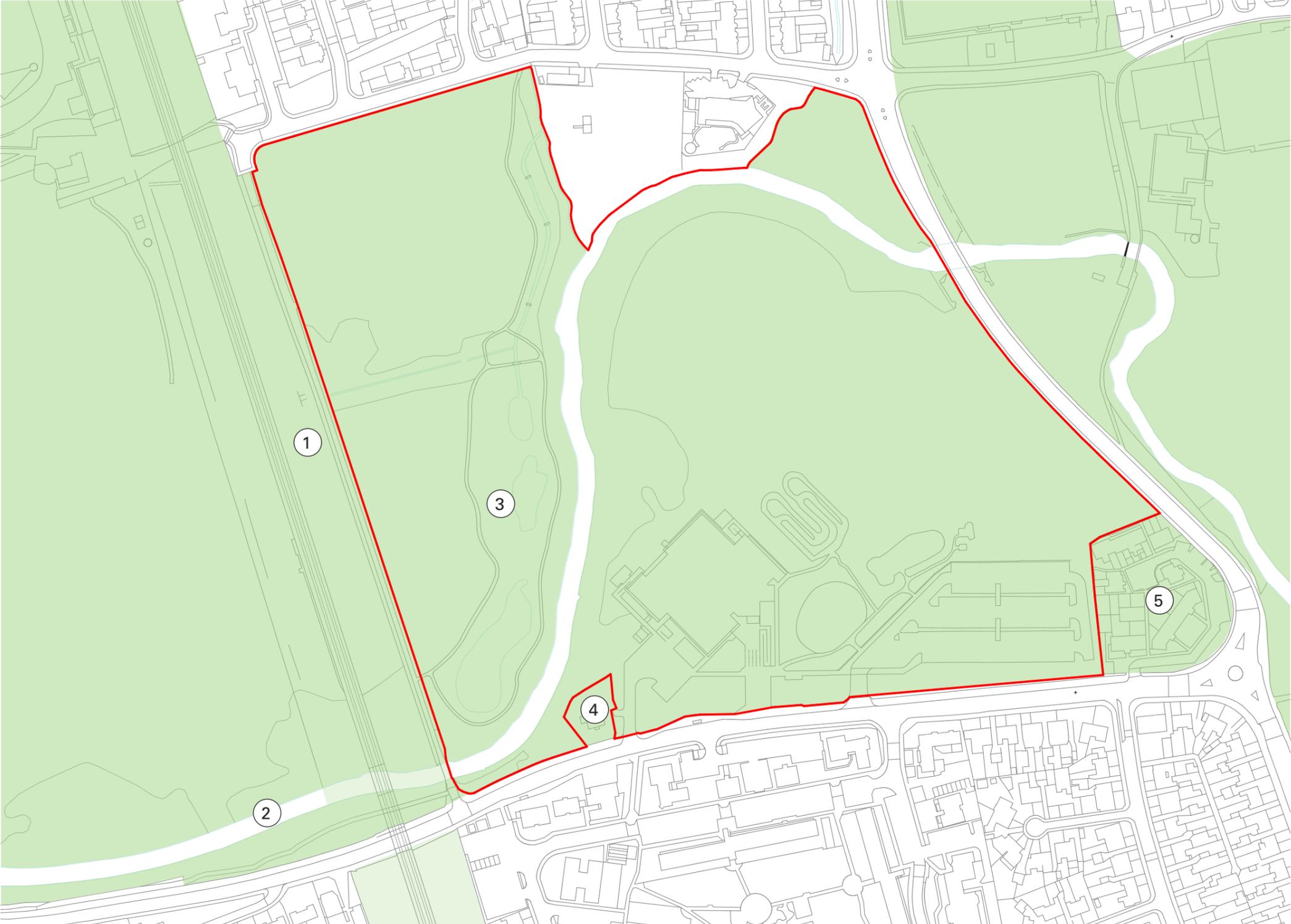
-  Metropolitan Open Land
-  Green Corridor

2.2 Key Strategic Planning Policy Influences

Metropolitan Open Land & Public Open Space

To the west of the site, the Great Western Railway (1) provides a green corridor that connects river (2) and wetland (3) habitats to nearby green spaces, supporting local biodiversity. For this reason it has been designated as a Site of Importance for Nature Conservation (SINC). National Rail has targets to increase the biodiversity of railways across the nation and advise other land owners over the next 12 years.

Extending beyond the green corridor, a large swathe of the area is designated as Metropolitan Open Land. The Metropolitan Open Land includes the sports landscape, built sports facilities, and housing at Brentside Cottage (4) and Peal Gardens. (5)



Page 529

KEY :

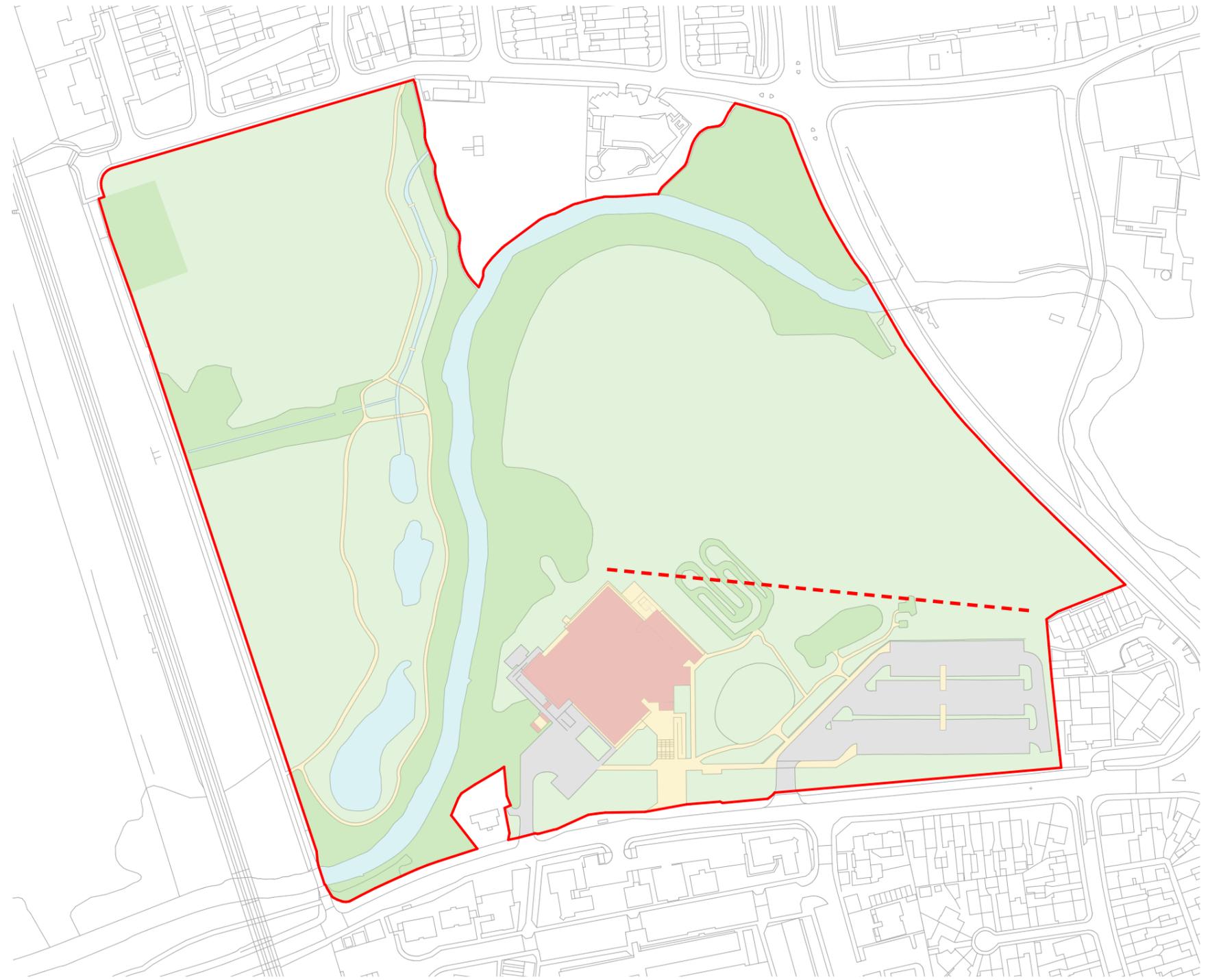
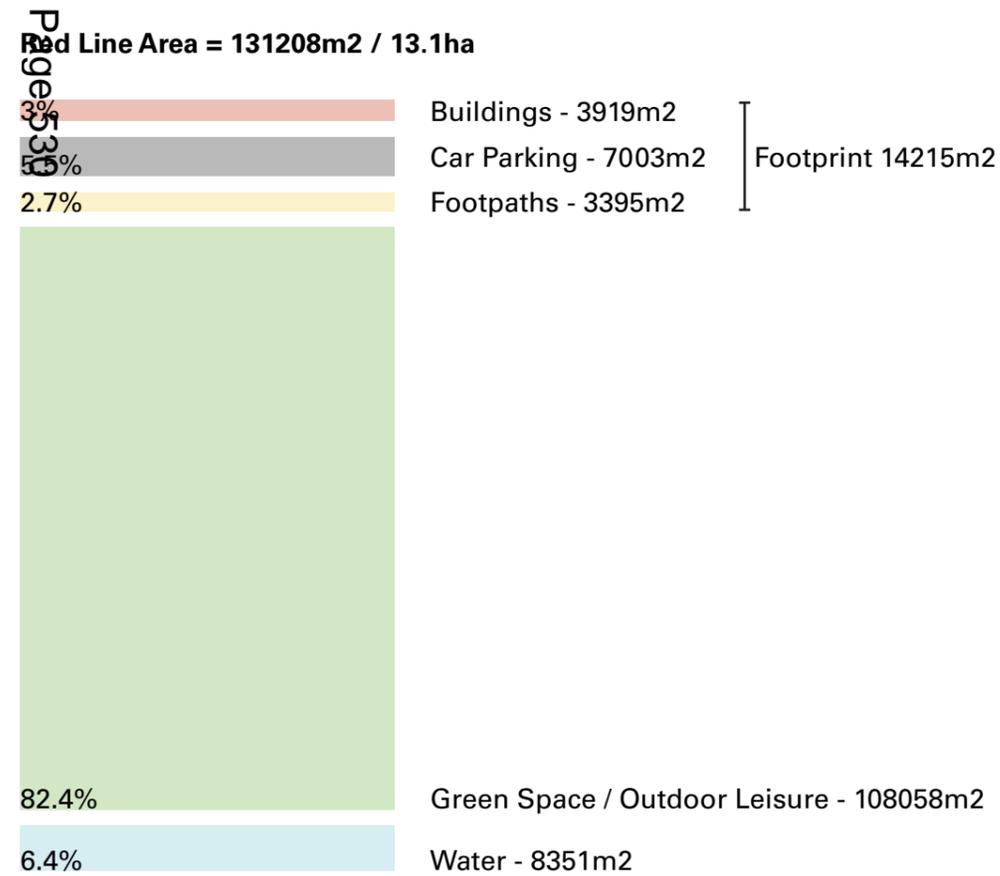
- Metropolitan Open Land
- Green Corridor

2.2 Key Strategic Planning Policy Influences

Metropolitan Open Land & Public Open Space

The previous application defined an existing area of previously developed land (both building footprint and areas of hardstanding) as 14215m². This figure was subsequently used to compare to the proposed area of developed land with a minimal net change.

The existing building footprint of the leisure centre is approximately 3919m². The previous application more than doubled the building footprint on site but contained it approximately to brownfield land at the south of the site. However, condensing development within this location led to a very high density proposal which had an impact on the openness of the metropolitan open land.



2.2 Key Strategic Planning Policy Influences

Land Use Policies - Housing, Sport & Leisure Facilities

Relevant Land Use Policies in relation to housing, sport and Leisure facilities

In relation to the various land uses Development Plan policy and precedent created by the previous application any future proposal will need to include for:

- The re-provision of the existing BMX track, skate park and children's adventure playground.
- The relocation of the existing playing fields to Perivale Park 400 metres to the north-west, together with enhanced playing pitch capacity at Gunnersbury Park and William Perkin School in line with the Council's Playing Pitch Strategy.
- The replacement of the existing leisure centre and justification for the loss of the existing leisure centre in regard to material use, policies to reduce and eliminate waste, and to minimise construction and operational carbon.
- Any enabling residential to be delivered on public land must target 50% affordable housing (by habitable room) and a 60:40 tenure split between social rent / affordable rent accommodation and intermediate housing provision.
- Any enabling residential must satisfy the size, unit mix, design and sustainability standards of both the GLA and LBE.
- Any enabling residential development must satisfy the open space, play space and amenity standards set by policy.
- Contributions to items such as education, health and economic development as a result of any new housing development in line with the previous application should be anticipated by the financial modelling undertaken as part of this feasibility exercise.

2.2 Key Strategic Planning Policy Influences

Initial Analysis of Housing Need - Property Market Report

Overview

An Initial Property Market Report has been conducted of the residential property market in and around the borough of Ealing. It seeks to identify the opportunities that exist for new development and ensure that the uses proposed as part of any Enabling Development reflect the demand over both the short and long term, along with the economic impetus that any new development may bring. There is a focus on the market for the types of property/uses which could be delivered with the Enabling Development area to ensure the planned uses are viable, deliverable and in the right locations.

There are other housing needs (such as any local Community Land Trusts, Specialist Housing Providers etc.) which can be identified and evaluated with LBE in the next stage to assess their suitability for location within any Enabling Development.

The analysis of the residential market within this report focusses on:

- Market Sale Housing
- Private Rented Sector & Build to Rent
- Senior Living

Market Sale Housing

The Ealing Strategic Housing Market Assessment (SHMA) produced in October 2018 in support of the Ealing Local Plan indicated that there is demand for larger units (3-bed followed by 2-beds units) in the which could accommodate families.

This review identifies that the majority of flatted development in the Borough has been for up to 1 and 2-bedroom units. As the proposed development scheme evolves, there may be some scope for a different style of residential product in the form of larger 2- bedroom and/or 3-bedroom flatted units or duplex apartments. It is recommended that this is kept under review as the current development pipeline is brought forward.

Further considerations arising from Agent consultation:

- Local interest from first time buyers and young professionals.
- Accessibility, transport links, i.e.. to Elizabeth Line are a key driver.
- Proximity to amenities, i.e.. Leisure Facility is likely to drive demand.
- Highest demand reported for larger units, i.e.. 2-bedroom units. Local area provides a large quantity of family housing and as a result, demand for smaller units is limited.
- Reported that existing family housing is not keeping up with demand. Noted that buyers are seeking gardens/amenity space, access to green space, and parking.
- Noted that there could be demand for smaller townhouses / mews units.

Private Rental Sector & Build to Rent

Despite the high proportion of residents in private rental units highlighted in our market research, analysis of available data suggests that at present this sector is likely to be dominated by private investors in Ealing. There is limited evidence of purpose-built rental blocks which indicates a shortage of this type of product. The growing young professional and commuter demographic which is active in the Ealing rental market is likely to be well suited to the amenities and facilities offered in a BTR scheme.

As such, both PRS and BTR products have the potential to be delivered as part of the Enabling Development area. From recent consultation with established BTR providers, it is understood that a minimum unit threshold required to make new-build BTR schemes viable is around 150 units and described by one operator as the 'industry-standard' number.

Further considerations arising from Agent consultation:

- Demand from young professionals increasing as COVID restrictions have relaxed.
- Accessibility to London likely to continue to drive a strong rental market.
- Reported that there is a strong demand and limited availability for high-quality units in the Enabling Development location. Units therefore let quickly and achieve high rents compared to out-of-town locations.

Senior Living

The review has shown that senior living operators have not previously favoured locations within Ealing, with the majority of existing stock being of secondary nature. Based on initial research, there is a lack of existing new build senior living stock in the borough. With potential appetite from operators suggests that retirement living facilities could be delivered as part of the Enabling Development. Based on the typical acquisition requirements, opportunities are likely to exist along the main transport routes where land is flat and amenities are within convenient accessibility. This is aligned with the Enabling Development site, which is well positioned near existing transport hubs and infrastructure. The delivery of the new leisure centre, will also improve the attractiveness of this site for retirement living; with the potential for health focused offer to come forward.

Further considerations arising from Operator consultation:

- Typical land requirements of approximately 0.5-5 acres and within 0.5 miles of local centres and public transport.

2.2 Key Strategic Planning Policy Influences

Transport & Parking Policies

Transport and Parking Policies

In line with Development Plan Policy any new proposals will need to be subject to an Active Travel Assessment. Car and cycle parking, including Blue Badge parking and provision of electric charging points will need to be delivered in line with policy.

The proposals will be subject of a TA, which will assess trip generation and transport impacts. There will be an expectation that movements by car should be minimised as a result of the redevelopment and movements by alternative modes should be actively encouraged.

Delivery Service Plans, Travel Plans, Car Park Management Plans and Construction Logistics Plans will all be expected as part of any future planning submission.

Contributions to off-site cycle/ pedestrian/ junction/ traffic calming improvements of a similar scale to the previous application should be anticipated as part of any viability assessment i.e.

- Air Quality monitoring: £136,006
- CPZ Review and Parking Stress Measures: £50,000
- Cycle/pedestrian crossing improvements on Ruislip Road East: £50,000
- Ruislip Road East resurfacing: £90,000
- Argyle Road accident remediation: £50,000
- Junction improvements: £150,000
- Traffic calming on residential streets: £50,000
- Cycle Infrastructure: £90,000
- Travel Plan Monitoring: £5,000
- Street lighting and Ruislip Road East/Argyle Road roundabout improvements: £200,000

The Transport and Accessibility Chapter of this report analyses the baseline connectivity of the site and where there may be opportunities to make sustainable transport interventions.

An approach to car parking will continue to be developed in the next stages, with reference to The London Plan 2021 and guidance which states that car parking should be restricted in line with levels of existing and future public transport accessibility, with car-free development as a starting point for all development proposals in places that are well-connected by public transport. Developments elsewhere should be designed to provide the minimum necessary parking, whilst re-provision of existing parking should not be at previous levels, but reflect the current approach.

Ecology & Biodiversity

Ecology and biodiversity policies

Land to the north and running parallel to of the River Brent is designated as a Site of Borough Importance (Grade 1) for Nature Conservation.

Any future proposals will need to comply with Development Plan Policy in terms of demonstrating a biodiversity net gain of 10% or more and an Urban Greening Factor in excess of 0.4. Any losses will need to be fully compensated for.

Financial contributions to landscaping, provision of allotment space and a new footbridge across the River Brent in the order of that anticipated by the previous planning application should be anticipated as part of the financial feasibility exercise i.e.

- Cost of the construction and maintenance of the Park Landscaping Plan, including flood management and other works: £1,829,403.
- Allotments Space: £70,241.
- Contribution to footbridge over River Brent: £100,000

Refer to the Site Context chapter for mapping of Habitats and Ecological Zones on site which will inform developing proposals.

2.2 Key Strategic Planning Policy Influences

Flood Risk & Drainage

Flood risk and drainage

The site is in Flood Zone 2, 3A and 3B. The existing leisure building is in Flood Zone 2 and the car park in Flood Zone 3A. The River Brent and functional flood plain to the north falls within Flood Zone 3B.

The detailed design approach in relation to flood risk mitigation and safety, including details of the proposed flood warning and evacuation plan will need to be agreed in writing with the Environment Agency.

As with the previous application any new buildings and access routes will displace a volume of flood water within the flood plain which will need to be compensated for to ensure there is no residual increased risk of flooding off-site within the surrounding area.

In addition, a site wide drainage strategy will be required which, as with the previous application, will need to be designed to ensure no flooding will occur at ground level during a 1 in 100 year storm event, taking into account climate change.

Refer to the Site Context chapter for mapping of Flood Zones on site which will inform developing proposals.

Climate Change, Circular Economy & Sustainability Policy

Climate change, circular economy and sustainability policy

Sustainable development is the core principle underlying the spatial planning system and is promoted in the NPPF. Similarly, London Plan Policies 5.2, 5.3 and 5.7 require new developments to minimise carbon dioxide emissions, make efficient use all natural resources and maximise, both during construction and operation of the development, opportunities for recycling and reuse of materials. This should be achieved following the London Plan Energy Hierarchy: Be Lean, Be Clean and Be Green.

The integration of sustainability and energy efficiency into any future scheme will need to be carefully considered throughout the design process to ensure that it makes the fullest contribution to the mitigation of, and adaptation to, climate change, energy usage, and resource wastage, whilst minimising carbon dioxide emissions.

In addition, and in line with policy the feasibility study will need to address head on the potential reuse of the existing building and the whole carbon life cycle equation.

Refer to the Existing Leisure Facility and Sustainability chapters for an initial whole-life carbon appraisal of the Leisure Centre options, and further commentary on sustainability policy.

2.2 Key Strategic Planning Policy Influences

Viability & Affordability Considerations

Viability and affordability considerations

The project will be the subject of a Financial Viability Assessment. This FVA will want to understand the minimum level of housing required to deliver the replacement leisure centre and the other identified benefits/ mitigation associated with the scheme, including 50% affordable housing.

This feasibility study provides an indication of likely cost and returns and considers alternative methods of delivery and funding of the leisure centre proposals. As a result of this initial financial viability work the team is able to give an indication as to the levels of enabling housing that will be required to deliver the proposals.

2.2 Key Strategic Planning Policy Influences

Summary of Opportunities & Constraints

Summary of Key Strategic Planning Policy Influences:

MOL & Public Open Space

- Opportunity to review the spatial distribution of land uses and to re-consider whether the impact on MOL openness and purposes has been minimised as far as possible through a well-considered design approach.
- Look beyond the existing site boundary and explore the opportunities to link any new leisure centre with other existing sport and leisure activities in the wider MOL

Land Use Policies

- Any enabling residential to be delivered on public land must target 50% affordable housing (by habitable room) and a 60:40 tenure split between social rent / affordable rent accommodation and intermediate housing provision.
- Potential to minimise the land take and impact of any necessary enabling residential development and in the context of the site's wider Public Open Space designation explore the potential to introduce/ create new publicly accessible landscaping into and through this housing and elsewhere.

Transport & Parking

- Potential to better integrate the leisure centre into the wider public transport, cycle and pedestrian network in order to create the conditions whereby movement by more sustainable modes can be encouraged.
- Contributions to off-site cycle/ pedestrian/ junction/ traffic calming improvements of a similar scale to the previous application should be anticipated.

Ecology & Biodiversity

- The development must target Biodiversity Net Gain across the full site, including measures to offset impacts from development on current greenfield areas.
- Financial contributions to landscaping, provision of allotment space and a new footbridge across the River Brent in the order of that anticipated by the previous planning application should be anticipated

Flood Risk & Drainage

- As with the previous application any new buildings and access routes will displace a volume of flood water within the flood plain which will need to be compensated

Climate Change, Circular Economy & Sustainability

- The potential reuse of the existing building and the whole carbon life cycle equation needs to be fully assessed.
- Opportunity to meet LBE's 2021 Climate and Ecological Emergency Strategy

Viability & Affordability

- Understand the minimum level of housing required to deliver the replacement leisure centre and the other identified benefits/ mitigation associated with the scheme, including 50% affordable housing.

Page 536

3.0 Existing Leisure Facility

3.1 Existing Facilities

3.1 Existing Facilities

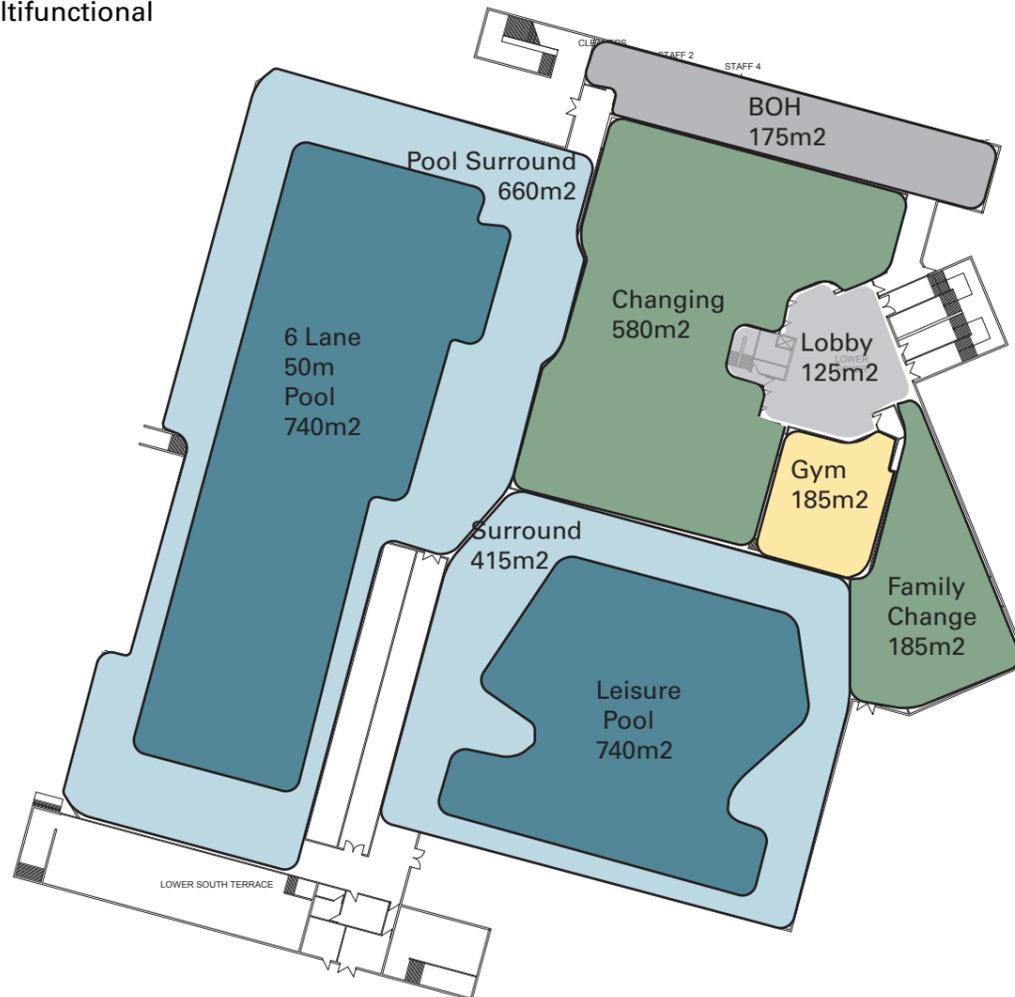
Current Facility

Overview

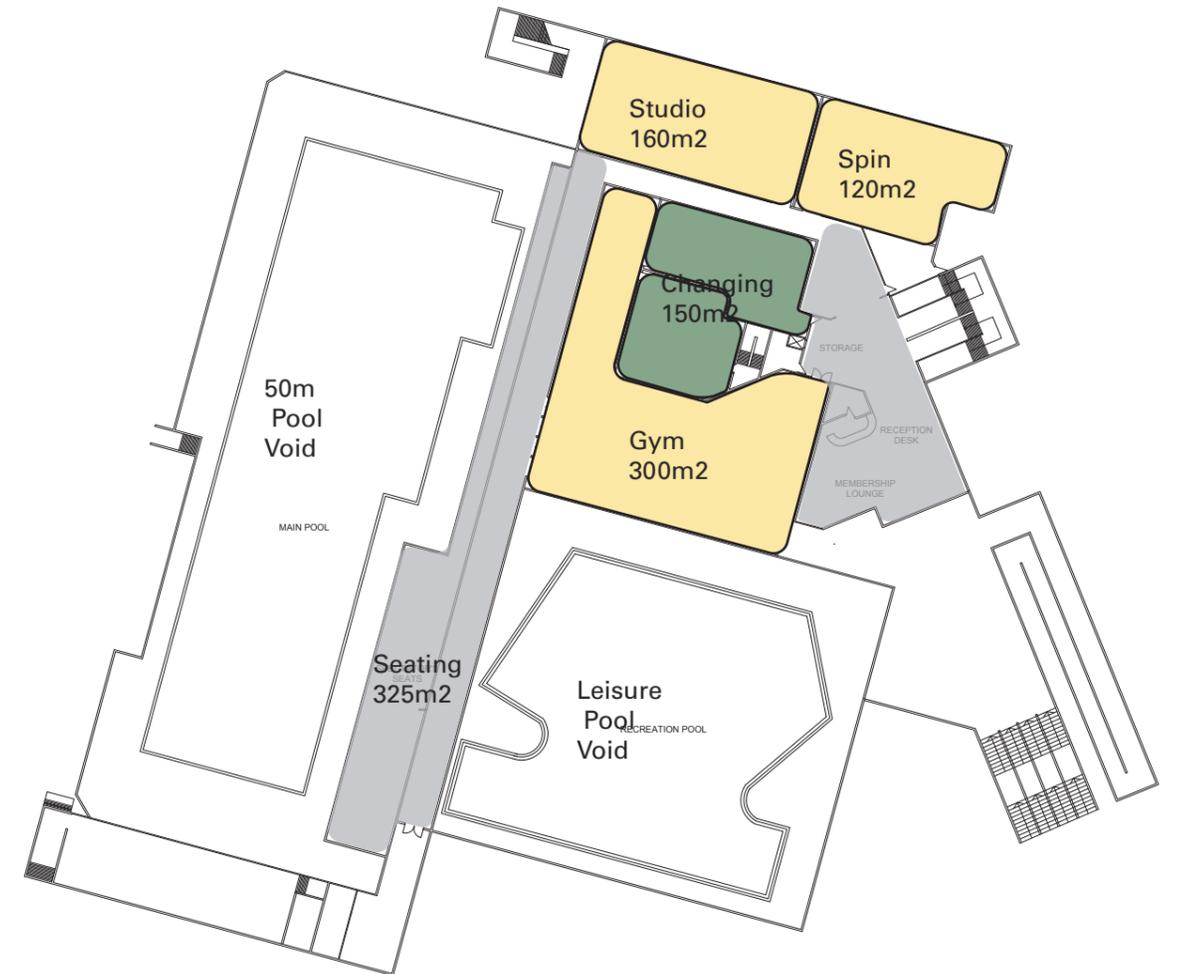
The existing leisure centre has circa 9,970 m² of accommodation. It has an at grade car park for the public, with c. 175 spaces. The building sits as part of a wider activity offer including playing fields, skatepark and BMX track. It is adjacent to the natural green spaces - Perivale Meadow Wetlands and Longfield Meadows with the River Brent passing between the meadows and the leisure facility.

The leisure centre has a 6-lane 50m pool, leisure water, a 60 station fitness suite and multifunctional studio spaces.

Page 539



L00 Building footprint = 3960m²



L01 Building footprint = 1390m²

Total Net Area (ex Plant) = 5350m²

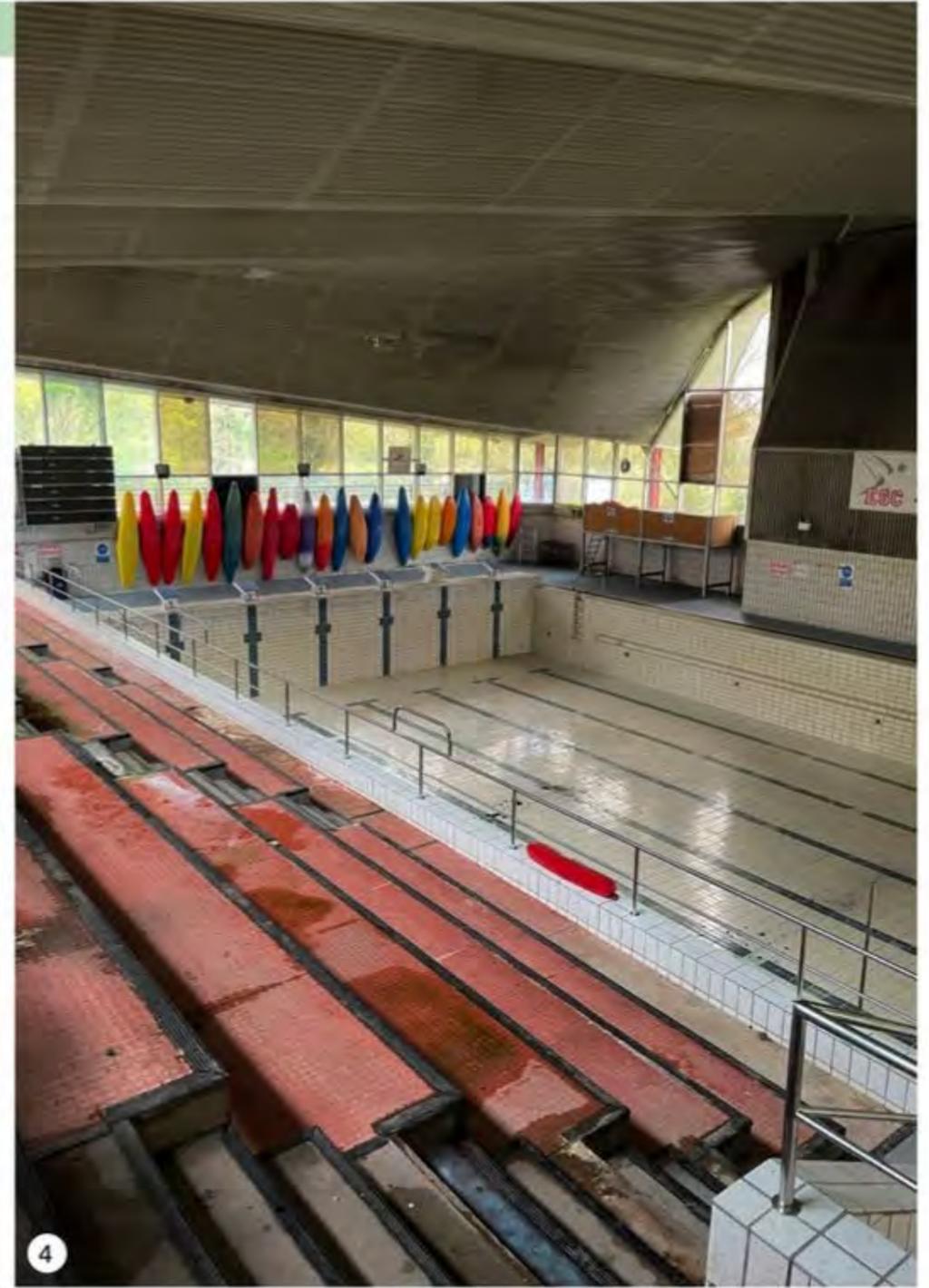
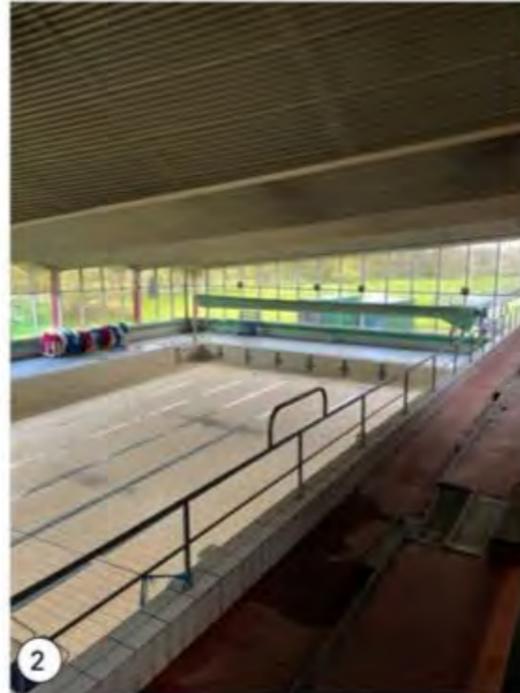
3.1 Existing Facilities

Photos

Gurnell Leisure Centre Facilities

- 1. Leisure Pool
- 2 & 4. 50m Pool
- 3. Staff parking and pool servicing access

Page 540



3.2 Reuse Appraisal

3.2 Reuse Appraisal

Options Appraisal

Reuse vs. Rebuild

The question of whether the existing Gurnell Leisure centre facility should be reopened, retrofitted or demolished needs to take in many considerations.

A single aspect does not provide the answer, and as a council, LB Ealing is in the position to consider this in a holistic manner for both now and the future.

Some of the key considerations are;

Functionality	Cost	Delivery	Carbon
<p>Page 542</p> <p>Fitness for Purpose - does it meet the current or future space or quality purposes?</p> <p>Accessibility - is it inclusive and does it provide for all ages, abilities, needs?</p> <ul style="list-style-type: none"> Flexibility - is it adaptable to meet the changing needs of health and leisure both now and in the future? 	<ul style="list-style-type: none"> Revenue Generation - Can it generate enough revenue to support itself without subsidy from the council - i.e. sustainable? Operating Costs - especially in the current climate emergency and rising energy bills, will the operating costs outstrip the revenue generation and require a subsidy? Maintenance Cost - Will the maintenance costs be affordable? Are there significant maintenance costs in the near future? 	<ul style="list-style-type: none"> Timescales - how long will it take to get a new or refurbished Leisure Centre up and running again to meet the needs of the community? Funding - how much will it cost and therefore how much funding will need to be found either from the council or enabling development? 	<ul style="list-style-type: none"> Operating Carbon - how much energy is required to run the centre - Leisure centres are very energy heavy and therefore reducing energy demand can make a significant impact. Embodied Carbon - There is embodied carbon within the existing structure, but this needs to be considered in context of the whole building lifecycle. Lifespan - The life left in a new build vs retrofit needs to be considered. I.e. how much time is left in a retrofit before this process needs to be repeated?

3.2 Reuse Appraisal

Appraisal of the Existing Building

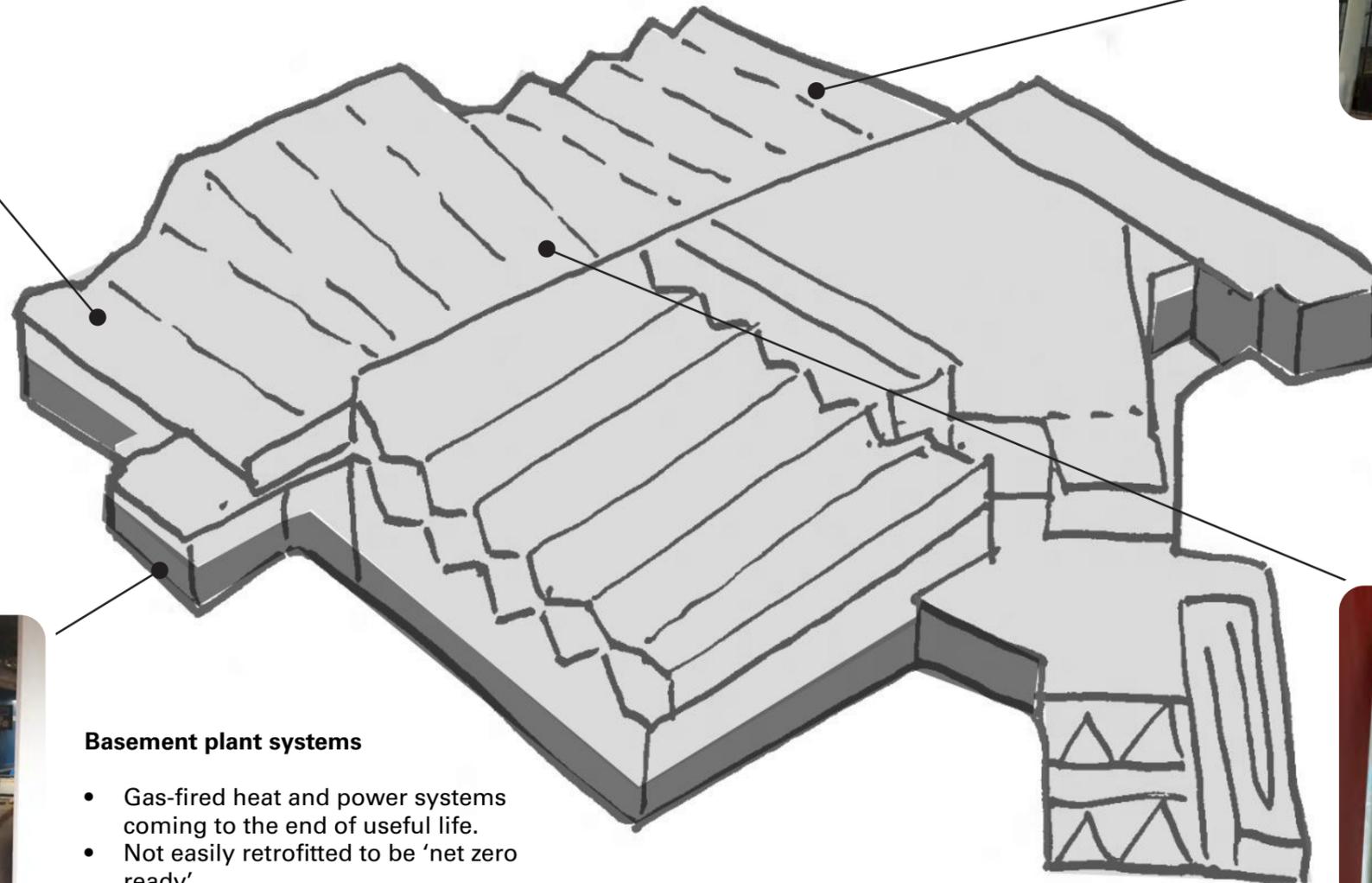


Concrete podium elements

- Provide much of the 'character' of the building and will include the majority of the building by mass.
- Likely to be serviceable for a long period. Major barrier to energy efficiency improvement due to thermal bridging.

Steel roof and cladding elements

- Very poor quality and significant existing water damage. Costly to repair for the next 30 years.
- Relatively lightweight construction with limited embedded value.
- Low possibility of re-use for main roof elements due to complex geometries.



Existing interiors and pool spaces

- Largely integral construction with rigid finishes - challenging to recover materials in a major refit.
- Existing volumes highly inflexible, except for previous mezzanine gym infills - which are in lighter construction but of limited residual value,



Basement plant systems

- Gas-fired heat and power systems coming to the end of useful life.
- Not easily retrofitted to be 'net zero ready'.
- Likely to full scale replacement in near future in any scheme - with a likely need to move to electric led heating to meet LBE net zero targets.



3.2 Reuse Appraisal

Whole-lifecycle carbon appraisal

As developed proposals for the masterplan are brought forward, we recommend that a whole life-cycle carbon assessment is used to help assess the performance of different scheme options.

At this stage of the project, this approach is used to consider the merits of re-use versus re-build options for the leisure centre specifically, with options shown on the next page.

This approach is intended to provide a clear appraisal of the climate change potential of the various options for the centre, to allow these to be assessed quantitatively against other key drivers, including:

- The ability of different options to meet the needs of LBE and the communities they serve

Page 544

Financial viability and risk

Programme and wider site impacts

At this feasibility stage, assessment is necessarily high level using 'generic' building performance data, rather than an estimation of the impact of developed proposals.

As the project develops, these estimates could be replaced by carbon appraisals of the concept designs, and data from energy modelling of the proposed scheme.

In broad terms, for each option we can estimate:

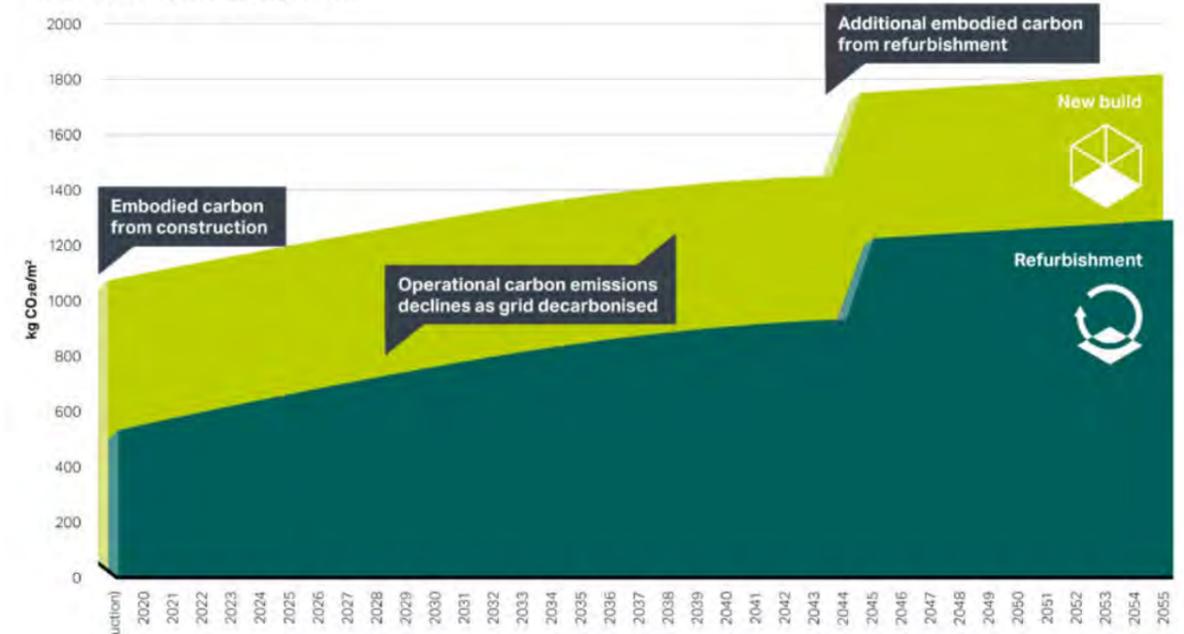
- The **embodied carbon** required to deliver a redevelopment proposal (with the high level principle that the more we re-use, the lower the impact)
- The ability of each option to deliver a highly efficient building that reduces **operational carbon** over the building life
- High-level technical feasibility and viability of each option, particularly with regard to cost and programme.

This is particularly useful at Gurnell for two reasons:

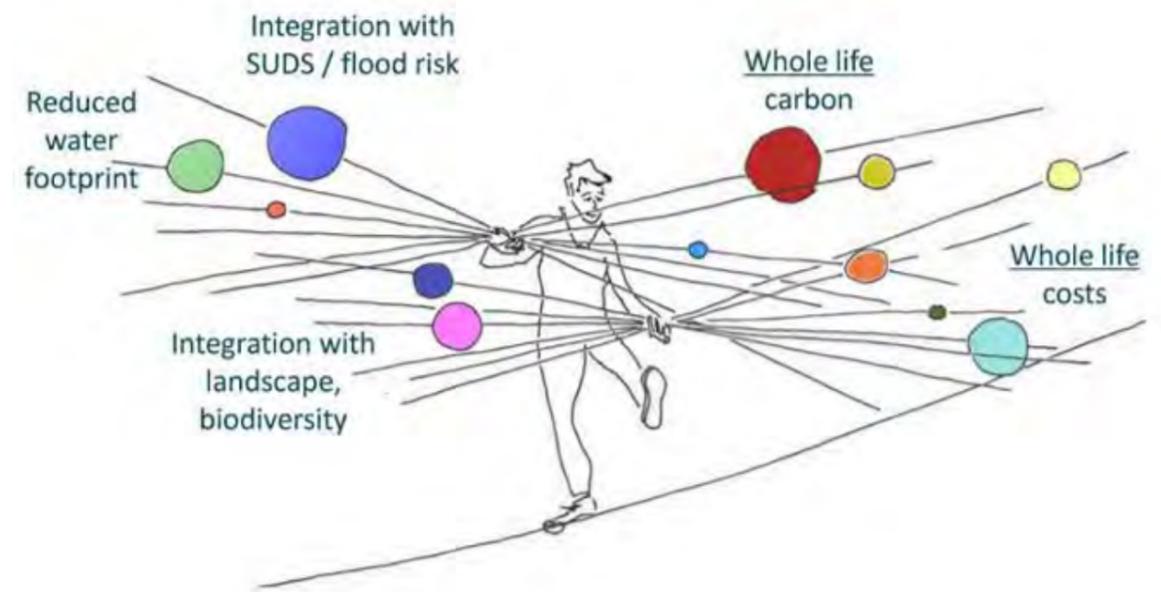
- The existing building, with its exposed concrete structure, poses significant technical barriers to an energy efficient, net zero aligned, retrofit.
- The whole life approach provides a clear target level of ambition that any rebuild proposals must meet in order to be comparable to, or better than a re-use scheme - and so 'mitigate' the impact of replacing the building structure.

In summary, there is a clear trade-off between the measures taken to reduce the ongoing operational carbon of the centre, and the embodied carbon, material use and cost impact of such energy-saving interventions. This approach aims to allow the project to take a 'clear eyed' appraisal of these challenges.

ILLUSTRATIVE WHOLE LIFE CO₂ EMISSIONS NEW BUILD VS. REFURBISHMENT



Typical whole lifecycle carbon impacts of buildings (embodied + operational)

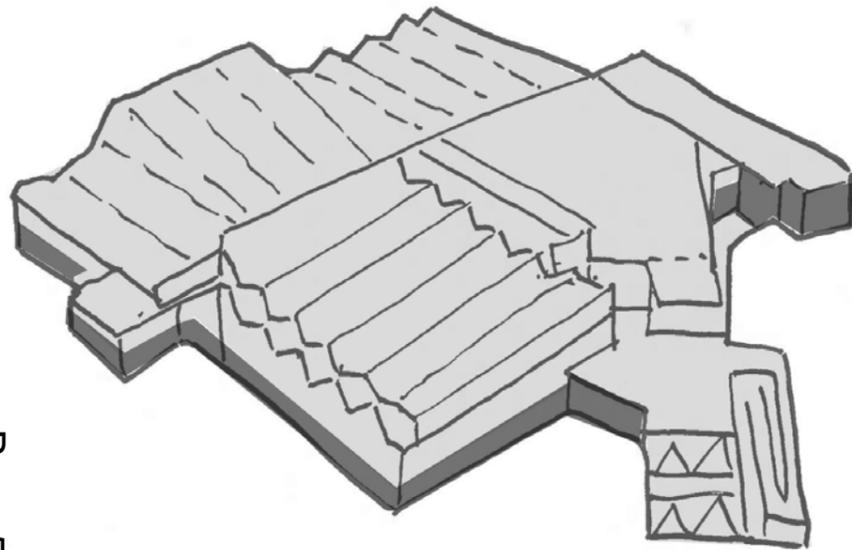


Whole-lifecycle appraisal intends to help the team 'balance' the various drivers of the scheme

3.2 Reuse Appraisal

Key Options for Lifecycle Carbon Appraisal

Page 54

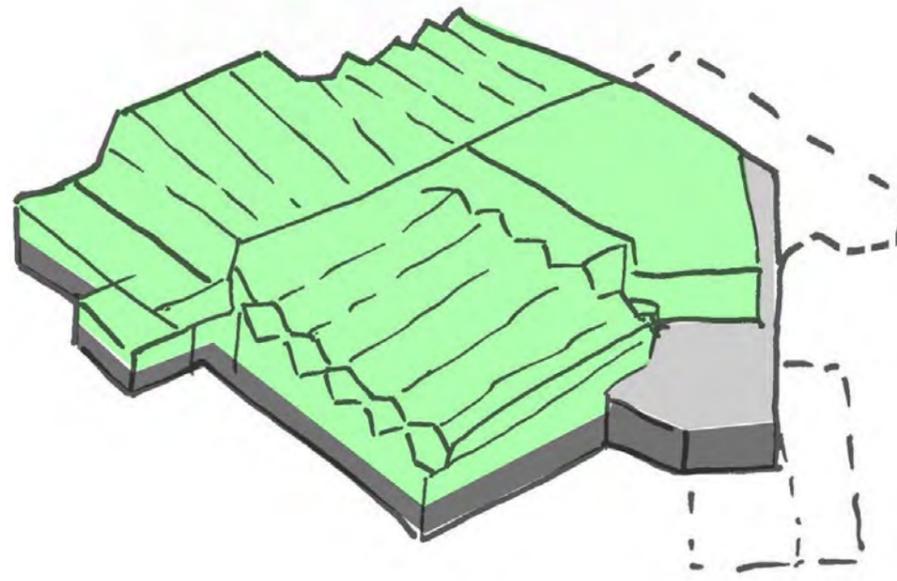


Nothing

This is principally reviewed to form a clear baseline for other proposals, and would involve keeping the building running with its existing gas CHP system, and undertaking only the 'wear and tear' repairs needed to keep the building serviceable.

We understand this is not feasible:

- Ongoing running costs are prohibitive
- Existing gas heating system is running down and is not compatible with a net zero transition
- Roofing elements are moving beyond a 'repairable' condition



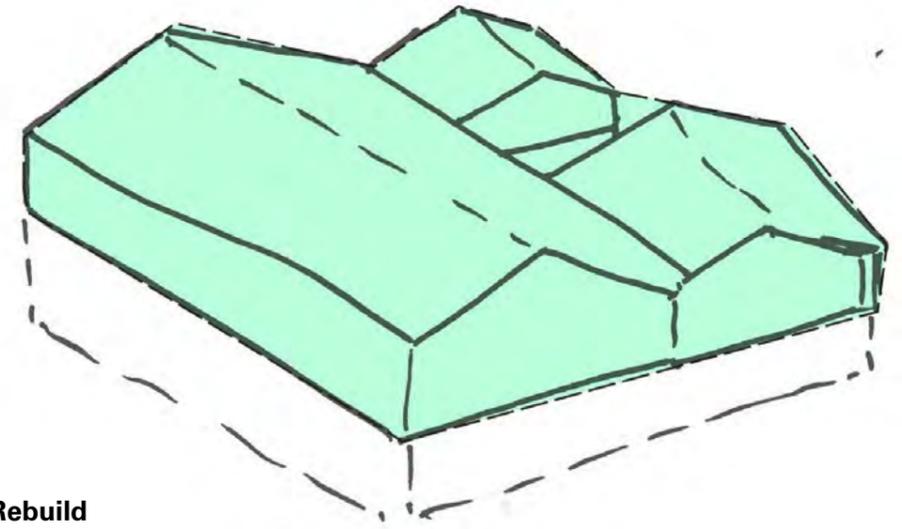
Deep Retrofit

This represents an extensive refurbishment to bring the building up to modern environmental standards, assuming:

- Strip back the roof and cladding to the existing frame and replace with improved fabric
- Replace the entire MEP system with an electric system
- Insulate internally to the retained concrete areas
- Targeted demolition and replacement to improve accessibility and connectivity

This goes some way beyond the ~£18m scheme assessed for LBE by Core5 in 2021, which would not have significantly improved the building energy and carbon performance.

It is therefore expected that costs for such a retrofit would be similar to that of a new build construction and with a minimal saving in construction duration; in effect for the omission of new foundation works only.



Rebuild

This represents the myriad of options available for rebuild - either as a standalone leisure centre or integrated with residential provision.

This model will be developed as design options progress.

For comparative purposes in this study, the 'leisure' option assessed is of matching area to the existing centre, and hence is significantly smaller than the proposed brief developed elsewhere in this report. Additional areas to meet the full brief would then be assessed on a 'new build' basis to minimise lifecycle carbon impacts.

These three high level options are reviewed in the following slides using benchmark data for 'standard' and high performing leisure centres.

Figures have not been validated against *either* energy modelling of refurbishment options or a scheme design for a new centre, and should be considered as indicative only.

3.2 Reuse Appraisal

Energy Options for re-use, retrofit and rebuild

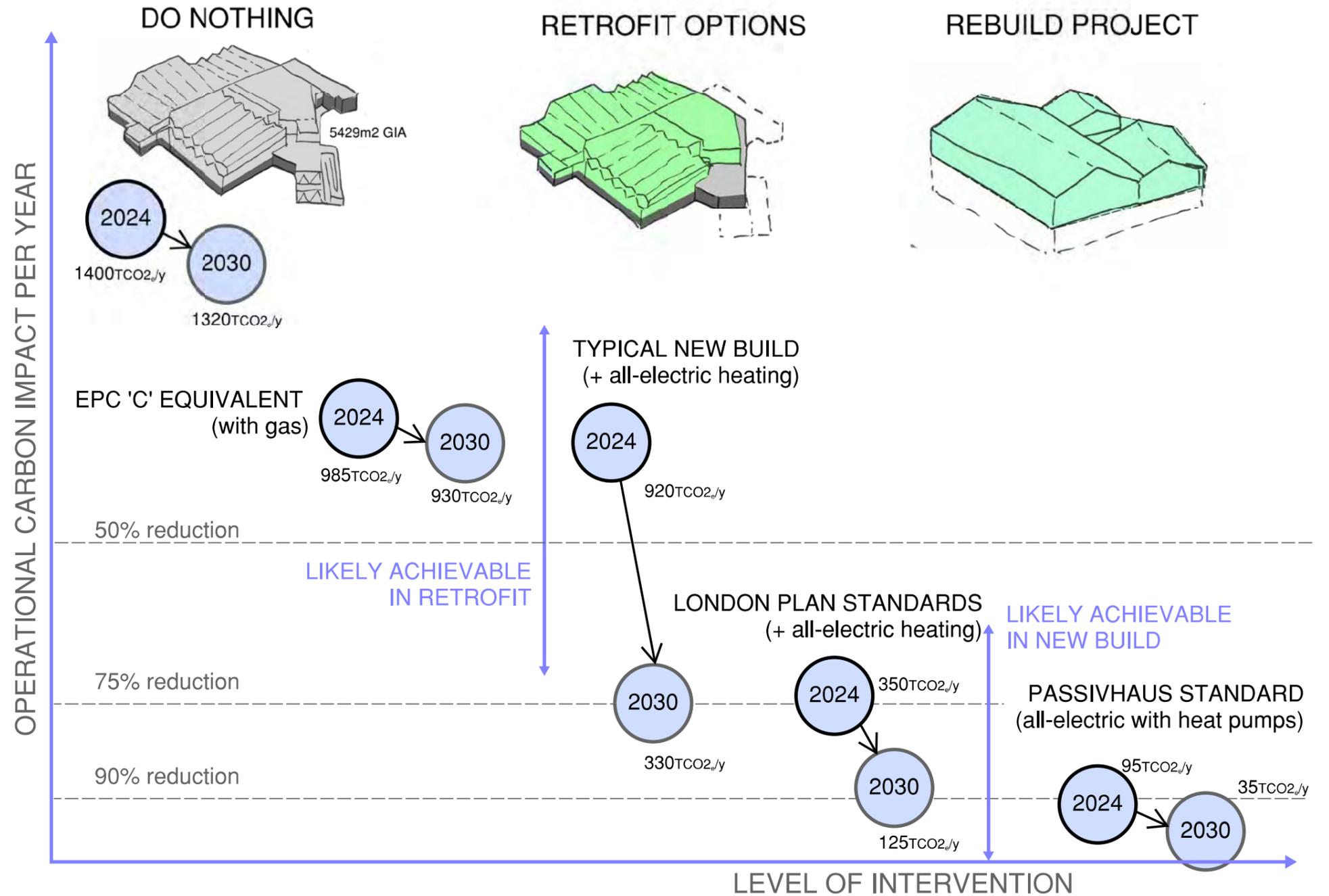
Data provided by the Ealing team suggests a current footprint of around 1385Tonnes CO2e every year for the centre, of which 92% arises from gas usage in the building.

This page describes the likely operational carbon benefits from a range of measures that could be taken with the building. In each carbon estimates are made in 2024 and 2030, highlighting the impact of the decarbonising electricity grid:

- A fabric upgrade refurbishment *only*, to meet an Energy Performance Certificate 'C' rating, and with the existing plant retained, would achieve only an 29% carbon reduction by 2030
- Retrofit proposals that improve the fabric and replace the services for an all-electric heat pump system could achieve between 30-90% in carbon savings, dependent on the level of fabric improvement achieved. It is expected however that a saving of ~75% would represent a 'best achievable' given the constraints of the existing building.
- A 'business as usual' new leisure centre would achieve a 75% carbon reduction by 2030, and more environmentally ambitious buildings would achieve further savings, of around 95% for a passively designed centre and potentially up to 97% in a truly Passivhaus design.

Further reductions towards 'net zero' for any of these options could be achieved through the use of on-site renewables.

For comparison purposes, all options are based on the same reference area of 5429m². It is likely that major redevelopment proposals would include a larger footprint and hence a larger (pro rata) yearly footprint, commensurate with the wider range of services provided to the community.



Illustrative diagram of operational carbon savings from varying levels of energy standards and ambition. High-level energy benchmarks based on previous Passivhaus case studies, existing building data for Gurnell, and TM46 benchmarks, and will be sensitive to the arrangement of specific building options. Carbon intensity data based on BEIS figures for gas and National Grid 'Steady Progression' Future Energy Scenario for electricity. Figures not suitable for comparison with carbon offset fund payments under SAP for the GLA.

3.2 Reuse Appraisal

Whole Lifecycle Carbon for re-use, retrofit and rebuild

We can use these estimates of the operational 'saving' from redevelopment proposals to scrutinise and set ambitions for the redevelopment proposals, compared with typical embodied carbon intensities for such schemes.

Whilst the rebuild options presented on the previous page provide the greatest opportunity to reduce the operational energy and carbon of the centre (and hence the borough's direct footprint), the embodied carbon impact of such a scheme will necessarily be higher.

As built embodied carbon data for new leisure centres is limited, but for estimating purposes we have assumed that up-front carbon emissions for a refurbishment would vary from 350kgCO₂e/m² GIA (for a fabric only retrofit with new internal fit-out) and 700kgCO₂e/m² (for a full overhaul of the building within the existing exposed concrete shell).

Up-front carbon for rebuild proposals are estimated as ranging between 950kgCO₂e/m² (for a good practice Passivhaus retrofit) and 1650kgCO₂e/m² (as an upper bound for a 'business as usual' leisure centre design).

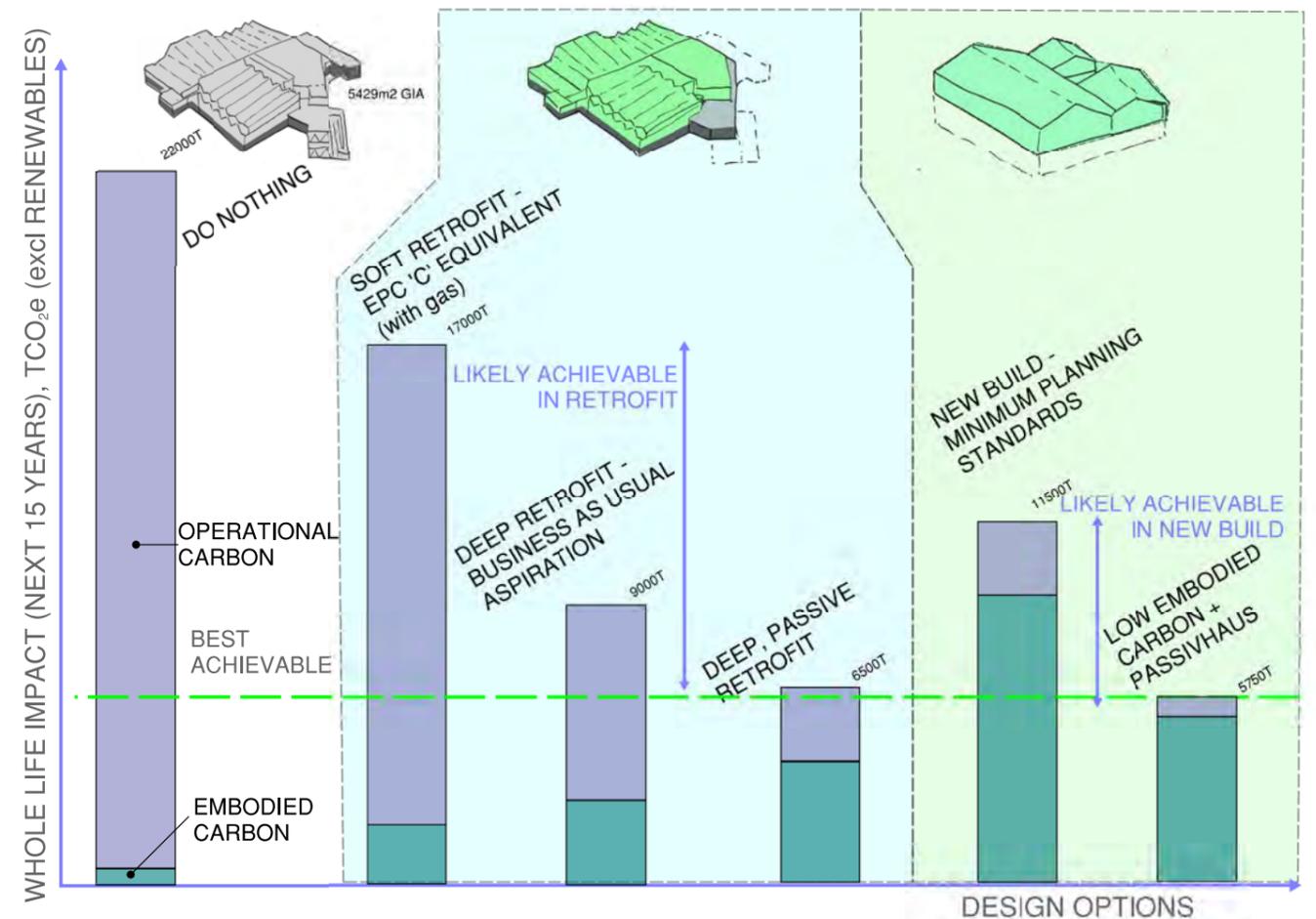
If we consider the next 15 years as an appropriate 'payback' period for a major development, we can consider the whole lifecycle (operational + embodied) impact of scheme options.

This demonstrates that if a strong commitment is made to a lean and low carbon new build design which maximises natural and re-used materials, and goes beyond minimum planning requirements, such a scheme will offer the greatest opportunity for carbon reduction over the next 15 years.

It is likely that this will also provide a scheme with the flexibility to succeed as an asset for the longest period. Whilst a 'best in class' deep retrofit could offer similar carbon savings, this would be highly constrained within the existing building volumes and basement structures and is unlikely to be economically viable.

Note that:

- The extent of embodied carbon impact will depend on the detail of new proposals, including the form, materials and specification of the interventions. The principles of some design measures are discussed in a later section of this report.
- As noted, the estimates opposite are based on a constant reference area for all proposals, and a larger centre would have commensurately greater emissions (just as building the same new provision elsewhere would have). These estimates do not include for below ground parking or other enabling features to enable higher density development on the existing site.



3.2 Reuse Appraisal

Holistic Assessment

Considering All Aspects

Alongside the sustainability considerations, there are a range of other aspects to take into consideration to consider the issue of retrofit or rebuild in a comprehensive manner.

We have summarised the key considerations for each of the options; Pre-closure, Deep Retrofit and New Build on this page.

Page 548

Recommended Way Forward

The recommendation from this process has led to a New Build Leisure Centre. The Council is in the special position of stewardship over the leisure provision for future generations.

Whilst the short term cost and loss of operational leisure centre are deeply felt at this point, a new build leisure centre will be able to be enjoyed for many generations to come in a way that is robust, adaptable, and ready to meet the climate and energy challenges that lay ahead.

Baseline: Pre-Closure

Leisure Centre Area : 6200 sqm

This is a hypothetical scenario as the existing centre cannot be reopened without further works. This is a baseline of the 'existing pre-closure' condition.

-  **Fitness for Purpose**
Does not meet current space or quality standards
-  **Accessibility**
There is limited accessibility and doesn't provide facilities for all ages, needs, abilities
-  **Flexibility**
Existing structure and space planning makes it difficult to adapt to modern needs
-  **Revenue Generation**
Required a £400K subsidy from the council to keep operating prior to closure
-  **Operating Cost**
High operating and energy costs requiring a subsidy from the council to keep operating prior to closure
-  **Maintenance Cost**
At the time of closure there were circa £200K essential maintenance costs to remain open
-  **Timescales**
The centre is unable to open without further work. ie. remains closed indefinitely
-  **Capital Funding**
Not viable to keep open. Not currently operational and cannot be reopened
-  **Operating Carbon**
Very inefficient with an operational carbon footprint of approx. 1400TCO2/year
-  **Embodied Carbon**
Much of the building fabric is in poor condition.
-  **Lifespan**
The centre is at the end of its life without significant further works and upgrades

Option 01 : Low Energy 'Deep' Retrofit

Leisure Centre Area : 6200 sqm

Extensive retrofit to bring the building up to modern environmental standards

-  **Fitness for Purpose**
Even with significant upgrades & extensions it is unlikely to meet current space standards
-  **Accessibility**
Will be difficult to achieve inclusive design with existing layout and structure
-  **Flexibility**
Existing structure and space planning makes it difficult to adapt to modern needs
-  **Revenue Generation**
Revenue opportunities would be improved with modernised facility
-  **Operating Cost**
Operating costs would be reduced due to the wide improvements to the existing fabric
-  **Construction Cost**
It is likely to cost circa £40+ million to achieve the level of upgrade and performance
-  **Timescales**
The timescales for the works would be similar if not longer than a new build
-  **Capital Funding**
Significant enabling development of housing would be still be required
-  **Operating Carbon**
Operational carbon footprint could be significantly reduced by 50-60% from existing
-  **Embodied Carbon**
Significant replacement of the existing roof, building services and interiors.
-  **Lifespan**
Warranties refurbishments are difficult to define and will only provide 10 to 15 years against 40 to 60 years for a new build

Option 02 : New Leisure Centre

Leisure Centre Area : 11,000 sqm

New build exemplar centre in both sustainability and leisure facilities. Providing new purpose built spaces to suit local needs both now and in the future.

-  **Fitness for Purpose**
Exemplar standards of leisure facility in both the types of spaces and the quality
-  **Accessibility**
New leisure centre can be purpose built to provide accessibility for all users
-  **Flexibility**
New structure and layouts can be designed to future proof the centre for changing needs
-  **Revenue Generation**
Good opportunity for revenue with new modern centre and different facilities
-  **Operating Cost**
Operating costs can be reduced significantly with high sustainability aspirations
-  **Construction Cost**
It is likely to cost circa £50 million to achieve a new leisure centre of this scale & standard
-  **Timescales**
The timescales for the works would be similar to a low energy retrofit
-  **Capital Funding**
Enabling development of housing would be required for the scheme
-  **Operating Carbon**
Operational carbon footprint could be significantly reduced by 75-90% from existing
-  **Embodied Carbon**
Will have a significant impact. Commitment to high standard for sustainable construction
-  **Lifespan**
Design life of circa 60 years and be flexible to the changing requirements of the borough.

4.0 Sustainability

4.1 Objectives and Policy

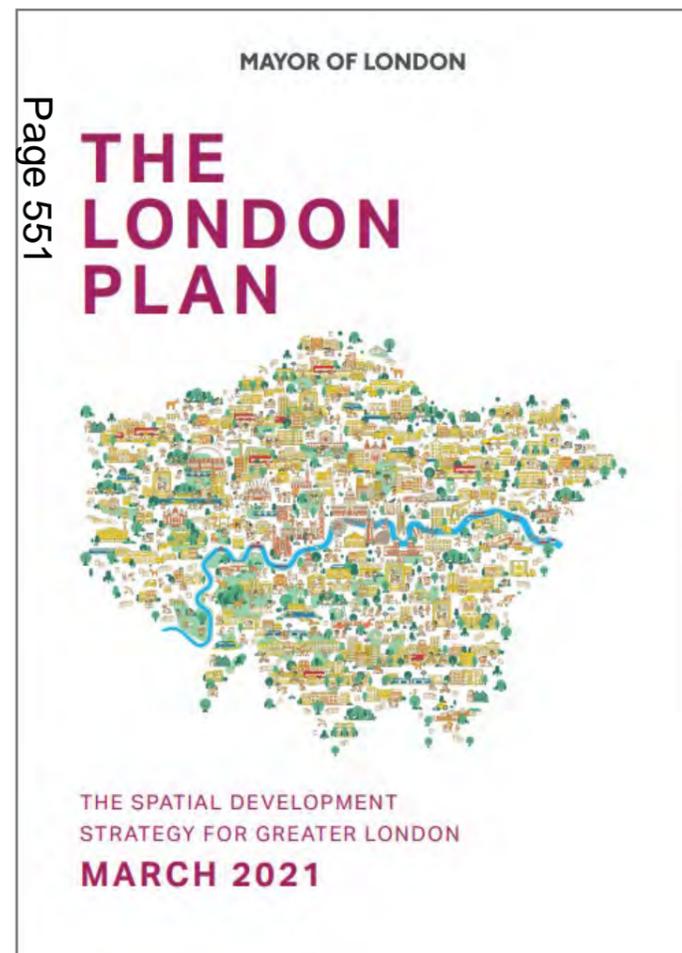
4.1 Objectives and Policy

Gurnell Leisure Centre & Masterplan

As a referable application, the masterplan scheme will be required to meet a number of sustainability requirements under the new London Plan.

The brief for this project is for an exemplar sustainable Leisure Centre and masterplan. Whilst the masterplan and housing targets are more clearly set out in policy, the targets set for the Leisure Centre require more development.

The Leisure Centre targets needs to strike a balance between performance, cost, benefits and impact to arrive at the optimum brief.



Operational Energy

The development should target zero carbon and demonstrate that it is 'net zero ready'.

A minimum improvement of 35% on building regulations emissions is required, principally to be met through fabric improvements, and schemes should 'maximise' opportunities for on-site renewables.

Residual emissions (which are likely to be significant for the leisure building) will require contribution to the LBE administrated carbon offset fund.

Circularity and Waste

The scheme must provide a Circular Economy Statement - ideally in draft format at the pre-application stage and then updated throughout the design development.

This will collate key documents such as a Site Waste Management Plan, and require the scheme to demonstrate a clear circular design strategy (e.g. for flexibility or longevity).

Key circularity waste KPIs will apply, including a min. 15% of materials from recycled sources, and a min. 95% of all site waste diverted from landfill.

Embodied Carbon

The scheme must carry out an embodied carbon assessment at both outline and detailed planning stages.

A minimum standard of 850kgCO₂e/m² up-front carbon will be expected for the residential component (RIBA Grade E) at outline stage, and for the project to demonstrate improvement to detailed stage.

No explicit targets are established for the leisure scheme but the expectation is that the project will set its own aspirations.

Climate Resilience

The scheme is required to meet a range of strong measures - particularly on flood risk, and overheating.

Overheating risk and microclimate assessment should be undertaken at an early stage both for buildings and the public realm.

Land-use and Ecology

A site wide green infrastructure strategy will be required to identify environmental opportunities. Open spaces should be protected and enhanced, and the development should secure biodiversity net gain, if possible. (measured through a BNG assessment)

Measures that improve the quality of poor areas of the wider site will be welcomed, and the project should undertake arboricultural and ecological surveys early to embed this in the design.

The new development area should target an Urban Greening Factor (UGF) score of 0.4, requiring a wide-spread commitment to green roofs and walls, and sustainable surfacing materials.

Sustainable Transport

Development plans should support public transport and active travel, and 'rebalance' the transport system away from the car. The London Plan sets strong requirements on cycle parking provision and a strategic overview of 'healthy streets' to be provided in the development.

Car parking should be restricted in line with levels of existing and future public transport accessibility, and maximum quantum are mandated. All parking should make allow for electric vehicle charging to be installed, and min. 20% of residential parking should be built with charging facilities.

Other Metrics

The leisure building will be required to meet the equivalent standard of BREEAM Excellent for water use, and should consider setting a BREEAM target to secure wider sustainability standards. The Passivhaus certification, as a measure for ensuring exemplar fabric performance, is discussed further in this report.

4.1 Objectives and Policy

Local policy objectives, brief, and impacts from funding routes

Ealing's current published validation guidance dates from 2012 and will be subject to change during the design of the development, as it is brought into alignment with the London Plan - this is expected later this year.

Much of LBE's existing policy aligns with (and is strengthened by) the London Plan. The project team met with the LBE team in mid-May to understand any specific project requirements or relevant ongoing initiatives.

In January 2021, LBE adopted their Climate and Ecological Emergency Strategy, with key points noted.

Upcoming

Within the course of the design development on the scheme, it is likely that LBE will publish:

- Borough specific carbon offset targets and carbon offset fund prices - LBE team indicated that this was currently in draft format and was likely to be an ambitious figure significantly in excess of the £95/tonne GLA minimum recommendation.
- Borough specific UGF targets
- Tougher requirements on energy modelling at planning stage
- Wide-spread use of embodied carbon assessments
- A specific BREEAM (or equivalent) target for new development.

The Climate and Ecological Emergency Strategy commits to:

Waste

- Increase site waste diversion rates to 80% by 2030

Energy

- A commitment to being a carbon neutral borough by 2030. (Leisure only)
- By 2025, all new council owned residential development must reduce emissions by 70% on building regulations (max 30% residual offset).
- All new council owned housing to be designed to certified Passivhaus - *No specific commitment has been made to Passivhaus housing on the Gurnell site but this is considered a key aspiration and client expectation.*
- Quadruple the renewable capacity on council owned real-estate by 2030 - *it was discussed that the existing provision is very modest but that schemes like Gurnell would be an important part of meeting this target.*

Biodiversity

- All new build development to contribute to green infrastructure and biodiversity enhancements.
- Ambitious targets under the 2021 Biodiversity Action Plan for new trees and planting across public land.

Travel

- Major borough-wide investment in safe cycling infrastructure
- Additional bus provision across the borough by 2030.
- Wide-scale investment in electric vehicle charging



4.1 Objectives and Policy

Gurnell Leisure - Meeting LBE's net zero aspirations

London Borough of Ealing have set an ambitious target to become a carbon neutral borough by 2030.

This target extends beyond those buildings and operations in the council's control to all 'direct' emissions from the borough - and hence public projects will need to play a strong role in demonstrating climate leadership.

Note that this target strictly relates to operational carbon (energy, water, fuel use) in the borough, and the majority of embodied carbon emissions from construction materials would not be included in this commitment.

Leisure centres such as Gurnell are a significant contributor to the council's direct footprint, and **provide significant opportunity for carbon savings.**

The residual emissions from an upgraded building would still be high (in comparison to other LBE assets), due to the inherent heating and lighting demands of such buildings, and a truly 'net zero' building would require extensive renewables provision or, if all other options exhausted, offsetting mechanisms outside of LBE's direct operations.

It is challenging to retrofit existing buildings and operations to a net-zero standard. This is reflected in the LBE climate plan where, in the 'best case' scenario, 50% of 2020 emissions are projected to be eliminated by 2030, with the remainder offset. Of this, the LBE climate plan projects a more modest reduction of around 20% for non-industrial building use by 2030.

These reductions of the existing stock will be accompanied by strong policy measures to ensure that new buildings are **net zero ready**.

'Net zero ready' would apply to buildings that may not be net zero in 2030, but are sufficiently well designed, serviced, and supported by on-site renewables so as to become net zero, as the national grid decarbonises, at least by 2050. This strategy relies heavily on serving the building using green energy, powered by the grid.

At Gurnell, 90% of the existing energy is provided by gas, leading to a significant 1400TCO₂/year operational footprint. If this could be viably switched to an all-electric supply, with no other improvements, emissions could reduce by 75% by 2030 alone. However, with electricity prices around four times that of gas, this would also need to be coupled with wide-scale energy efficiency measures to be economical.

These approaches help to frame the operational carbon challenge for the Leisure Centre at Gurnell.

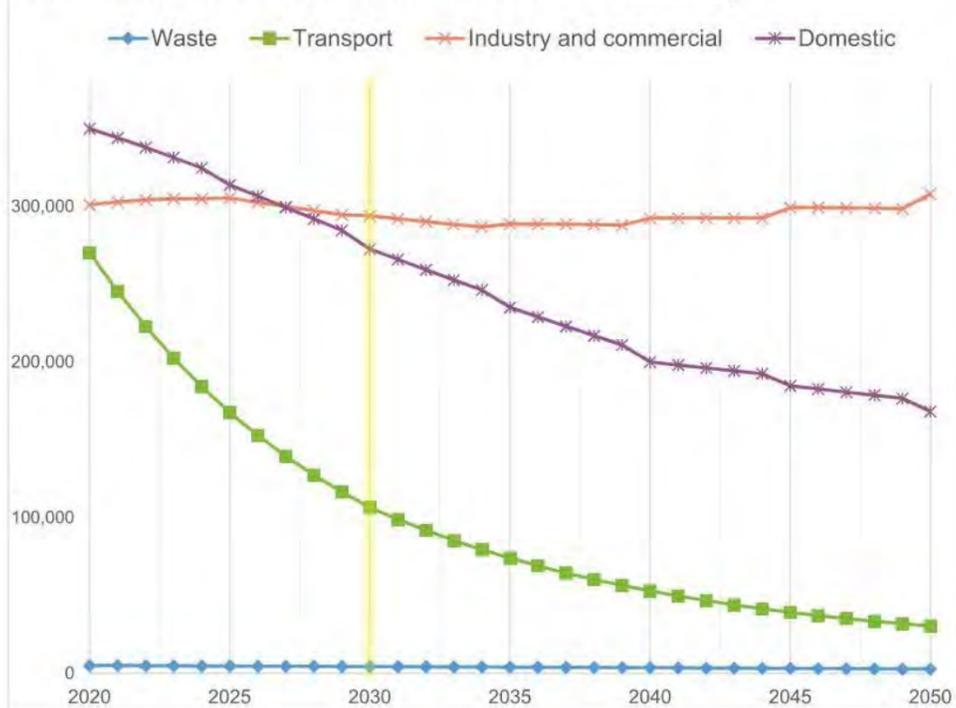
As a minimum standard, LBE need to find an economic model that can fund the replacement of the existing gas CHP system in the building, as well as sufficient fabric improvement to make the building financially viable to run.

This first objective sets a clear deadline on the viable running of the existing building, should LBE seek to meet their carbon neutrality commitment.

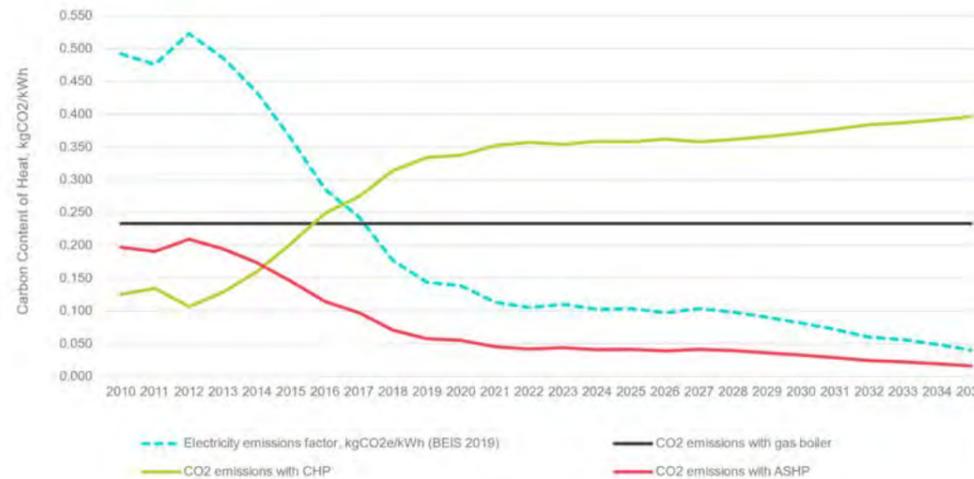
Beyond this, the redevelopment should seek to demonstrate exemplar performance, minimising residual emissions through high fabric performance and, where required, on site renewables.

Page 55

Figure 6. Ealing Climate and Ecological Emergency Strategy
Implemented Emissions Trajectory by theme 2020-2050 (tonnes CO₂)



Ealing's preliminary (borough-wide) target carbon trajectory to 2030.



Carbon intensity of different forms of energy over the next 15 years

4.1 Objectives and Policy

Holistic Value and Wider Considerations

It is important that Ealing as client and the team establish a clear vision of their aspirations for the scheme.

The LBE climate emergency policy strongly supports a clear understanding of the 'co-benefits' of sustainability initiatives, but these will not be addressed solely by planning policy and other key performance indicators (KPIs).

There are a number of initiatives in the industry (notably the Construction Innovation Hub) 'Value Toolkit' that are intended to support a more holistic view of sustainability interventions, and provide greater focus on more qualitative aspects of good design.

For Gurnell, these would include the wider business case around public leisure facilities, social value, health and wellbeing, equality and diversity impacts, local investment, and the capacity of the Gurnell scheme to demonstrate environmental leadership for other projects in the borough. These contribute to a unique 'Value Profile' for the scheme which should respond to the needs of the project sponsors, the community the building will serve, and a wider set of stakeholders.

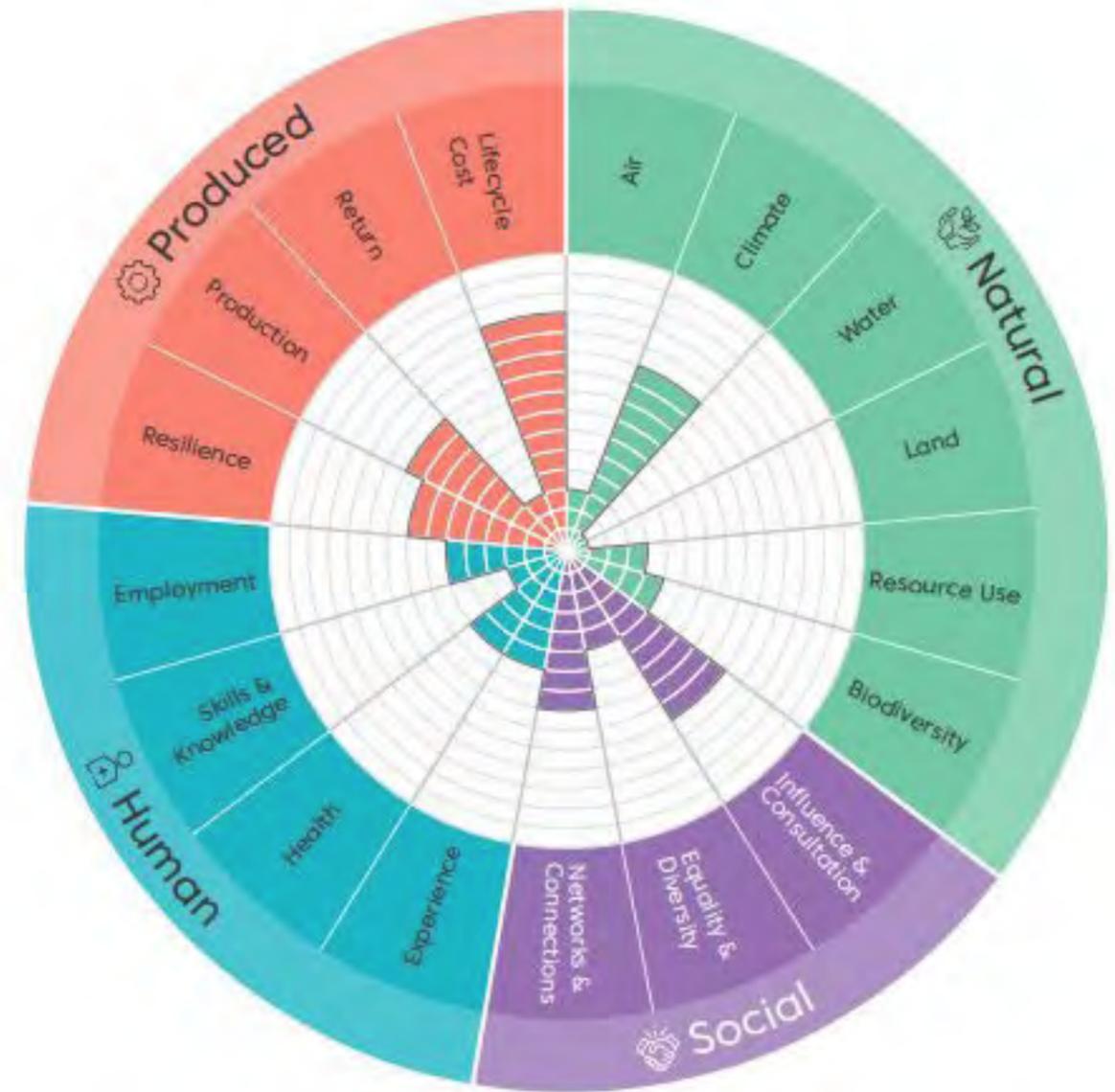
This form of approach also potentially helps support a view of the combined residential and leisure scheme in a more holistic manner. Planning guidance will tend to consider the two elements of the scheme independently, with well established policy metrics for the residential component, but limited case study background to set policy targets on the leisure provision.

For this feasibility study - the key idea is to ensure that decisions are made with a full reflection on the 'value' of the project, beyond those aspects that are straightforwardly quantifiable.

From a stakeholder perspective, much of this has been communicated through the Leisure 'Vision Workshop' summarised elsewhere in this report. This highlighted a strong community desire for a centre that:

- Provides accessible services for all
- Supports healthy lifestyles for the community
- Functions as a social and community hub
- Protects and improves the surrounding natural setting and landscape.
- Delivers a carbon neutral centre.

As the project develops, a more explicit formulation of these key objectives by LBE will be helpful in reviewing the impact of different concept proposals for the scheme.



Construction Innovation Hub 'Value Toolkit', based on the Four Capitals model

4.1 Objectives and Policy

Circular Opportunities at Gurnell

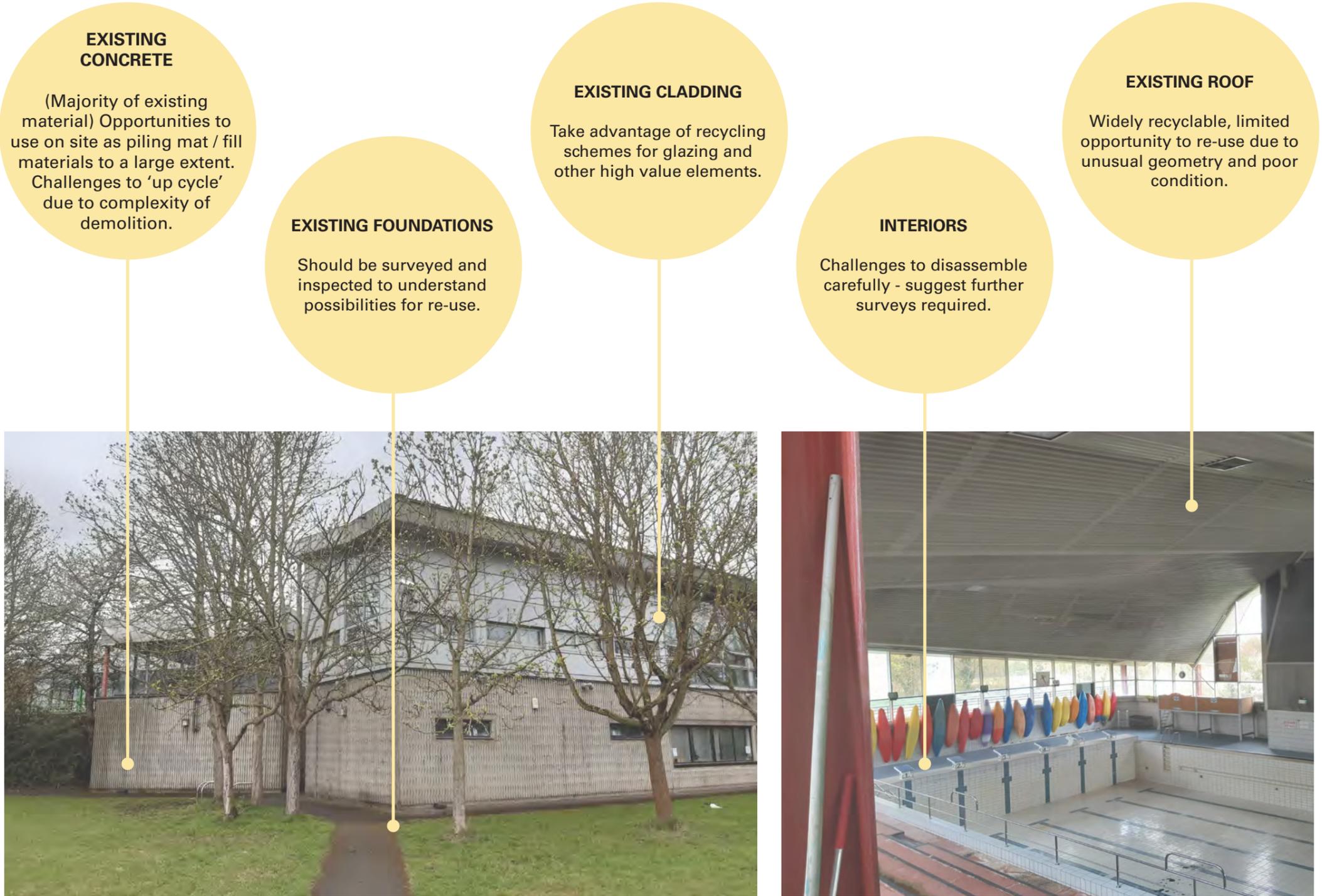
If a rebuild option (or a substantial retrofit) is progressed, there will still be a need to ensure that materials arising from the existing building are carefully considered.

Under the London Plan, the Circular Economy Statement for the project will require:

- A pre-demolition audit, which carefully reviews the potential for re-use of existing materials
- A clear commitment (and strategy) to divert a minimum of 95% of all construction, demolition and excavation waste from landfill.

The pre-demolition audit does not form part of this initial feasibility exercise, but some high level opportunities are identified opposite for elements of the existing building, in the event that demolition is preferred.

It is strongly recommended that the pre-demolition audit is undertaken during RIBA Stage 2 to allow results to inform materials selection in the concept designs for the whole masterplan.



4.2 Sustainability - Leisure

4.2 Sustainability - Leisure

Sustainable Approaches and Passivhaus

Approach to sustainability

As with many local authorities, Ealing Council have declared a climate and ecological emergency and made a pledge to become net zero by 2030.

Leisure facilities are high energy consumers and can be prone to comfort and overheating issues. Temperatures are maintained at high levels with plant operating continuously 24 hours a day over 365 days a year. Space heating and hot water loads are higher than any other building type. In addition electrical energy demand is high due to pool water filtration processes, and fan power and pump power loads, not to mention fit-out items such as gym and catering equipment.

The team's approach to sustainability for the new Gurnell Leisure Centre needs to take into consideration this high energy demand and the challenge of 'net zero' targets using a best practice approach.

Passivhaus Approaches

Passivhaus leisure is one possible option for the facility, however in the team's experience it will come with a cost premium (of c. 10-15%).

With this increase in construction cost to opportunities to move to a Passivhaus approach need to be reviewed against budget pressures.

Due to the exceptional heating demands on leisure facilities, they can particularly benefit from the application of the proven and tested low energy Passivhaus standard.

A high performing thermal envelope along with thermal bridge free details and triple glazing, coupled with air tight construction, will mitigate against rising energy costs and will also better protect the fabric. For example, a high standard of air tightness will reduce the risk of warm moist air migrating into the fabric due to unwanted infiltration. Triple glazing and high insulation levels will reduce condensation risk.

A Passivhaus optimised design will focus on:

- orientation and glazing ratios,
- internal layout of thermal zones
- low energy building services design
- maximising heat recover processes

These measures can all result in significant energy savings when compared to standard new build designs.

A dramatically reduced energy consumption is achieved through a number of factors including reduced heat loss, reduced pool water evaporation, reduced air change rate and associated fan power, as well as reduced water heating loads.



4.2 Sustainability - Leisure

Approach to Low Energy Principles and Certification

Low energy design principles, Passivhaus design features and the process of Passivhaus certification.

These areas broadly represent the elements which need to be embedded in the design at concept, detail and construction stages. It is proposed that Gurnell implement the low energy principles now to best enable the delivery of a sustainable building as the design is developed.

Low Energy Principles

These features are a necessary prerequisite to enable an efficient, sustainable building, and need to be implemented in early design proposals. These maximise 'free' energy savings from the outset of the concept design, and enable further optimisation and implementation of Passivhaus features in the detailed design if required.

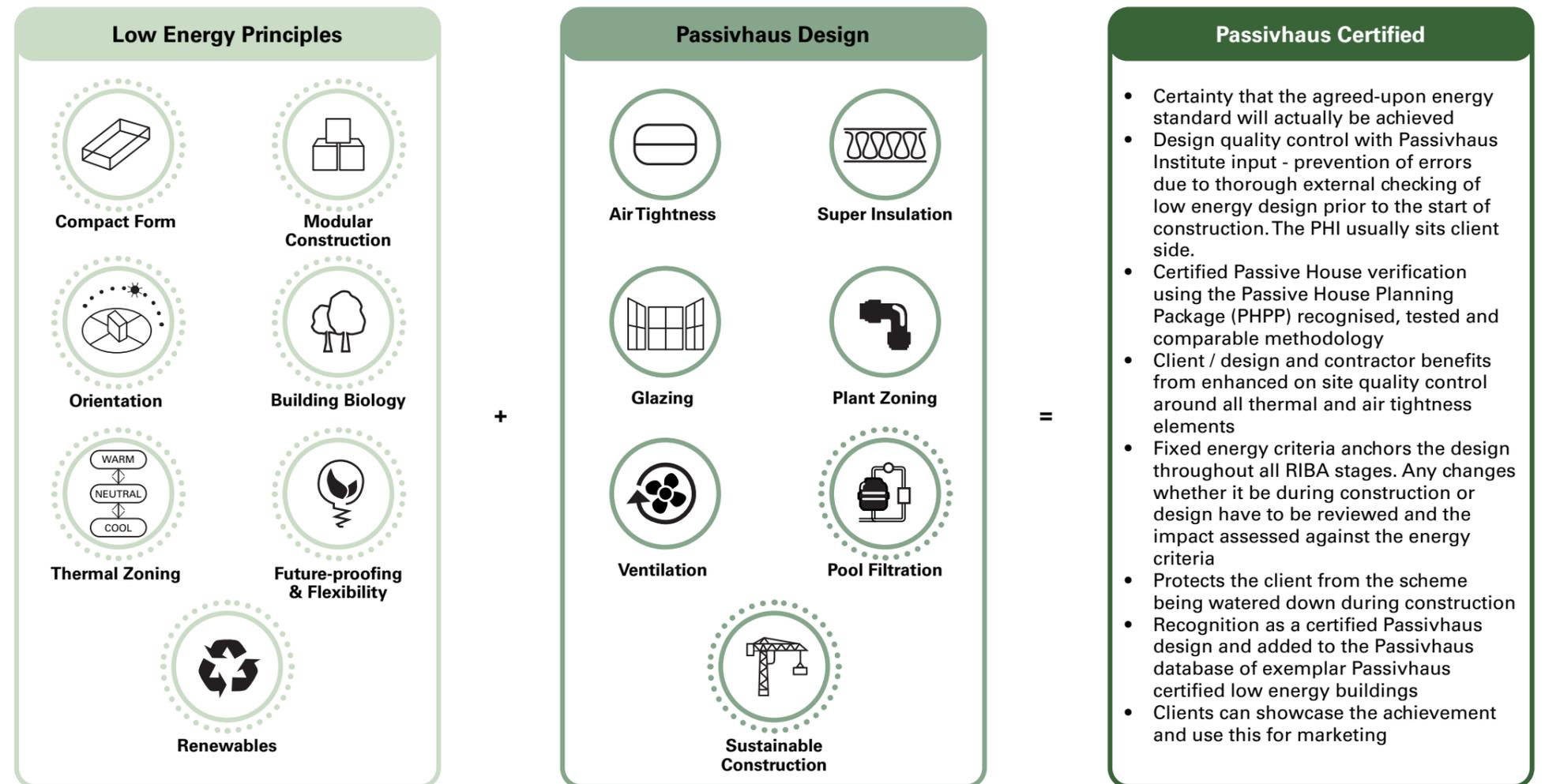
At the early design stages, daylight and thermal modelling should be implemented to understand the optimum arrangement of the centre in terms of building physics and daylighting. Glazing ratios and other thermal gain details can be thus optimised and maximise 'free' energy savings.

Passivhaus Design

To develop a Passivhaus design, energy design criteria will be set regarding heating, cooling, hot water, ventilation and total energy demand. The building will be modelled using approved Passivhaus methodologies, and key design elements optimised. These targets will be met by the use of enhanced insulation, high performance (triple) glazing systems, high air-tightness levels, as well as specific performance criteria for all building services, fabric components and pool plant.

Passivhaus Certified

The project will need to decide if the scheme is to be certified by the Passivhaus Institute (with further detail in the table to the right). This can follow at a later design stage provided that the low energy principles described above are embedded fully in the design concept.



Range of tactics to deliver Passivhaus Leisure (GT3)

4.2 Sustainability - Leisure

Measurable Benchmarks and Targets

As a form of building with unique demands on heating, cooling and lighting, environmental benchmarks for leisure buildings are less extensively available than for other building typologies.

The Building Regulations (Part L) assessments that will be carried out for planning purposes would not consider pool heating within 'regulated' emissions, and this leads to a lack of applicability for this, and related planning policy metrics.

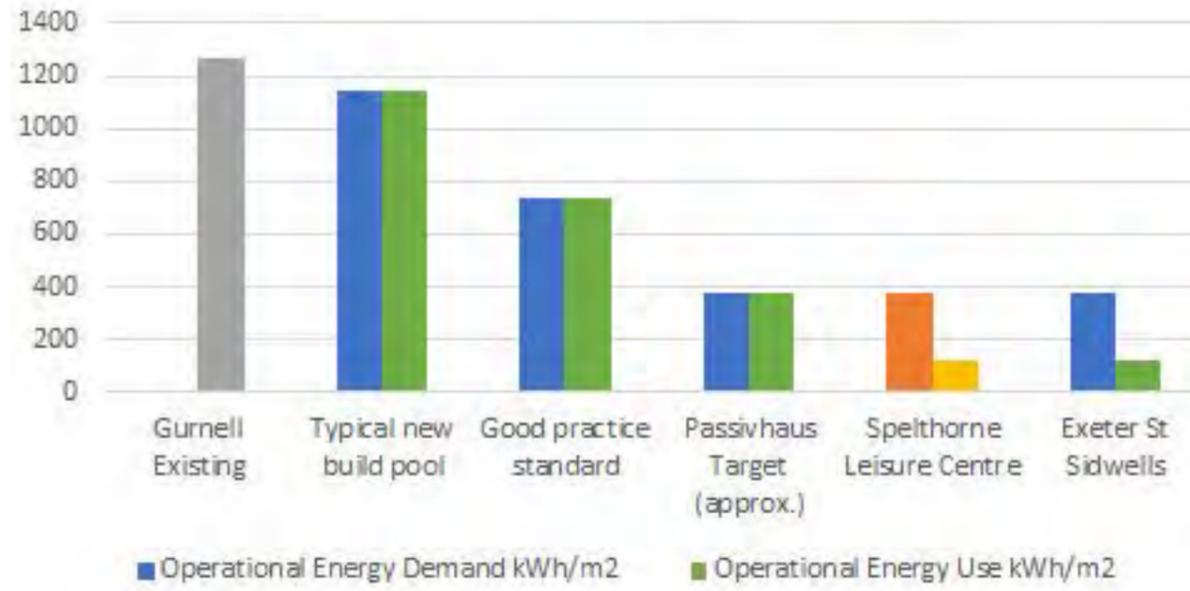
Similarly for embodied carbon, reference figures for commercial buildings will tend to underestimate the impact of leisure buildings, which have significantly longer structural spans, increased extents of glazing, more intensive building services and more specialist internal finishes.

It is therefore proposed that in general for the Gurnell development, targets should be confirmed following completion of a RIBA 2 design, which will allow a robust energy and carbon model of the proposals and establish a scheme specific baseline. This is particularly important as the proportion of wet and dry spaces in the brief is developed during this feasibility stage (with much more significant energy demands for the pool spaces).

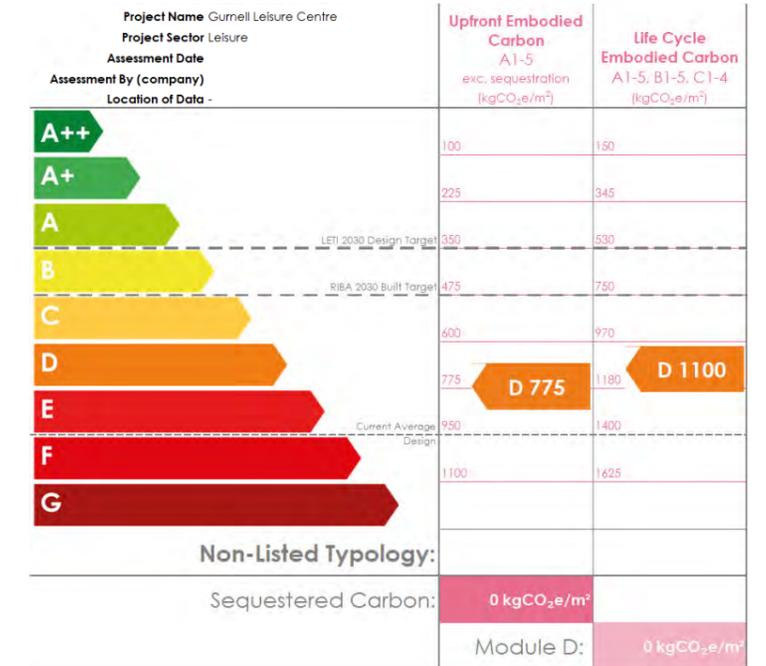
In the interim, reference data from previous projects can be used to guide the design proposals at an early stage.

In reviewing targets, we should also recognise that many energy efficiency measures (such as heat pump systems, on-site renewables, etc.) have a significant embodied carbon impact, and it is unlikely that a building can succeed as 'best in class' on both metrics. In general, the operational energy targets should take precedence.

Operational Example Energy Targets - Leisure

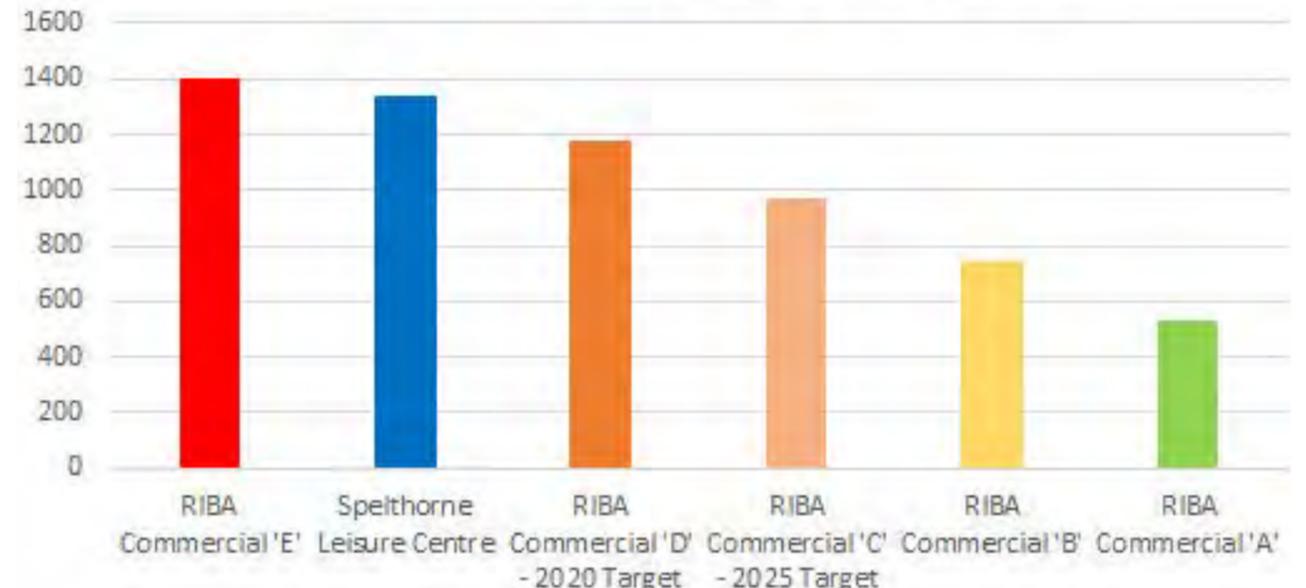


Operational Carbon Targets Comparison



Example RIBA/LEI scoring for embodied carbon

Whole-life embodied carbon, kgCO₂e/m²



Embodied Carbon Targets Comparison

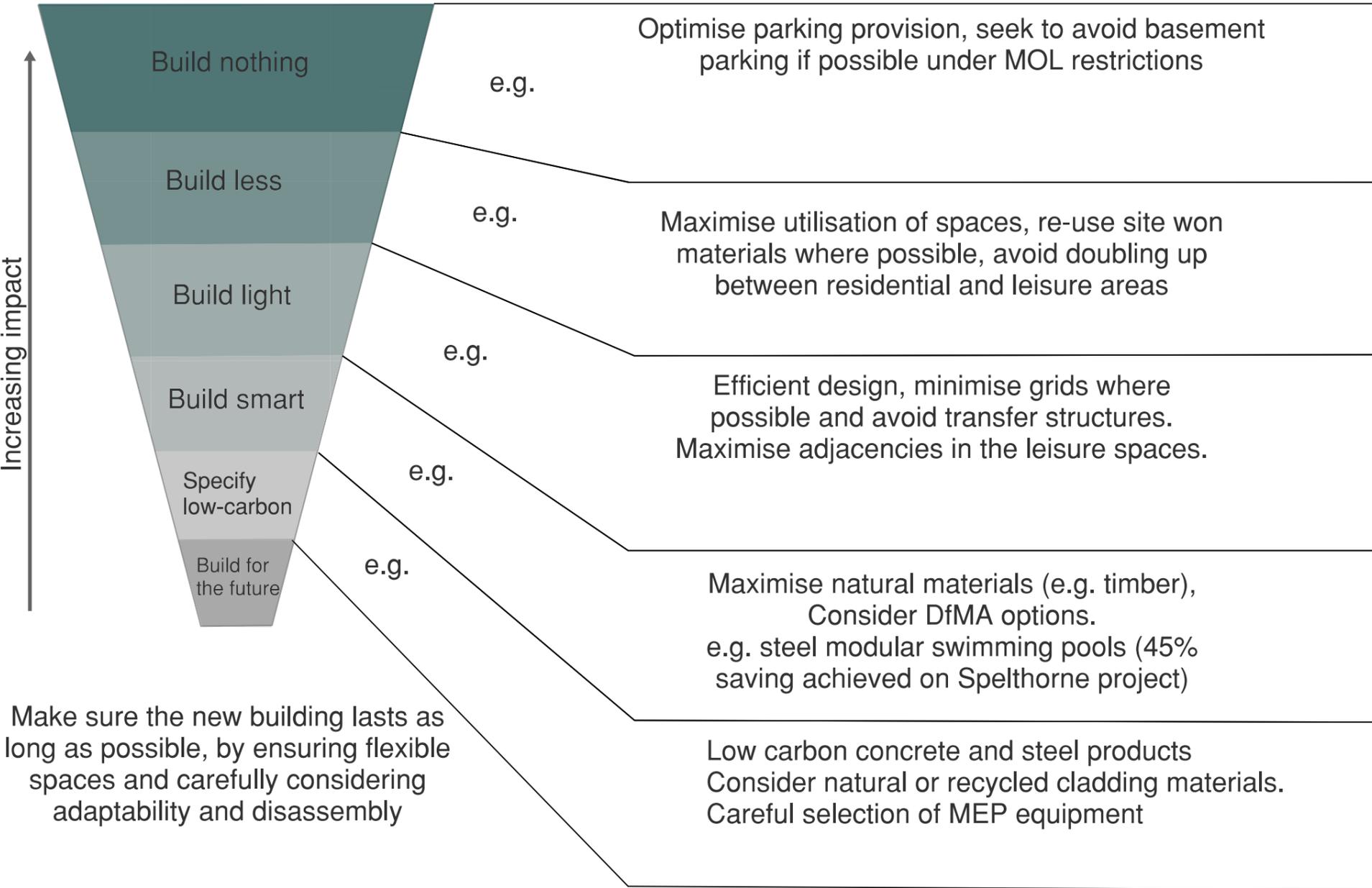
4.2 Sustainability - Leisure

Embodied Carbon Opportunities - Leisure

A schedule of carbon reduction opportunities should be developed in parallel with the concept design response to the leisure brief.

We can frame an approach to embodied carbon reductions in line with the carbon reduction hierarchy opposite, and draw out some key recommendations at this early stage.

Page 560



4.3 Sustainability - Wider Masterplan

4.3 Sustainability - Wider Masterplan

Sustainable Residential Typologies

Embodied carbon in new housing

As discussed elsewhere in this report, a key challenge for enabling development on the site is the balance between density and 'space take' onto the Metropolitan Open Land.

In response to this challenge, the previous (2020) application for the site proposed a series of twelve to sixteen storey, concrete frame apartment buildings, located over a large basement parking area.

The architectural section of this report discusses some alternative hybrid approaches, which introduce lower rise elements in a three to six storey range, with discrete, smaller apartment buildings.

From a sustainability and materials perspective, there is a strong argument for these lower-rise, more tightly planned building typologies, as they offer significant opportunities for low carbon buildings.

In particular:

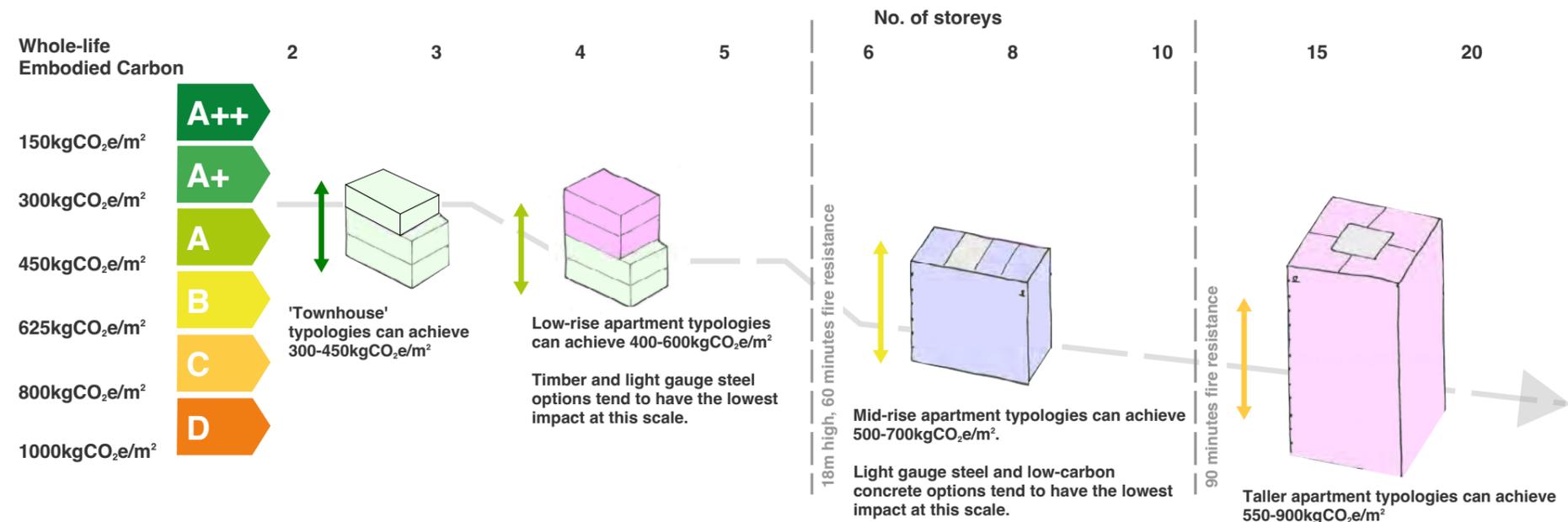
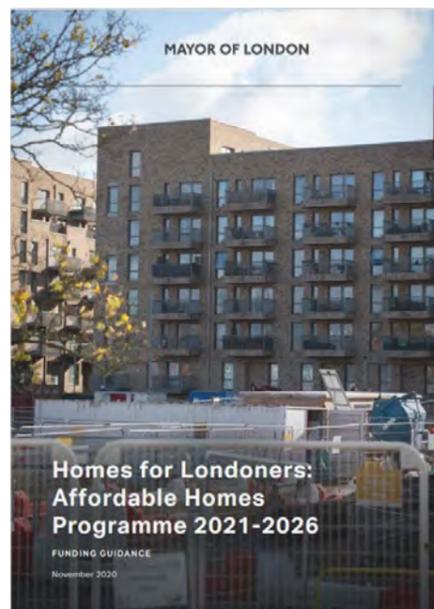
- Low-rise buildings offer significantly greater opportunity for off-site and lightweight construction systems, including timber frame, CLT panel systems, light gauge steel and modular options.
- Low-rise buildings tend to be more space efficient, with less space required for cores, service risers and lifts, per habitable unit.
- Structural requirements are reduced with less internal walls needed for stability compared to a tall building.
- Cladding systems can be more traditional and avoid unitised systems, which tend to be material intensive.
- External areas can be provided in a more efficient way, minimising the use of cantilever balconies and other similar carbon intensive systems.

A high level commentary on the likely achievable performance for some different housing typologies is presented below, in comparison to RIBA targets for embodied carbon in housing.

Use of timber for new housing

The use of structural timber elements provides a significant opportunity for low carbon housing. However, under the 2019 Building Regulations, no combustible materials are permitted in the external envelope of buildings over 18m in height (approx. six storeys). This does not preclude the use of timber in tall buildings in a hybrid format but tends to make such buildings economically challenging.

This is a good argument for keeping building heights relatively low; however it should be noted that if funding is sought from the Mayor of London's Affordable Homes Programme, combustible materials are not permitted in buildings of any height, and this will significantly limit opportunities for timber and other natural materials in the project. If required, this funding route should be confirmed as early as possible in the design development.



All options based on 'typical' residential construction for the relevant building height - with a focus on traditional materials (timber, masonry) at low-rise and concrete frame at taller massing. Limited data is available on volumetric modular systems but these are generally considered to perform no better than well-specified RC frame options from an environmental standpoint.

4.4 Sustainability - Summary

4.4 Sustainability - Summary

Sustainability Overview

In this feasibility stage, we have carried out a high level review of key planning requirements for the scheme, noting the major change in ambition at both borough and GLA level since the preparation of the previous planning application for the site.

Approaches to capture whole life decision making with relation to key environmental metrics (including embodied carbon) were discussed, and used to form the basis of an initial appraisal on re-use or rebuild of the leisure centre.

A strong commitment to a leisure centre with low-energy passive principles is recommended and these principles are embedded in the preliminary proposals.

Key embodied carbon reduction principles were also discussed, and key design 'moves' needed to minimise construction emissions, including avoiding basement parking, developing efficient building arrangements, and promoting low-carbon materials.

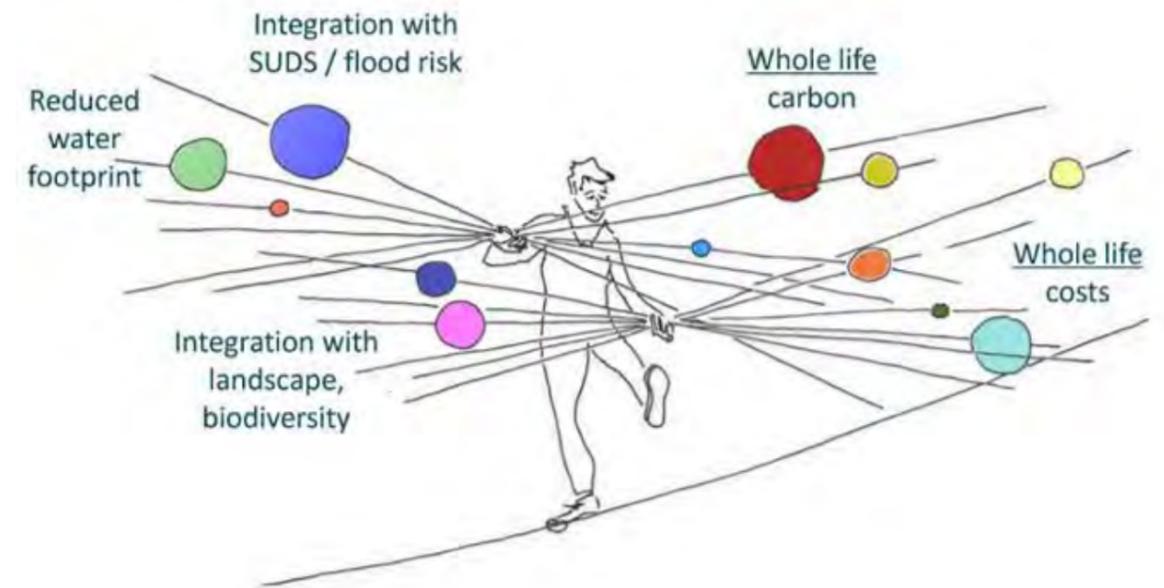
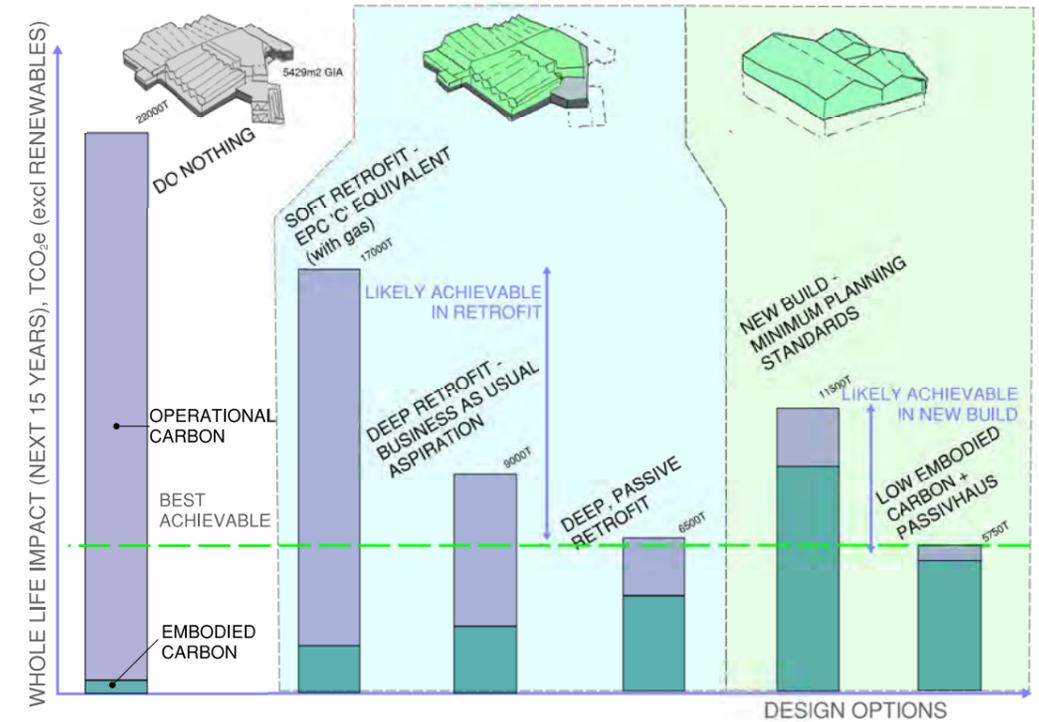
These measures (for a low carbon construction and low carbon operation) are feasible and practical, and if implemented will achieve a major reduction in the borough's carbon footprint, and can perform better than that achievable with a compromised retrofit of the existing Gurnell building.

Similar principles are explored at high level for the emerging residential scheme, with the strategic move to a lower density development a major success in enabling low-carbon, affordable and healthy housing.

The next page seeks to begin the development of a sustainability framework for the masterplan, enshrining key principles and recommending key performance indicators for some environmental objectives.

It is recognised that, so far, the principal focus of this study from a sustainability standpoint has been the leisure centre. Further baseline assessment and appraisal is recommended for the wider Gurnell site, particularly in regards to biodiversity.

Additionally climate resilience (particularly flood risk) should be a key area for further development in the next stage, with further technical studies required.



4.4 Sustainability - Summary

Proposed Sustainability Brief for Concept Design

Sustainability Objectives

This section is intended to support effective brief setting by Ealing for the future stages of the development. It summarises the key planning objectives detailed earlier in this report, as well as project specific targets that should be considered to help embed strong performance through the concept design and beyond.

Page 565

Embodied Carbon

The design should be informed by whole life carbon assessment, as a minimum at key planning stages in line with GLA policy. As leisure benchmarks are limited, carrying out assessment during concept stage will help to calibrate targets and identify key areas to address.

Land-use & Ecology

Baseline assessments should be carried out early in the next stage with regard to biodiversity, ecology and arboriculture.

These should inform proposals that deliver biodiversity net gain and carefully address green infrastructure opportunities.

Approaches to planning standards should be agreed through consultation with the GLA - particularly the reference area of the site for which Urban Greening targets apply. It is likely that this will be over the existing 'developed' area only with a higher target for the wider MOL land.

Climate Resilience

Overheating risk and microclimate assessment should be undertaken at an early stage both for buildings and the public realm to validate the initial massing options presented in this report.

A detailed flood risk assessment will be required for the site, in particular for new public realm elements in the flood plain to the north-west of the site, and it is likely that strategic upgrades may be required to improve resilience and mitigate the impacts of wider development in these areas.

Operational Energy

Energy strategies should be 'net-zero-ready' and support low carbon heating.

The GLA require a minimum 5% reduction on regulated building regulations omissions for all areas of the scheme, met by fabric improvements and on-site renewables. This is of limited relevance to the leisure building where most emissions are not regulated.

It is recommended that the project aims significantly beyond this by setting total (regulated and unregulated) Energy Use Intensity (EUI) targets for the scheme and/or targeting Passivhaus Certification.

Circularity & Waste

The project should carefully consider opportunities to maximise the retained value of the existing centre.

A pre-demolition audit should be carried out in the next stage to identify opportunities for re-use (as a priority) and recycling (as a last resort)

A clear strategy for the major construction and demolition waste streams from the development will be a key deliverable as part of a Circular Economy Statement for the scheme.

A minimum of 95% of all CDE waste must be diverted from landfill.

Sustainable Transport

The mitigation measures discussed in the transport section of this report should be carefully considered and implemented.

Opportunities for the scheme to optimise and minimise car parking areas (in conjunction with local public transport measures) should be explored and a final brief confirmed.

London Plan requirements for cycle parking should be confirmed and integrated into the developing proposals.

All parking should make allow for electric vehicle charging to be installed, and min. 20% of residential parking should be built with charging facilities.

Sustainability Certification

The project should seek to make an early commitment to low-energy, passive principles across the scheme. There is expected to be a clear Passivhaus commitment on the residential aspects, and for the leisure building, commitment to Passivhaus is subject to detailed viability appraisal within the concept design stage.

Other certification schemes should be considered where beneficial, including BREEAM and WELL certification for the leisure centre, as well as potential CEEQUAL accreditation for the wider upgrades to the landscape. The Construction Value Toolkit approach described could also be used to help measure against a bespoke project 'value' profile.

These additional measures would help to enshrine social value and measures to support the local economy within the developing design.

5.0 Proposed Leisure Facility

5.1 Consultation

5.1 Consultation

Vision Workshop - Overview

Vision Workshop

On 17/05/22 as part of the ongoing design process for the project, GT3 Architects facilitated a 'Vision Workshop' with the 'Sounding Board' and other key project stakeholders. This was held in-person at Ealing Town Hall.

The Vision Workshop was used to:

- Understand, articulate and illustrate the project's vision, values, objectives and aspirations
- Consider attitudes users, functions, activities and spaces
- Develop architectural vision & expression
- To understand what success for the scheme could look like

Any successful feasibility study and brief for a project should consider 3no main aspects which

are broadly summarised below:

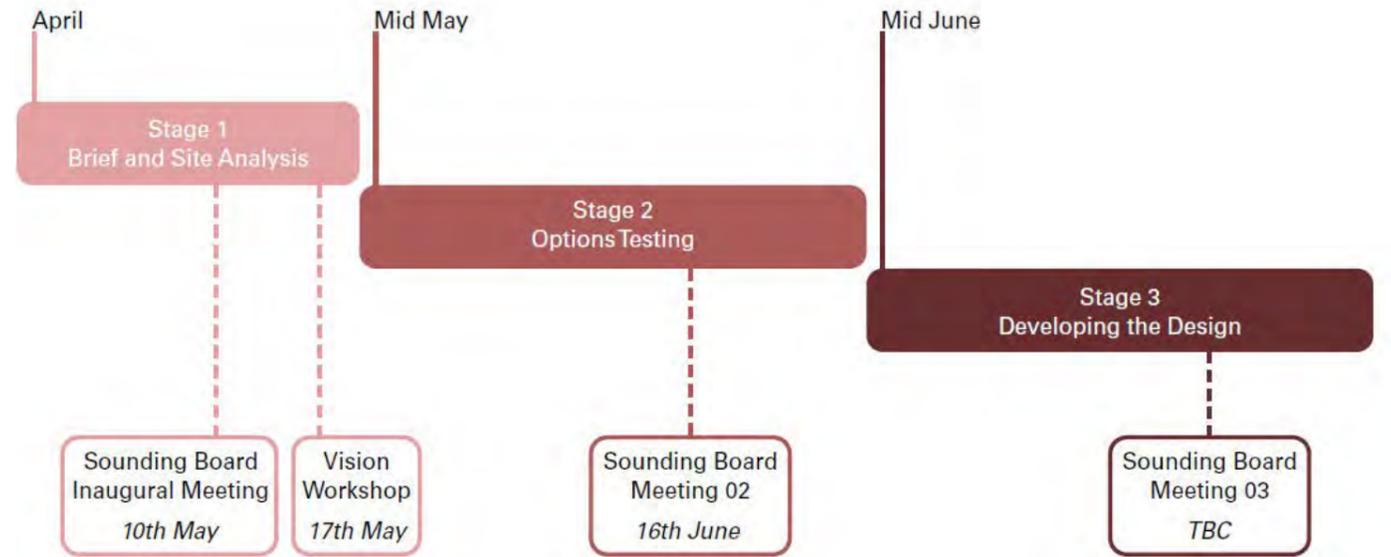
- **DESIRABILITY** - What are the needs of the community and potential future users of the site/buildings?
- **FEASIBILITY** - What can be accommodated on the site bearing in mind technical, buildability and Planning considerations?
- **VIABILITY** - What is affordable, adds value and will be economically sustainable?

Often Desirability is not fully considered or addressed at all due to the pressures of the other two aspects. It is critical to engage with key stakeholder groups and the wider community during the early stages of a project to ensure their invaluable knowledge and feedback are in-putted into the process and to bring them along the journey with the rest of the team.

For the Gurnell Leisure Centre feasibility study, a 'Sounding Board' group has been set up to represent the community and will be engaged with throughout the study. If the project proceeds into more detailed design and delivery stages, engagement with the 'Sounding Board', other key stakeholders and the wider community should be continued.



Feasibility Methodology



5.1 Consultation

Vision Workshop - Executive Summary

Page 569

Any project or proposal must be for the local community and its residents. Ongoing consultation and engagement with the community is crucial to the success of the project and should be maintained throughout the feasibility study and any future design/delivery stages.

There is a **strong sense of community and attachment to the site and building**. It's important that this sense of identity and belonging is maintained, nurtured and not lost through any interventions or proposals.

Whilst there is a sense of attachment, it is also **recognised that the existing building has reached the end of its lifespan** and no longer meets the standards expected from a modern leisure facility.

The key objective for the project is to **improve health & wellbeing**. This should be supported by **providing a leisure centre that is flexible so it can expand its activity offer**. These objective should be at the heart of any proposals going forward.

"People" featured prominently across all of the activities whether this be in considering accessibility & inclusivity, activity offer or the precedent images selected for the design aspiration.

Proposals for a new leisure centre should carefully **consider how the building sits in, and is sheltered by, the landscape**. **Varied mass and roofline** is encouraged to minimise the impact of a large building on the surrounding context.

Landscape is a key element to the project and is critical to the success of the project as a whole. It should look to maintain the natural, green character whilst providing opportunity for people to engage and interact with it.

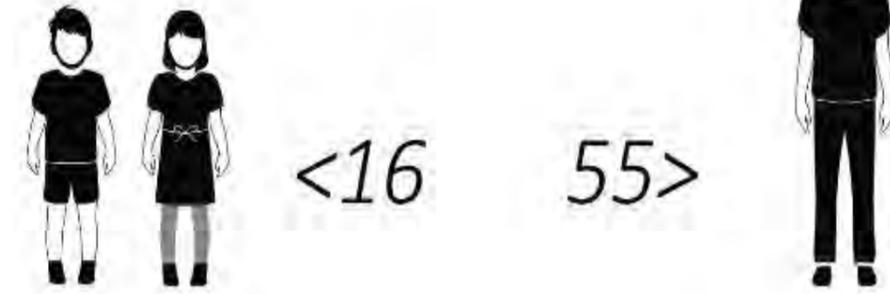
5.1 Consultation

Vision Workshop - Six Areas For Change

- ① Universal Design within the community
- ② Carbon Neutral / Passivhaus Principles to be adopted
- ③ Flexibility to meet demand (not just sport)
- ④ Social hub destination for meetings and flexible working
- ⑤ The landscape and green space is essential
- ⑥ New Technology should be embraced

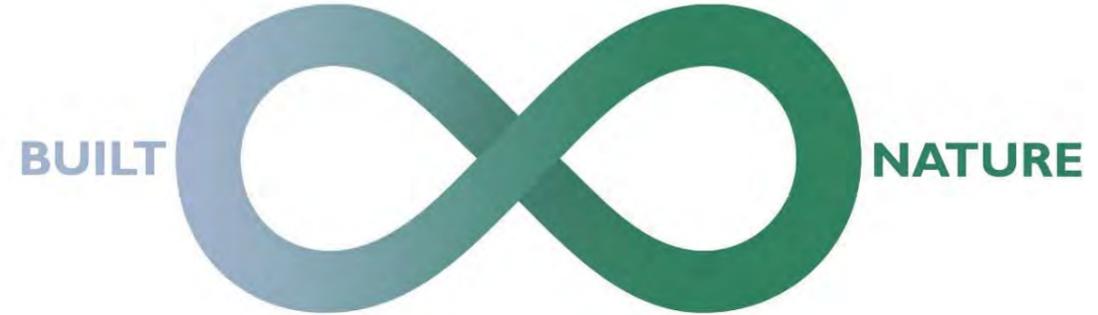
Page 570

← KEY → ← OTHER →



- Families
- Adults
- SEN
- People with Dementia
- People with Alzheimer's
- Schools
- Sports medicine

"The project aims to be inclusive. It begins with targeting under 16s and over 55s as these groups are at most risk of health problems and are most marginalised from current facilities."



MORE ACTIVITY
MORE NATURE

- Broader range of activities
- Progression of challenges from entry to performance
- Appeal to wider range of participants
- Active design that interacts with and strengthens the unique landscape



5.1 Consultation

Outcomes from Stakeholder Meetings

- ① Flexible Café Space with 'zones' including library space
- ② Activity space to link with the café and create external entrance dynamic
- ③ Large gym with connections to roof space for private outdoor exercise
- ④ Studios with a difference, embracing new technology
- ⑤ A flexible space for sport and non-sport events.
- ⑥ Swimming Pool design to target a range of age groups, abilities, race and need, including 'spa zone'
- ⑦ Reduction in energy and water use

Page 571



5.1 Consultation

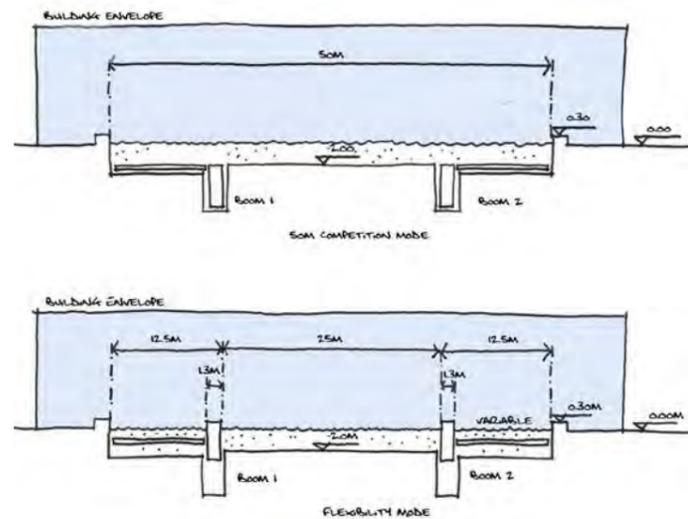
Feedback from Sessions - Wet Areas

Initial feedback to be further tested

Swimming pools and wet side accommodation

- The 50m main pool is to be 10 lanes based on demand and competition requirements, providing 25m in the width direction.
- Timing pads to be at both ends of the pool (50m) and also both ends of any short course 25m arrangement.
- A conversation around the boom and moving floor arrangement took place, where the following arrangement was agreed as a starting point, offering the swim club the greatest flexibility. The only issue that needs to be resolved is the positioning of diving blocks on the raised 1.3m wide boom when in 25m short course mode. The raised floor to the 12.5m end, will have to raise to 0mm to allow competitors to gather and access the diving blocks.

Page 572



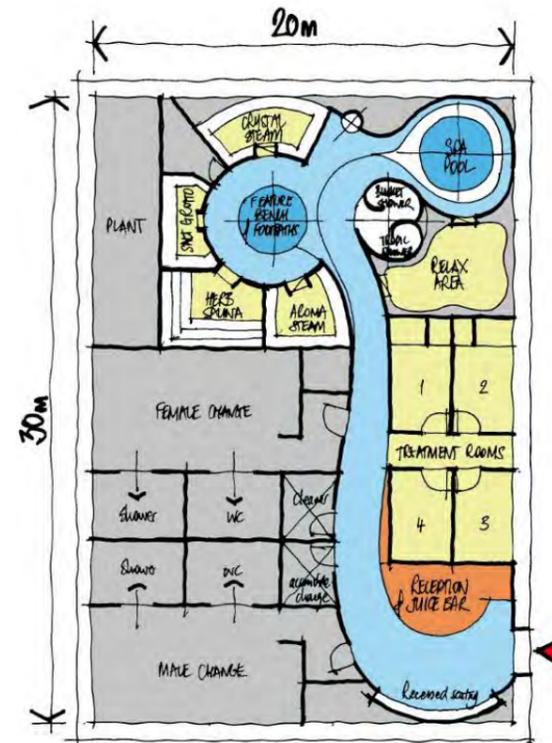
- There is no requirement for scuba diving or synchronised swimming in the facility so the overall depth doesn't need to be any deeper than -2m.
- Micro-filtration is to be the way forward on pool filtration for the facility. This creates a smaller plant room space and saves on water use and energy costs in heating the pool water.
- Learner pool to be 20m x 8.5m which caters for such a huge demand for teaching water in the borough.
- Learner pool to have a full moving floor down to 1.6m for adult classes in warmer water, with the ability to raise to 0mm (therefore acting as a pool cover).
- Spectator seating to be 250 spaces with accessibility / disabled spaces (6no.) for pool viewing.
- There needs to be careful consideration given to spectator viewing to both the leisure pool and learner / teaching pool water. This could link to the café space.
- Separate conversation to take place with Chris Bunting and his team around the wet changing village design and requirements. This needs testing early at brief stage to see if we can drive down the current area reflected in the design brief.
- A timing room is required (usually at the finish end of the 50m pool). This should have the flexibility to provide swim club use outside of competitions. Room to have good secure storage. Consider judges area when the pool is in short course 25m mode.
- No diving required
- Early consideration of the scoreboard around the block planning would be welcomed.

Spa Facility

- Reiteration that if a spa is to be provided, then it has to be done properly or not at all. The current brief suggests 250sqm, which GT3 believe is too small. This should be more like 600sqm if this is to be a full spa. The following sketch based on this size, illustrates the general requirement for a self contained spa which can benefit from a good source of revenue and enhanced fitness membership:
- The 600sqm is also the size based on the current Berkhamsted Leisure Centre, working with Everyone Active (operator) to create a good spa provision.

Leisure Water Space

- GT3 have met with leisure water providers and will generate a mix of facilities, layout and rides around the current fun pool provision of 600sqm of fun water space. This will include facilities for all ages groups, needs and abilities. Suggested use includes flumes and adrenaline ride, wave pool (wave ball to reduce energy costs), splash pad, kids slides and rides, zero entry water, relaxation space on the perimeter with parent viewing area.



5.1 Consultation

Feedback from Sessions - 50m Tank Layout Option 1

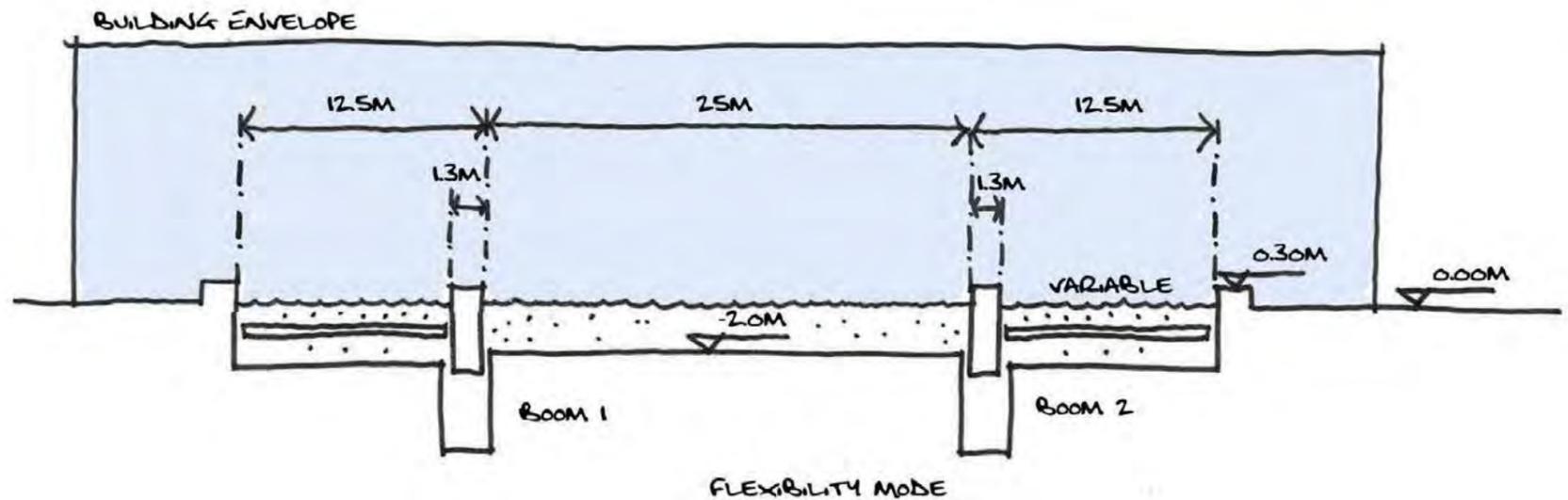
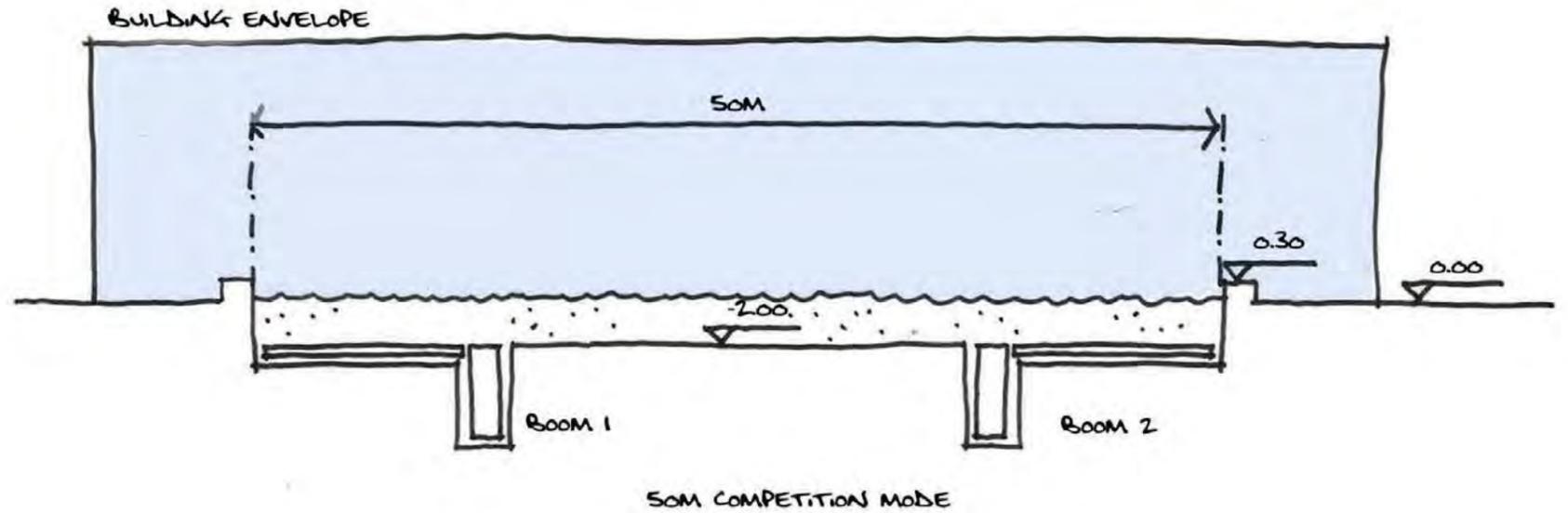
50m Tank with Central 25m short course

Advantages

- Greatest flexibility of use for teaching and other activities at either end of the pool
- Constant 2m tank in 50m mode
- Safe solution as booms provide barrier to deeper water
- Short course swimming is central for spectator viewing

Disadvantages

- Costly compared to other options
- The diving blocks have to be installed on the boom which creates a tight space for competitors to stand behind the blocks
- Separate timing room required for 25m short course and 50m competitions.



5.1 Consultation

Feedback from Sessions - 50m Tank Layout Option 2

50m Tank with 25m short course to one end

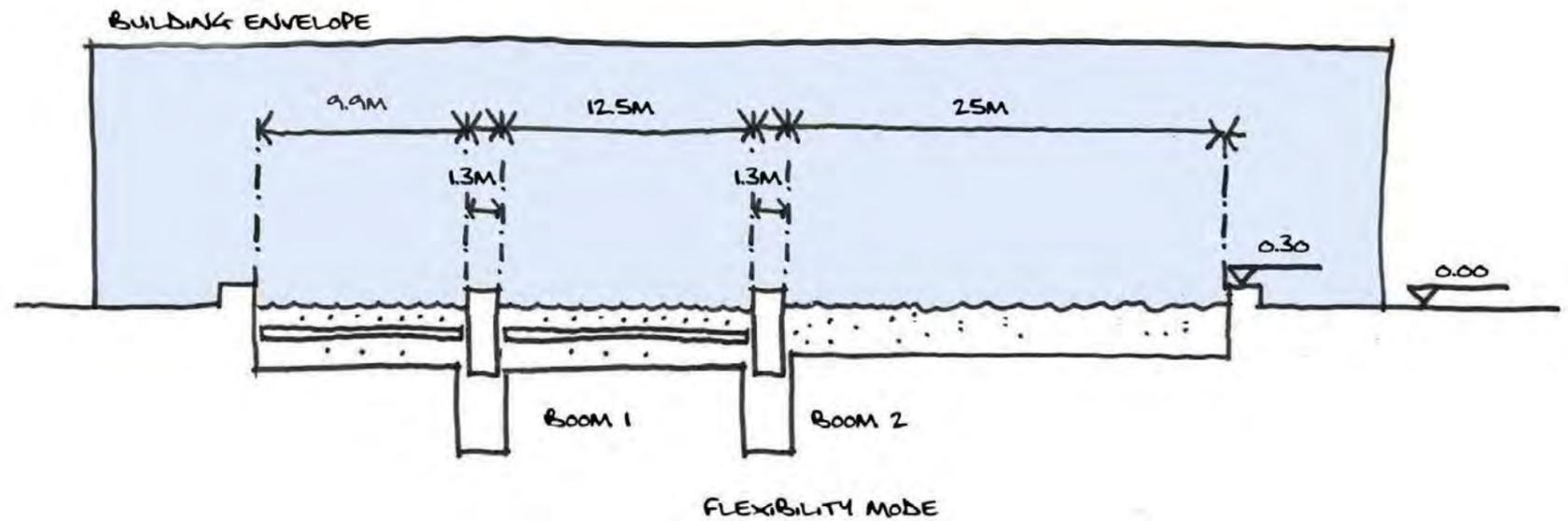
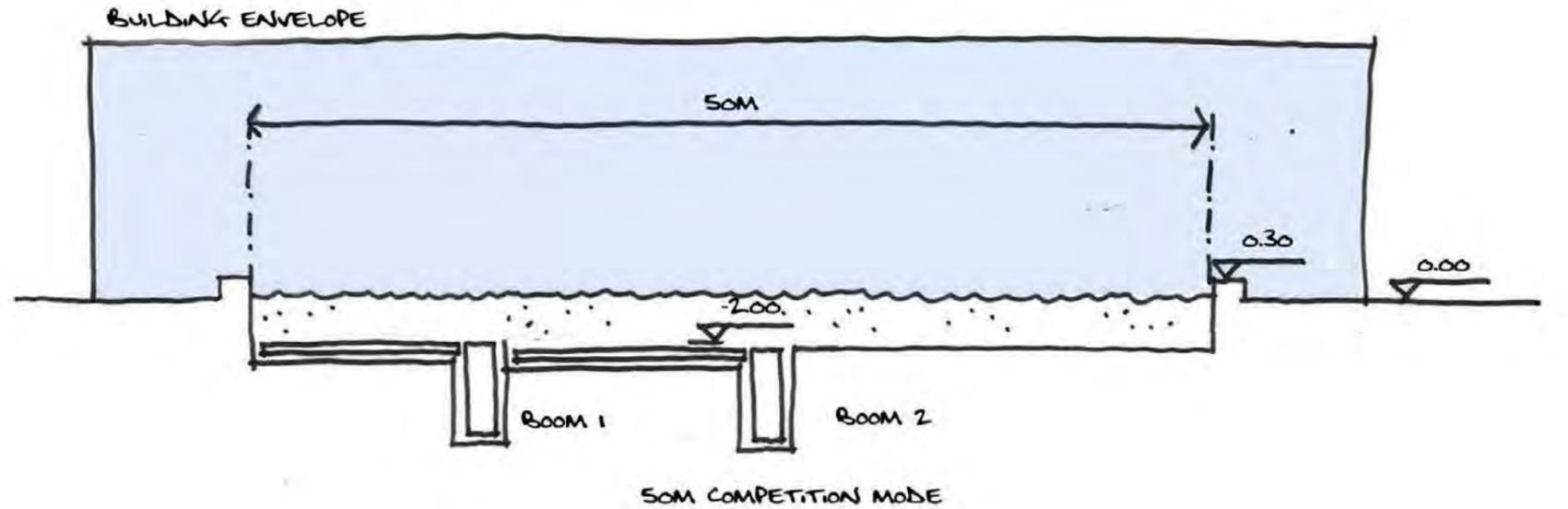
Advantages

- Greatest flexibility of use for teaching and other activities at either end of the pool
- Constant 2m tank in 50m mode
- Smaller areas for flexible teaching water at one end, meaning that you can operate a large teaching space when required.
- The short course 25m pool allows for starting blocks on poolside.
- The timing room can be used for both 50m mode and 25m mode

Disadvantages

- 25m is at one end for spectating

Page 574



5.1 Consultation

Feedback from Sessions - Sports Hall / Fitness/ Studios

Initial feedback to be further tested

Sports Hall

- Size of sports hall was discussed and a 2 court community hall is deemed too small for the flexibility of sport and non-sport events in the borough.
- The driving force behind the decisions on sports hall size are centred around the gymnastics venue. There is a need for a rhythmic gymnastics venue in the Borough with many of the local clubs training in facilities which are not fit for purpose.
- The above requires a hall with a height of 9m for international competition (exceeds the 7.6m requirement for a standard hall space).
- No need for floor pits or bars, but the space will require good storage (12.5% of the floor space).
- The council would potentially sub-lease the space to the gymnastic club(s).
- Facility requirements for the gymnastic hall are provided below and should form part of the client brief for the sports hall space:
- The 32x18m floor plan required above suits a 4 court sports hall arrangement (20 x34.5m) which will be taken forward as the brief for the sports hall at this stage.

Page 105

Venue	Podium Potential		Podium	
	R	D	R	D
Podium Dimensions (m)	25 x 18	32 x 18	32 x 18	
Minimum Clearance Height (m)		9	9	12
Lighting - Minimum Lux at floor level	500		500	
Adequate Storage space for equipment and mats	Y		Y	
Well ventilated venue	Y		Y	
Capability to adjust room temperature of venue - min 18 °C	Y		Y	
Separate male, female and disabled toilets	Y		Y	
Adequate car parking (1 space per 3 participants)	Y		Y	
Access to first aid facilities	Y		Y	
Spectator provision (e.g. tables, chairs, viewing gallery)		Y	Y	
Social facilities; kitchen or a bar/vending facilities		Y	Y	
On-site weight training facilities and expertise		Y	Y	
Access to sports science support		Y	Y	
Access to physiotherapy support		Y	Y	
Video support with play back facilities		Y	Y	
Office		Y	Y	
Club notice board (to keep members informed)		Y	Y	
Trophy cabinet		Y		Y
Shop/merchandising opportunities		Y		Y
Facilities to deliver coach education courses		Y	Y	

Specific Equipment Requirements	Podium Potential		Podium	
	R	D	R	D
Floor - Acro	Sprung FIG standard floor area		Y	Y
	13M x 13M carpeted	Y		Y
Hand Equipment	Wands	Y		Y
	Ribbons	Y		Y
	Clubs	Y		Y
	Hoops	Y		Y
	Balls	Y		Y
Preparation area	Ropes	Y		Y
	Access to dance studio		Y	
	Ballet barres	Y		Y
Other	Mirrors		Y	Y
	Sound system	Y		Y
	Elastics	Y		Y
	Benches / Platforms	Y		Y
	Ankle weights	Y		Y

R - Recommended
D - Desirable

Fitness Suite and Studios

- 200 stations to be provided around 5.5sqm / equipment (1100sqm). This is slightly above the recommended Sport England requirement, however deals with the new IFI requirements (movement around equipment) and new technology and equipment size. This will also provide excellent flexibility around this key revenue generation space.
- Very small consultation room to be provided (say 8sqm)
- Access control or turnstile entry (no reception desk required)
- Toning suite to be considered as a zone or room within the fitness suite (Shapemaster). <https://www.shapemaster.co.uk>

Studios

- 2no. studios provided at 175sqm each. These don't need a moving wall between them as they are large enough (plus there is a separate large studio at 200sqm).
- 1 of the 175sqm to be inboard from external glazing and used as a HITT studio (Fortis / Blaze).
- The second studio to be used for yoga etc and have immersive technology built in (360 degree projection). This will require black out blinds to any windows and a black ceiling.
- Spin studio for 40 bikes so 130sqm adequate. Spin studio to be immersive.
- Consider hot yoga.
- Everyone Active would like to see a 4x4m space provided in this cluster to create a electric game box area which are very popular and would provide for a wide range of users and age groups. electric game box - Bing images
- Everyone Active would like the fitness and studio spaces to link to external roof terrace spaces for private external exercise and utilise the flat roof space overlooking key aspects of the park.
- Good quality changing at a good size to suit this large fitness and studio provision and to 'sell' to members.

5.1 Consultation

Feedback from Sessions - Reception / Cafe / Library

Initial feedback to be further tested

Reception / Office and Back of House

- Reception desk for two people with cash office behind. Cash office to have secure safe and have desk space for two people.
- Duty Managers office for two people (10sqm)
- Separate management office required (15sqm) which can also be a flexible (small) meeting room. This could also be used by the swim club should the timing room not be an adequate space for the club. Storage required.
- Comms room to be off the management office
- Separate staff office for min. 6 people (40sqm). This can be remote from reception.
- Staff office to link to a staff room with dining and kitchenette. No need for any dedicated staff changing rooms.
- A good lobby to be provided for gathering and retail space.
- See Chiltern Lifestyle Centre for good retail layout as part of the lobby space.
- Membership area (comfy sofa) to be located off the lobby but at the 'front of house'.
- An ipod station to be located in the lobby to allow visitors to book classes and access programmes to help free up reception use and queues.
- Lobby doors to be revolving (two no.) to help control draughts to reception desk. This is to be supported by two personnel doors to either side for wheelchairs / pushchairs / etc. Doors to have pushpad facility.
- See sketch right for outcomes of this discussion:

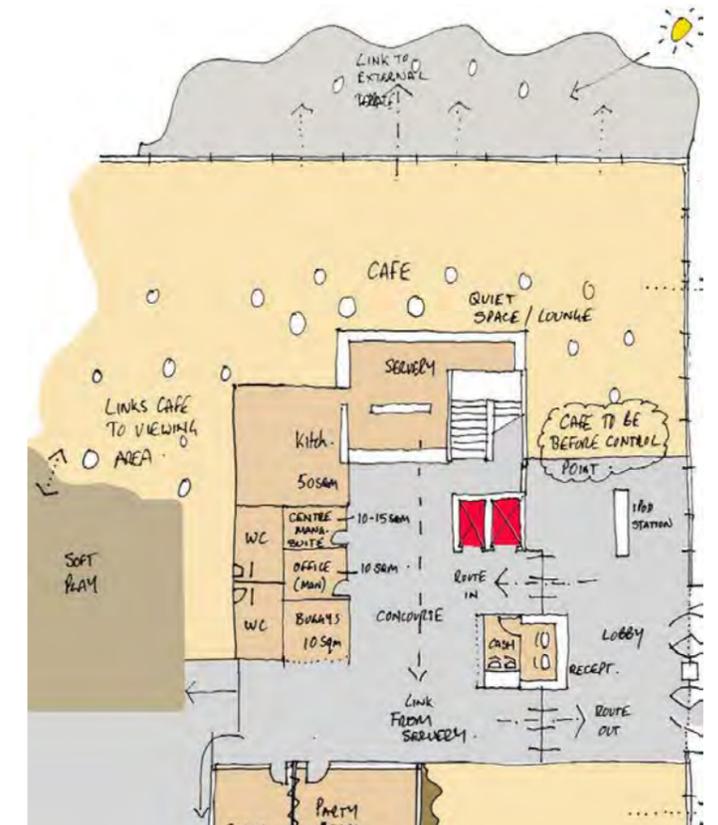
Café

- Cafe to be at the front of the control point allowing park users and non-leisure users to also use the café.
- Café to link to south facing terrace and links to the park
- There needs to be a link between the café and the party rooms at ground floor in close proximity (see sketch above).
- Café to serve minimum 100 covers to allow for flexibility.
- Acoustic booths to be provided to allow for flexible working and Teams calls.
- Café to be zoned to create quiet space and kids space linked to soft play area.
- Good sized toilets linked to café

Library

- 100sqm should be adequate
- Chris B would like to see an emphasis on children's library space
- Self-check in / check-out provision
- Library to share and integrate with the café space.
- Small break-out room for quiet reading
- Computer space for internet use. This again can form part of the café space

Page 576



5.1 Consultation

Feedback from Sessions - External Sport and Leisure

Initial feedback to be further tested

- Existing playground and skate park are essential and well used – even if they have to be re-provided. Given the recent cost and investment made towards these spaces, consider re-use where possible around the masterplan
- Consider the skate park in an undercroft for all weather use?
- Skate Park could connect with the building and use wall space as part of the skate park?
- Green Gym required
- No BMX provision (nice-to-have) but consider a pump track as part of the brief, integrated into the landscape. Chris B provided the image below from Harrow after the session.
- Need for a trim trail / flow path along the river and connect the park and building to the water. This should include conservation, swales, wetland space, forest school provision with natural amphitheatres for learning. The trail should connect over the river via a footbridge and link the athletics and Perivale Meadows
- Skate park will need a maintenance area as part of the building
- If the above is provided, consider enlarging the maintenance space and create a cycle hire provision with storage for connecting to the wider cycle routes in the Borough. This is desirable and not essential at the moment. Chris B to connect GT3 to the cycle team in the council.
- Outdoor toilets to be provided as part of the park use and café spill out.

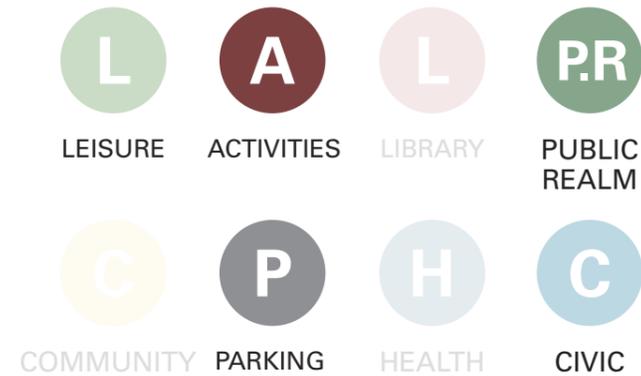
Page 577



5.1 Consultation

Building Visits - Moorways Swimming Complex, Derby - FaulknerBrowns Architects

FUNCTIONS:



Page 578

Positive Areas to consider embracing:

- Good quantity of parking with a range of spaces including a good number of electric charging points.
- Interesting that despite it being in a park, it was disconnected from the main road and views of the leisure centre. The operator mentioned that this had little impact on attracting new members.
- Entering the building on first floor, overlooking the pool at high level, created a dramatic space. This allowed the café to be used as a focal point over the swimming pool (see negative below).
- Welcoming entrance with well positioned meeting rooms off reception which had a good balcony connection to the adjacent athletics track. Good use of moving walls to create flexibility of space / size.
- The wet changing village was well designed and felt spacious. The entrance to the main 50m pool was very good (pre-swim showers).

- The pools were well linked (main 50m pool, learner pool and fun pool) having their own space and environment. This meant that humidity could be controlled in each zone.
- The boom configuration on the 50m pool was excellent. This has the 25m short course pool at one end, allowing the diving platforms to be on pool side. This created a smaller zone in the middle of the pool which still has 25m in width for lap swimming (10 lane) and a larger area for teaching. These zones had moving floors for flexible use for different age groups and activities.
- The use of 5m steels allows swimmers to use the structure as a timing and navigation aid.
- Good quantity of competitor seating (150no.) running the length of the 50m pool.
- The fun pool was well designed in such a small space. The inclusion of racing slides and side-winder ride was well placed on each end wall. The use of the 'wow ball' for creating the wave pool was energy efficient and cut down on space. The smaller children's slides and activity frame was well located away from the slides and noise.
- Use of flume externally allowed the internal fun pool area to drop down in height.
- The studios offered a welcome connection with the running track and park.

Negative Areas to ensure we don't make the same mistakes

- Lack of connection to inner workings of the building and what is on offer – very inward looking
- The café was isolated in a corner and very small for a facility of this size. The plastic tables and chairs breathed 'council leisure centre' and lacked the lounge feel at Camberley.

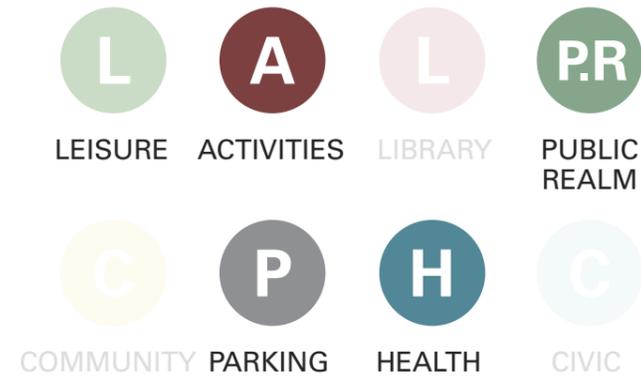
- The west facing window created glare on the pool. The operator has invested in film to apply to the glass which will cut out any connection externally. The east facing window into the fun pool creates the same issue in the morning.
- The spa area was disappointing and not a good use of space. Given the size, there appeared to be a greater scope for inclusion of more than a steam room and sauna.
- The gym area was underwhelming with its interior design / material choice. It lacked zones for different uses and was too open. The ceiling at 3.5m made the space oppressive.
- Studio stores had one single door which made it very hard for the operator to transport equipment.
- The plant room was vast and had too much space. Over £2m was spent on the basement plant.
- The main body of water in the fun pool zone (wave pool), lacked flexibility, other than it being a wave pool. Could have been much more flexible to accommodate various age groups.
- The splash pad was isolated at the back of the fun pool zone and offered little connection for parents to view. Operator mentioned that it was hardly used.
- The studio interactive / immersive TV was poor compared to the technology that is now on the market. This has led to a studio space which offers little flexibility.



5.1 Consultation

Building Visits - Camberley, Surrey - Roberts Limbrick Architects

FUNCTIONS:



Page 579

Positive Areas to consider embracing:

- Positive entrance on approach with good visibility to the climbing features in the building and plenty of people movement visible.
- Welcoming entrance with a busy café and reception close by.
- The membership 'zone' is a good addition and connects well to reception and the cafe.
- The retail stands at the front of reception were well organised and guided the user through the foyer to reception. Having low retail racks are a good idea. Too high and they create confusion.
- Flexible meeting rooms off the reception / café were well placed and well used.
- The café with the Costa Coffee franchise created a relaxed and lounge feel, giving the facility a 'private club' feel. In order to compete with other private gyms, this feature is essential.
- The soft play was well connected to the café, but had its own space behind full height glass screens, allowing the noisy space to be contained, leaving the rest of the café as more of a social space.

- The clip n climb was excellent. Minimum 20 lines needed to encourage repeat use. The inclusion of a full height climbing wall on a blank wall was a good addition, resulting in a space which met a variety of age groups.
- Café had good views into the learner pool and provided a link to pool side for those parents who wanted a better connection with the learner pool.
- Minimal circulation which is good.
- Staff zone integrated the general office with staff dining and changing. This worked very well and similar should be incorporated in the Gurnell scheme.
- The changing village was flexible and allowed access to both pools at shallow ends.
- The 'dutch' automatic screen which divided the two pools was very good, allowing private swimming when required and then open-up the halls when division wasn't needed.
- No stainless steel in the pool hall – all nylon coated which makes for easier cleaning and no rusting.
- Fitness suite was a good size and felt open. There was plenty of opportunity to include for a broad range of fitness equipment.
- The spa was compact at 200sqm and allowed a wide range of facilities which provided a premium income from fitness users who used it. Could have been slightly larger and include for treatment rooms.
- Good use of space by having the sports hall at first floor, connecting to viewing corridors. This was over the changing rooms, to allow for structural support below.

Negative Areas to ensure we don't make the same mistakes

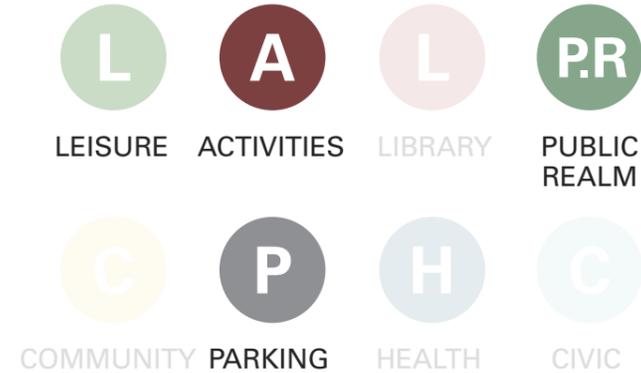
- Splash zone at the rear of the learner pool was lost and disconnected from the café and parents viewing area.
- Tiles in all changing spaces looked old and tired due to dirt and water staining. Consider the use of resin for changing rooms in the new Gurnell Leisure Centre.
- The temperature / humidity in the swimming pool was extreme, especially for spectators and quite a toxic smell of chlorine in the atmosphere.
- Pool store quite remote from the learner pool. Consider having two stores in the Gurnell scheme.
- Fitness change and spa change cubicles and seating looked very cheap. Given that these spaces are for direct debit members, the quality of these spaces should be very high.
- Lack of outdoor terrace space and outside exercise.
- Café lacked any connection with the outdoor environment.



5.1 Consultation

Building Visits - Winchester, Hampshire - LA Architects

FUNCTIONS:



Page 580

Positive Areas to consider embracing:

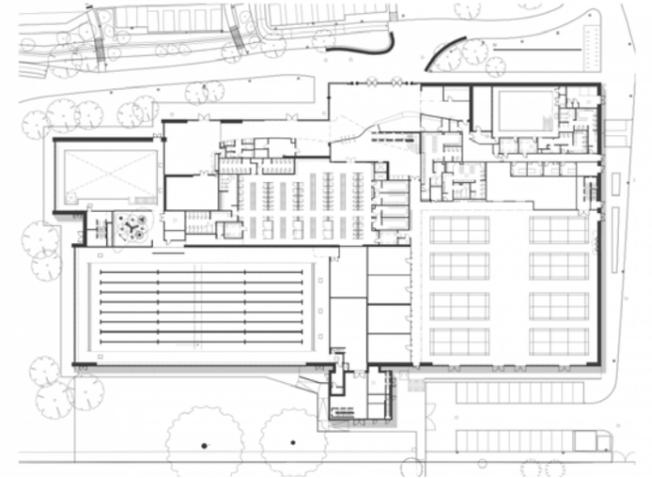
- Entrance upon approach was bold and impressive with clever use of landscape, water and planting to soften the hardscape elsewhere.
- Good connection with the neighbouring athletics track
- Good sight lines to the reception desk
- Café was well connected with the clip n climb and the learner pool for parent viewing.
- The private wellbeing clinic with hydrotherapy water created a regional pull for visitors and referrals from community GP's.
- The 50m pool hall was very impressive with good use of natural light from above, making the space light and open (welcoming).
- The humidity and temperature control was very good and worked both at pool level and spectator level.
- Moving floor to learner pool allowed for a range of activities and great flexibility.
- Spacious gym although the look and feel was not as impressive as Camberley Leisure Centre.

- Good idea having lockers in the street circulation. It was noted that many users come changed and don't actually use the changing space.
- The immersive cycle studio was excellent and the operator mentioned that the space is always busy.

Negative Areas to ensure we don't make the same mistakes

- Little connection to what was occurring inside the building, even though there was plenty of glazing.
- Entrance foyer was enormous and double height. If this was a civic centre, it would have been perfect, however whilst the design quality was excellent, the atmosphere was sterile and civic / library like. It didn't say 'leisure centre'.
- Café was formed via the circulation and 'street like'. It felt cold and uninviting and lacked atmosphere.
- A budget option to the clip n climb wall found in Camberley was used. It looked cheap! It was also central to the building and had no connection to outside. It was lost in the building and lacked impact.
- Splash pad was disconnected from parent viewing and was very dark and uninviting. Needs to be better connected with the café space
- The changing room tiles looked worn and dirty due to mixing foot traffic with standing water
- Wet changing village to the swimming pools lacked visual connection with poolside and very difficult to navigate. The village lacked connection with the learner pool.

- Whilst the sports hall looked impressive its function as a hall was terrible. The hall had too much natural light entering the space, making it hard to play sport. The circulation space to the outside of the hall, meant there was a lack of rebound wall space and ruled out the use of many sports in the space. The acoustics were also very poor. A very in-flexible space which the operator struggles to make work.
- Sports hall changing rooms were too large and the operator mentioned they were hardly used.
- Emulsion paint on the studio walls is already leaving hand-prints and looked unsightly.



5.1 Consultation

Existing Leisure Walkaround - Feedback

“The current wet changing room split of male and female with a separate family change area always worked well. Needed to be convinced around the wet change village concept”

“All plant, inc. pool will Need to be replaced”

“The fire strategy does not meet current standards and the whole building plan would have to be rationalised to meet regulations”

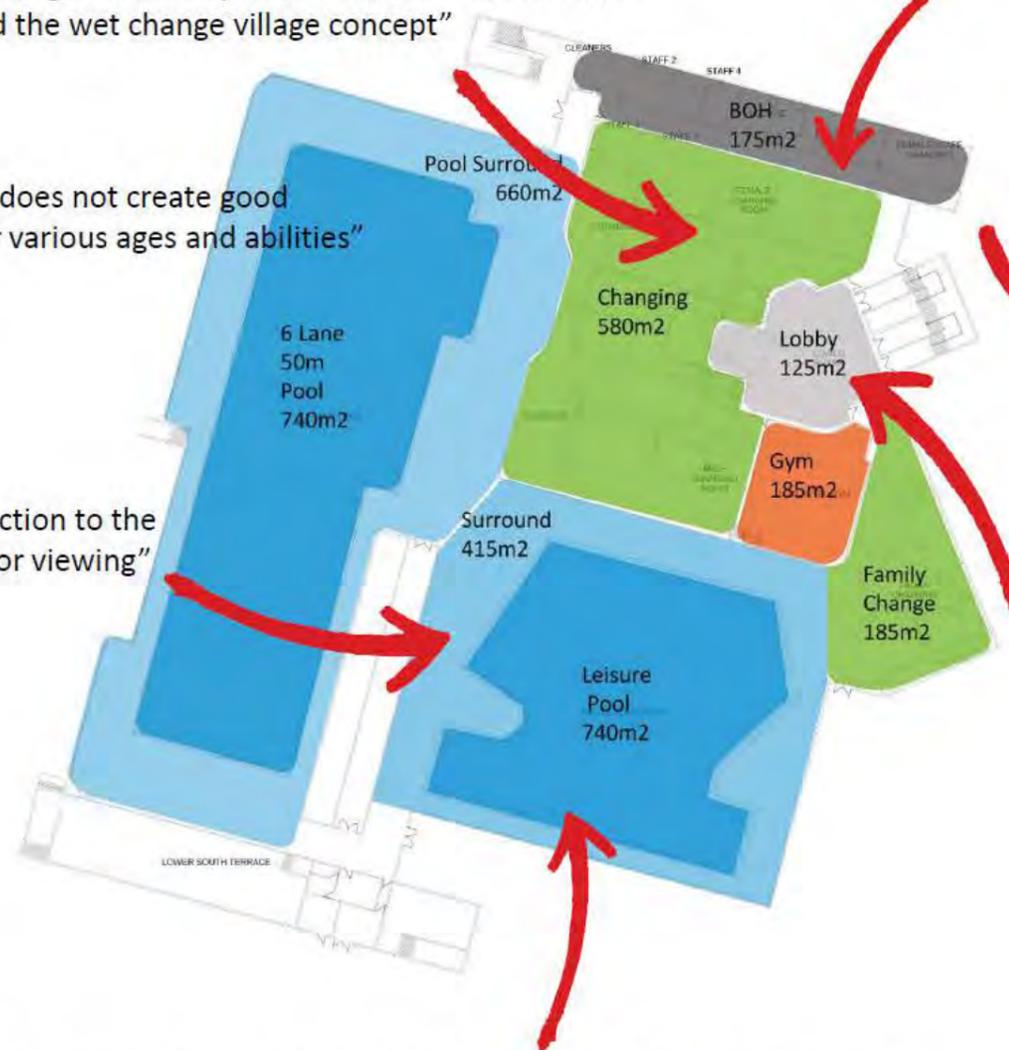
“The park and building are disconnected (inward facing) with little connection between the café and landscape”

“Arrival is not the most accessible and the foyer / entrance is underwhelming”

“The pool tank does not create good Accessibility for various ages and abilities”

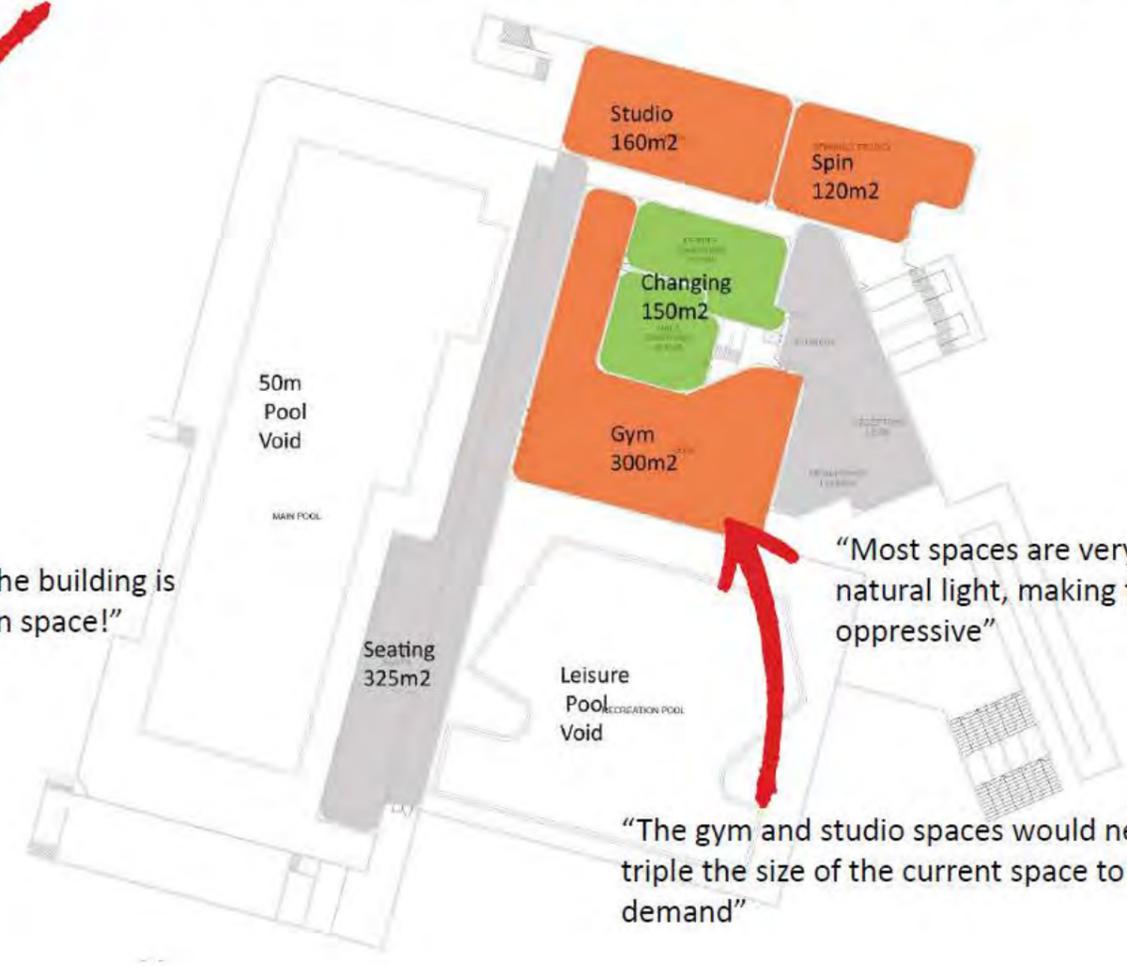
Page 581

No café connection to the Fun pool area for viewing”



“38% of the building is circulation space!”

“The small area for teaching, combined with the fun pool does not create an environment for swimming lessons due to noise. In addition if an accident happens in the pool, both the teaching water and fun pool would have to close”



“Most spaces are very dark and devoid of natural light, making the space feel oppressive”

“The gym and studio spaces would need to be triple the size of the current space to meet demand”

“The building needs to have a design life of 40 years, which would result in the building being stripped back to its structure at the very least, with very little opportunity for re-use of material”

5.2 Refining the Leisure Brief

5.2 Refining the Leisure Brief

Where has the brief come from?

Wide Ranging Engagement

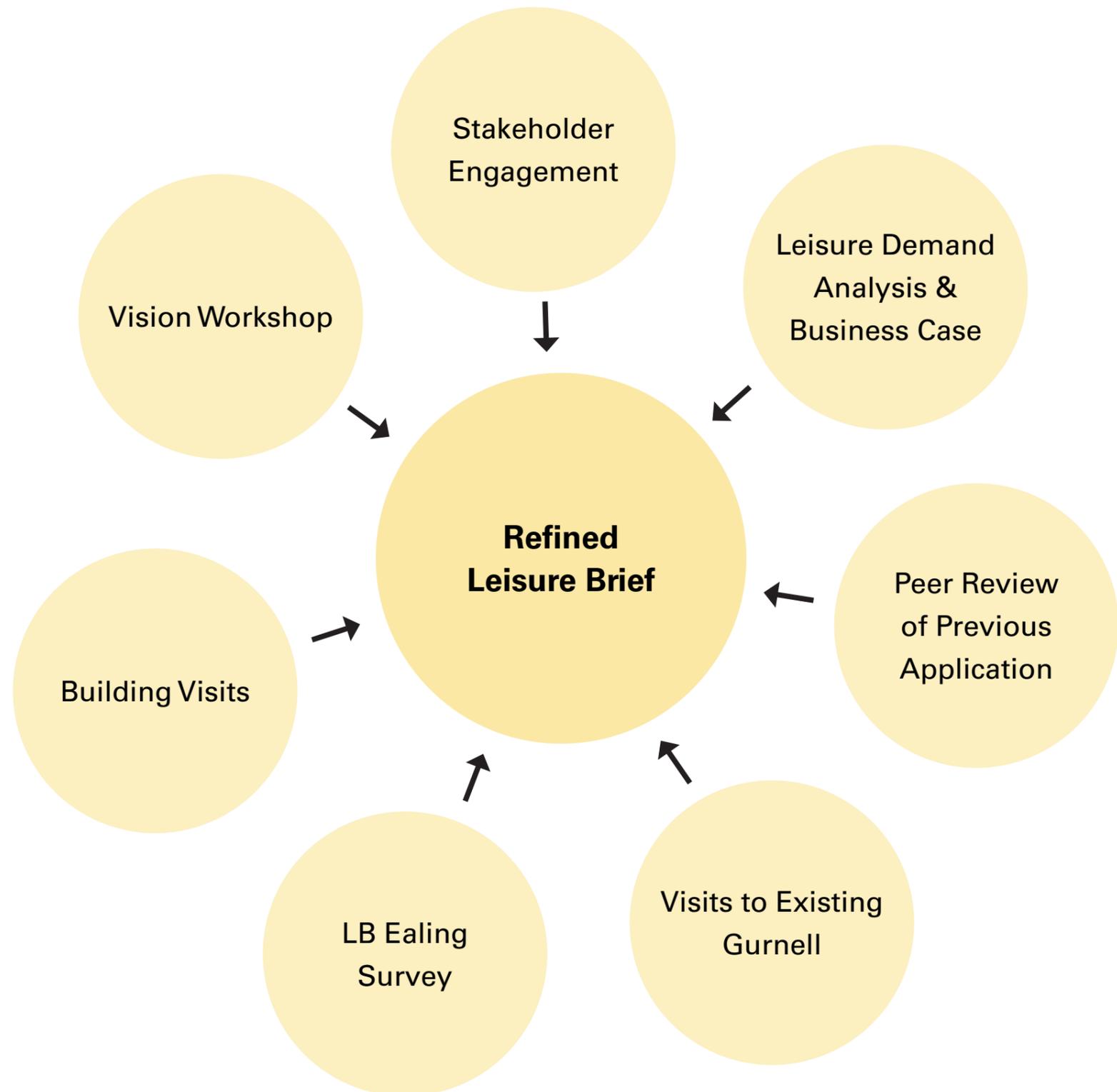
The Leisure brief has been developed through extensive and in depth consultant and analysis including;

- Vision Workshop
- Stakeholder engagement
- Building Visits
- Gurnell site visit
- LB Ealing surveys
- Peer reviews
- Demand analysis

Business case assessment

The leisure brief is the defining factor that sets out the rest of the masterplan as all enabling development and landscape stems from the Leisure Centre.

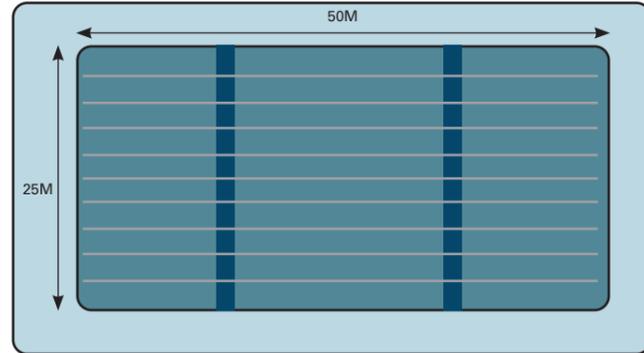
A careful assessment has been undertaken throughout to balance the aspirations and needs of the Leisure Centre for the local community (both now and in the future) with viability and deliverability of a scheme.



5.2 Refining the Leisure Brief

Previous Planning Application - Peer Review

Wet Zones



50M Pool - 10 lane
50 x 25m = 1250m²
2no. Booms, 25m swimming across pool

Pool Surround = 630m²
(undersized to Sport England guidance)

Pool Seating 234 spaces
=170m²
(undersized to Sport England guidance [500])

Leisure Pool = 330m²

Pool Surround = 290m²

Does Leisure water include learner water?

Pool Storage =70m²
(undersized to Sport England guidance)

Spa =25m² (seems small)

First Aid =15m²
(undersized from experience)

Wet Changing Village = 775m²
(undersized to Sport England guidance)

Wet Zones = 3555m²

Dry Sport Zones



Fitness Suite
174 Station @ 5m² per
= 870m²
(Undersized if 200 stations)

Fitness Office
=20m²

Studio 1 = 150m²
Store = 10m²
(undersized)

Studio 2 = 150m²
Store = 10m²
(undersized)

Studio 3 = 200m²
Store = 15m²
(undersized)

Party Room 1
= 60m²

Party Room 2
= 70m²

Dry Change
= 360m²

Dry Sport Zones = 1915m²

Dry FOH Zones



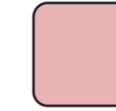
Foyer = 170m²



Reception FOH =140m²



Reception BOH =55m²



Cafe/Seating = 90m²
(seems small)



Kitchen/Servery - 50m²
(seems small)



Soft Play - 240m²



Breakout = 70m²



Meeting 1 = 40m²



Meeting 2 = 25m²



Meeting 2 = 25m²



L00 WC = 30m²



L01 WC = 75m²

Dry FOH Zones = 1010m²

Wet Zone = 3555m²
Dry Sport Zones = 1905m²
Dry FOH Zones = 1010m²
Total Net Plant = 6480m²
= 1770 m² (26.6%) Very High
Circ = 785 m² (12%)

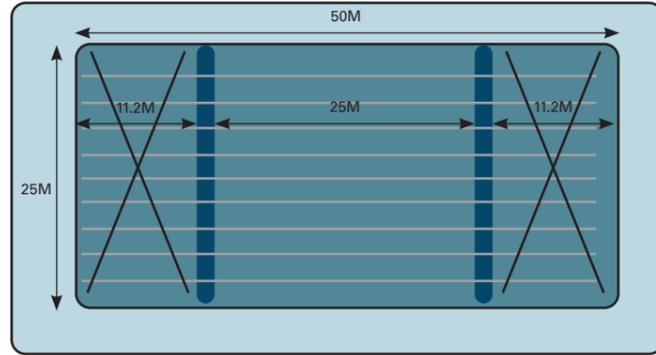
Total Gross Car parking = 9035 m²
= Circa 300 Spaces

Page 584

5.2 Refining the Leisure Brief

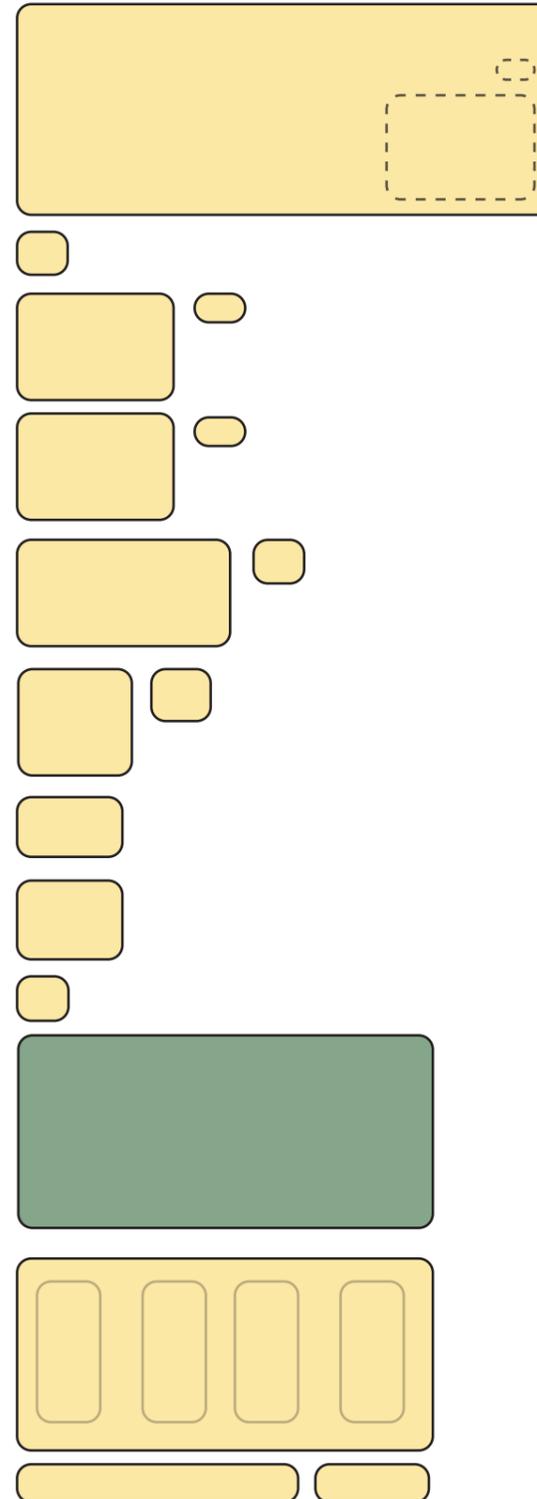
Client Preferred Facility Mix

Wet Zones



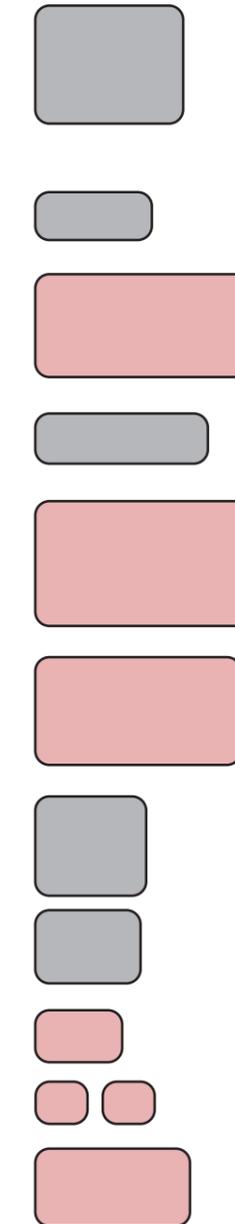
- 50M Pool - 10 lane
50 x 25m
= 1250m²
- Pool Surround = 730m²
6m start, 4m sides, 4m end
- 2 x Boom + 2 x Moveable floors
- Pool Seating 250 spaces + 6 Acc. = 250m²
- Timing Room = 20m²
- Learner Pool - 20x8.5m with moveable floor (1.6m deep max) = 170m²
- Pool Surround = 110m²
- Leisure Pool = 330m²
Pool Surround = 290m²
- Includes slides, play equipment
- Pool Storage = 180m²
- Spa = 600m²
- First Aid = 25m²
- Wet Changing Village = 1140m²
- Wet Zones = 5095m²

Dry Sport Zones



- Fitness Suite
200 Station @ 5.5m² per = 1100m²
Includes Toning suite and Consult room
Note - Fitness Suite to have access to external terrace
- Fitness Office = 20m²
- Studio 1 = 175m²
Store = 18m²
HITT
- Studio 2 = 175m²
Store = 18m²
Immersive
- Studio 3 = 200m²
Store = 20m²
- Spin = 100m²
Store = 30m²
- Party Room 1 = 60m²
- Party Room 2 = 70m²
- Game Box = 20m²
- Dry Change = 570m²
- 4 Court Sports Hall = 690m²
To be used for Rhythmic Gymnastics
- Hall Store = 90 m²
Mat Store = 40m²
- Dry Sport Zones = 3395m²

Dry FOH Zones



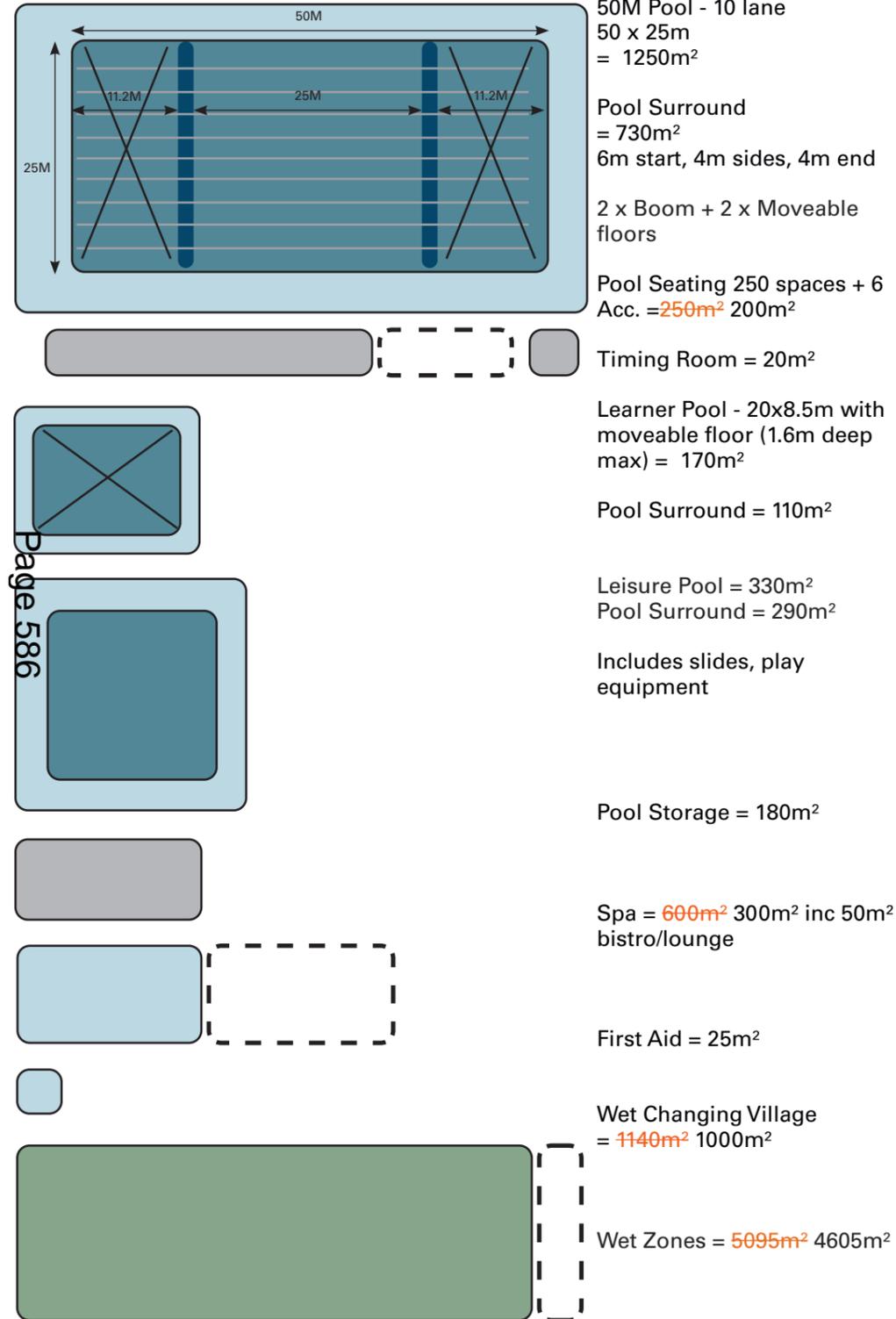
- Reception FOH
Manager's Office - 15m²
Reception - 20m²
Duty Manager - 10m²
Store - 15 m²
Retail - 30m²
Lobby - 55m²
Members Zone - 20m²
= 165m²
- Reception BOH Office & Staff room = 60m²
- Cafe/Seating = 250m²
- Kitchen/Servery = 80m²
- Soft Play - 240m²
- Clip and Climb = 200m²
- Library = 100m²
- Breakout = 70m²
- Meeting 1 = 40m²
- Meeting 2 & 3 = 2 x 25m²
- WC = 95m²
- Dry FOH Zones = 1350m²
- Wet Zone = 5095 m²
- Dry Sport Zones = 3395 m²
- Dry FOH Zones = 1350 m²
- Total Net = 9840 m²
- Plant @ 15% = 1475 m²
- Circ @ 10% = 985 m²
- Int Walls @ 5% = 495 m²
- Total Gross = 12795 m²
- Car parking = 200-300 Spaces. Final Number TBC

Page 585

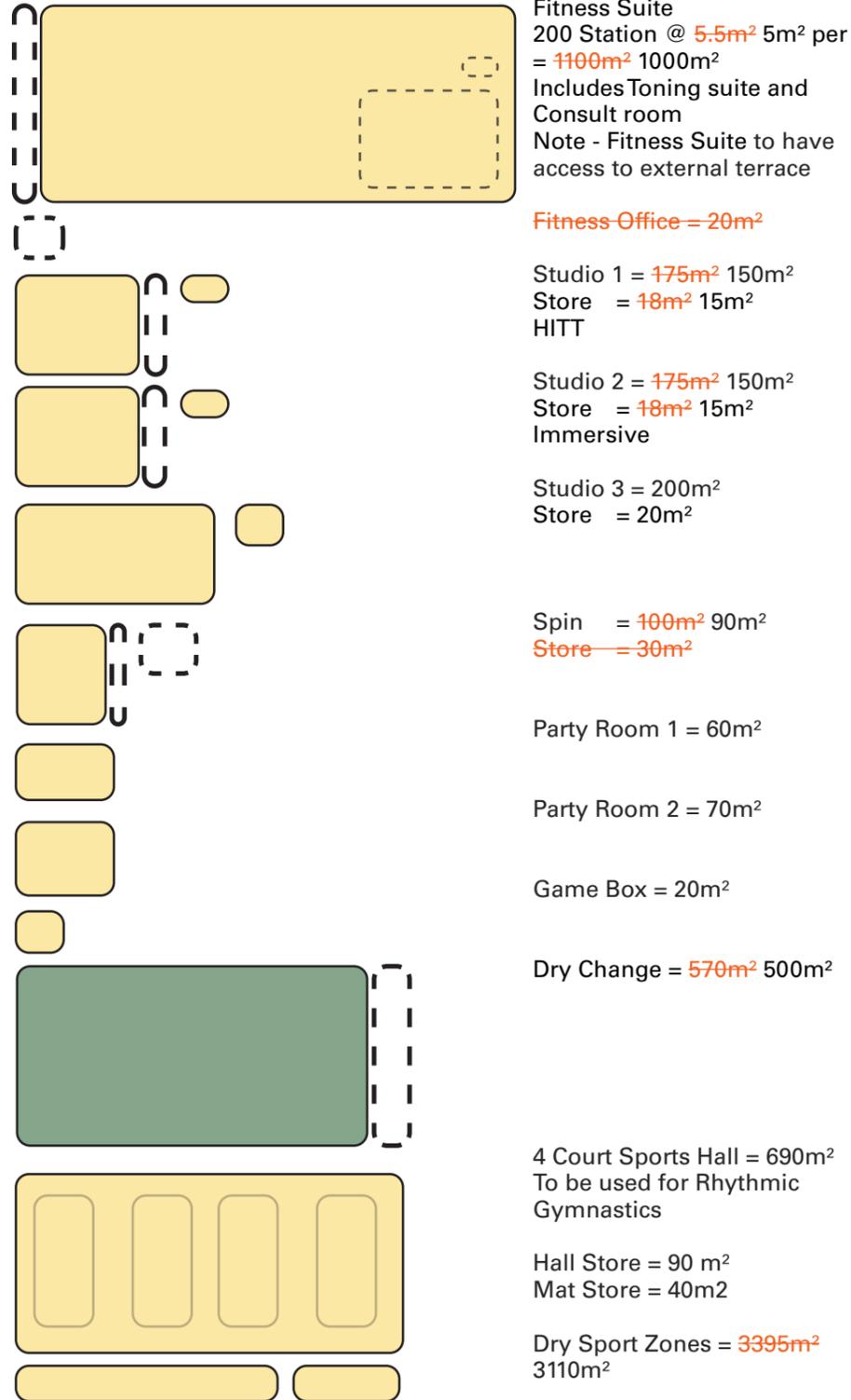
5.2 Refining the Leisure Brief

Optimised Facility Mix

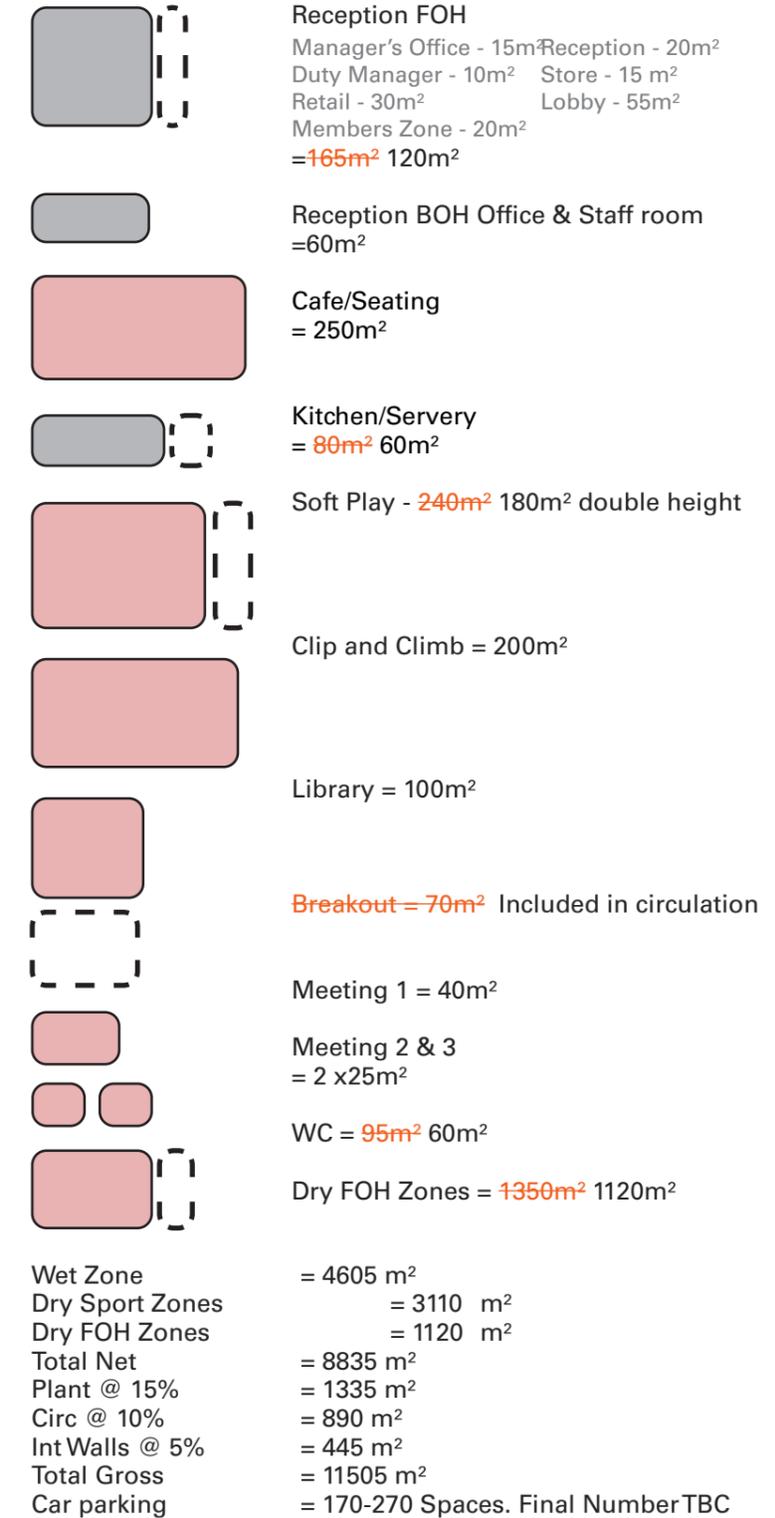
Wet Zones



Dry Sport Zones



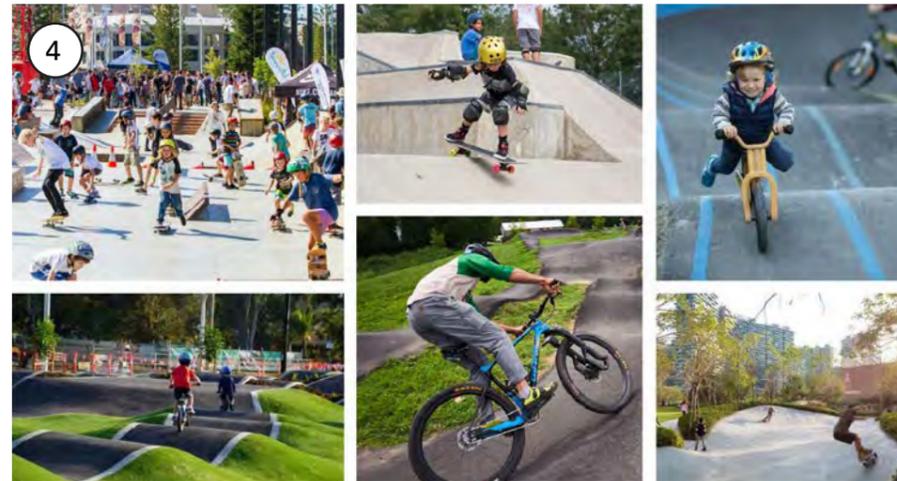
Dry FOH Zones



5.2 Refining the Leisure Brief

External Facility Mix

1. Green Arrival
2. Green Spine / Ecological Network
3. Green Gym
4. Wheeled Sports
5. The Stage
6. Fun Fit Bank
7. South Facing Terrace
8. The Oval



5.2 Refining the Leisure Brief

Feedback on Feasibility Brief

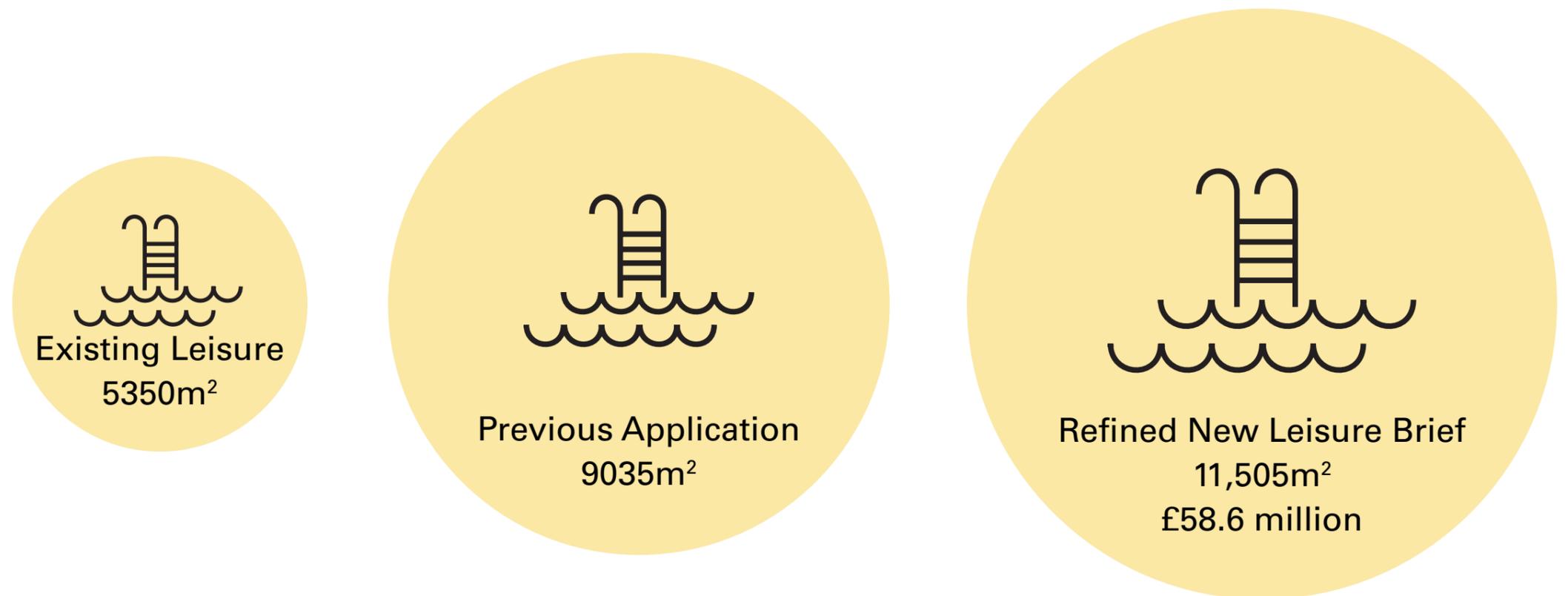
Feasibility Proposal - Feedback

The feasibility leisure brief was presented to the Sounding Board with circa 11,500sqm of accommodation with a £58million construction cost. The indication was that circa. 500 homes would be required as enabling development depending on the funding route

Key feedback was that this is significantly larger than both the existing leisure and the previous application and therefore was resulting in a higher amount of enabling development as well as MOL land take.

The team has taken this on board and undertaken an extensive review in the following chapter to optimise the Leisure Brief so that it demonstrates the minimum amount of development whilst still providing a viable business model and meeting the needs of the local community.

The demonstration of 'minimum development' is also crucial for meeting MOL policy.



5.3 Facility Mix Review

5.3 Proposed Leisure Facility

Facility Mix Sliders

The overall brief was reviewed further due to the 11,500m2 brief providing affordability issues.

To easily communicate the benefits and drawbacks of each facility mix throughout this document we have included four scoring sliders for each option. As the facility mix changes the sliders aim to quantify what each option offers overall.

The sliders have been specifically chosen to reflect the facility brief requirements and how these change between each option.

For each option and each scoring criteria we have used a red, amber, green colour code to help visualise the impact the changes to the facility mix has on the performance of the scheme

Page 590



CLUB



The 'Club' slider communicates how the facility caters to sporting clubs and their members. The 50m pool, sports hall and studio spaces have the largest impact on this slider.



LEISURE



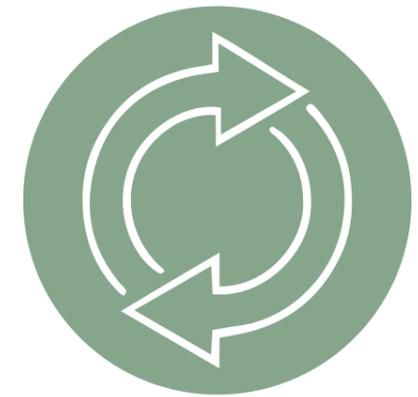
The 'Leisure' slider communicates how the facility caters for leisure users. The leisure pool, spa, and play facilities have the largest impact on this slider.



COMMUNITY



The 'Community' slider communicates how the facility caters to the local community. All aspects of the facility mix have an impact on this slider as community users cover the widest range of activities. However key spaces are the main pool, learner pool, fitness suite, studios, play spaces and cafe.



FLEXIBILITY



The 'Flexibility' slider communicates how flexible the facility is. For example, how many of the spaces provided can be used for multiple activities and users. Total activities covered is also taken into account.

5.3 Proposed Leisure Facility

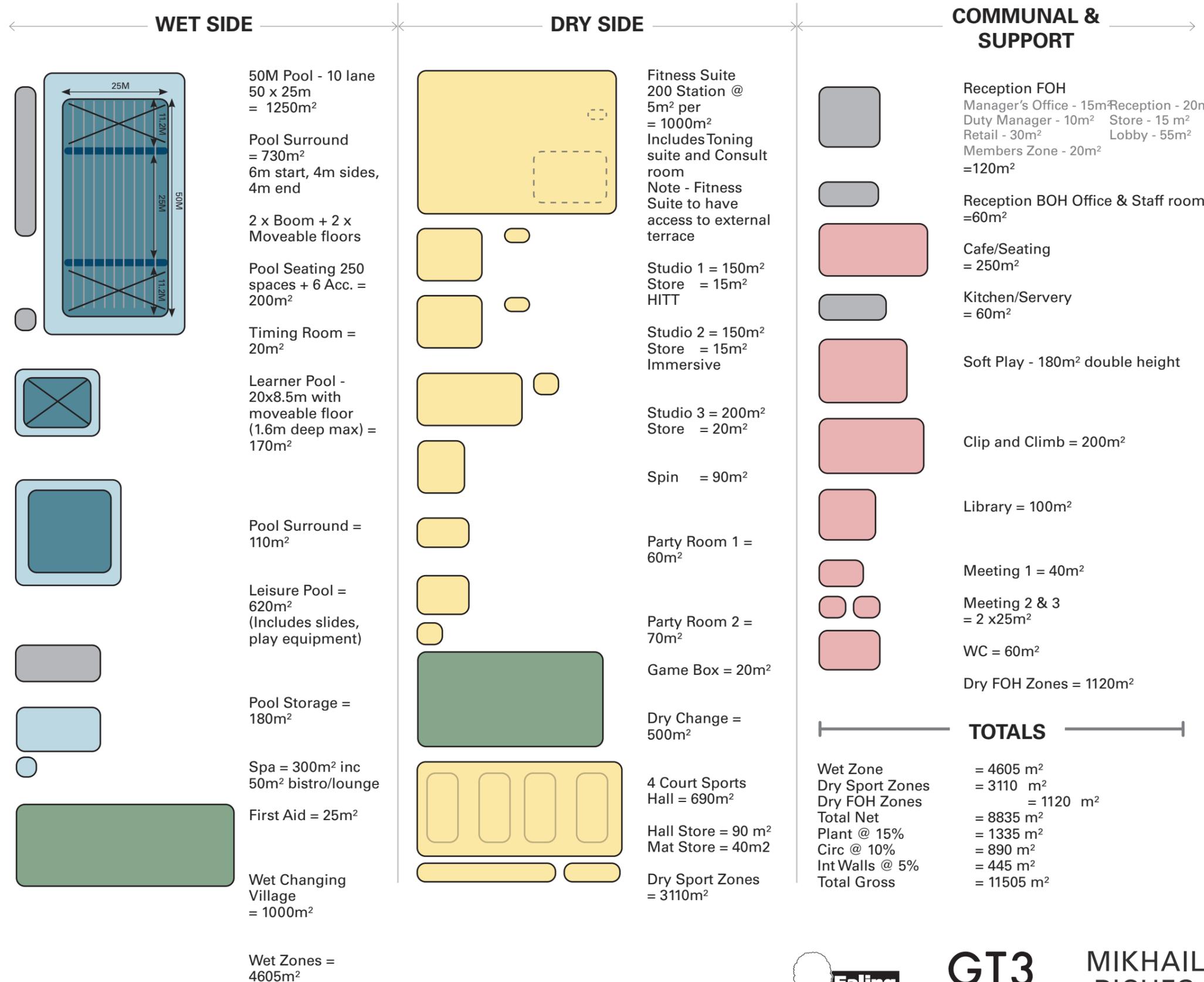
Current Feasibility Brief

The current feasibility offer provides a wider mix of sports spaces such as a large 200 station fitness suite, 3 studio spaces, a dedicated spin studio and 4 court sports hall.

The wet side facility mix accommodates for a wide range of leisure with a 10 lane 50m pool, learner and leisure pool including slides and play equipment. Additionally a spa and lounge area is included.

The current feasibility also provides additional spaces aimed towards younger years such as 2x party rooms, a game 'box', clip and climb and soft play. Other amenities, adding to the community 'hub' offer include a library, meeting and party rooms.

		Feasibility
Page 59	Area (sqm)	11505
	Construction Cost	£54.4m
	Revenue (gross)	£5,269,442
	Revenue (net)	£836,930
Impact		
Club	Wet	Good
	Dry	Good
Community	Wet	Good
	Dry	Good
Leisure	Wet	Good
	Dry	Good
Flexibility	Wet	Good
	Dry	Satisfactory

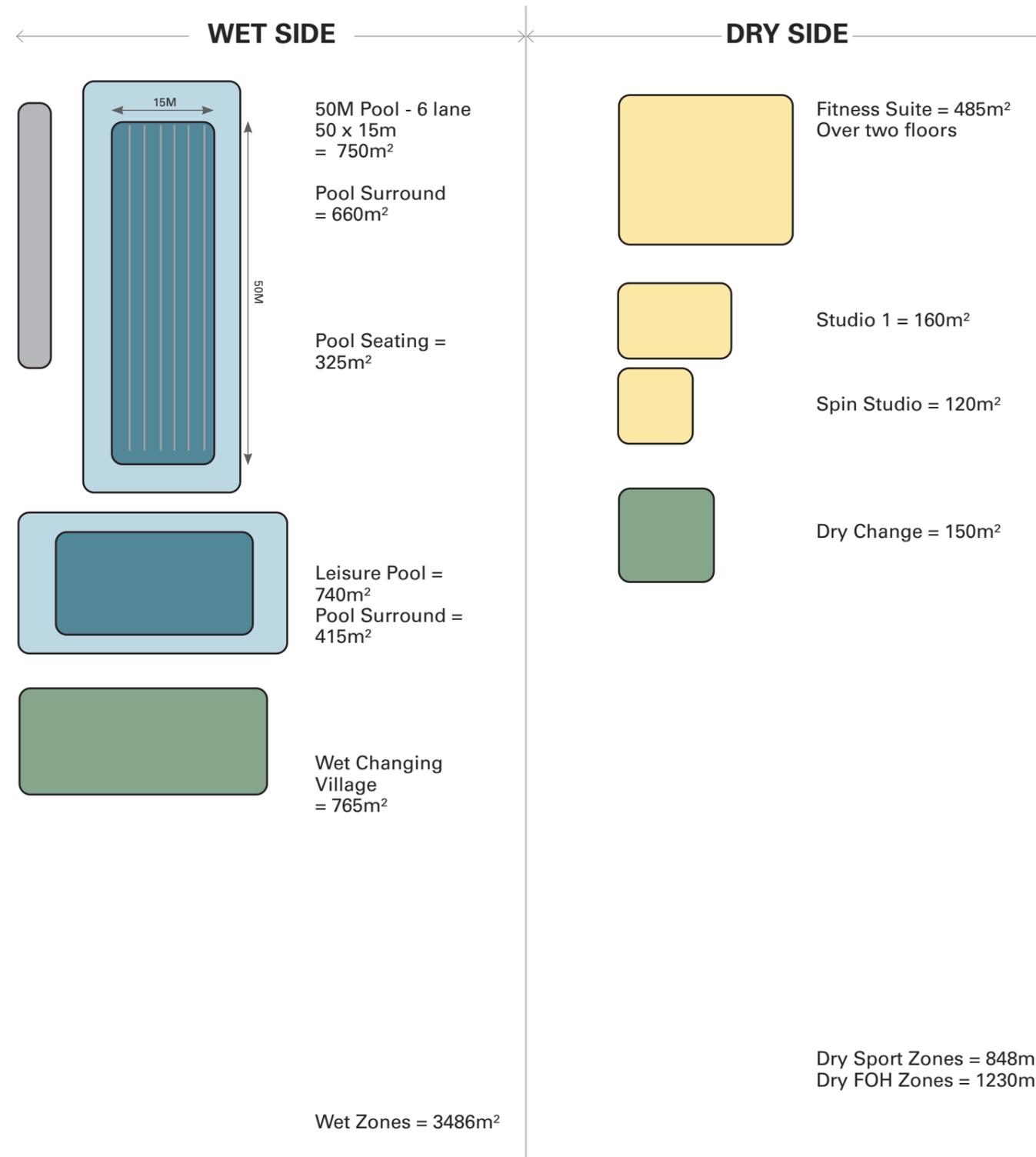


5.3 Proposed Leisure Facility

Existing Facility

The facility mix opposite is based on replacing the existing facilities like-for-like in a new build facility.

		Existing Facility
Page 592	Area (sqm)	5564
	Construction Cost	£28.0m
	Revenue (gross)	£3,014,016
	Revenue (net)	£84,617
	Impact	
Club	Wet	Not Satisfactory
	Dry	Not Satisfactory
Community	Wet	Satisfactory
	Dry	Not Satisfactory
Leisure	Wet	Satisfactory
	Dry	Not Satisfactory
Flexibility	Wet	Satisfactory
	Dry	Not Satisfactory



TOTALS
Total Gross = 5564m²

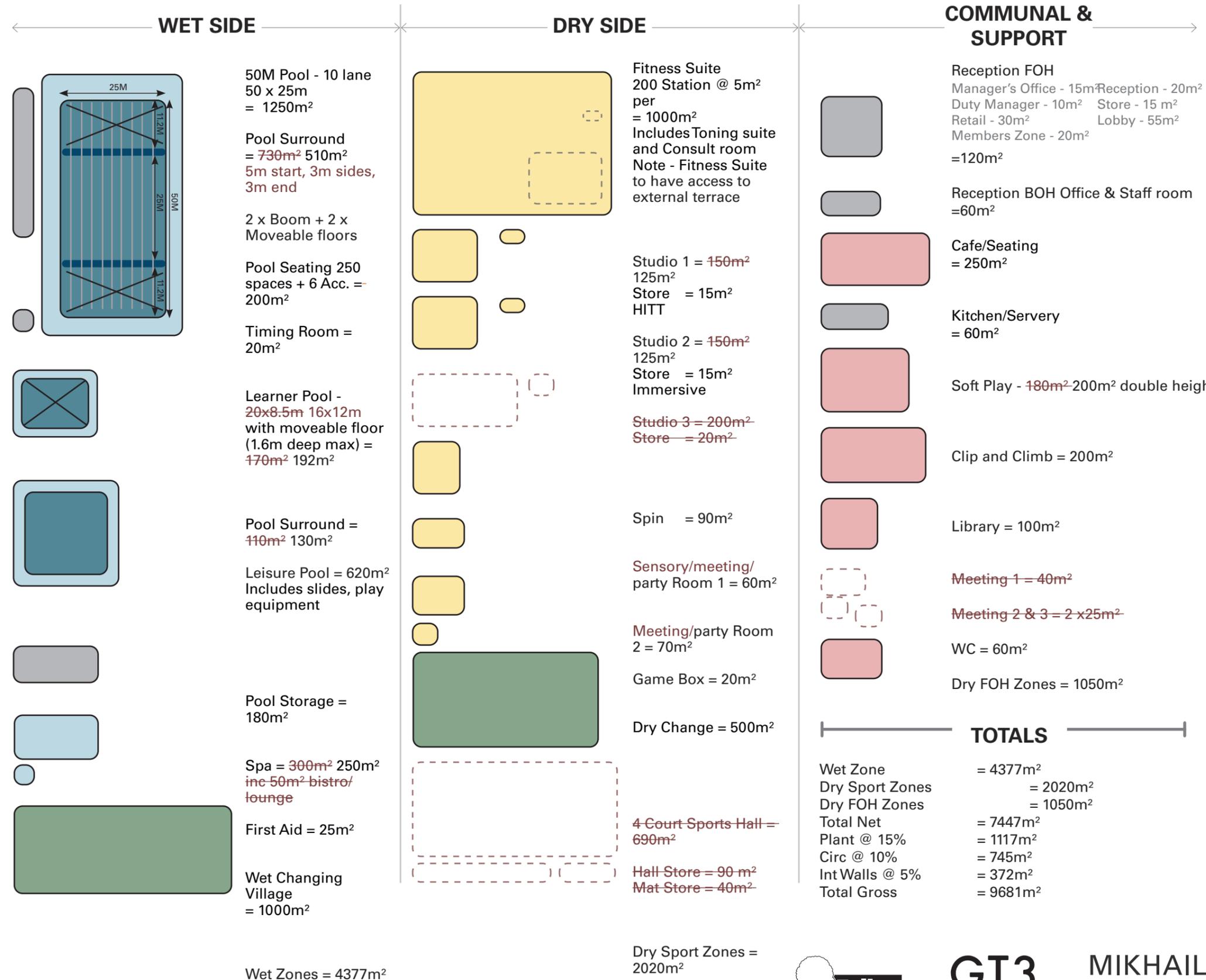
5.3 Proposed Leisure Facility Business Case

The facility mix opposite is based on the 'business case' option.

This option retains the wet side offer but has reduced pool surrounds and a smaller spa. Several spaces on the dry side have been omitted including 1 studio, 1 meeting room and the 4 court sports hall.

Some communal and support spaces have been omitted such as the provision for meeting rooms, this encourages other spaces such as the party rooms to become more flexible.

		Business Case
Page 593	Area (sqm)	9681
	Construction Cost	£46.1m
	Revenue (gross)	£5,064,485
	Revenue (net)	£827,160
Impact		
Club	Wet	Good
	Dry	Not Satisfactory
Community	Wet	Good
	Dry	Good
Leisure	Wet	Good
	Dry	Satisfactory
Flexibility	Wet	Good
	Dry	Satisfactory



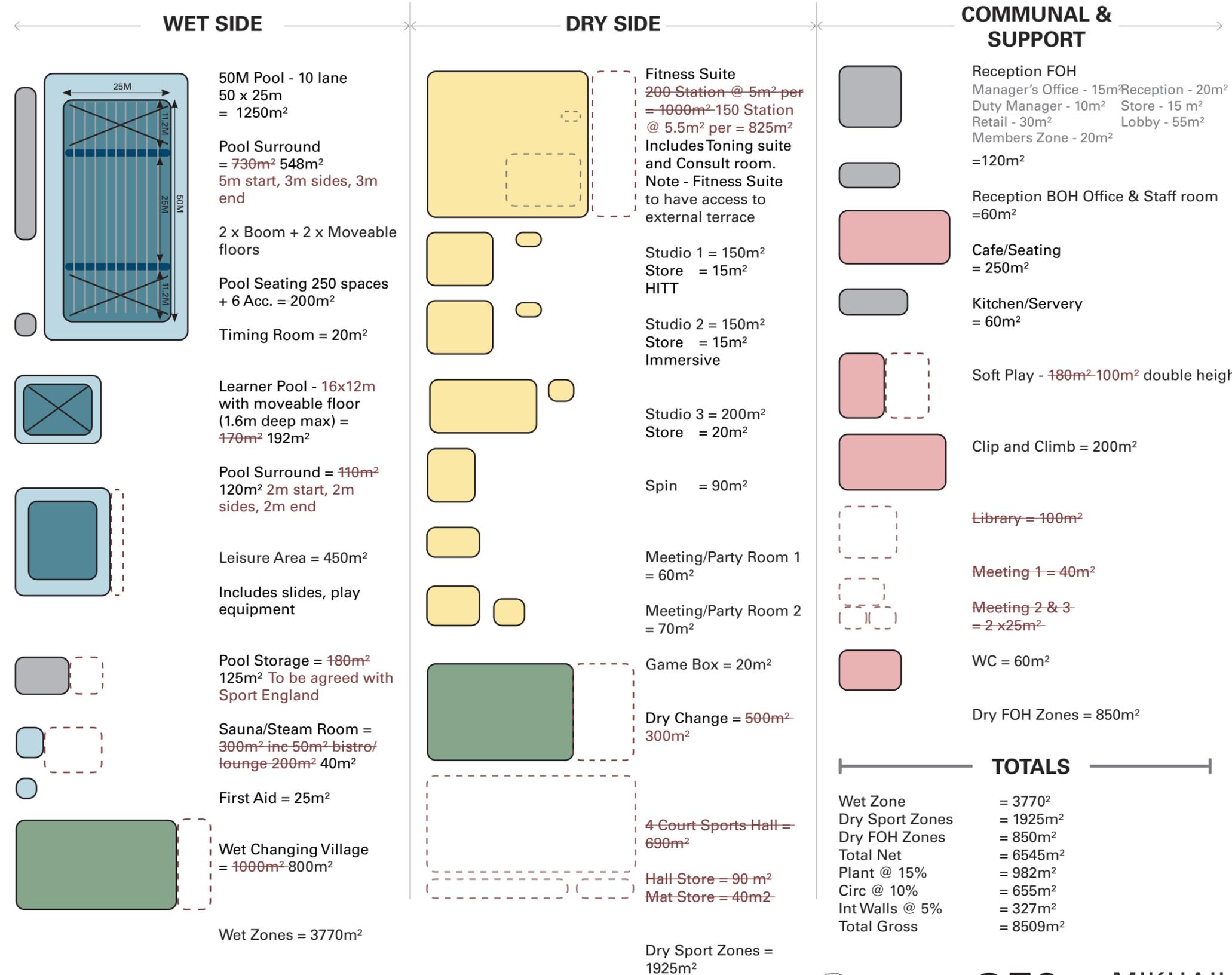
5.3 Proposed Leisure Facility Optimised 01

The facility mix opposite is based on the 'Optimised 01' option.

Optimised 01 reduces both wet and dry sides. Changes to the wet side include, reducing the leisure pool and spa. The reduction in area has also reduced the area requirement for the wet change facility.

Changes to the dry side include reducing the fitness suite from 200 stations to 150. The reduction in area has therefore reduced the area requirement for the dry change.

		Optimised 1
Page 594	Area (sqm)	8509
	Construction Cost	£39.7m
	Revenue (gross)	£4,918,233
	Revenue (net)	£888,258
	Impact	
Club	Wet	Good
	Dry	Satisfactory
Community	Wet	Good
	Dry	Good
Leisure	Wet	Good
	Dry	Good
Flexibility	Wet	Good
	Dry	Good



5.3 Proposed Leisure Facility Optimised 02

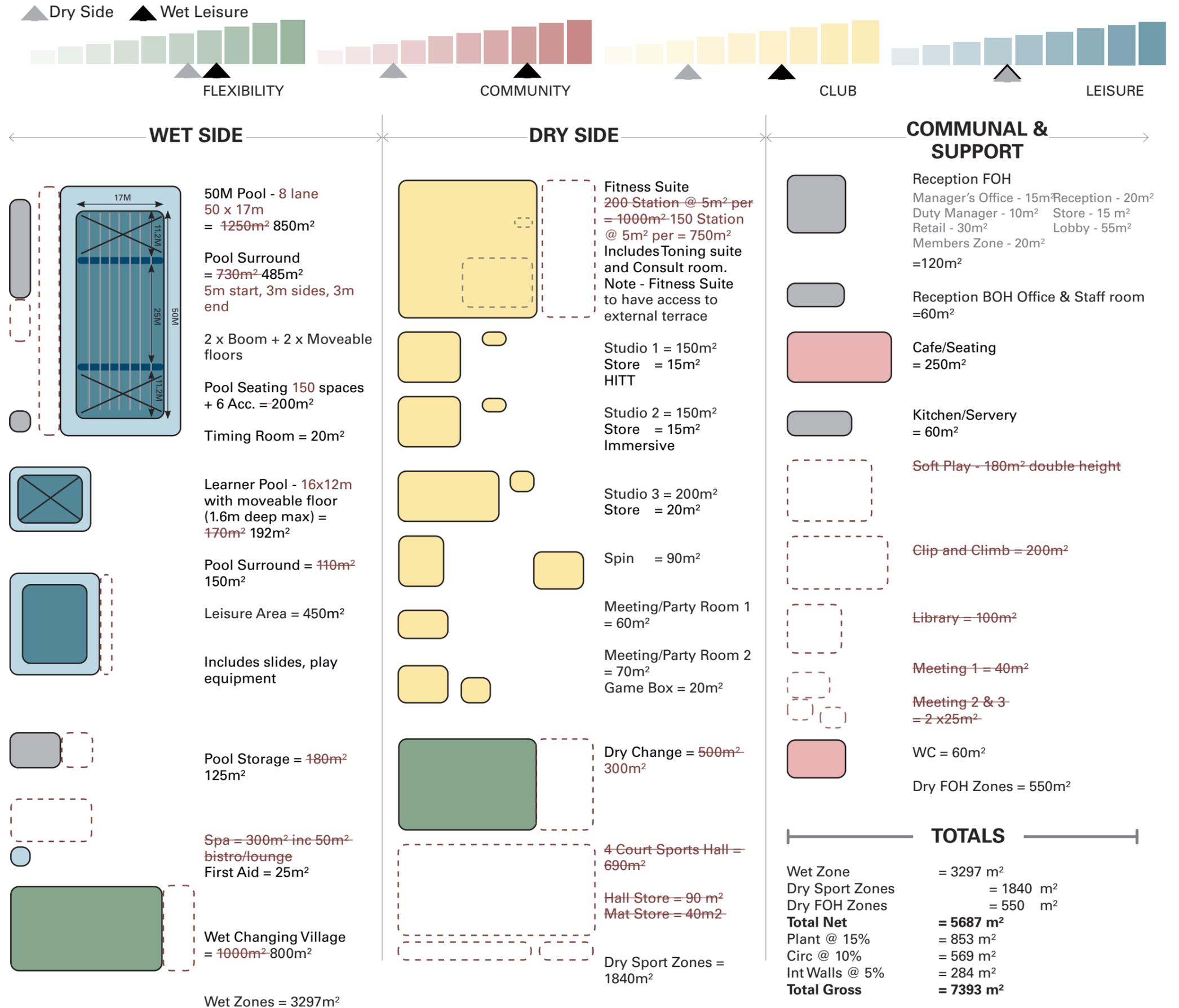
The facility mix opposite is based on the 'Optimised 02' option.

Optimised 02 further reduces both wet and dry sides. Changes to the wet side include, removing the spa which will reduce the overall offer.

Changes to the dry side include further reductions to the fitness suite, however the total number of stations remain at 150 with the space becoming more compact.

Changes to the communal and support spaces include omitting the soft play, clip and climb, library and meeting rooms. The omission of these rooms significantly reduces the sense of a community hub.

		Optimised 2
Page 595	Area (sqm)	7393
	Construction Cost	£35.9m
	Revenue (gross)	£4,691,387
	Revenue (net)	£827,209
Impact		
Club	Wet	Good
	Dry	Satisfactory
Community	Wet	Good
	Dry	Satisfactory
Leisure	Wet	Satisfactory
	Dry	Satisfactory
Flexibility	Wet	Good
	Dry	Satisfactory



5.3 Proposed Leisure Facility

Comparison

Recommended Brief

		Feasibility	Existing Facility	Business Case	Optimised 1	Optimised 2
Area (sqm)		11505	5564	9681	8509	7393
Construction Cost		£54.4m	£28.0m	£46.1m	£39.7m	£35.9m
Revenue (gross)		£5,269,442	£3,014,016	£5,064,485	£4,918,233	£4,691,387
Revenue (net)		£836,930	£84,617	£827,160	£888,258	£827,209
Impact						
Club	Wet	Good	Not Satisfactory	Good	Good	Good
	Dry	Good	Not Satisfactory	Not Satisfactory	Satisfactory	Satisfactory
Community	Wet	Good	Satisfactory	Good	Good	Good
	Dry	Good	Not Satisfactory	Good	Good	Satisfactory
Leisure	Wet	Good	Satisfactory	Good	Good	Satisfactory
	Dry	Good	Not Satisfactory	Satisfactory	Good	Satisfactory
Flexibility	Wet	Good	Satisfactory	Good	Good	Good
	Dry	Satisfactory	Not Satisfactory	Satisfactory	Good	Satisfactory
Summary		<ul style="list-style-type: none"> In comparison to the existing facility there is an increased level of flexibility as the wide range of spaces can accommodate various uses and future proofing Community offer is high - catering for a wide demographic of ages and interests with soft play, meeting rooms and library Catering for increased level of 'club' sport with 50m pool and sports hall Dry and wet leisure is maximised with leisure pool, fitness suite, studios and additional spaces such as clip and climb, cafe and spa. 	<ul style="list-style-type: none"> The existing facility provides some flexibility within the wet side however the dry side is significantly limited The main pool and leisure pool provide good community facilities. Again the dry side is limited Potential for club sport within the 50m pool, however the lack of sports hall and large studio spaces reduces the opportunity for elite dry sports Leisure is also targeted at the wet side with a larger offer compared to the dry side 	<ul style="list-style-type: none"> Reduced level of flexibility mainly on the dry side due to the loss of studio 3 and sports hall Community offer remains high, however lack of large studio reduces potential for community events Opportunity for 'club' dry sports is significantly reduced due to omission of sports hall and large studio Dry and wet leisure remain high through retaining the leisure pool, fitness suite, studios and additional spaces such as clip and climb, cafe and spa. 	<ul style="list-style-type: none"> Flexibility has increased based on the inclusion of the large studio - providing a space for a variety of sports and community events. Community offer remains high for both dry and wet despite some of the spaces reducing in area the overall offer is retained Loss of the sports hall and reduced fitness suite impacts dry sports space for clubs. Addition of large studio assists, however wet club sports remain high Leisure wet/ dry, whilst both reduced, remains a good offer. 	<ul style="list-style-type: none"> Flexibility remains high with the inclusion of a flexible community space Community offer is reduced significantly for dry leisure with the reduced fitness suite Elite wet sport remains high with minimal reductions to the wet leisure offer. Dry elite spaces remain low with the omission of the sports hall Leisure for wet is reduced by the omission of the spa and significantly reduced for the dry side with a number of community and leisure spaces omitted

6.0 Masterplan Principles

6.0 Masterplan Principles

Establishing the Principle of Enabling Development

Funding the Leisure Centre

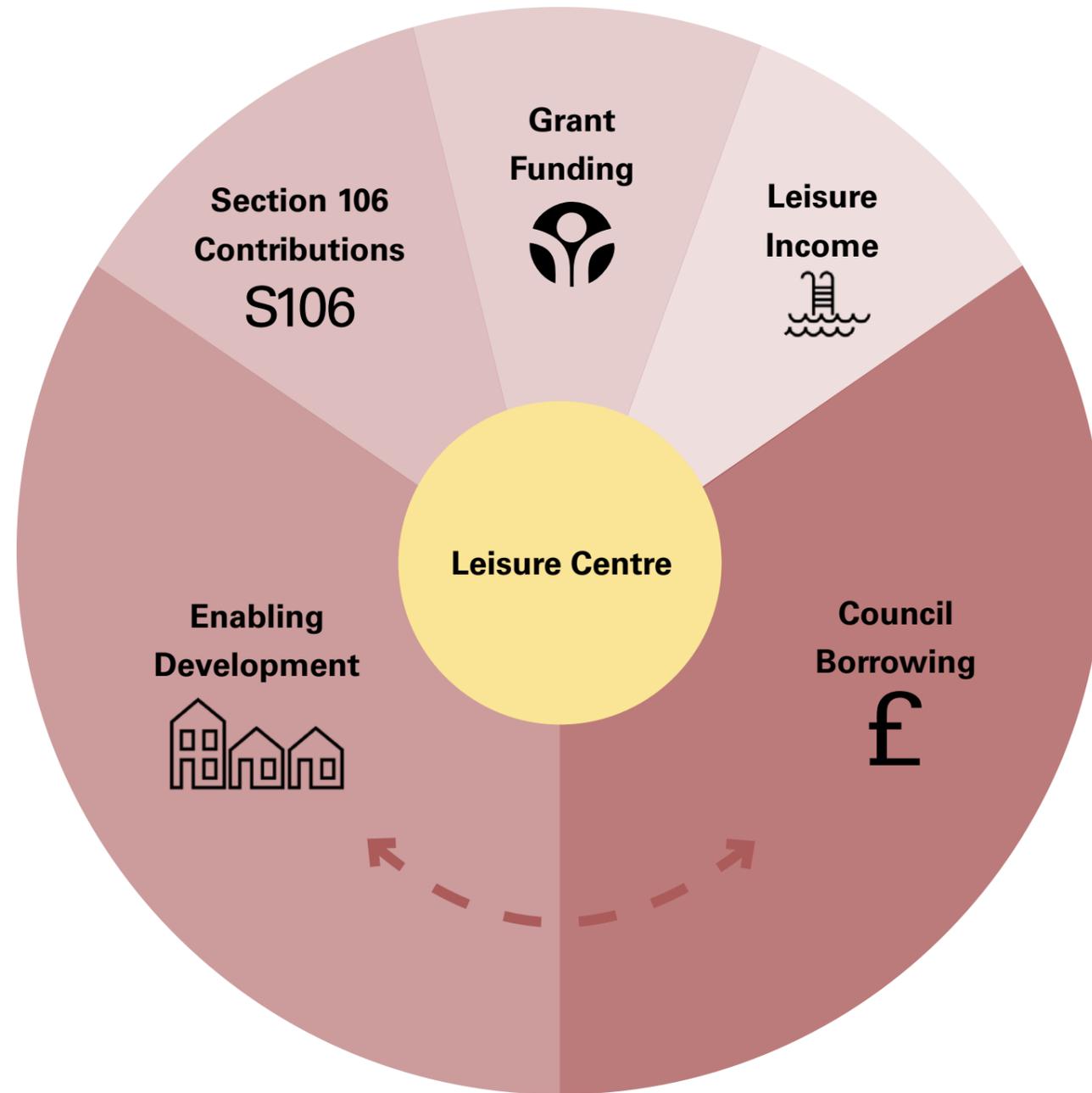
A replacement Leisure Centre has been estimated to cost in the order of £40-50m. The council has confirmed that it does not have the financial means to fund this level of capital expenditure through borrowing alone. In discussion with the council, a number of potential additional funding options have been identified which could be secured from a mix of revenue and capital sources. These are shown on the pie chart to the right. The precise figures would be subject to further review as the project progresses and this is intended to be illustrative only at this stage.

Noting the constraint on available capital, the brief supplied by the council to the design team has included for the exploration of raising funds through the inclusion of residential enabling development in the project.

There are a number of factors that inform the amount of enabling development required;

- Leisure Centre size
- Leisure construction costs
- Amount of council funding
- Housing construction costs
- Chosen delivery route
- Planning

In order to inform the council's strategy for the purposes of this feasibility study, the design team has modelled several options on the basis of there being residential enabling development of up to 500 residential units which broadly correlates to the previous application. A final decision on quantum, scale and massing of any enabling development would be subject to ongoing consideration of the points listed above.



6.0 Masterplan Principles

How can housing best be accommodated on the site?

Learning from the previous Planning Proposal

The previous proposal combined leisure and housing uses at a very high density along the southern edge of the site. At planning, the reason for refusal included adverse impacts on openness (to the Green Belt and by implication MOL) and harm caused by the scale, massing and design of the development proposal.

There is now an opportunity to consider a wider masterplan for the site which imagines the evolution of a sustainable neighbourhood.

Key to unlocking a way forward will be to develop a coherent site strategy which respects MOL and proposes new homes at an acceptable residential density in order to allow the creation of a new high-quality, sustainable neighbourhood.

The following masterplan options demonstrate different site approaches and the impact this has on residential density. Transport and Accessibility analysis in subsequent chapters will explore car parking demand, however the quantum provided in the previous application (335), provides a sensible starting assumption. Accompanying precedent schemes provide comparative information to help illustrate the type of character of spaces created at different building densities.



6.0 Masterplan Principles

Site Approach 1: Leisure at Ruislip Road East

Leisure Centre replaced on existing site

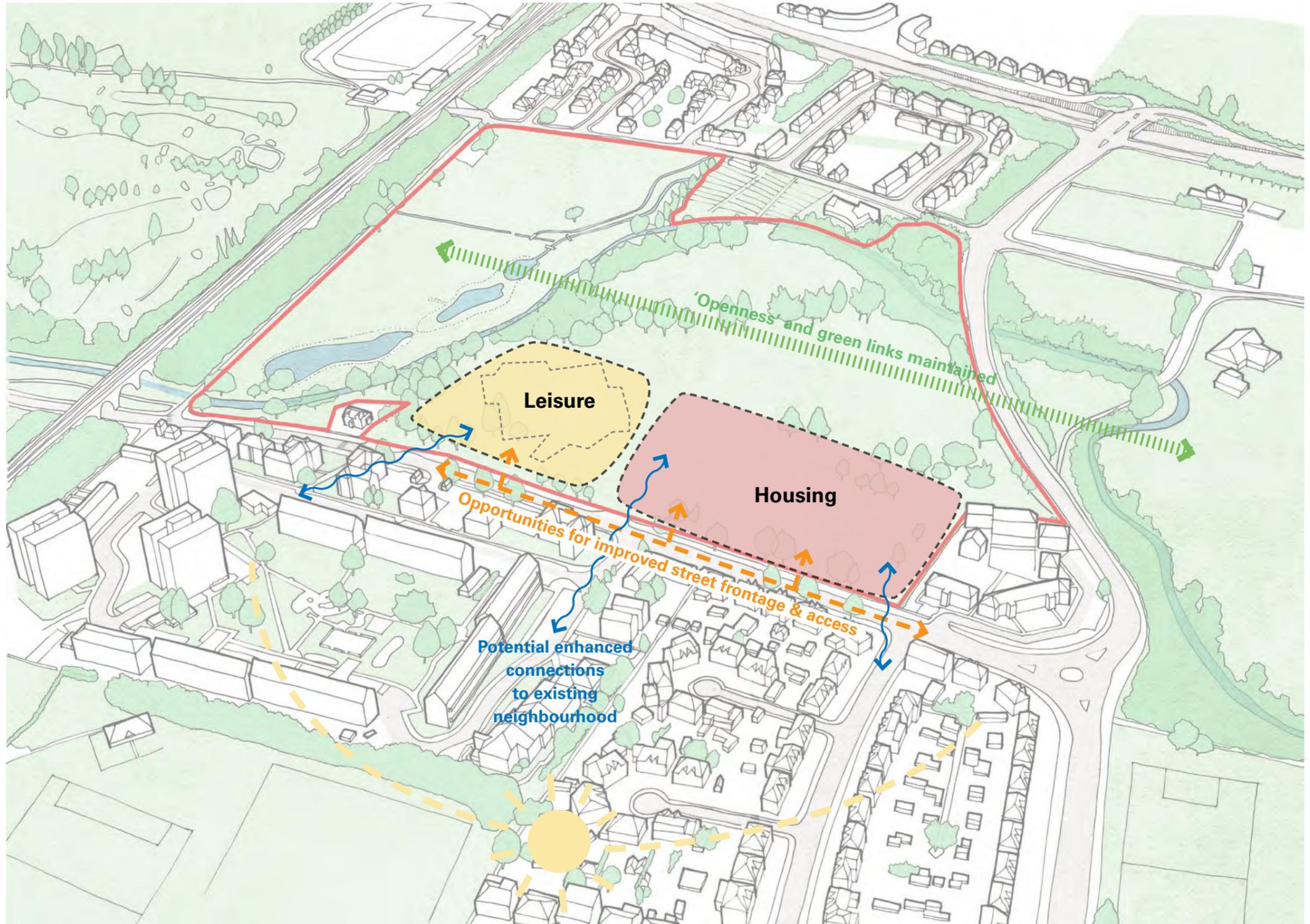
500 Homes
~ 1.64ha site
~ 300 dw/ha
~ 11 storey av. building height

Podium or Basement Parking

Brownfield Development Retaining Leisure Centre

The first option examines the benefits and drawbacks of a site strategy which sites the leisure uses in its existing location, whilst proposing housing on the current car-parking site. Whilst there are some positives to this approach, a baseline of 500 homes results in a high residential density and average building storey height which presents difficulties in creating a sustainable street-based neighbourhood. This option has greater opportunities if a lower number of homes is required

- ✔ Maintaining leisure on Ruislip road maximizes connectivity and visibility
- ✔ Potential to adjust previous layout and massing to improve integration of new street based scheme into site
- ✔ Opportunity to retain and refurbish existing leisure centre if desirable / feasible
- ✔ Can limit development to existing brownfield land thereby reducing impact on MOL
- ✘ Could result in similar problems of previous scheme re. density on site, sense of overbearing on MOL particularly at 500 units
- ✘ Space constraints and density likely to limit potential of scheme to be integrated with context - greater opportunity if lower density
- ✘ Leisure and Residential uses could be required to overlap, resulting in difficulties with buildability, phasing, future-proofing etc.
- ✘ Leisure centre car parking is likely to need to be basement/podium due to limited site area
- ✘ Existing leisure centre with poor fabric and high operating cost which doesn't meet required space standards



6.0 Masterplan Principles

Site Approach 1 - Precedents

Precedent Study

Project : St. Andrew's Bow, Tower Hamlets

Client : Barratt

Site Area : 3 ha

Dwellings : 964

Density : 320 dw/ha

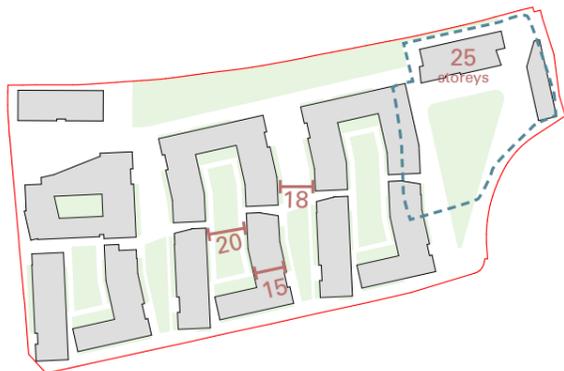
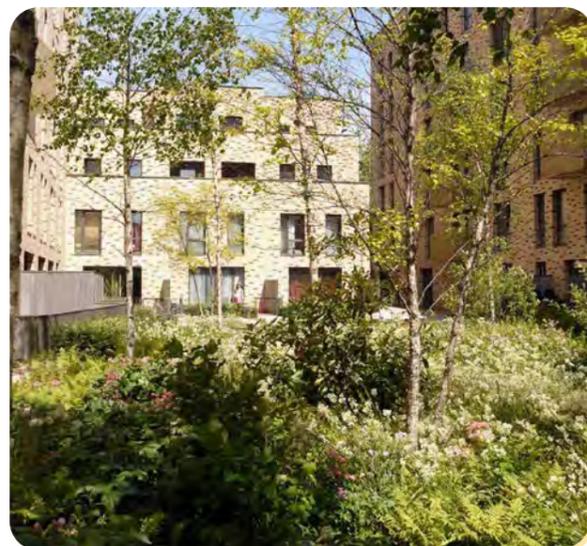
Building Heights : 3 - 25 storeys

Car Parking : 136 basement spaces, 20 on-street (16% prov.)

Other uses : 3350sqm Health Centre, Retail and Community

Key features:

- High density scheme incorporating a range of building heights, residential typologies and other uses.
- Adjacent to Bromley-by-Bow DLR station



Precedent Study

Project : Porters Edge, Canada Water

Client : Sellar / Notting Hill Genesis

Site Area : 1.53 ha

Dwellings : 235

Density : 154 dw/ha

Building Heights : 4 - 17 storeys

Car Parking : 250 basement spaces for commercial use (Car-free Resi)

Other uses : ~ 9000m2 Retail, Tennis court on retail roof

Key features:

- Integrates large retail space with residential wrapped around and above
- Successful courtyard garden and leisure uses above podium



6.0 Masterplan Principles

Site Approach 2: Ruislip Road East Leisure + Lower Density Housing

Leisure Centre replaced on existing site

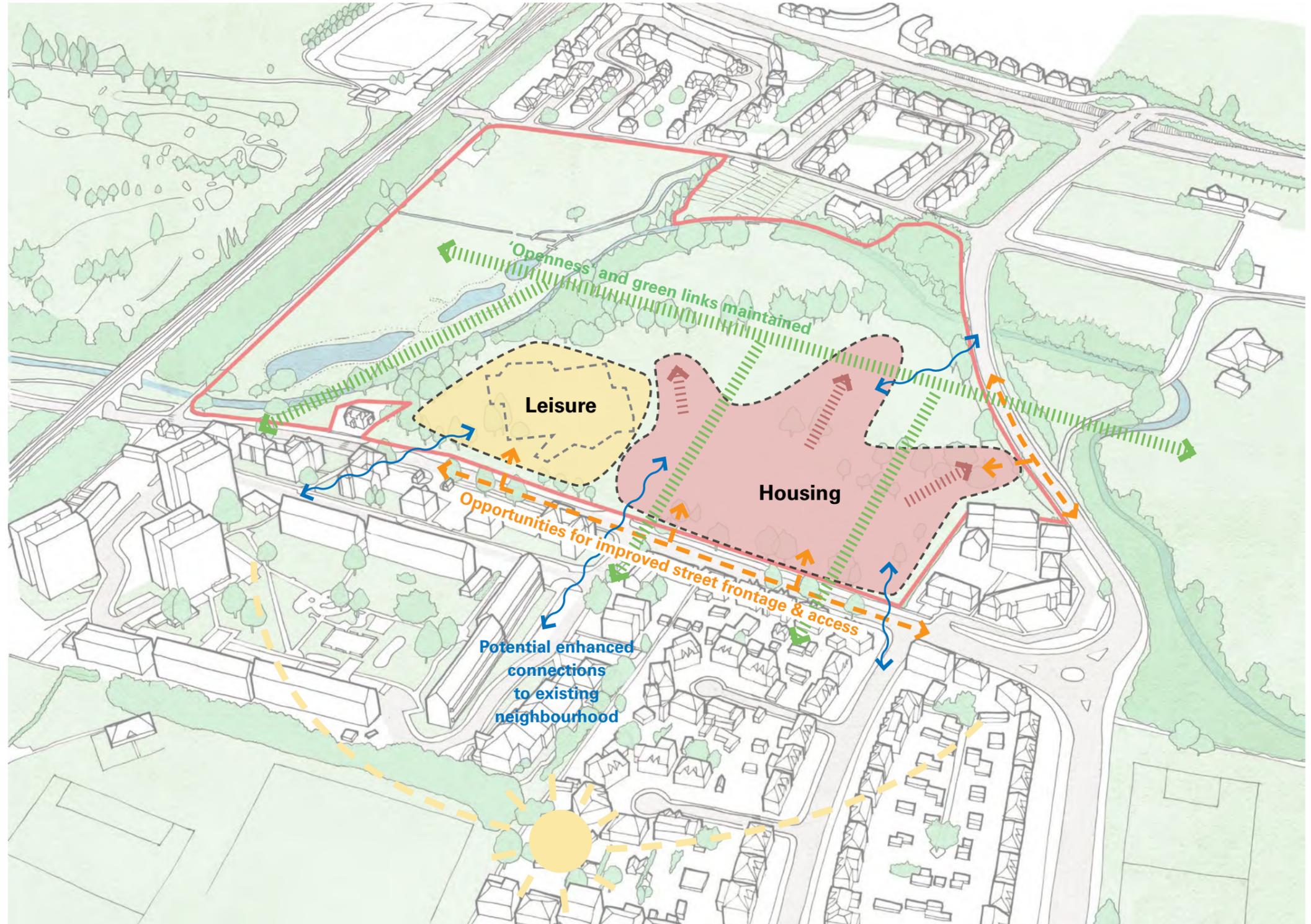
500 Homes
~ 3ha site
~ 167 dw/ha
~ 6.5 storey av. building height

Podium & Street Parking

Brownfield Development + Extending Fingers

This option explores a lower density approach to housing where fingers of development extend north to strategically frame homes and views within the MOL. Although this approach allows for a lower residential density, there are drawbacks outlined below which highlight the importance of a balance between development and openness on MOL.

- ✓ Maintaining leisure on Ruislip road maximizes connectivity and visibility
- ✓ Potential to adjust previous layout and massing to improve integration of new scheme into site
- ✓ Opportunity to retain and refurbish existing leisure centre if desirable / feasible
- ✓ Extending buildable area aids creation of sustainable neighbourhood through reducing development density
- ✓ Impact on MOL can be limited through careful location of building footprints and massing to maintain sense of openness
- ✗ Likely to have unacceptable perceived impact on MOL
- ✗ Difficult to justify locating housing on MOL in planning policy terms
- ✗ Potentially difficult building orientations for passive solar scheme
- ✗ Leisure centre car parking is likely to need to be basement due to limited site area
- ✗ Existing leisure centre with poor fabric and high operating cost which doesn't meet required space standards



6.0 Masterplan Principles

Site Approach 2 - Precedents

Precedent Study

Project: Trafalgar Place, Southwark

Client : Southwark Council/ LendLease

Site Area : 1.13 ha

Dwellings : 235

Density : 208 dw/ha

Building Heights : 4 - 10 storeys

Car Parking : 44 under podium spaces, 3 on-street (20% prov.)

Other uses : Commercial (Cafe)

Key features:

- Street-based scheme
- CLT construction



Page 603

Precedent Study

Project : Colville Estate

Client : Hackney Council

Site Area : 4.6 ha

Dwellings : 884

Density : 193 dw/ha

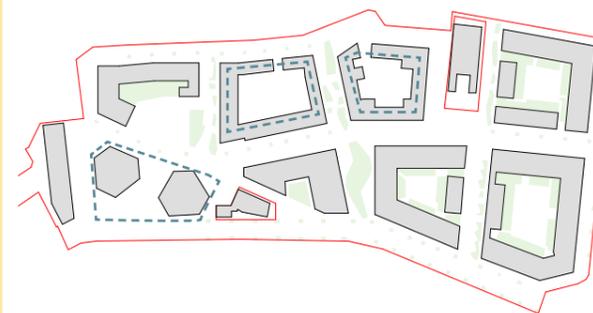
Building Heights : 4 - 20 storeys

Car Parking : 220 basement + podium, 45 street (30% prov.)

Other uses : Commercial (Cafe)

Key features:

- Range of residential heights and building types
- Facing public park



6.0 Masterplan Principles

Site Approach 3 - Leisure at Alternative Location + Lower Density Housing

Metropolitan Open Land & Public Open Space

NPPF - 137, 147, 148, 149 / London Plan Policy G3, G4 / All London Green Grid Strategy SPG

The entire application site falls within designated MOL. The undeveloped areas of the site which comprises open space is also designated as public open space. MOL has the same planning status as the Green Belt in London and the London Plan seeks to protect MOL in line with the NPPF.

The construction of new buildings within MOL is considered inappropriate development requiring very special circumstances apart from a limited number of specific forms of development set out within the NPPF exceptions which comprise appropriate development in MOL. Full appraisal of the scheme against MOL policy is included in Chapter 11.

The previous application took a narrow interpretation of MOL policy to define a development plot at the south of the site, limiting development to the brownfield land of the existing leisure centre and parking. Taking a step back and looking at the policy afresh, there is an opportunity to re-evaluate the wider site for the potential to re-locate leisure uses if the openness of the MOL can be retained.



Gurnell Leisure Centre | Cabinet Feasibility Report | 26.01.23

The exceptions relevant to this feasibility study include:

(b) the provision of appropriate facilities for outdoor sport and outdoor recreation, providing these facilities are connected to the existing use of land and preserve the openness, whilst also not conflicting with the purposes of including land within the Green Belt/MOL;

(d) the replacement of a building, providing the new building is the same use and not materially larger than the one it replaces; and

(f) limited affordable housing for local community needs under policies set out in the development plan (including policies for rural exception sites); and

(g) limited infilling or the partial or complete redevelopment of previously developed land, whether redundant or in continuing use (excluding temporary buildings), which would:

- not have a greater impact on the openness of the Green Belt than the existing development; or

- not cause substantial harm to the openness of the Green Belt, where the development would re-use previously developed land and contribute to meeting an identified affordable housing need within the area of the local planning authority.

6.0 Masterplan Principles

Site Approach 3 - Leisure at Alternative Location + Lower Density Housing

Alternative Leisure Sites

Taking a step back from the 'brownfield' land that formed the focus of the previous application, there is an opportunity to look at the wider environs for alternative Leisure Centre sites.

This appraisal was discussed with LB Ealing and the thoughts of this captured below.

The conclusion was that there are no suitable alternative sites that meet the brief - particularly programme constraints.

Page 60 of 60

Perivale Park Athletics:

Recently refurbished, a popular and active athletics facility that would need to be relocated/reprovided

Perivale Park Golf Course:

A large expanse of land that could incorporate additional leisure use into the new public parkland

Longfield Meadows:

Designated within the site boundary with accepted leisure uses. Accessible from Stockdove way bounded by the railway embankment to minimise impact of development on MOL openness

Hanwell Town Football Club:

Proposed for other development and timelines would not suit this programme.

Perivale East Meadow:

Not part of council ownership and falls at a pinch point within existing MOL boundaries

	Planning Risk	Programme	Ecology/ Flood risk	Cost	Transport
Perivale Park Athletics	✓	✗	✓	✗	✓
Perivale Park Golf Course	✗	✓	✓	✓	✗
Longfield Meadows	✓	✓	✗	✓	✓
Hanwell Town Football Club	✓	✗	✓	✗	✓
Perivale East Meadow	✗	✗	✗	✗	✗



6.0 Masterplan Principles

Site Approach 3 - Leisure at Stockdove Way + Lower Density Housing

New
Leisure Centre at
alternative location

500 Homes
~ 3ha site
~ 167 dw/ha
~ 6.5 storey av.
building height

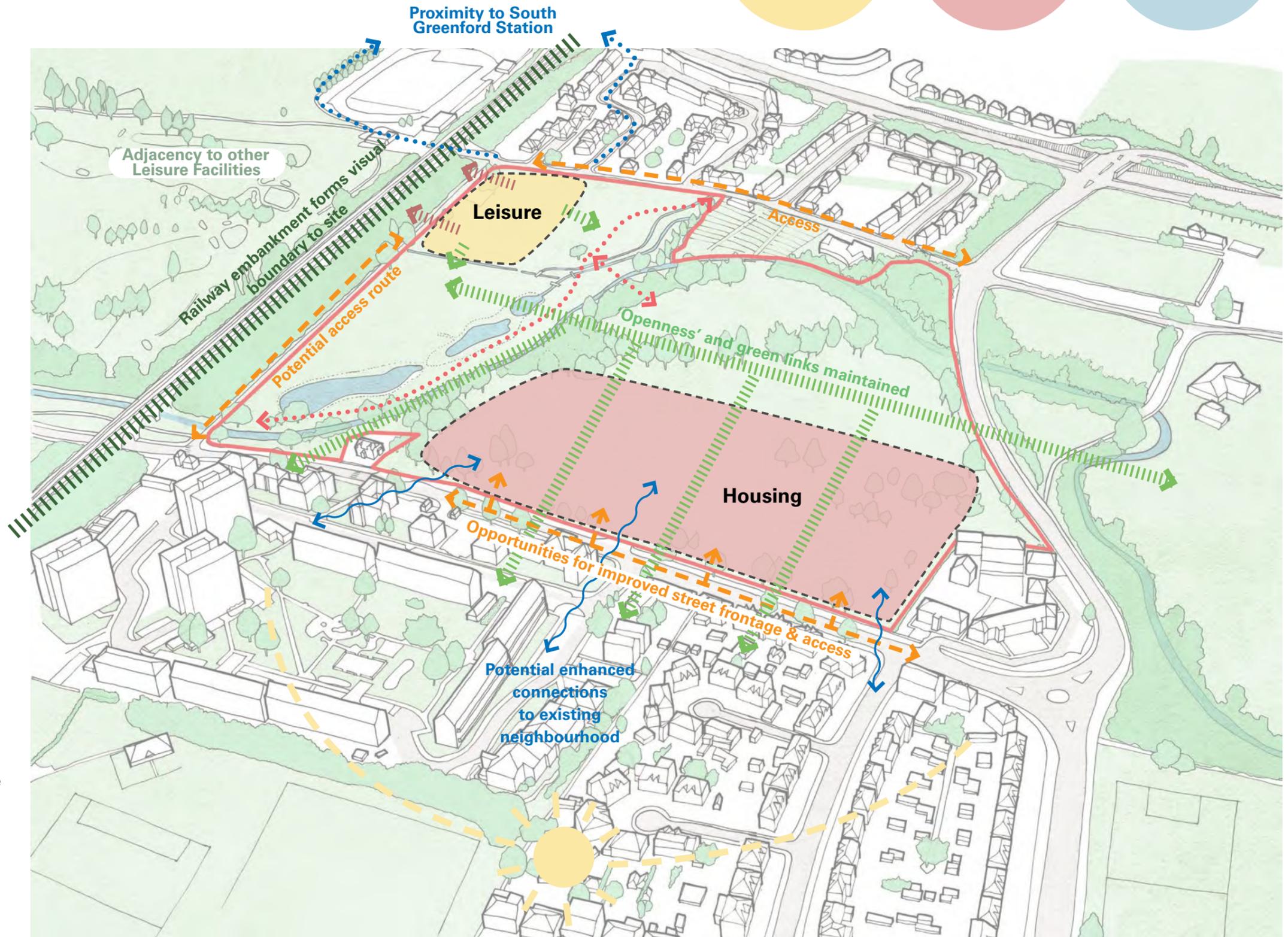
Podium & Street
Parking

Brownfield Development + Relocated Leisure

A third approach to the site explores the potential for leisure uses to be re-located within a wider leisure landscape context. This, in turn, creates an opportunity to propose lower density housing on the brownfield southern portion of the site.

- ✓ Potential to re-locate leisure centre enabling residential development on brownfield land
- ✓ Openness of MOL could be maintained through careful development of building placements, layout and massing to sit alongside existing features on site - i.e.. railway embankment
- ✓ New build leisure centre provides ideal facility mix to modern space standards with energy efficient design and low operating costs
- ✓ More appropriate residential densities for successful placemaking
- ✓ Opportunity for leisure centre to connect to/ associate with existing leisure uses in the area
- ✓ Opportunity to connect to ongoing improvements to active travel networks - i.e.. Greenford to Gurnell Greenway
- ✓ Greater flexibility of delivery with separated uses, opportunity to phase development and prioritise buildability
- ✗ Loss of higher quality habitats and biodiversity than option 1 which would require biodiversity offsetting outside the red line boundary
- ✗ Higher planning risk by developing on additional MOL land
- ✗ Building Footprint partially located within the floodplain

Page 606



6.0 Masterplan Principles

Site Approach 3 - Precedents - Street Based Housing

Precedent Study

Project : Bridgewater Triangle Masterplan

Client : London Legacy Development Corp.

Site Area : 2.5 ha

Dwellings : 575

Density : 230 dw/ha

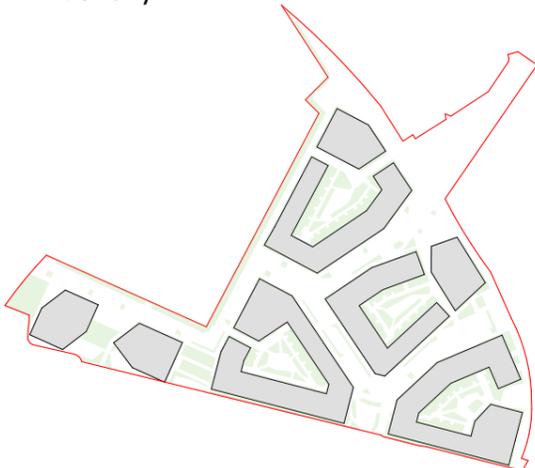
Building Heights : 3 - 11 storeys

Car Parking : 42 (on-street, including 2 car club) (7% prov.)

Other uses : commercial, local community facilities

Key features:

- Landscape led masterplan
- Prioritising low rise high density dwellings
- High proportion of family units at density



Precedent Study

Project : Brentford Lock West

Client : Igloo

Site Area : 3.7 ha
MR Site Area: 0.1 ha

Dwellings : 759

Density : 205 dw/ha

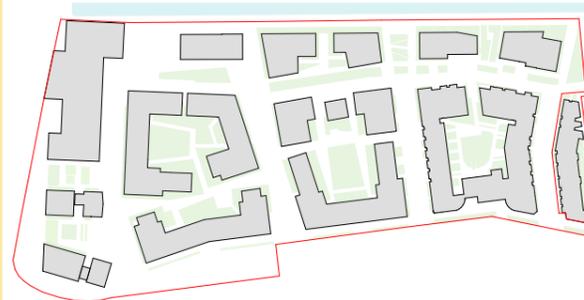
Building Heights : 3 - 10 storeys

Car Parking : 344 (phase 1-2 basement, phase 3 podium) (45% prov.)

Other uses : commercial, local community facilities

Key features:

- Canalside masterplan
- Pedestrians prioritised along a waterfront public realm
- High proportion of family units at density



This page is intentionally left blank

6.0 Masterplan Principles

Summary of Site Strategy Options

Conclusions

It has been chosen to take forward Site Approach 1 and 3 to develop a masterplan. Site Approach 1 represents a lower planning risk as it follows a similar footprint to the previous application - the risk increases with a high number of units and therefore this route is only recommended if a 200-300 unit enabling scheme is viable.

Site Approach 3 (hereafter referred to as Option 2) represents a more challenging planning proposition by relocating the leisure centre, however it is the better solution if a high number of units (500) are required for the viability due to reduced density of any housing and therefore impact on MOL

Given the viability and funding route is a much bigger question, both solutions have been developed in principle.

Page 60 of 69



Leisure Centre replaced on existing site

500 Homes
~ 1.64ha site
~ 300 dw/ha
~ 11 storey av. building height

Leisure: Podium or Basement Parking
Residential: Street + Podium Parking

New Leisure Centre at alternative location

500 Homes
~ 3ha site
~ 167 dw/ha
~ 6.5 storey av. building height

Leisure: Podium or Offsite Parking
Residential: Street Parking

7.0 Housing

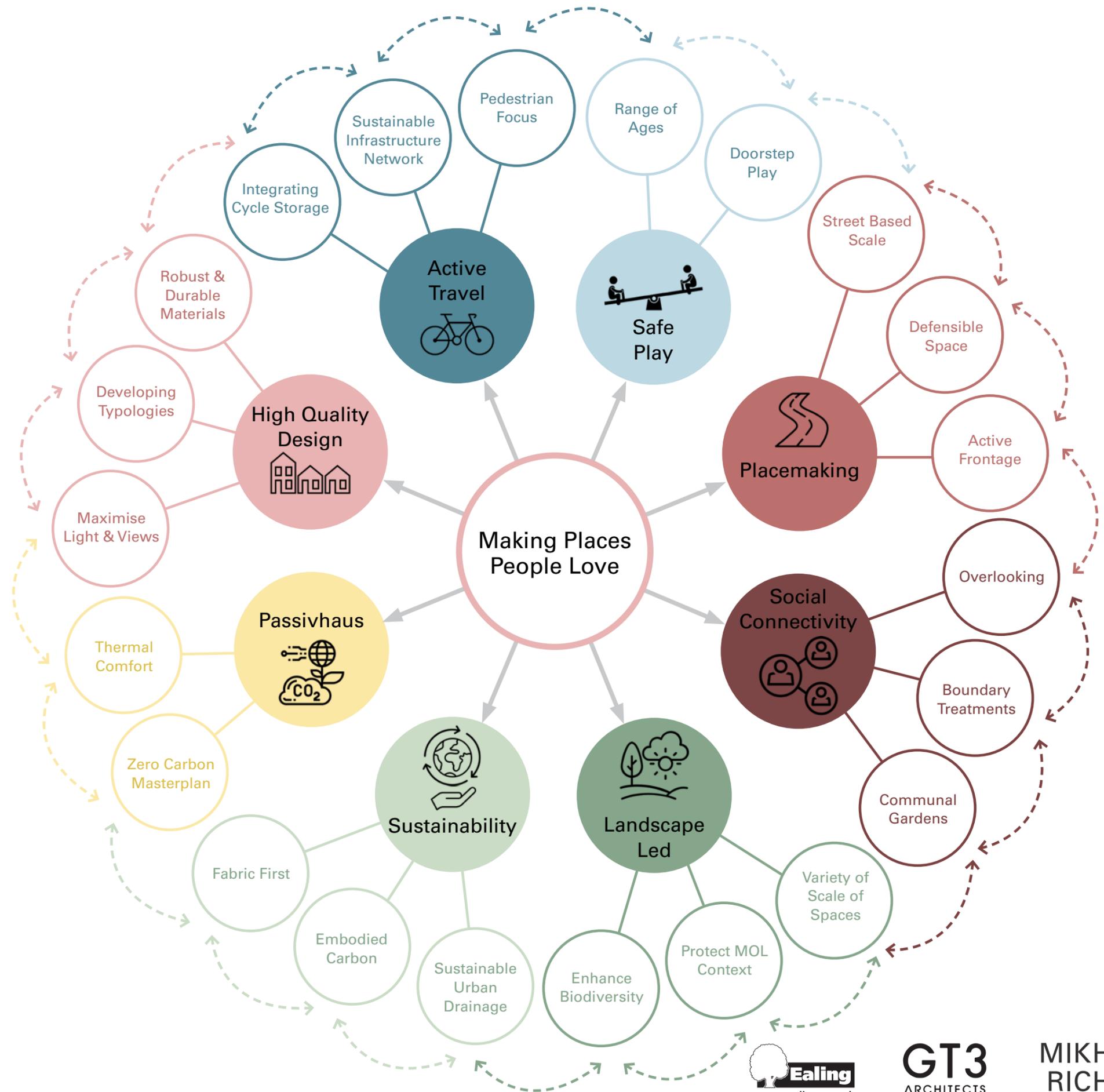
7.0 Housing

What Makes Great Homes?

Design Principles

The development of a brief for a new residential-led community at Gurnell incorporates a number of design principles which aid the creation of sustainable and beautiful places people love.

These principles establish a framework of design tools which can be used to inform the composition of a neighbourhood. The principles are integral to the design teams' methodology and can be referred back to at each stage of design as key performance indicators to assess the development of a proposal.



7.0 Housing

What Makes Great Homes?

Zero Carbon



- Consider at an early stage the site layout and good design principles along with early modelling to achieve Passivhaus as a route to affordable Zero Carbon
- Prioritise East-West orientation where possible to maximise solar gains whilst minimising overheating



Sustainability



- Design at all stages with sustainable principles at the forefront
- Integrating SUDS and biodiversity in landscape
- Consider embodied carbon from the start
- Evaluate reuse of existing buildings robustly and balance the benefits of reuse vs. demolition



Landscape Led



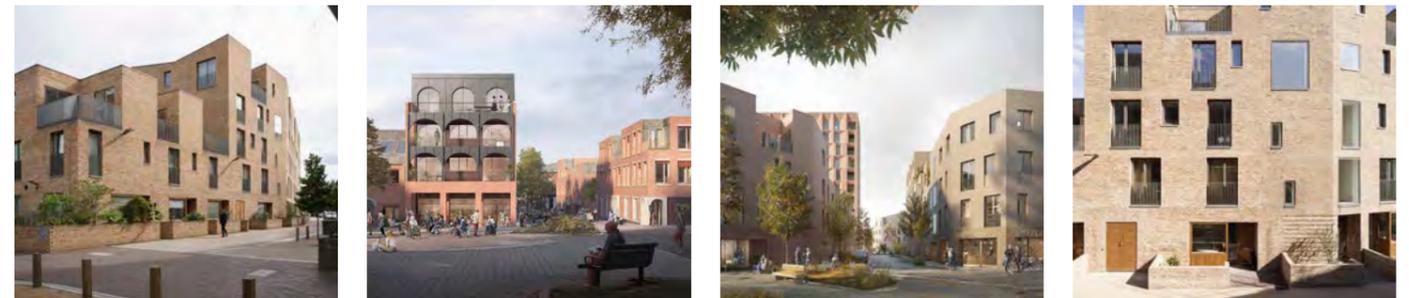
- Provide a mix of public, private and semi-private green spaces for all ages
- Protect and enhance the character of the unique setting in the Metropolitan Open Land
- Enhance biodiversity from street trees and planting to the wider context



High Quality Design



- Tie into existing context with scale, typologies and urban grain where possible
- Developing building forms to create great homes that maximise light and views
- Prioritising a street based scheme
- Use high quality robust materials that are durable and contribute to the character of the scheme



7.0 Housing

What Makes Great Homes?



Placemaking

- Create a welcoming and human scale streetscape that is an appropriate scale in the context
- Create active frontage with windows and front doors onto the street.
- Create defensible buffer spaces to each home that are an asset to both resident and community



Active Travel

- Ensure that spaces are designed around people and cycling not cars
- Provide the infrastructure for sustainable travel modes that ties into the existing network
- Integrate cycle routes and storage into the design so that it is a meaningful alternative



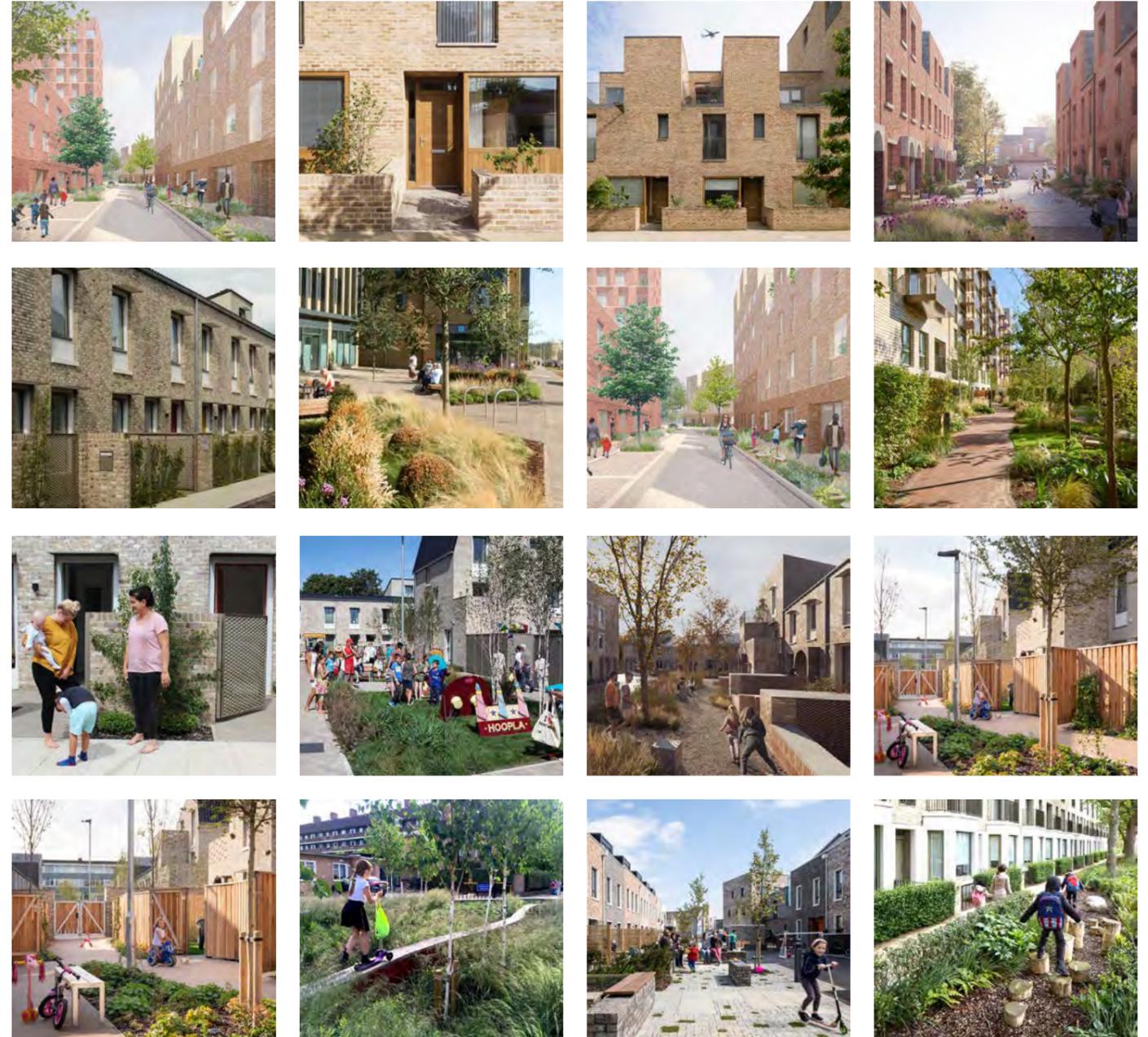
Social Connectivity

- Create opportunities for social interaction
- Create semi-private communal gardens.
- Consider boundary treatments, overlooking and scale of spaces to encourage social connections



Safe Play

- Create pedestrian focused and safe places for play
- Ensure that play spaces are overlooked
- Create safe play area for small children close to the home
- Create a range of spaces for play for all ages



Page 613

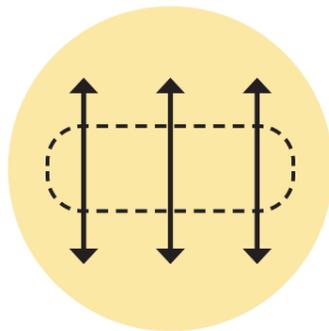
7.0 Housing

What is important for Gurnell?

Design Principles for Gurnell

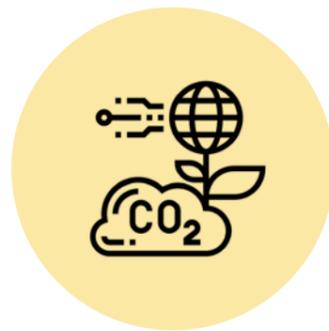
Within the framework of design principles there are a series of themes which have been developed with the project team and identified as particularly important for the success of new homes at Gurnell. Emerging capacity and design proposals are tested against these.

Page 614



Openness

Maintaining sense of openness to the MOL



Passivhaus

Getting the masterplan right for achieving Passivhaus



Scale

Creating human scale housing that isn't overbearing on the MOL

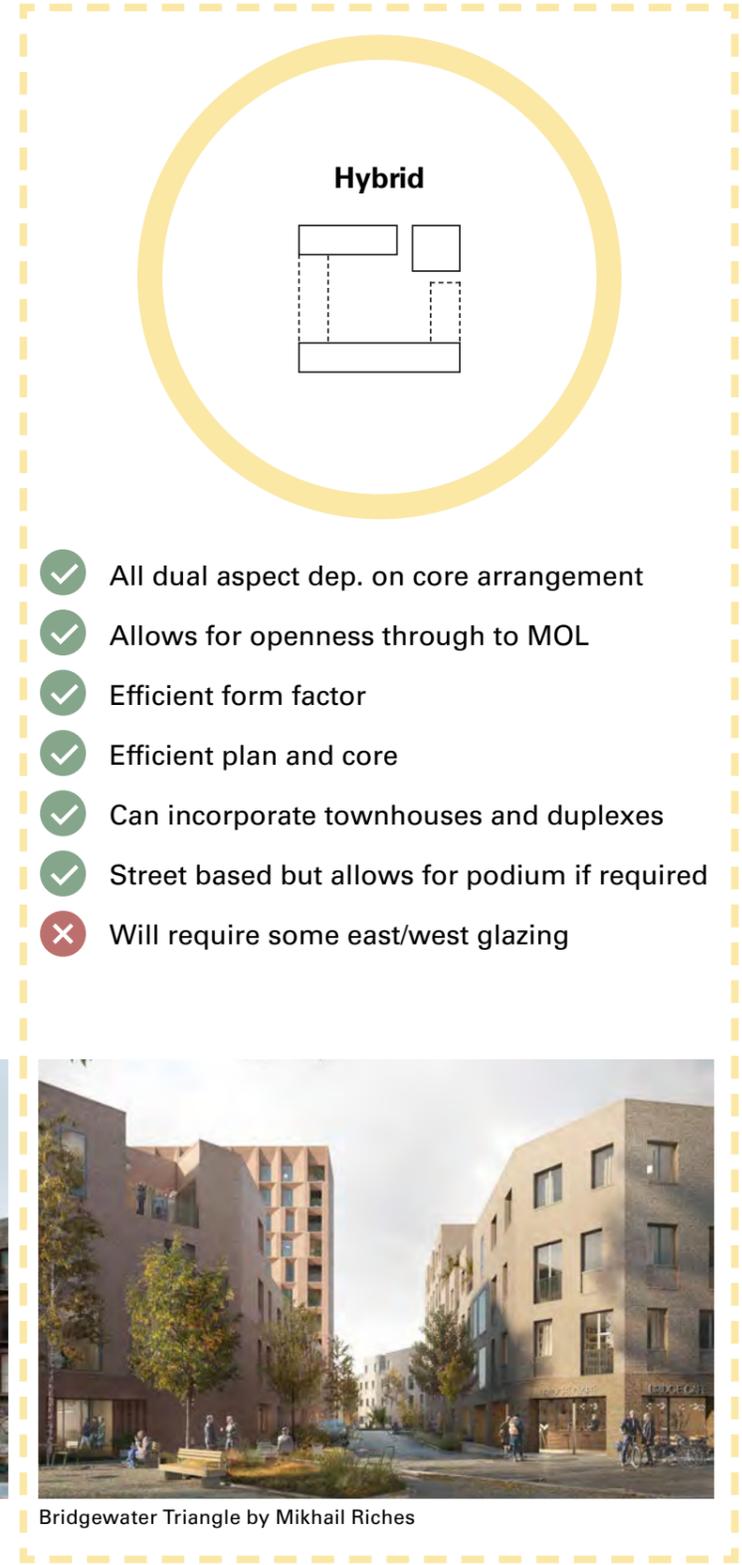
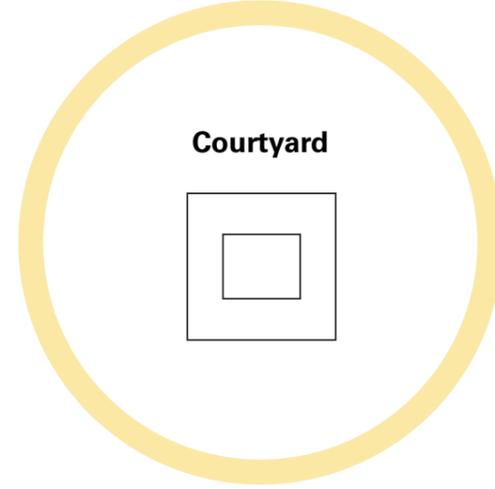
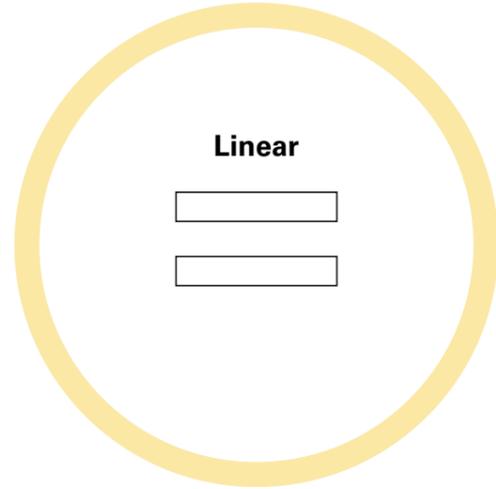
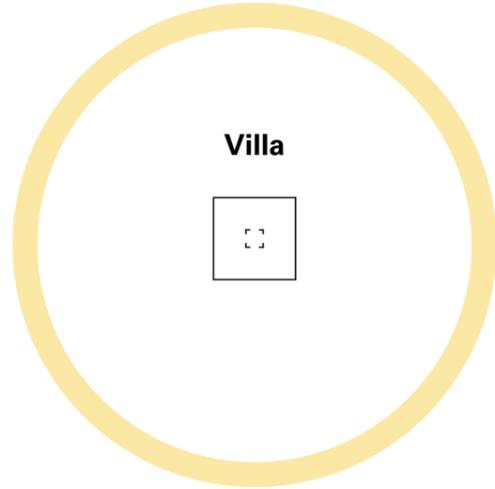


Community

Focus on creating a sense of community

7.0 Housing

Testing Typologies



- ✓ Efficient plan and core
- ✓ Maximise envelope for daylighting/views
- ✓ Mostly dual aspect depending on units/floor
- ✗ Inefficient form for Passivhaus
- ✗ Will require east/west glazing
- ✗ Ground floor residential use challenge
- ✗ Inefficient use of site - likely to be tall

- ✓ Efficient plan and core
- ✓ All orientation is optimum for Passivhaus
- ✓ Efficient form factor
- ✓ All dual aspect dep. on core arrangement
- ✓ Can incorporate townhouses and duplexes
- ✗ Doesn't allow for openness through to MOL
- ✗ Conflict of backs and fronts onto MOL

- ✓ Mostly dual aspect dep. on core arrangement
- ✓ Allows for openness through to MOL
- ✓ Efficient form factor
- ✓ Can incorporate townhouses and duplexes
- ✓ Allows for podium parking if required
- ✗ Will require some east/west glazing
- ✗ Massing could be bulky onto MOL

- ✓ All dual aspect dep. on core arrangement
- ✓ Allows for openness through to MOL
- ✓ Efficient form factor
- ✓ Efficient plan and core
- ✓ Can incorporate townhouses and duplexes
- ✓ Street based but allows for podium if required
- ✗ Will require some east/west glazing



Nordbahnhof by Sergison Bates



Brentford Lock by Mikhail Riches



Chobham Manor by Haworth Tompkins



Bridgewater Triangle by Mikhail Riches

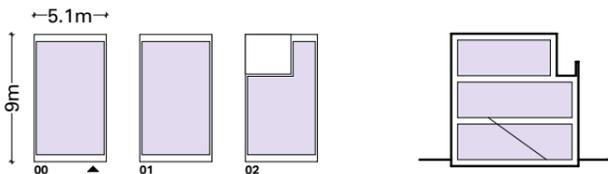
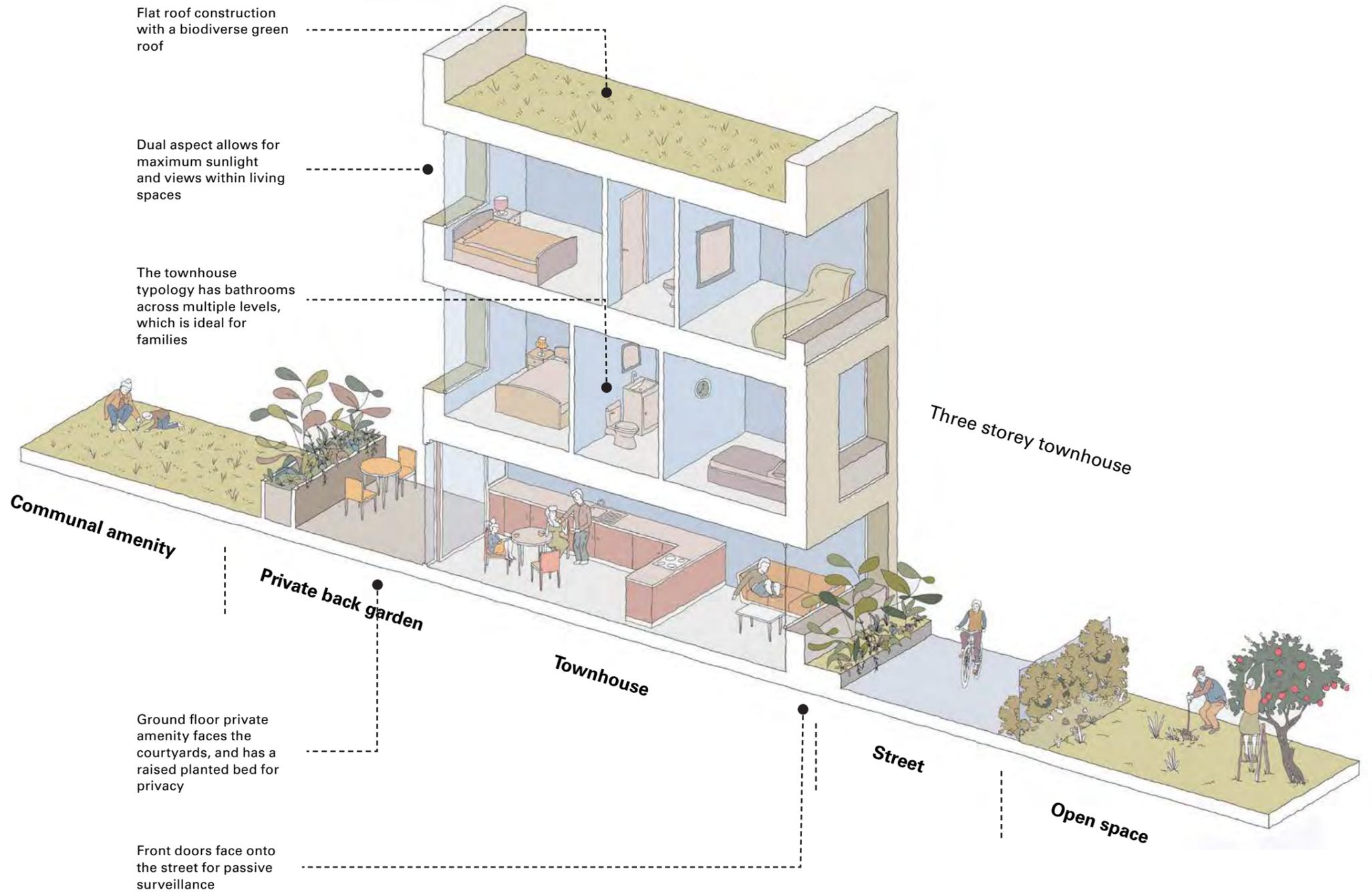
7.0 Housing

Toolbox of Building Types

Town Houses

This typology is great for:

- Large family homes
- Low rise
- Active street frontages
- Each home has a front door and private back garden



Illustrative axonometric drawing of a typical townhouse

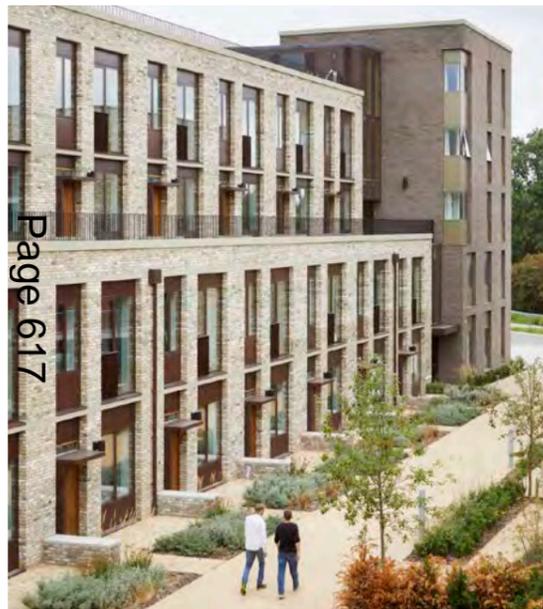
7.0 Housing

Toolbox of Building Types

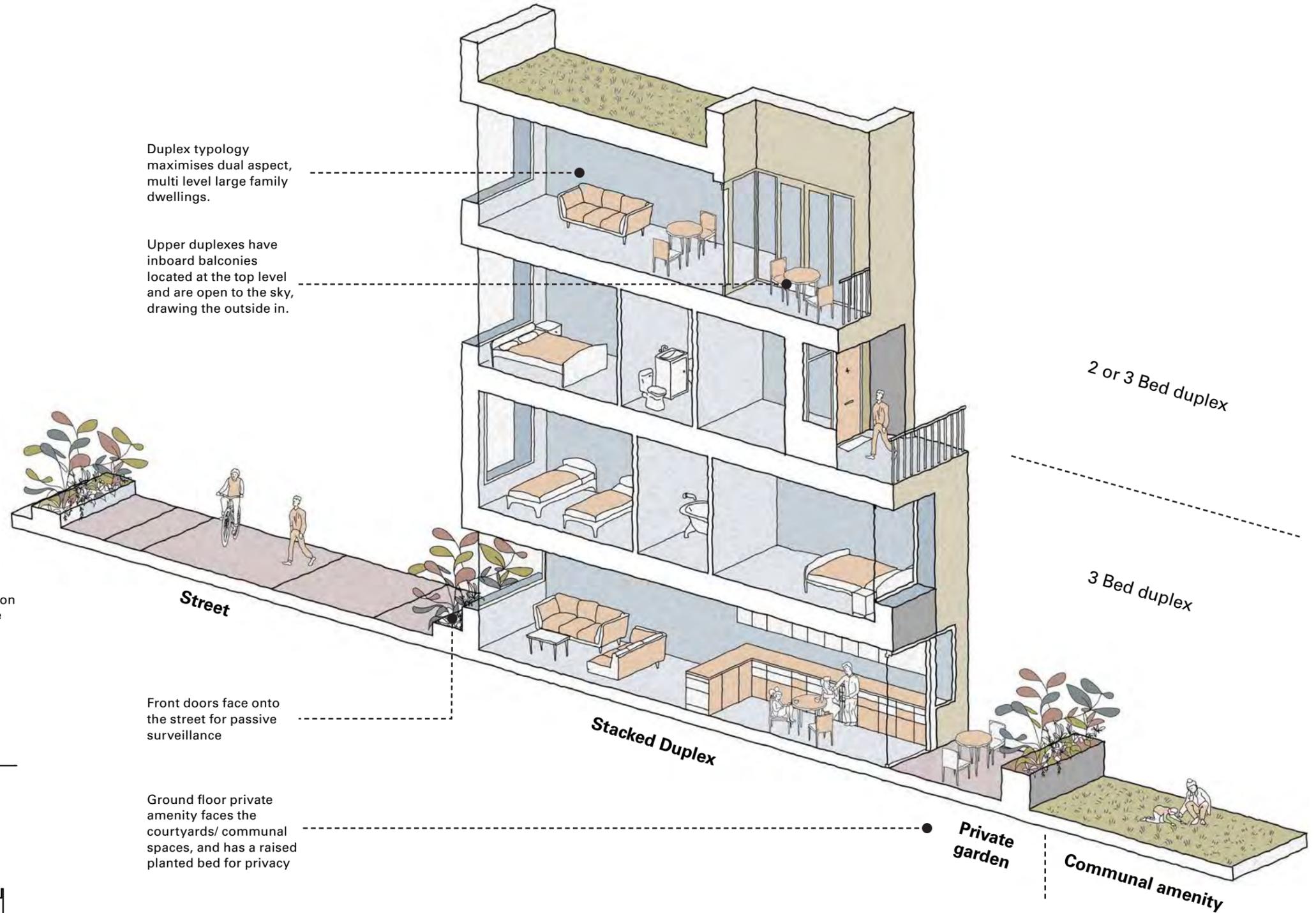
Stacked Duplexes

This typology is great for:

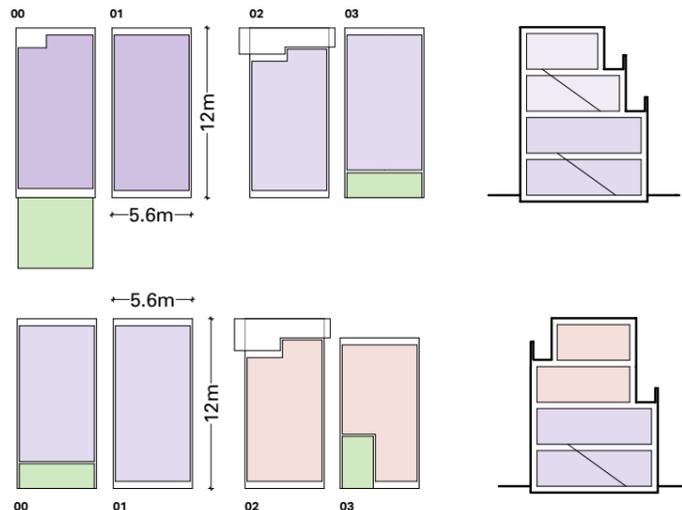
- Homes with front doors onto the street.
- Split level living offers lots of natural light and a flexible living environment.
- Kitchens face onto streets.
- Gallery decks become a welcoming social space.



Page 617



Illustrative axonometric drawing of a typical stacked duplex



7.0 Housing

Toolbox of Building Types

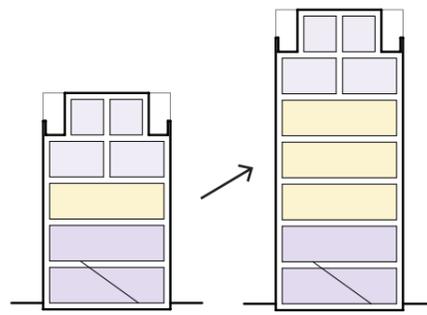
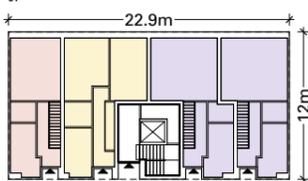
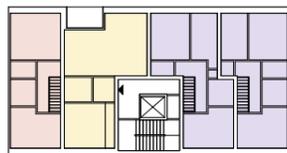
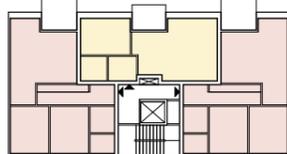
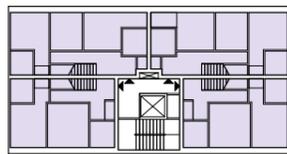
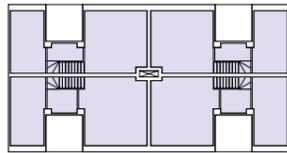
Ground and Top Floor Duplexes

This typology is great for:

- Family homes with larger private amenity spaces.
- Ground floor duplexes have generous ground floor private amenity space and top floor duplexes have inset balconies benefiting from views across the site.
- Maximises multi-level homes creating great family housing.
- Maximises dual aspect dwellings.
- Variety of unit sizes in single building. Mix of duplexes and lateral flats located in middle floors.

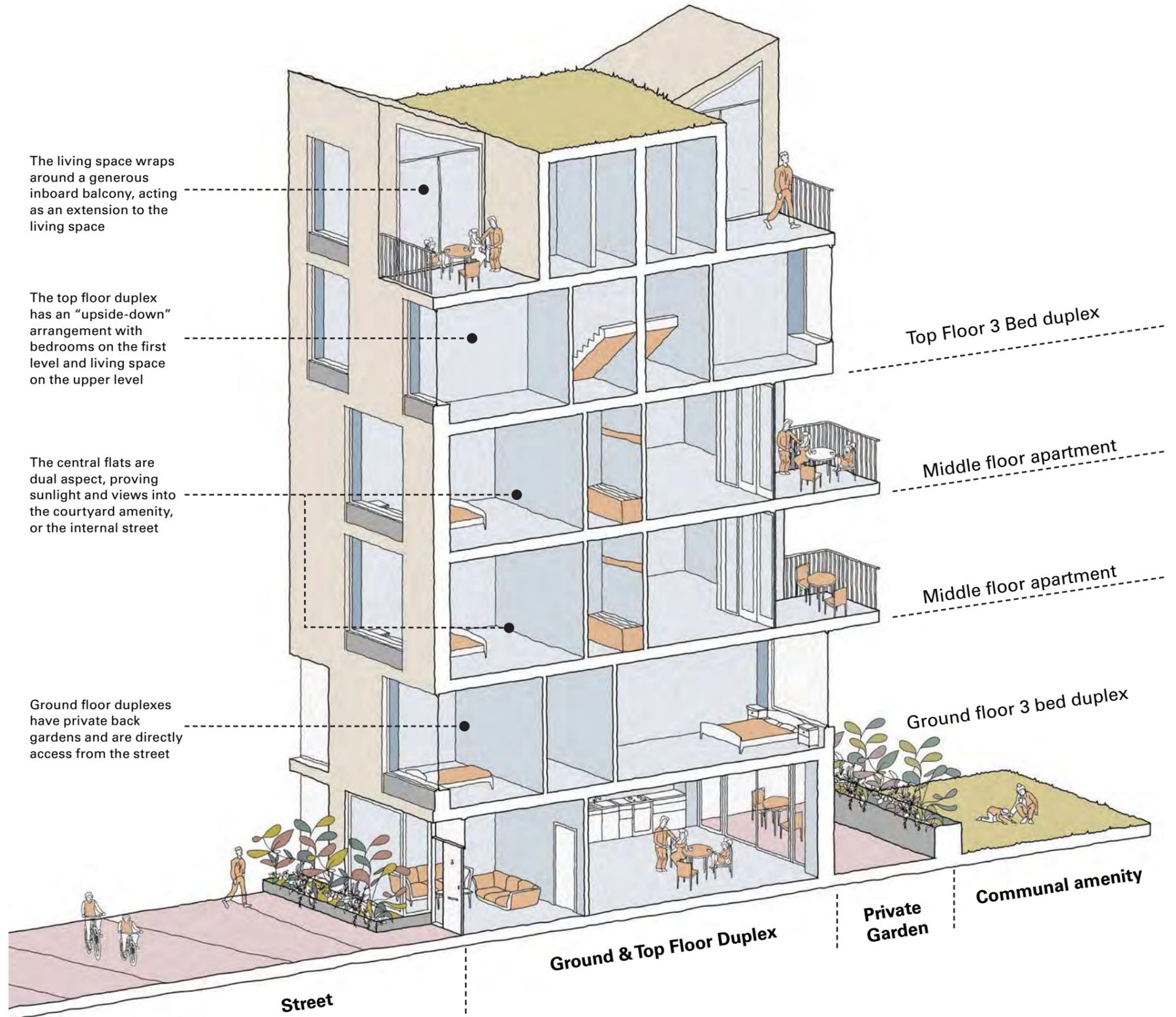


Page 618



5-7 Storeys

Illustrative axonometric drawing of a typical ground and top floor duplex



7.0 Housing

Toolbox of Building Types

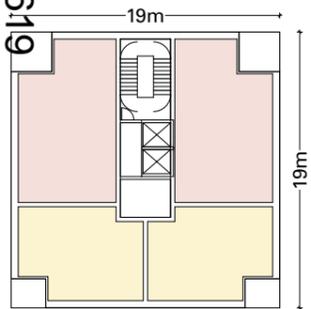
Apartment Buildings

This typology is great for:

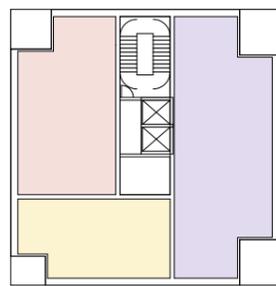
- Generous cores with front doors cluster around 2 lobbies on each floor
- With a central core, these typologies maximise dual aspect units with long river and landscape views.
- Generous double height lobbies and through cores provide good connection to courtyard amenity.
- Flexibility to incorporate a range of different unit mixes per floor plate.



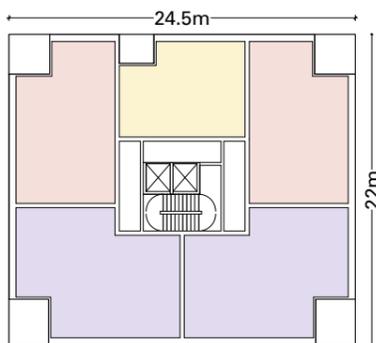
Page 619



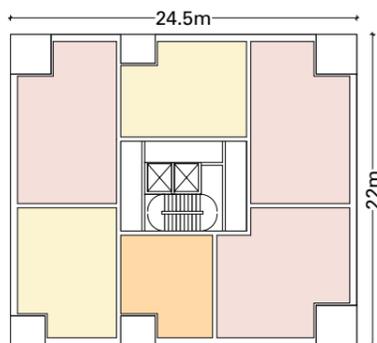
Floor type 1



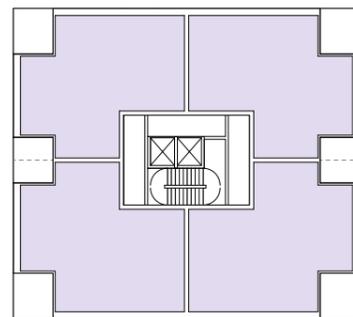
Floor type 2



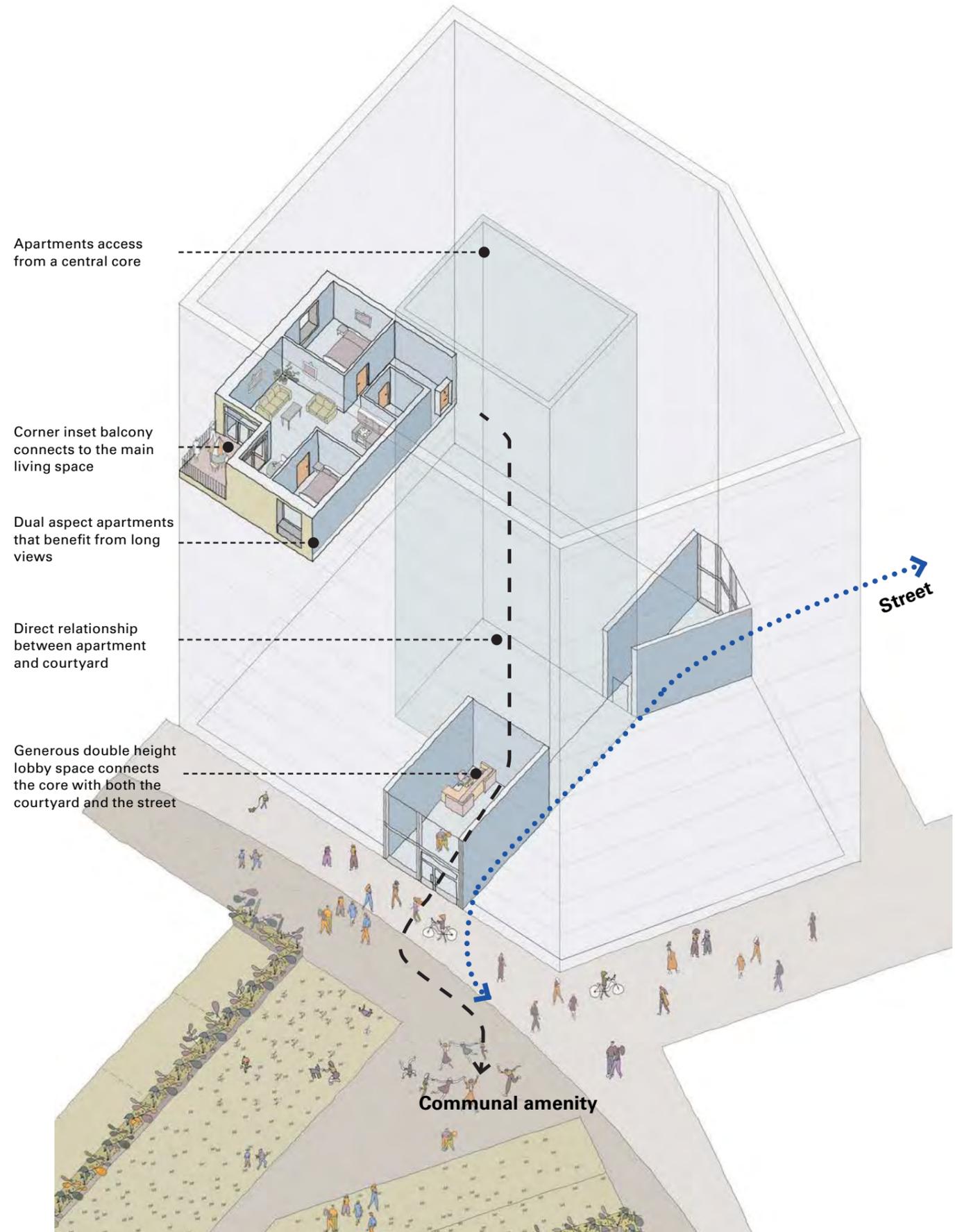
Floor type 1



Floor type 2



Floor type 3



Illustrative axonometric drawing of a typical apartment building

7.0 Housing

Residential Parking and Streets

Streets direct the eye North, framing views of the MOL parkland and the wooded landscape beyond.

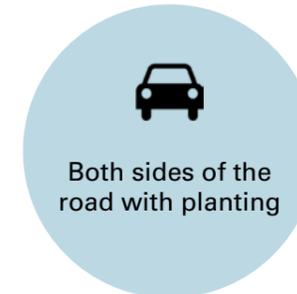
The streets are 15m wide and are arranged with a green corridor running down one side and on-street parking spaces concentrated on the other. Concentrating car parking to one side of the street avoids the public realm becoming too car saturated.

Street trees soften the hard landscape and extend the parkland character. The green corridor forms an attractive buffer between the carriageway and the footpath, and the carriageway itself is relatively narrow to slow traffic speeds and prioritise the comfort and safety of pedestrians and cyclists.

Page 620



Street view of Arcus Road, Lewisham. The street design incorporates naturalistic planting between the footpath and carriageway.

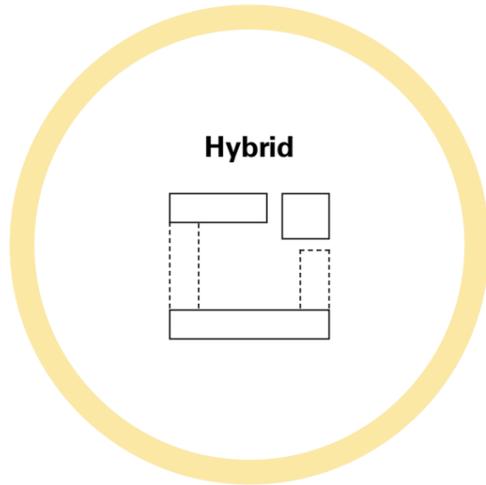


8.0 Site Option 01

8.1 Masterplan Key Moves

8.1 Masterplan Key Moves

Testing Typologies on site

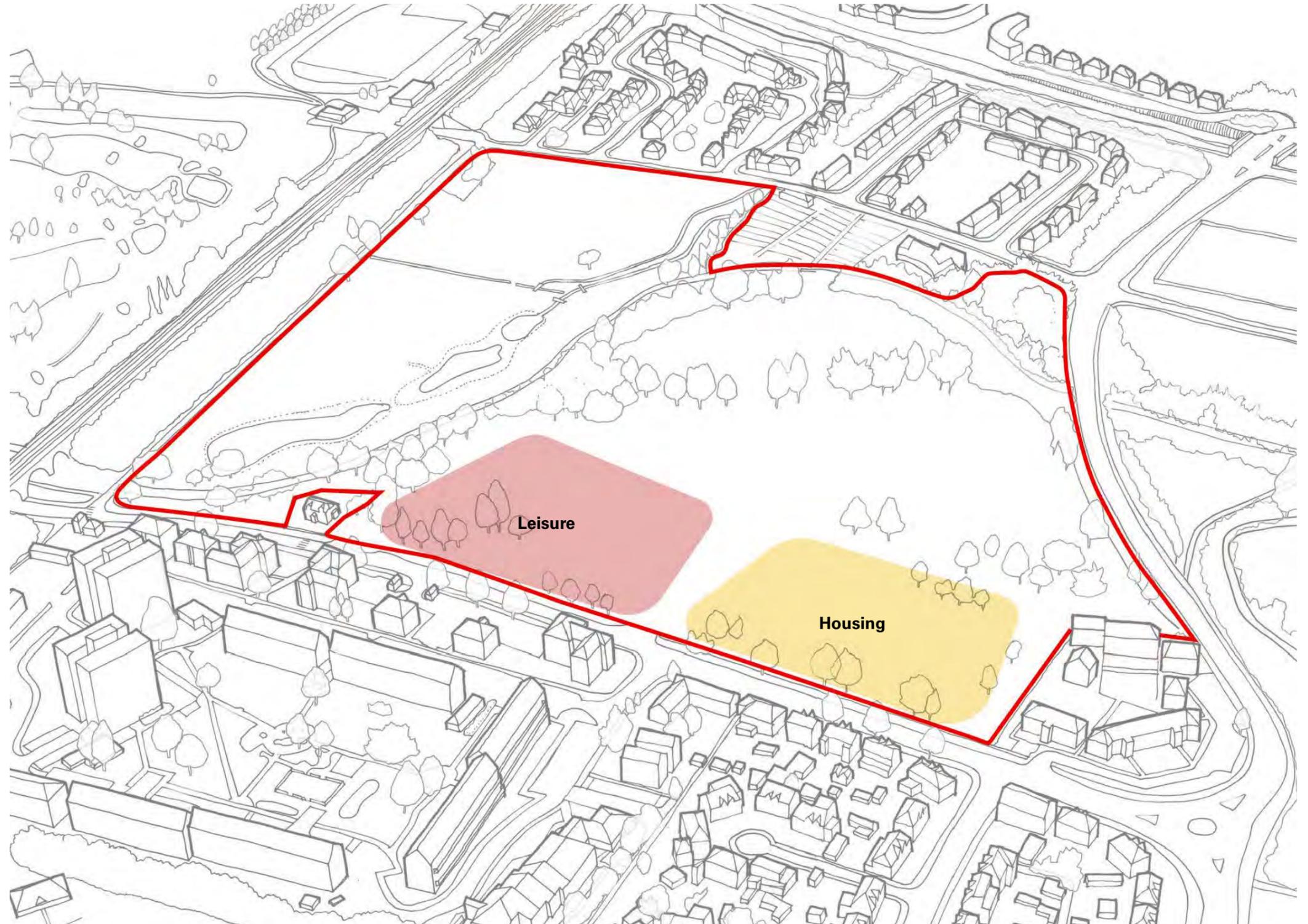
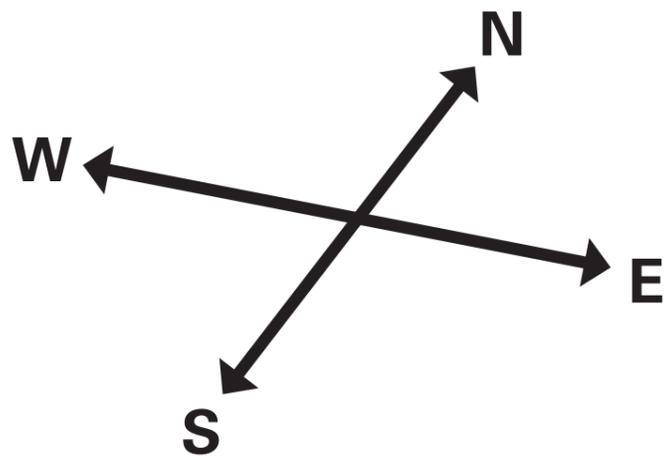


Learning from Capacity Studies

Having tested typologies on site, a hybrid approach may offer a solution which takes the advantages of each and combines them on site to make a coherent neighbourhood.

Site Orientation

A hybrid approach can take advantage of orientation to prioritise a passive solar scheme, helping to create a sustainable neighbourhood.



8.1 Masterplan Key Moves

Key Moves

Green Streets and Views

Green streets running perpendicular to Ruislip Road East frame views of the MOL parkland and the wooded landscape beyond. Street trees and naturalistic planting extend the parkland character.

Page 624



8.1 Masterplan Key Moves

Key Moves

Routes and Connections

The placement of buildings on site maintains a sense of openness and connection to the green spaces throughout the site. Streets create links through to the park whilst also providing the framework for access to the new homes with front doors along these.

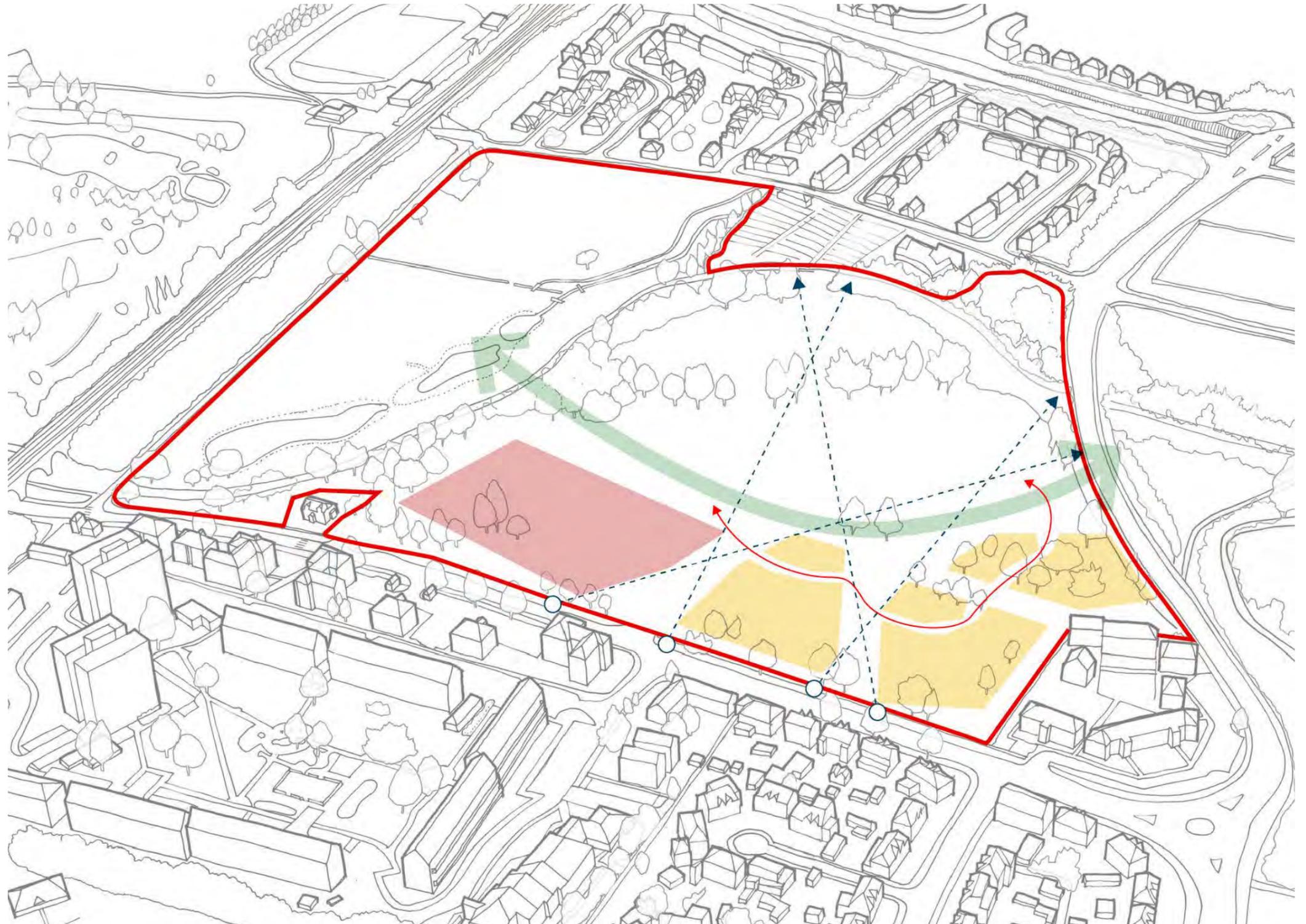
A series of secondary routes enhances experience of the landscape spaces with new routes connecting to both the wider leisure landscape and the more intimate courtyard green and play spaces.

KEY:
Page 625

Views through to MOL

Play Route

MOL Route



8.1 Masterplan Key Moves

Key Moves

A Range of Scales of Landscape Spaces

There is an opportunity for a range of landscape spaces across the site which each knit into and enhance the existing context.

Streets create green fingers through the site, whilst a series of pocket parks each with a distinct character provide places for a neighbourhood to play and enjoy outdoors.

The residential buildings are arranged into loose courtyard forms, allowing for central green spaces to be enjoyed communally by residents.

KEY:

-  Courtyards
-  Streets
-  Pocket Parks
-  Sports Landscape
-  Parkland
-  Cafe Terrace

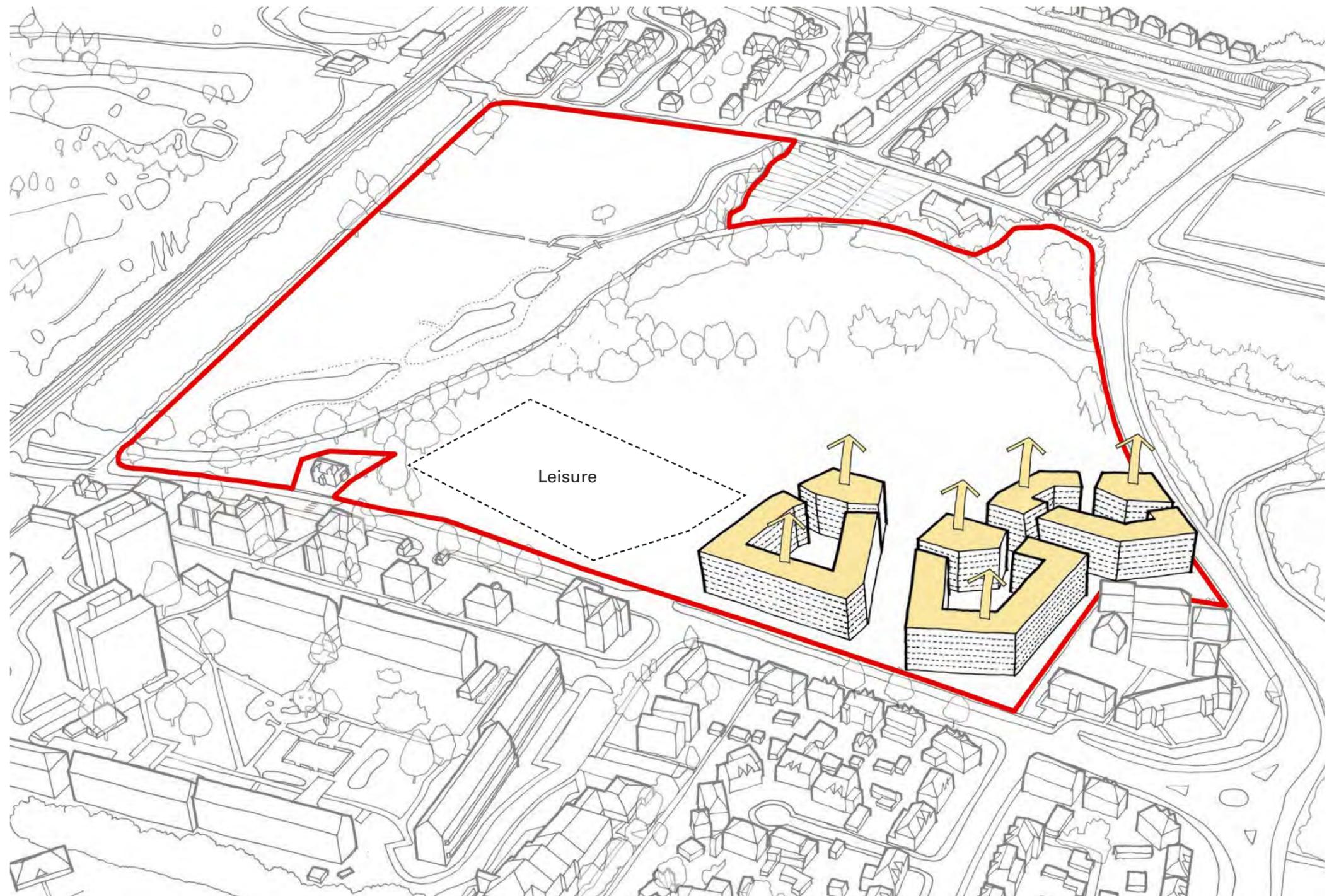


8.1 Masterplan Key Moves

Key Moves

Average Height of 7 Storeys

Using a range of typologies, and arranging building footprints efficiently on site, an average building height can be established as a first step to start developing a more nuanced building massing.



8.1 Masterplan Key Moves

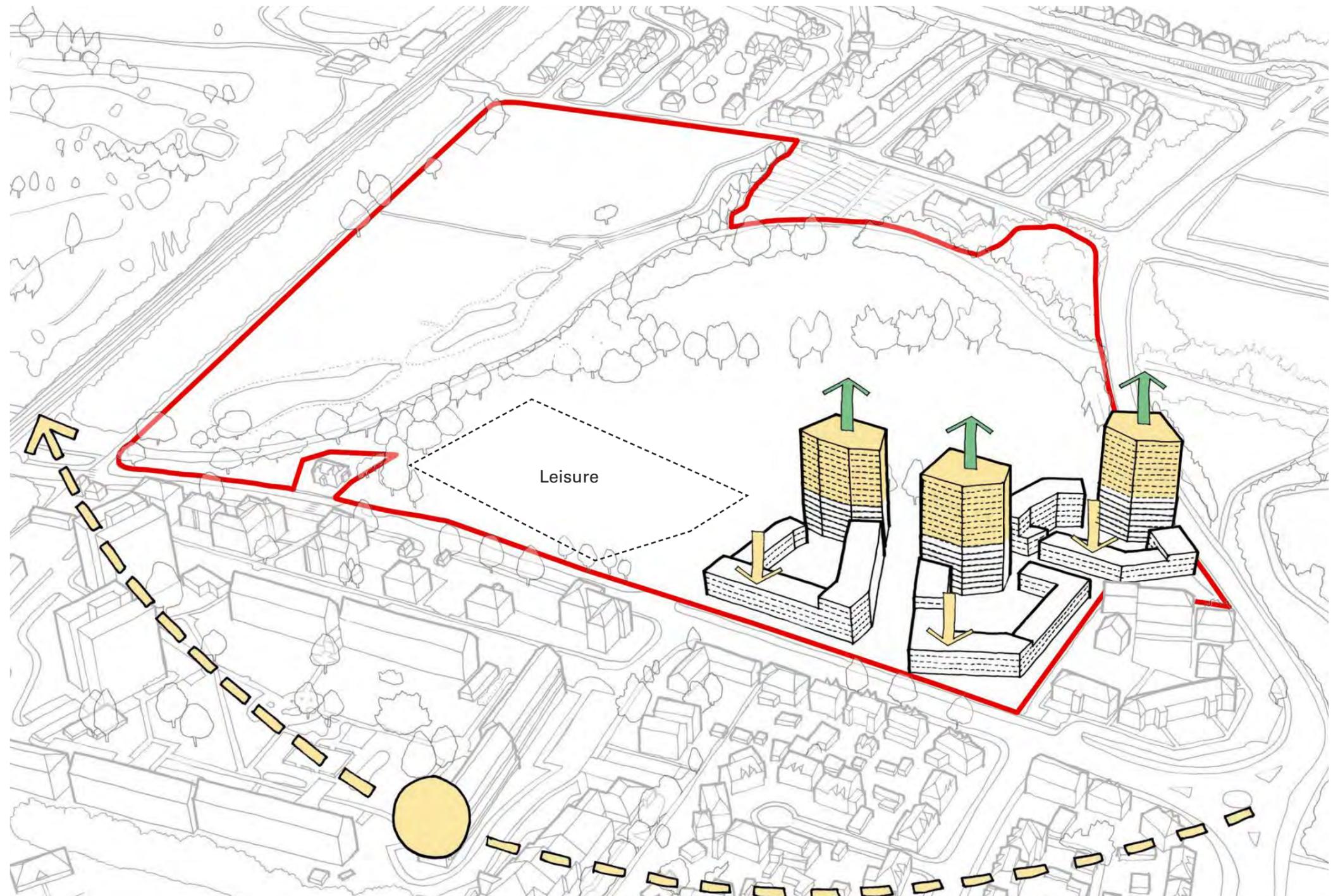
Key Moves

Building Heights Developed

The development of the massing strategy across the site is informed by a series of parameters and opportunities. Lower heights to the south help to ensure adequate daylight and sunlight conditions both internally and externally. There is an opportunity for buildings to be higher to the north where they do not overshadow communal amenity space, and where dwellings can take advantage of good views over the park.

In a 300 unit scenario, the villas would be circa. 8 storeys, and in 500 units, they could reach up to 18 storeys.

Page 628



8.1 Masterplan Key Moves

Housing - A New Community in the Park



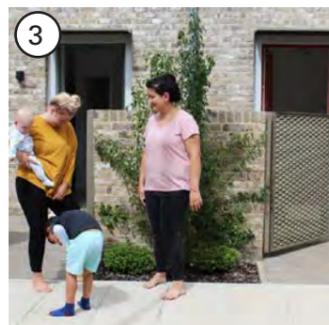
Page 629



Dual Aspect Villas overlooking MOL



Typologies create family homes with front doors



Front Gardens animate the street frontage



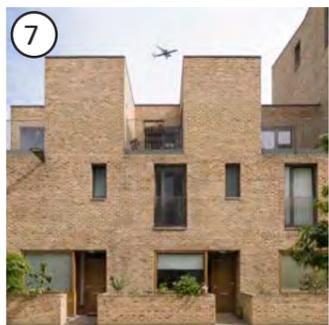
Human scale streets



Green Street characters link through to MOL



Courtyards with private and communal gardens



Townhouse scale respond to context and daylighting



Scales of play throughout the landscape

8.1 Masterplan Key Moves

Housing - Summary of Proposals

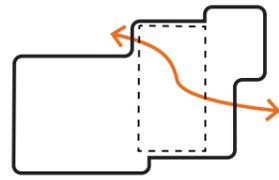
- ① Generous streets and landscape zones provide green links that connect Ruislip Road East to the parkland beyond
- ② Public squares around existing mature trees provide generosity to Ruislip Road East whilst creating gathering places near leisure centre
- ③ Courtyard gardens provide both private and communal spaces to create a sense of community between neighbours
- ④ Variation in building heights create human scale streets with front doors and kitchen windows overlooking the street
- ⑤ Pocket parks provide play close to home and communal gathering space that spill out into the wider parkland
- ⑥ Pedestrian route along park edge links courtyards with villas and front doors animating the edge and creating a green link between homes and park
- ⑦ Wider parkland connected with paths linking existing desire line from Argyle Road down through the new homes
- ⑧ New bridge over the river Brent connects leisure with housing and knits into the wider pedestrian network
- ⑨ Villas form sculpted punctuations overlooking the park, maximising views from flats with balconies providing surveillance over the park
- ⑩ New street provides frontage for Peel Gardens and ties it into the new neighbourhood



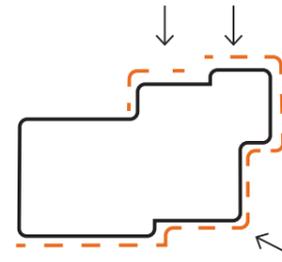
8.2 Leisure and Landscape

8.2 Leisure & Landscape

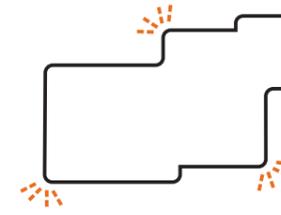
Leisure - Ground Floor Plan



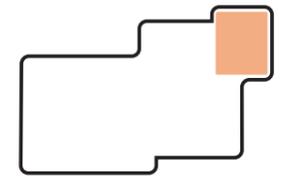
Routes Through



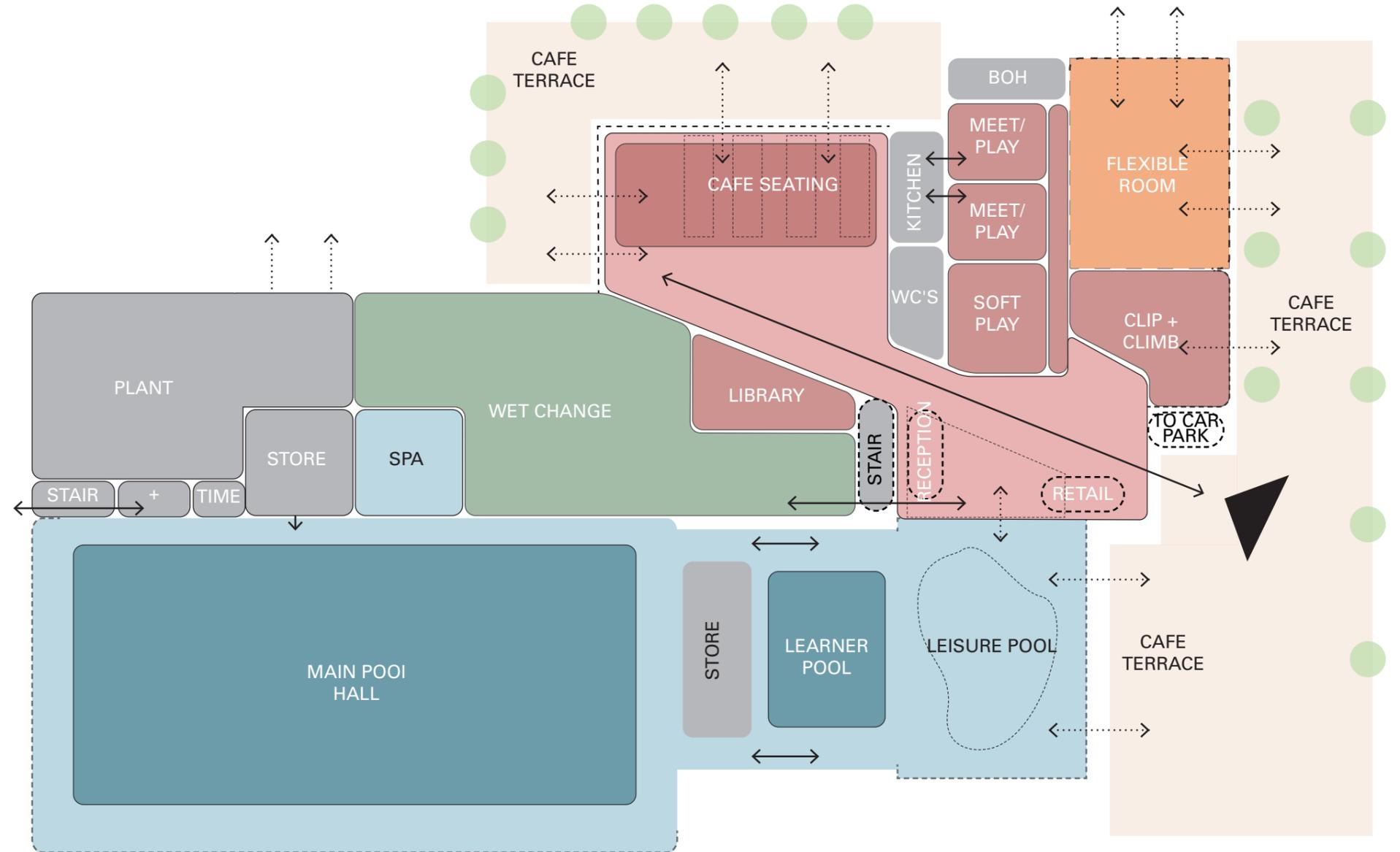
Active Frontages



Key Corners



Active Roofscape



Page 632

KEY:

-  Main Access
-  Secondary Access
-  Visual Connection

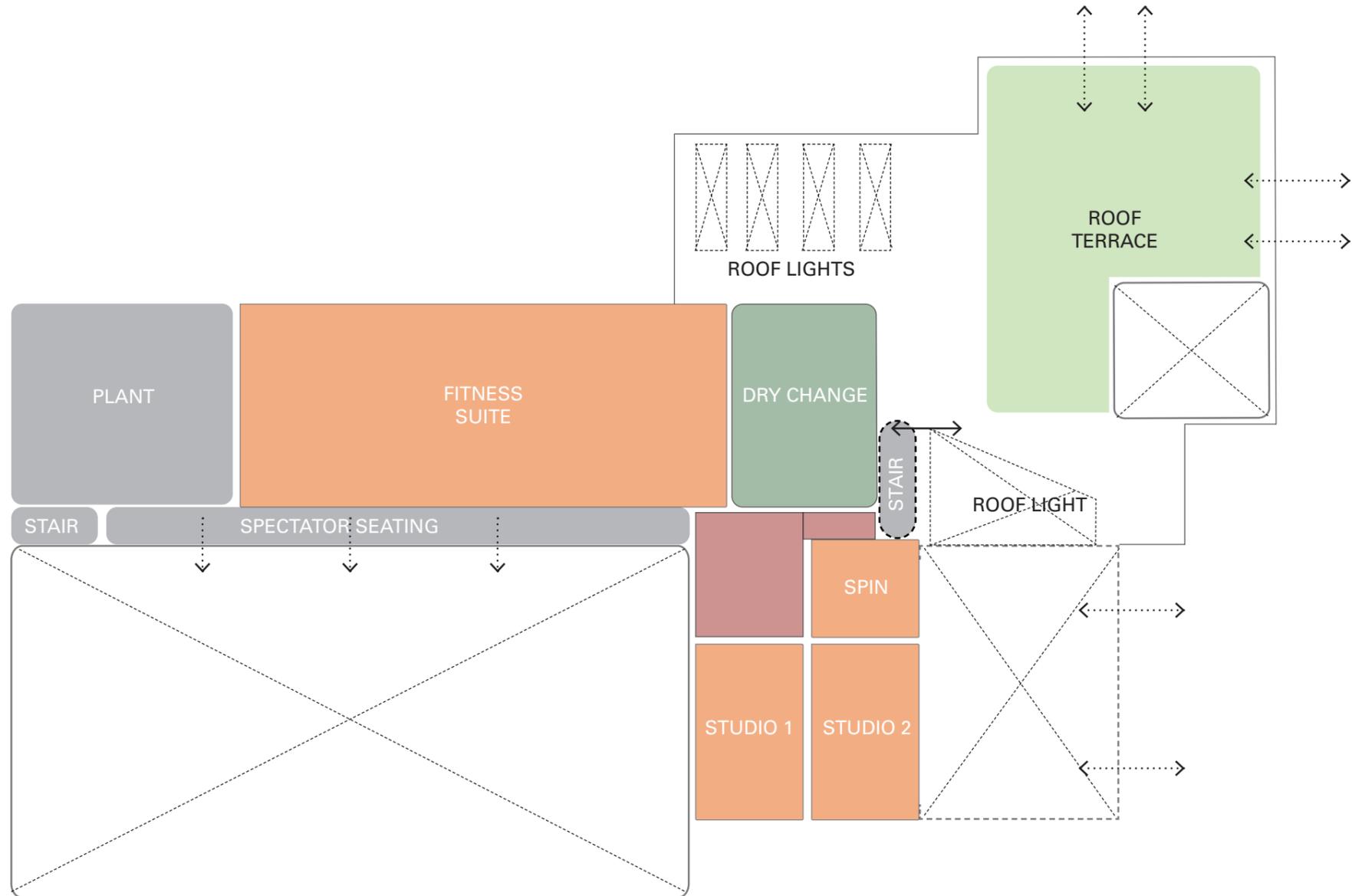
8.2 Leisure & Landscape

Leisure - First Floor Plan

Page 633

KEY:

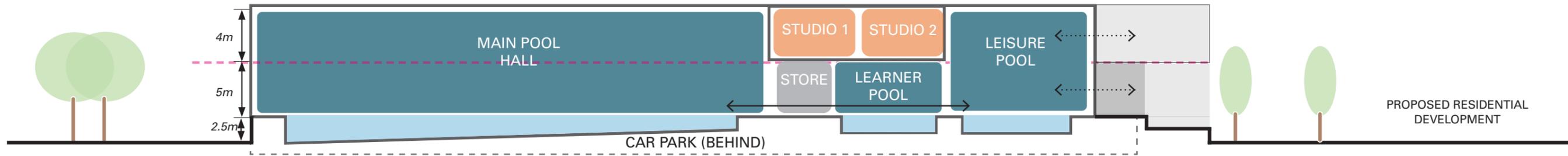
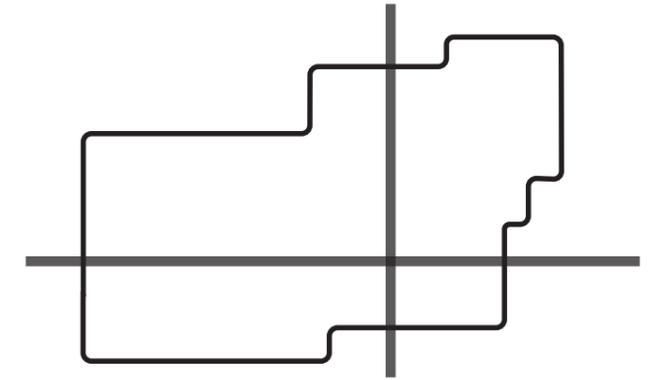
-  Main Access
-  Secondary Access
-  Visual Connection



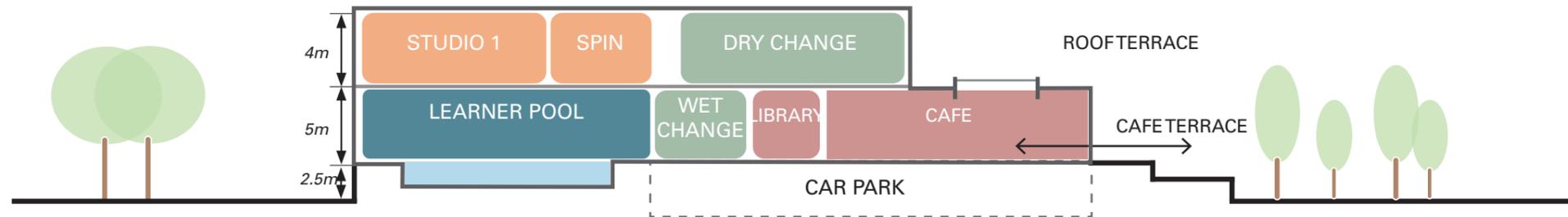
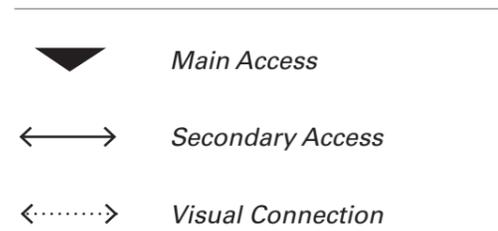
8.2 Leisure & Landscape

Leisure - Section

Page 634



KEY:



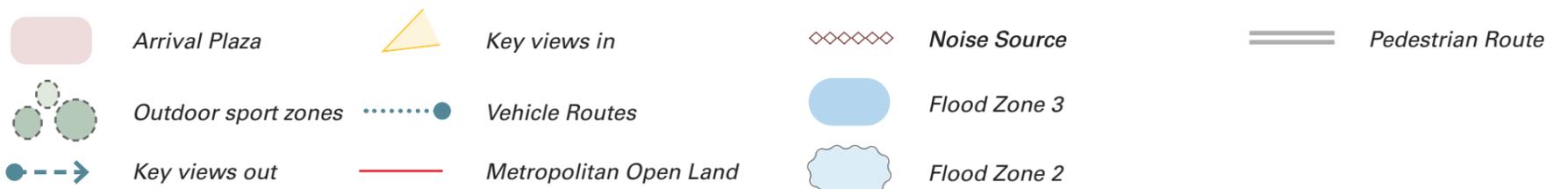
8.2 Leisure & Landscape

Leisure Location Opportunities and Constraints

- ✓ Creates a more integrated scheme with leisure on non-MOL land
- ✓ The building connects with the park and the new activity space will create further interest
- ✓ The leisure centre is located where it is currently, reducing the likelihood of local residents contesting its position on the site
- ✓ Pools face south maximising the solar gain from Passivhaus principles
- ✓ Sports hall, studios and fitness suite face north which are well positioned as cooled spaces
- ✓ Lively active frontage on arrival
- ✓ Good visual connection through the heart of the plan, connecting the park
- ✓ All stakeholder comments and lessons from the building visit have been incorporated
- ✓ Library position means that it can operate outside leisure hours if required
- ✓ Sports hall position on the north, provides the opportunity of bringing in high level glazing without effecting glare on the sports being played
- ✓ Plant room well positioned for deliveries (12m long vehicles)
- ✓ Good connection to private, external exercise space on the roof terrace (from the fitness and studios), connecting the park
- ✗ Car parking undercroft is more expensive and raises the building
- ✗ The café connects to the park, but creates a north aspect, meaning the terrace will be in shade. There is a possibility of moving the terrace to the south however
- ✗ Area of site has potential flood risk to deal with



KEY:

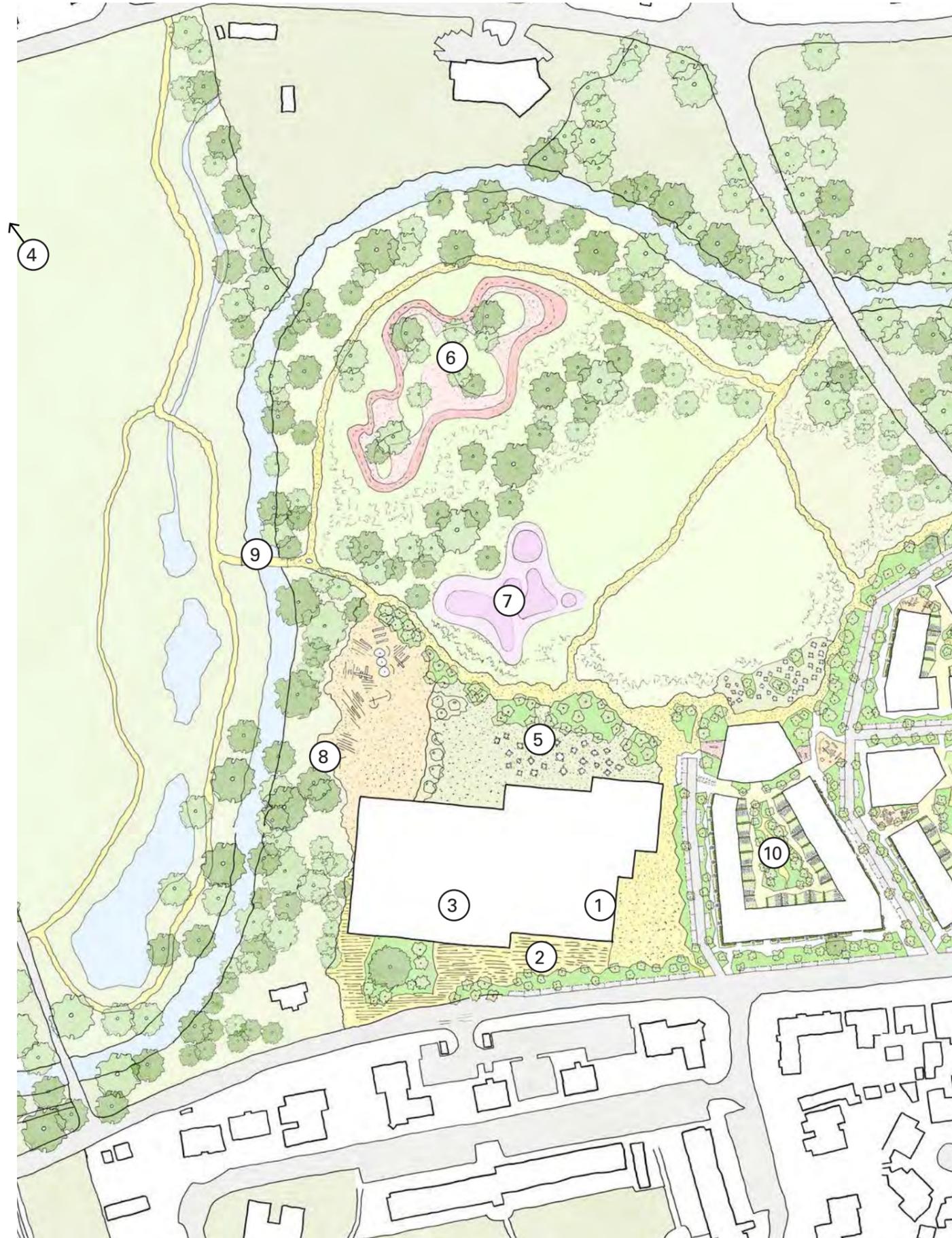


8.2 Leisure & Landscape

Leisure and Landscape

- ① Leisure entered from a south facing public square onto Ruislip Road East
- ② Swimming pool faces south to maximise solar gains, with visibility from the street to create an active and animated frontage, whilst maintaining privacy with existing mature trees
- ③ Car parking managed as basement or podium under leisure centre with coach drop off managed through public square.
- ④ Offsite coach parking potentially accommodated to the north
- ⑤ Cafe terrace spills out onto park and overlooks connected leisure uses. Park provides an aspect for the Spa and fitness suite rooms
- ⑥ Pump track is located in the wider parkland and draws uses further into the MOL
- ⑦ Skatepark is located closer to cafe whilst also being connected to pump-track and far enough away to avoid noise to cafe
- ⑧ Woodland play and outdoor gym provide pockets of activity throughout the rivers edge and wider landscape.
- ⑨ New bridge connects the site with the wider Gurnell to Greenford greenway
- ⑩ Leisure uses tie into the grain of the neighbouring housing and provide animation at all times of day

Page 536



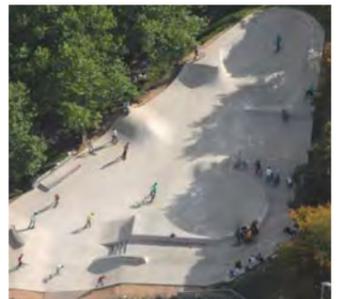
Public square setting



Pool facing onto the street



Cafe overlooking parkland



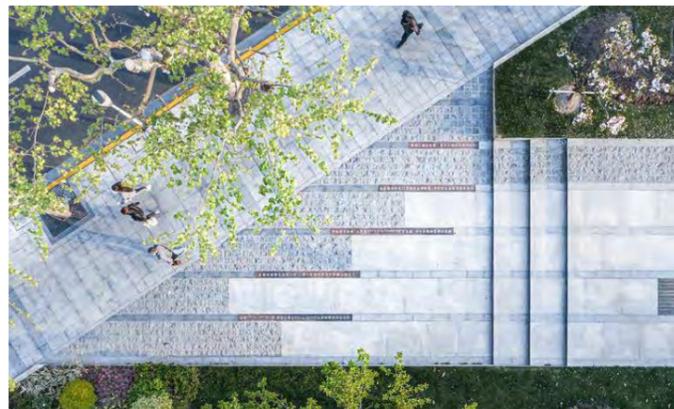
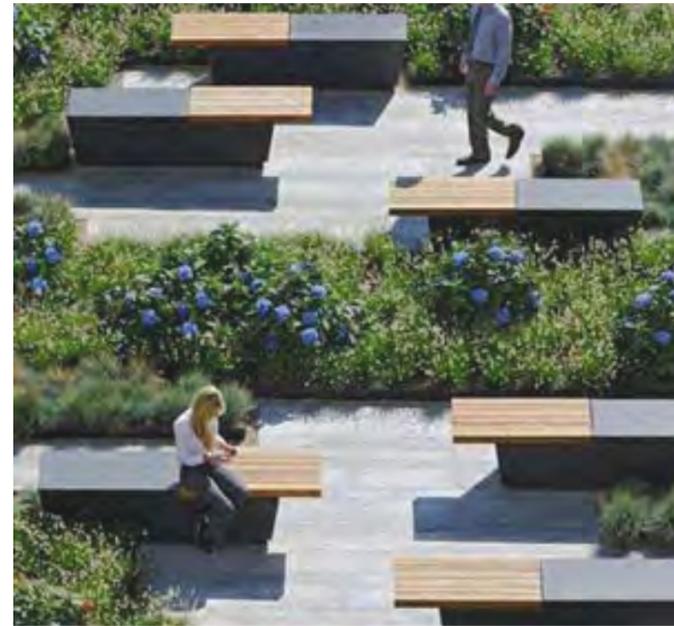
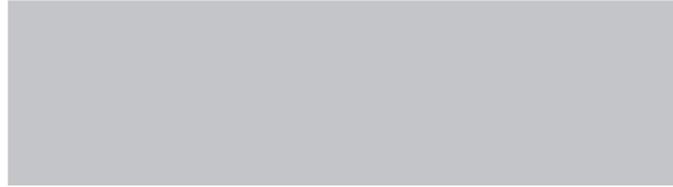
Skate and BMX in parkland



Play on the edge of parkland

8.2 Leisure & Landscape

Landscape Precedents - Urban Setting



8.3 Overview and Strategies

8.3 Overview and Strategies

Site Plan - Option 1



- ① Leisure Centre
- ② Parking Entrance & Coach drop off
- ③ Leisure Entrance
- ④ Park Facing Cafe Terrace
- ⑤ Skate Park
- ⑥ Pump Track
- ⑦ Parkland
- ⑧ New Footbridge
- ⑨ New Footpaths linking across Park
- ⑩ Gurnell to Greenford Greenway
- ⑪ Housing Development
- ⑫ Courtyard Gardens
- ⑬ Green Parkland Streets
- ⑭ Pocket Park Play areas
- ⑮ Public Squares

Page 639

8.3 Overview and Strategies

Housing Typologies

A Range of Typologies

The proposal creates a series of courtyards around which a mix of different typologies create variety of heights. The range of massing heights respond to orientation, allowing daylight into the courtyards and creating a varied and human scale streetscape.

1. Townhouses

3 storey homes with front doors onto the street with roof terraces and private gardens onto the courtyard.

2. Stacked Duplexes

4 storey block with communal cores for the upper units. 3 bed duplexes with front doors onto the street and private gardens onto the courtyard. 2 bed duplexes at upper level accessed from gallery access with generous roof terraces above

Page 640

Duplex Sandwich

6 storey block with communal cores. Duplexes at ground floor with front doors onto the street and private gardens onto the courtyard. Duplexes on the top two floors with generous roof terraces. 2 floors of flats in the middle which increase the number of smaller units on the scheme.

4. Villas

A generous floorplate with 7 units per floor - 5 no. 1 beds and 2 no. 2 bed. This can be configured in a number of different ways to suit the housing need. The units maximise frontage onto the park with balconies overlooking the open space.



8.3 Overview and Strategies

A Flexible Housing Strategy

Flexibility

The courtyard strategy is very flexible to respond to housing type and tenure as the optimum mix is developed. For example;

- The Stacked Duplexes and Duplex Sandwich are the same block depth, so can be interchanged.
- The Duplex Sandwich can add or lose floors in the middle so that it can range from 4-7 storeys.
- The townhouse flanks can easily be adapted to 4 storey town house or down to 2 storeys
- The villas can vary the most, with the ability to range in height to suit the overall unit numbers, down to 6 storeys with the upper end limited by technical and planning constraints. The recommendation is for approx. 8 storeys.

The villas can also vary in their floorplate configuration to accommodate 3 no. 3B units per floor or a smaller floorplate used in some locations for maximum 4 units per core.

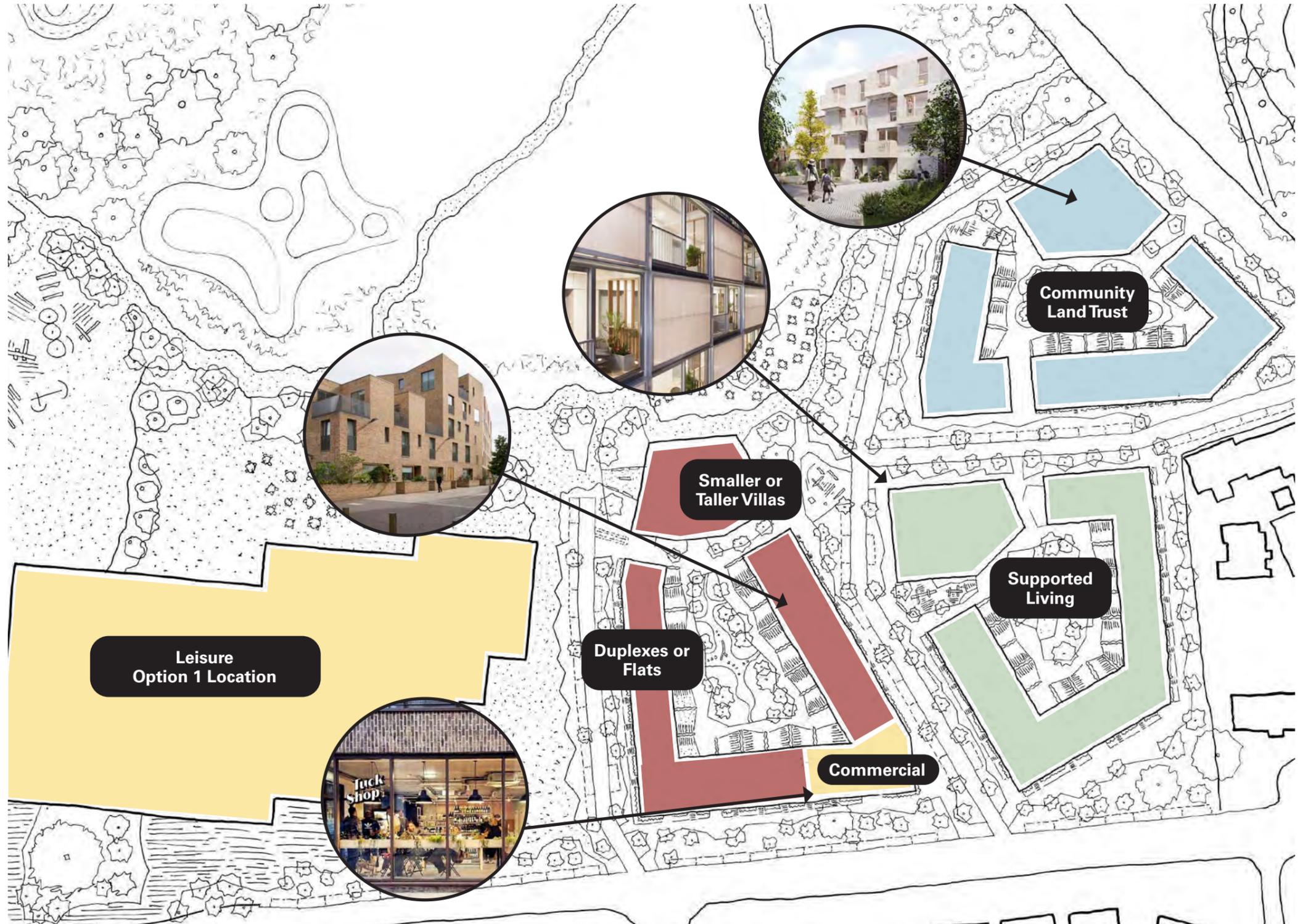
The blocks could easily be distributed by tenure/ housing typology by core, flank or even whole courtyards. This also allows the overall character of the development to remain cohesive whilst allowing the flexibility for different housing, developers and even phases throughout the site.

Supported Living as a typology could be applied either by whole courtyards or a single villa as seen at PegasusLife Hortsley by RCKa Architects.

Community Land Trusts are another alternative tenure (e.g. London CLT) that could develop a whole courtyard or just a villa or flank.

Ground Floor Uses

A range of different commercial uses could be incorporated at ground floor and would be best located onto the Ruislip Road East frontage where there are public squares. This could be food shop, office space, cafe or other community run use.



8.3 Overview and Strategies

Integrated Sustainable Transport Masterplan

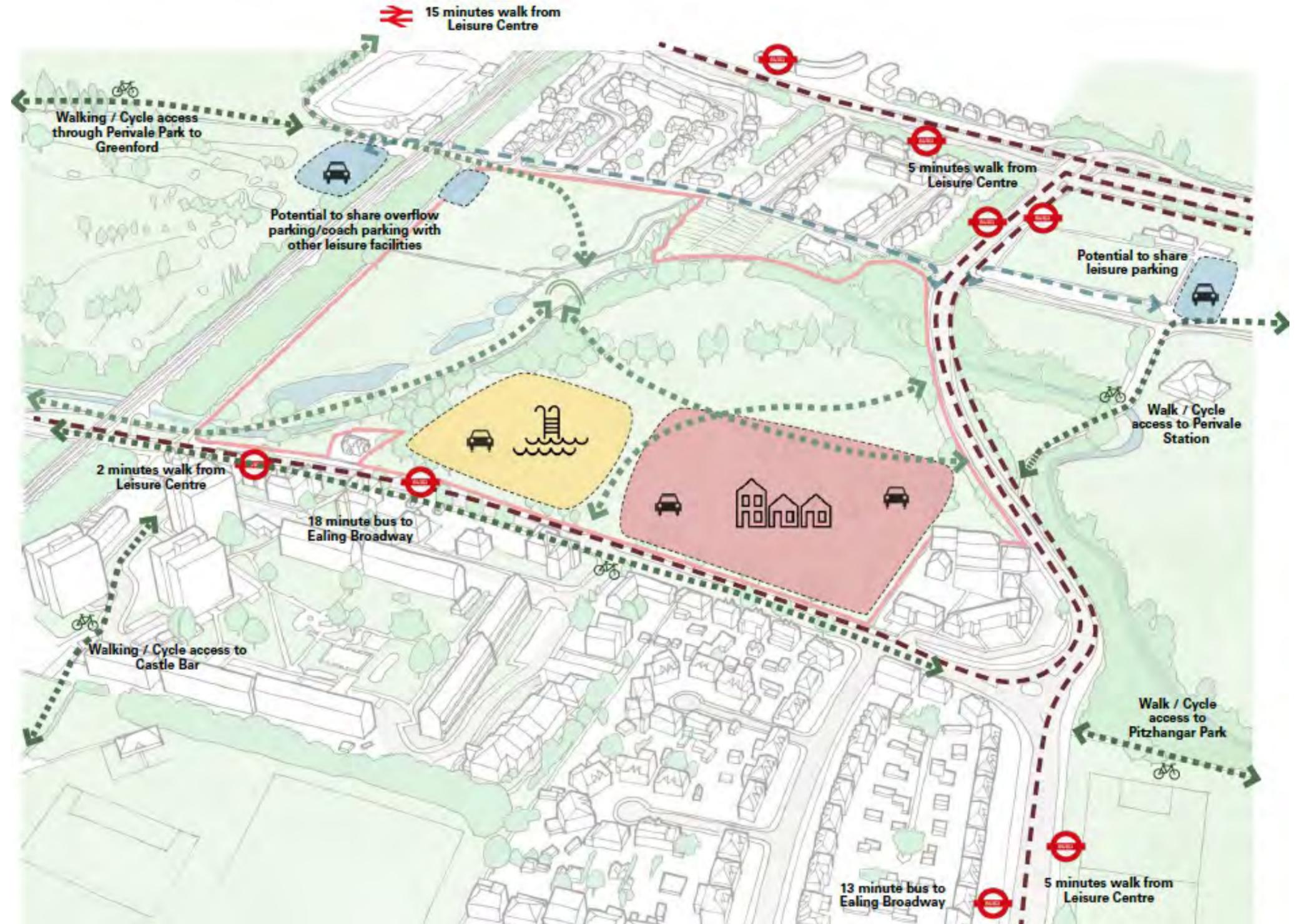
Transport and Accessibility

Akin to the existing arrangement, a new leisure centre in this location can draw upon the local active travel network and adjacent bus stops to encourage sustainable travel to the facilities. Ways in which this existing network could be enhanced are discussed later in this chapter.

Leisure parking in this Site Approach option is constrained with a integrated basement/podium solution likely to be required to accommodate car parking. Further exploration of potential for shared parking facilities between local leisure uses can be explored in the next stages.

The primary strategy for residential parking proposes car parking on-street integrated into a landscape-led public realm. This would enable approximately 0.13 spaces per dwelling to be achieved. The cost/benefit of additional residential on-street parking spaces can be explored in the next stages and would seek to integrate parking into podium structures at the base of residential buildings.

With the higher density of development the streets are likely to be more urban in scale with a need to focus strongly on enabling walking and cycling as primary modes of transport, linking with public transport networks beyond the site boundary.



8.3 Overview and Strategies

Cross-Park Linkage

Sustainable transport interventions can cater for new and existing users alike. Providing a high-quality interchange is viable within a high density setting with the high levels of patronage.

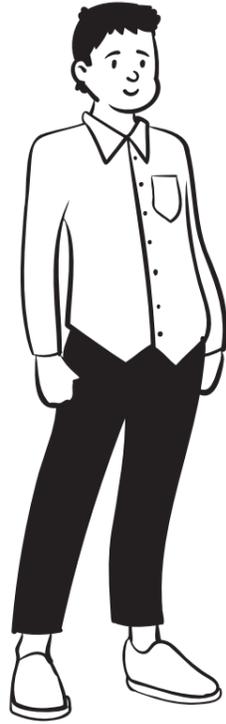
The introduction of modal filters and parking restrictions can protect existing residents in the surrounding area from increased demand for the existing road network.



8.3 Overview and Strategies

User Stories

The transport strategy must cater for the varied needs of the future users to the leisure centre, Brent River Park and housing development. The following are examples of possible needs and experiences:



Adam, a young professional and resident of the new housing development, works in the City but does not own a car. Encouraged by the new segregated cycle paths, he uses a mix of rented **e-bikes** and **scooters** to get from his apartment to Perivale station, switching seamlessly to the **Underground**.

Amelia enjoys using the leisure centre facilities, particularly the gym, to unwind after work. Stepping straight off the **train**, she gets the **bus** from West Ealing right to the front door. She can **walk** straight home to her apartment using the wide footways and traffic-calmed streets.



Muhammad and his family love the greenery and wildlife surrounding Gurnell leisure centre. Improvements to the streets in and around the development have made it easier to **drive** to the park with reserved parking bays with less through traffic. They love that everything is in one place so they don't have to make multiple journeys.



8.3 Overview and Strategies

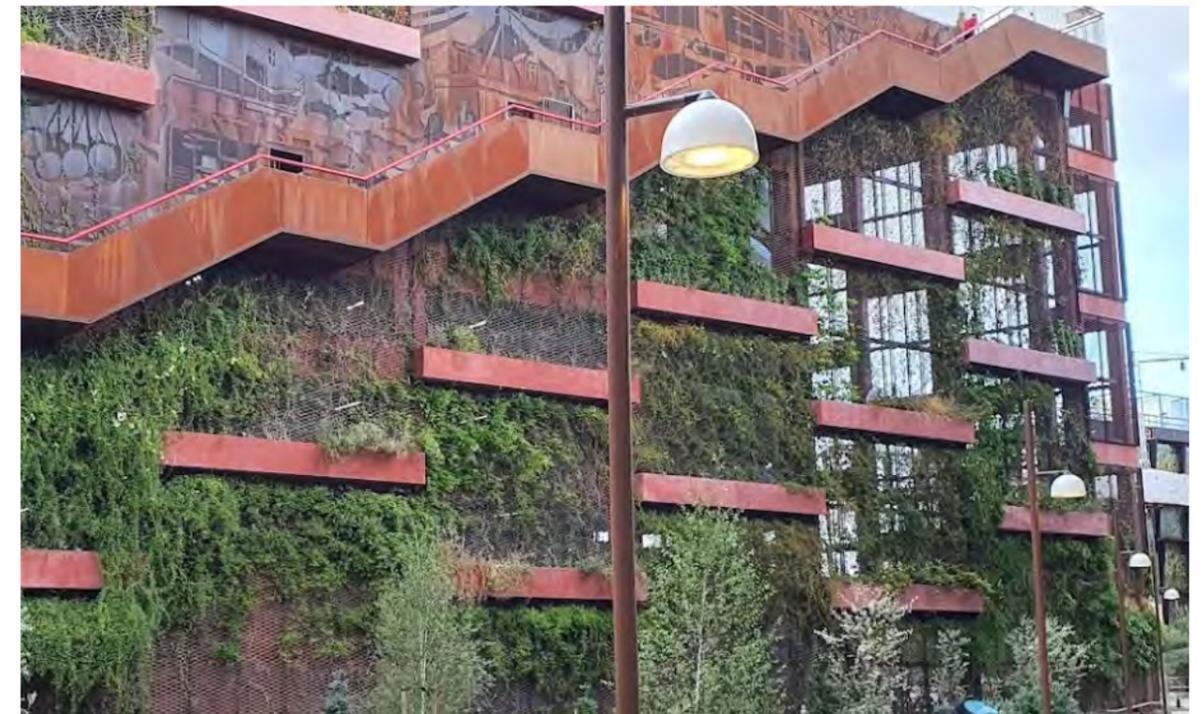
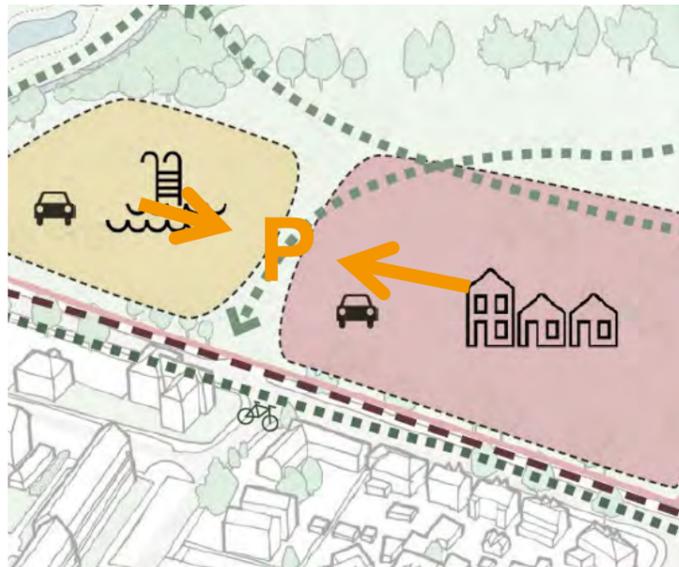
Car Parking

With the residential and leisure uses next to each other, combined parking provision will mean the most efficient use of land, but will come at a significant cost. Managing down parking demand and exploring options for off-site parking will therefore be important to ensure viability.

There are many examples across the UK and internationally where centralised parking is provided within undercroft or multistorey car parks, which offer the greatest flexibility to suit a range of user profiles.

Since periods of peak demand are staggered between the different uses, i.e. residential and leisure, it is possible for any given space to fulfil multiple roles, reducing the overall number of parking spaces required.

Page 645



8.3 Overview and Strategies

Variations Housing Numbers / Mix

Variations

The masterplan and housing strategy remains flexible and can adapt to reflect the different housing numbers required for the key funding routes.

The two options for housing numbers that have been tested are summarised here, along with an indication of their massing (therefore visual impact) in each case.

There are many variables on unit numbers, unit mix, typologies, tenures etc.. that will be developed in more detail at the next stage and these are very indicative massings at this point.

Page 646

Circa. 500 Homes

Housing Site Area :	1.8 ha
Dwellings :	515
Density :	286 dw/ha
Building Heights :	3-18 storeys
Car Parking :	0.13 spaces/dw

A

Circa. 300 Homes

Housing Site Area :	1.8 ha
Dwellings :	306
Density :	170 dw/ha
Building Heights :	3-8 storeys
Car Parking :	0.2 spaces/dw

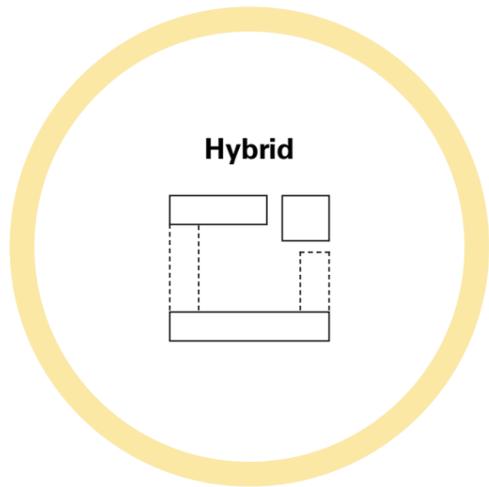
B

9.0 Site Option 02

9.1 Masterplan Key Moves

9.1 Masterplan Key Moves

Testing Typologies on site

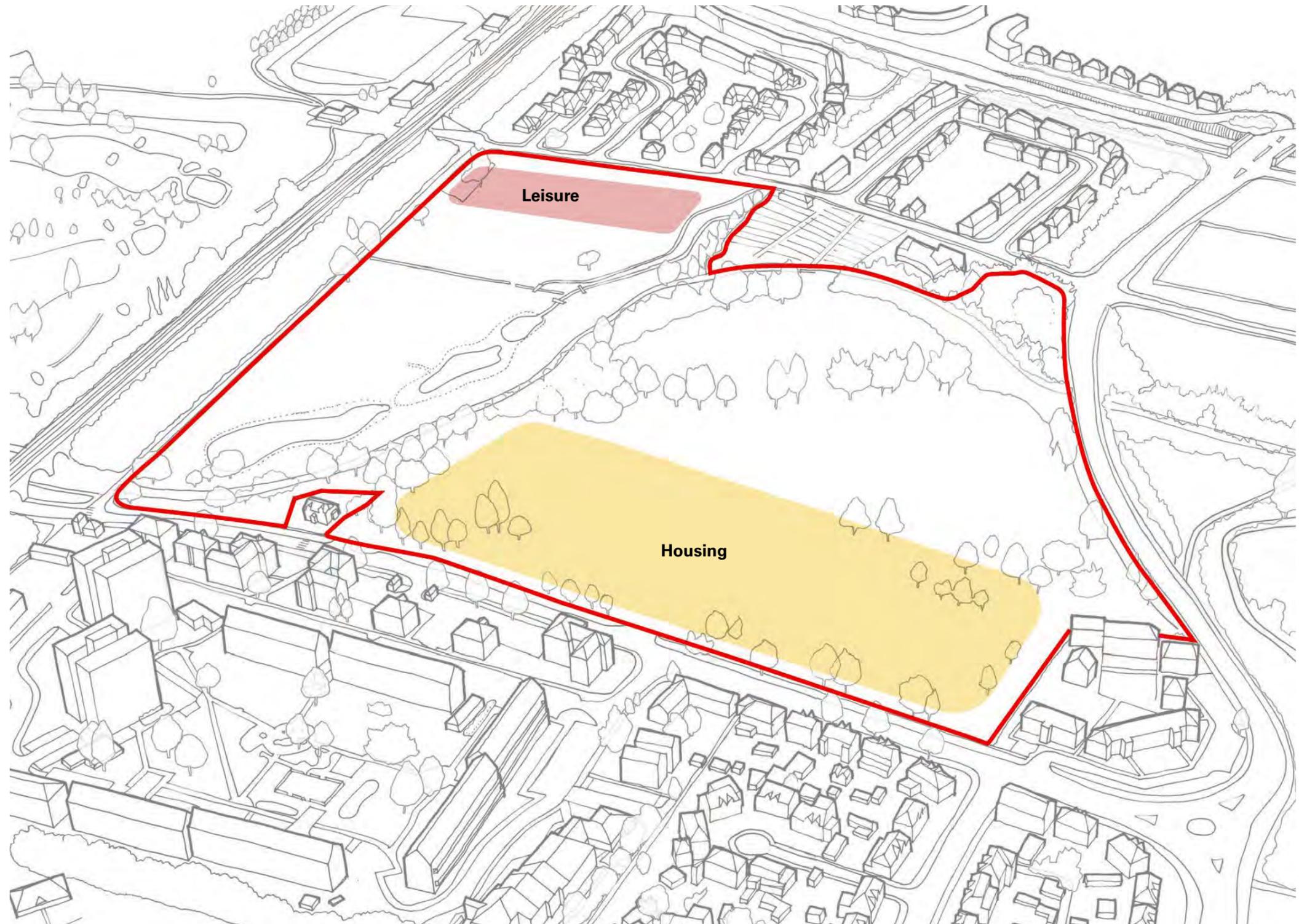
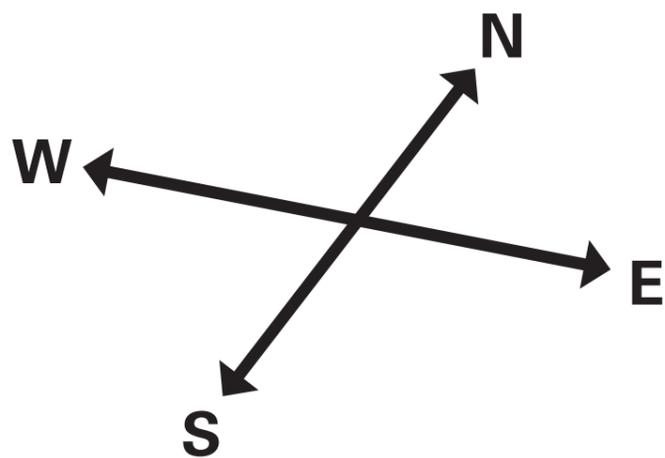


Learning from Capacity Studies

Having tested typologies on site, a hybrid approach may offer a solution which takes the advantages of each and combines them on site to make a coherent neighbourhood.

Site Orientation

A hybrid approach can take advantage of orientation to prioritise a passive solar scheme, helping to create a sustainable neighbourhood.



9.1 Masterplan Key Moves

Masterplan Key Moves

Green Streets and Views

Green streets running perpendicular to Ruislip Road East frame views of the MOL parkland and the wooded landscape beyond. Street trees and naturalistic planting extend the parkland character.



9.1 Masterplan Key Moves

Masterplan Key Moves

Routes and Connections

The placement of buildings on site maintains a sense of openness and connection to the green spaces throughout the site. Streets create links through to the park whilst also providing the framework for access to the new homes with front doors along these.

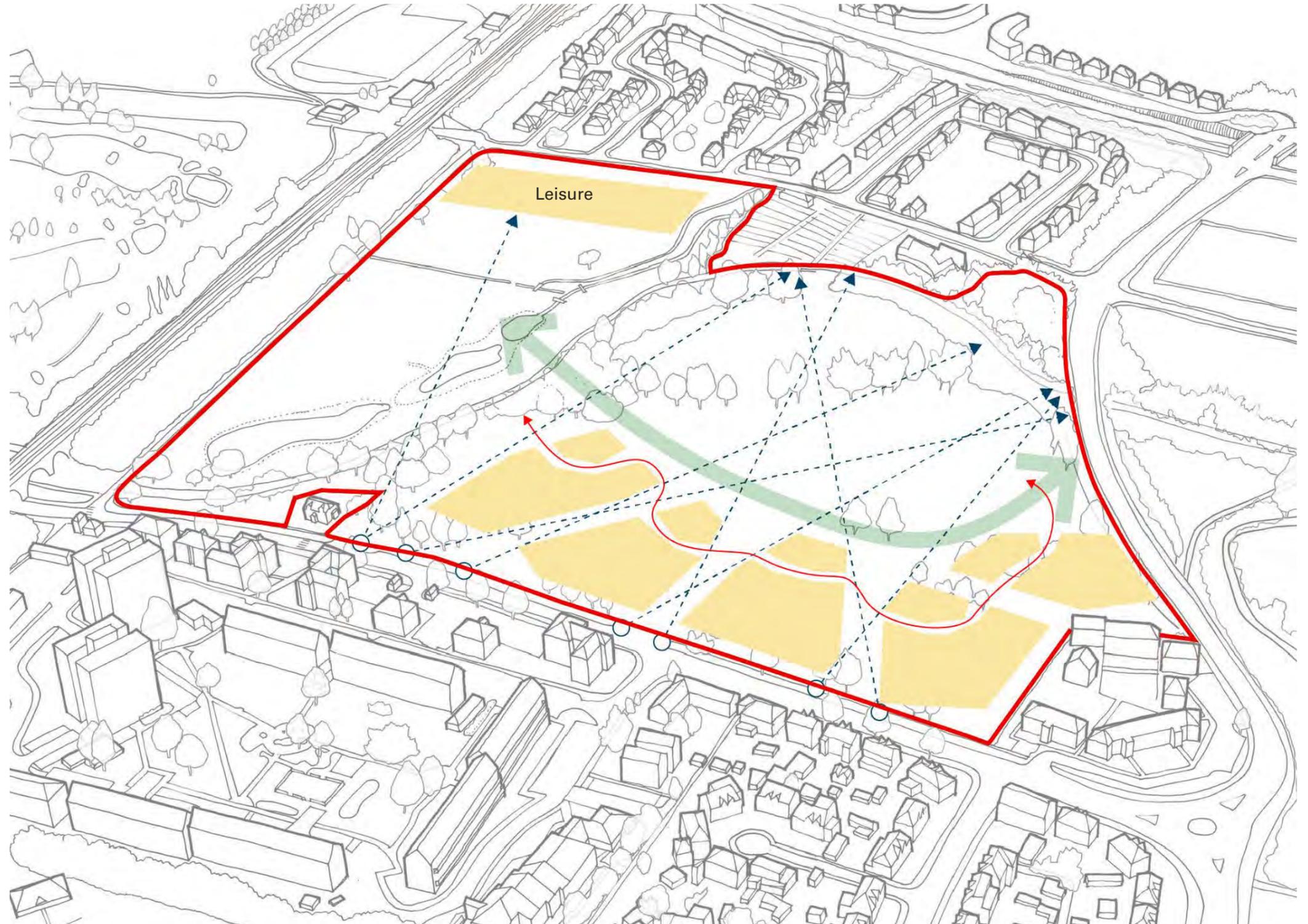
A series of secondary routes enhances experience of the landscape spaces with new routes connecting to both the wider leisure landscape and the more intimate courtyard green and play spaces.

KEY:
Page 651

Views through to MOL

Play Route

MOL Route



9.1 Masterplan Key Moves

Masterplan Key Moves

A Range of Scales of Landscape Spaces

There is an opportunity for a range of landscape spaces across the site which each knit into and enhance the existing context.

Streets create green fingers through the site, whilst a series of pocket parks each with a distinct character provide places for a neighbourhood to play and enjoy outdoors.

The residential buildings are arranged into loose courtyard forms, allowing for central green spaces to be enjoyed communally by residents.

Page 652

- Courtyards
- Streets
- Pocket Parks
- Sport Landscape
- Parkland

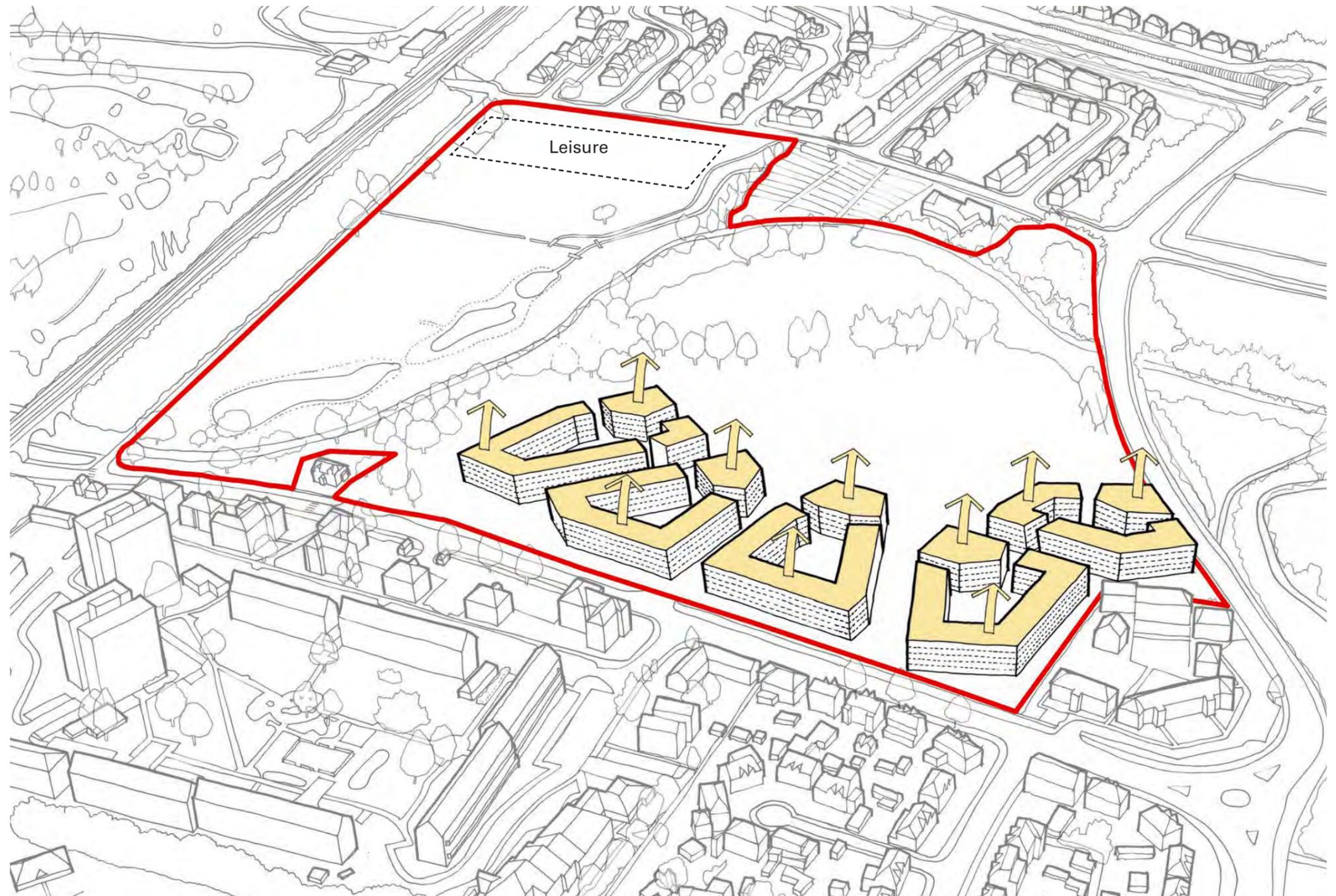


9.1 Masterplan Key Moves

Masterplan Key Moves

Average Height of 5 Storeys

Using a range of typologies, and arranging building footprints efficiently on site, an average building height can be established as a first step to start developing a more nuanced building massing.

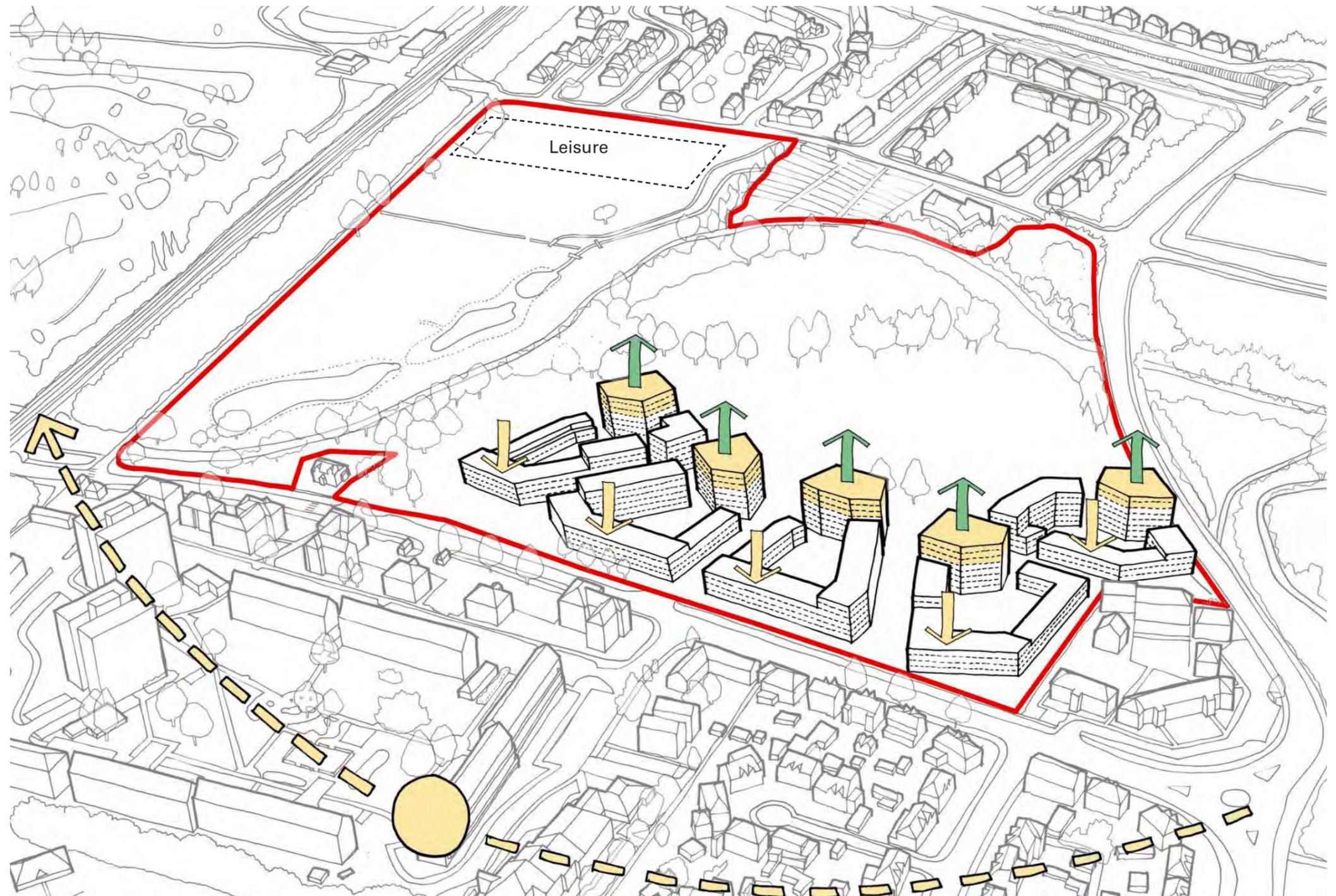


9.1 Masterplan Key Moves

Masterplan Key Moves

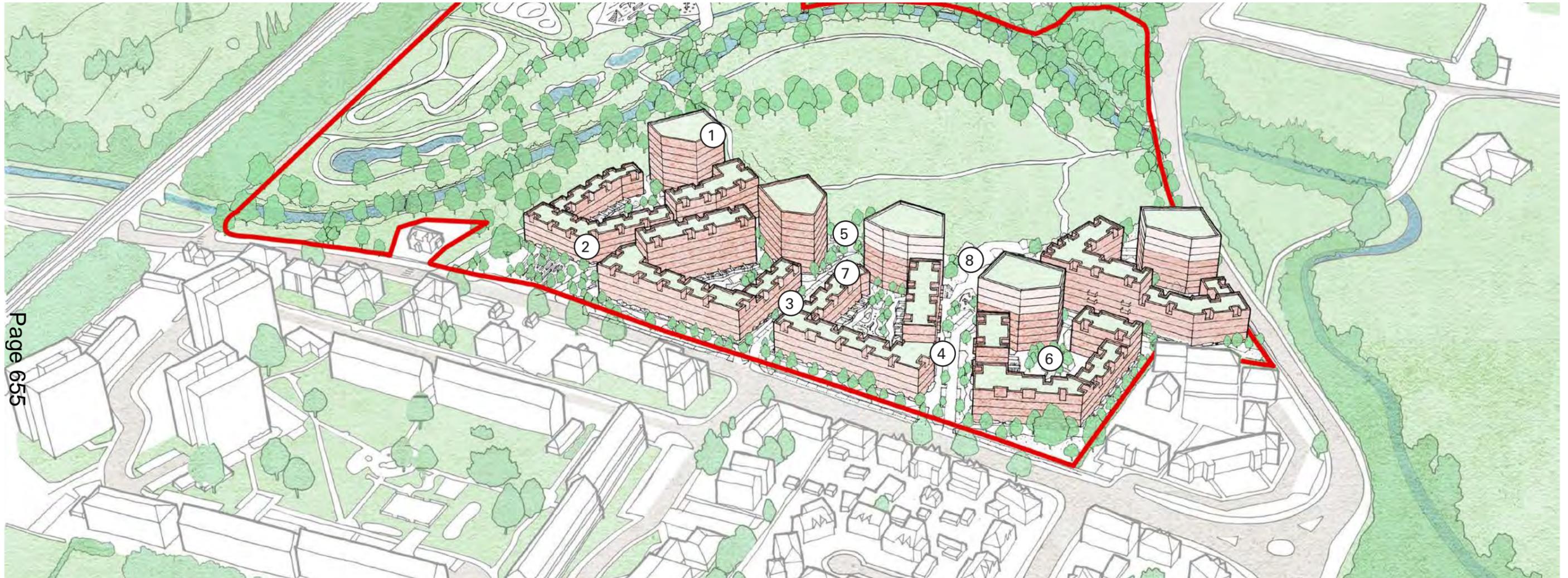
Building Heights Developed

The development of the massing strategy across the site is informed by a series of parameters and opportunities. Lower heights to the south help to ensure adequate daylight and sunlight conditions both internally and externally. There is an opportunity for buildings to be higher to the north where they do not overshadow communal amenity space, and where dwellings can take advantage of good views over the park.



9.1 Masterplan Key Moves

Housing - A New Community in the Park



Page 655



Dual Aspect Villas overlooking MOL



Typologies create family homes with front doors



Front Gardens animate the street frontage



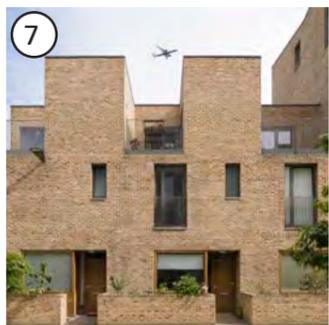
Human scale streets



Green Street characters link through to MOL



Courtyards with private and communal gardens



Townhouse scale respond to context and daylighting



Scales of play throughout the landscape

9.1 Masterplan Key Moves

Housing - Summary of Proposals

- ① Generous streets and landscape zones provide green links that connect Ruislip Road East to the parkland beyond
- ② Public squares around existing mature trees provide generosity to Ruislip Road East whilst creating gathering places near commercial spaces
- ③ Courtyard gardens provide both private and communal spaces to create a sense of community between neighbours
- ④ Variation in building heights create human scale streets with front doors and kitchen windows overlooking the street
- ⑤ Pocket parks provide play close to home and communal gathering space that spill out into the wider parkland
- ⑥ Pedestrian route along park edge links courtyards with villas and front doors animating the edge and creating a green link between homes and park
- ⑦ Wider parkland connected with paths linking existing desire line from Argyle Road down through the new homes
- ⑧ New bridge over the river Brent connects leisure with housing and knits into the wider pedestrian network
- ⑨ Villas form sculpted punctuations overlooking the park, maximising views from flats with balconies providing surveillance over the park
- ⑩ New street provides frontage for Peel Gardens and ties it into the new neighbourhood



Wide green streets link MOL

Pubic squares onto Ruislip Rd E

Courtyard Gardens

Human scale streetscape

Pocket parks and play

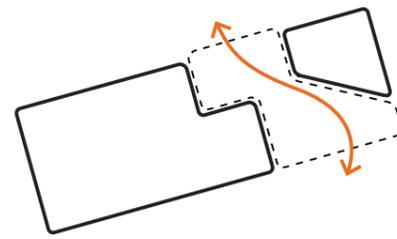
Pedestrian parkland edge



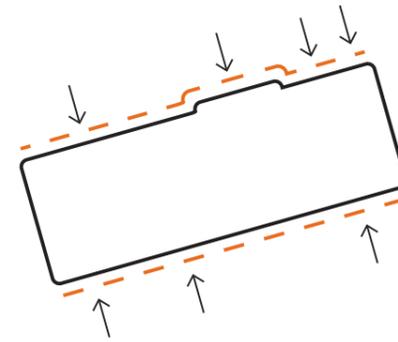
9.2 Leisure and Landscape

9.2 Leisure & Landscape

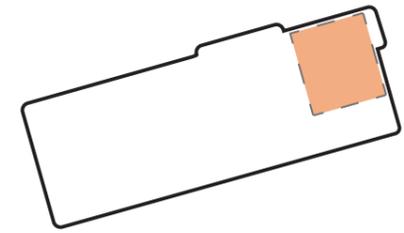
Leisure - Ground Floor Plan



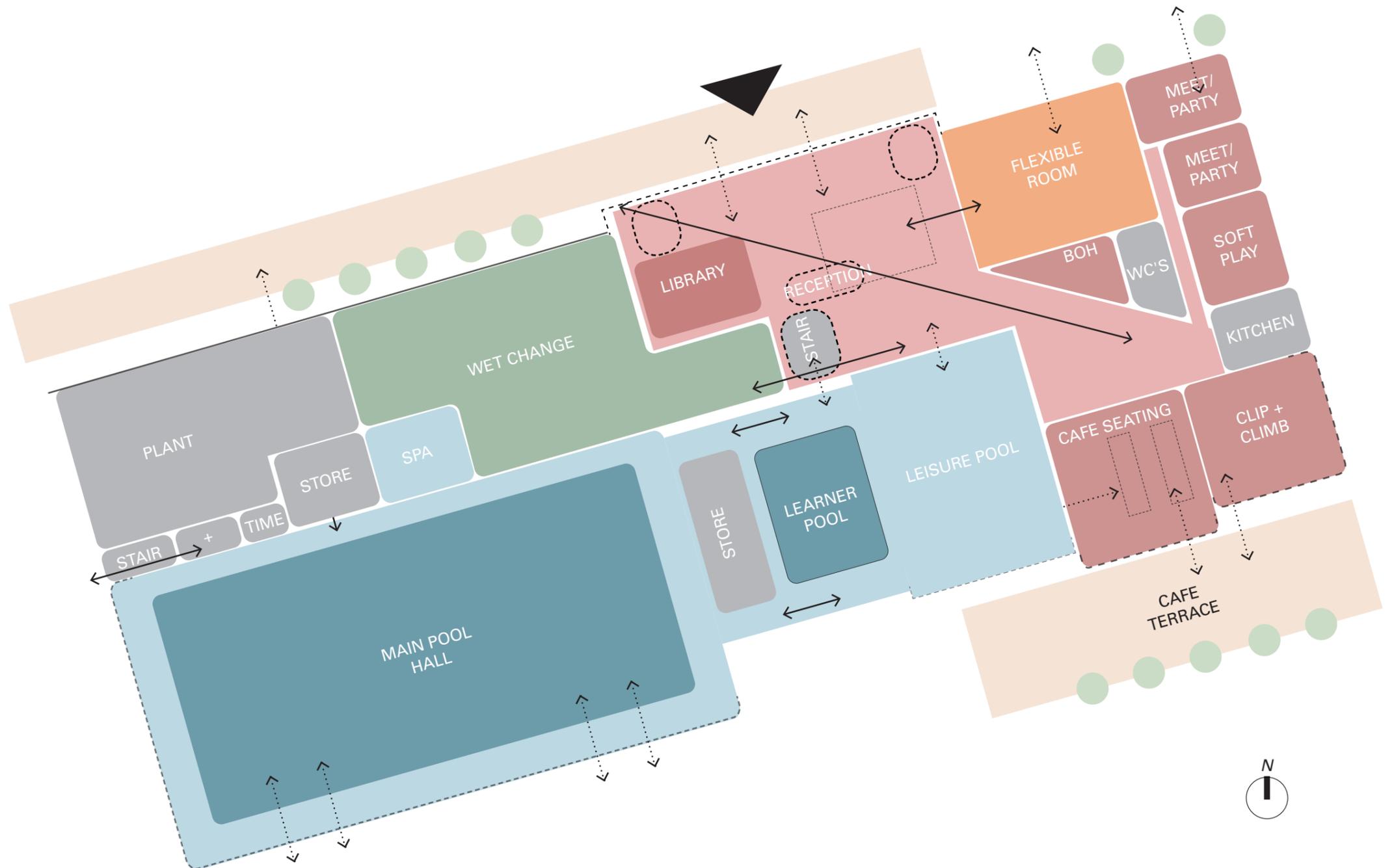
Routes Through



Active Frontages



Active Rooftop



Page 658

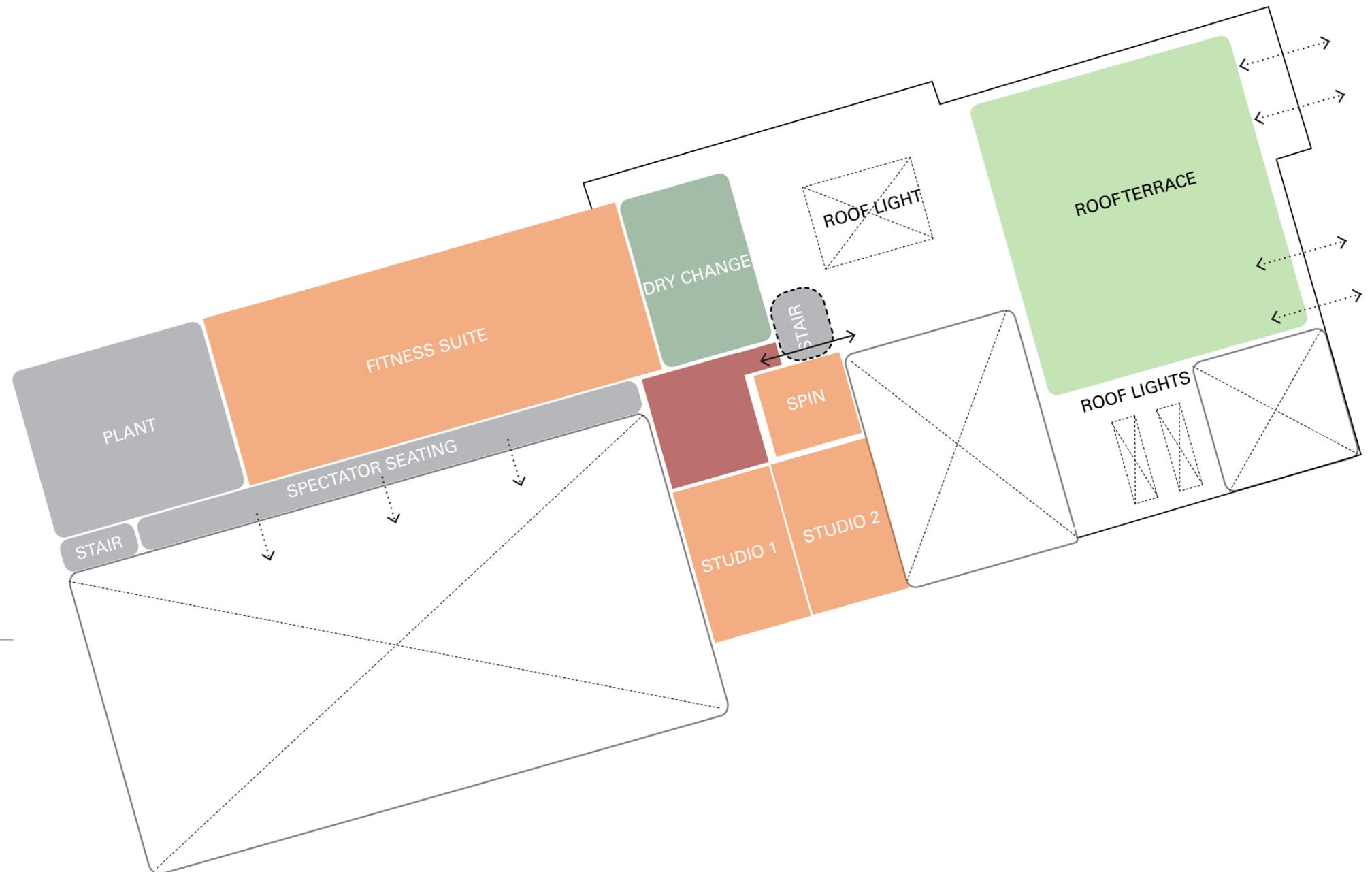
KEY:

-  Main Access
-  Secondary Access
-  Visual Connection

9.2 Leisure & Landscape

Leisure - First Floor Plan

Page 659

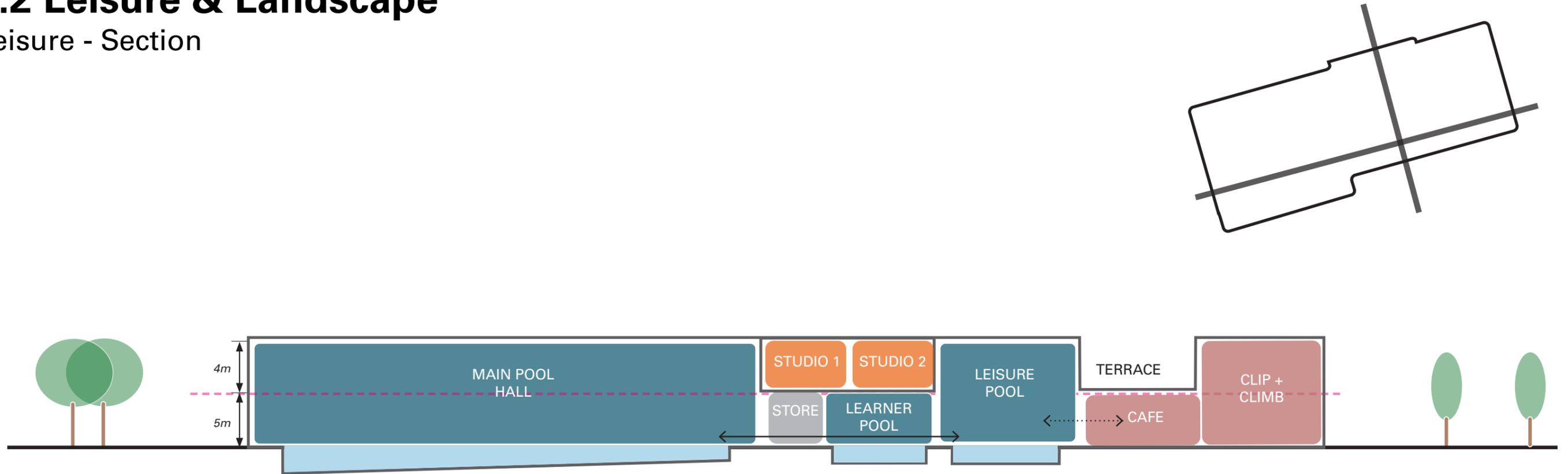


KEY:

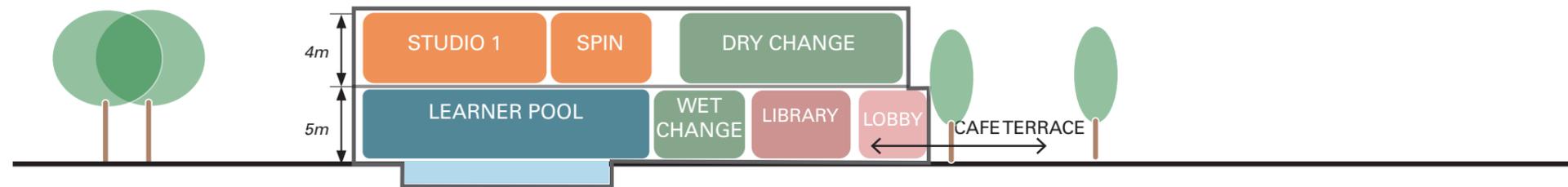
-  Main Access
-  Secondary Access
-  Visual Connection

9.2 Leisure & Landscape

Leisure - Section



Page 660



9.2 Leisure & Landscape

Leisure Location Opportunities and Constraints

- ✓ Car parking can be located at ground level rather than undercroft
- ✓ The building connects with the park and the river bank
- ✓ The building is in close proximity to the golf course, athletics track and cricket pitch, creating a sports hub.
- ✓ Pools face south maximising the solar gain from Passivhaus principles
- ✓ Sports hall, studios and fitness suite face north which are well positioned as cooled spaces
- ✓ Lively active frontage on arrival
- ✓ Good visual connection through the heart of the plan, connecting the park
- ✓ All stakeholder comments and lessons from the building visit have been incorporated
- ✓ Library position means that it can operate outside leisure hours if required
- ✓ Café responds well to the park, with a pleasant southern aspect, leading to external terrace space
- ✓ Good connection to private, external exercise space on the roof terrace (from the fitness and studios), connecting the park
- ✗ Leisure Centre not connected to main road and could be seen as pushed into a corner.
- ✗ Potential impact on Stock Dove Way residents from traffic.
- ✗ Close proximity to the rail line (acoustics, especially on the outdoor terrace space)
- ✗ Car parking is a distance from the main entrance of the facility and users have to walk under the rail bridge



KEY:

	Arrival Plaza		Key views in		Noise Source		Pedestrian Route
	Outdoor sport zones		Vehicle Routes		Flood Zone 3		
	Key views out		Metropolitan Open Land		Flood Zone 2		

9.2 Leisure & Landscape

Leisure and Landscape

- ① Existing mature tree lined avenue creates a sense of arrival and connects pedestrians with bus stops on Ruislip Road East over existing bridge.
- ② Pathways weave through landscape and connect existing greenway with new southern entrance to the Leisure centre
- ③ Vehicle and coach drop off from Stockdove Way creates a dual face Leisure Centre with entrance from the Road for those arriving by car. Associated upgrades to the public realm creates a well lit, active sense of arrival
- ④ Swimming pools all face south to maximise solar gains, with views out over the park and wetlands. Potential for a lido or wild swimming, connecting inside and out
- ⑤ South facing terrace connects to the cafe and provides a 'green arrival' backdrop to the parkside entrance
- ⑥ Sculpted parkland provides a setting for picnics and gathering alongside the river edge leading to the new bridge
- ⑦ Pump track animates pedestrian routes through parkland
- ⑧ Skatepark is located close to cafe whilst also being connected to pump-track and far enough away to avoid noise to cafe
- ⑨ Woodland play and outdoor gym provide pockets of activity throughout the rivers edge and wider landscape
- ⑩ Permeable car park with extensive tree planting sits lightly on the MOL and can be reduced over time to reflect increasing levels of sustainable travel

Page 62

Character of landscape ties into the Gurnell to Greenford Greenway and potential wider works to re-wild the Golf Course



Tree lined avenue approach



Pool linking to nature beyond



Opportunities for outdoor swimming or lido



Skate and BMX in woodland



Woodland play and trim trail

9.2 Leisure & Landscape

Leisure Building Precedents - Pavilion in the Park



Page 663



9.2 Leisure & Landscape

Landscape Precedents - Option 3b Park Setting



Page 664



9.3 Overview and Strategies

9.3 Overview and Strategies

Site Plan - Option 3



- ① Leisure Centre
- ② Parking and Coach drop off
- ③ Northern Leisure Entrance
- ④ Southern Leisure Entrance
- ⑤ Existing Pedestrian Bridge
- ⑥ Tree Lined Pedestrian Avenue
- ⑦ Skate Park
- ⑧ Pump Track
- ⑨ Parkland
- ⑩ New Footbridge
- ⑪ New Footpaths linking across Park
- ⑫ Gurnell to Greenford Greenway
- ⑬ Housing Development
- ⑭ Courtyard Gardens
- ⑮ Green Parkland Streets
- ⑯ Pocket Park Play areas
- ⑰ Public Squares

Page 666

9.3 Overview and Strategies

Housing Typologies

A Range of Typologies

The proposal creates a series of courtyards around which a mix of different typologies create variety of heights. The range of massing heights respond to orientation, allowing daylight into the courtyards and creating a varied and human scale streetscape.

1. Townhouses

3 storey homes with front doors onto the street with roof terraces and private gardens onto the courtyard.

2. Stacked Duplexes

4 storey block with communal cores for the upper units. 3 bed duplexes with front doors onto the street and private gardens onto the courtyard. 2 bed duplexes at upper level accessed from gallery access with generous roof terraces above

Page 697

Duplex Sandwich

6 storey block with communal cores. Duplexes at ground floor with front doors onto the street and private gardens onto the courtyard. Duplexes on the top two floors with generous roof terraces. 2 floors of flats in the middle which increase the number of smaller units on the scheme.

4. Villas

A generous floorplate with 7 units per floor - 5 no. 1 beds and 2 no. 2 bed. This can be configured in a number of different ways to suit the housing need. The units maximise frontage onto the park with balconies overlooking the open space.



9.3 Overview and Strategies

A Flexible Housing Strategy

Flexibility

The courtyard strategy is very flexible to respond to housing type and tenure as the optimum mix is developed. For example;

- The Stacked Duplexes and Duplex Sandwich are the same block depth, so can be interchanged.
- The Duplex Sandwich can add or lose floors in the middle so that it can range from 4-7 storeys.
- The townhouse flanks can easily be adapted to 4 storey town house or down to 2 storeys
- The villas can vary the most, with the ability to range in height to suit the overall unit numbers, down to 6 storeys with the upper end limited by technical and planning constraints. The recommendation is for approx. 8 storeys.

Page 668

The villas can also vary in their floorplate configuration to accommodate 3 no. 3B units per floor or a smaller floorplate used in some locations for maximum 4 units per core.

The blocks could easily be distributed by tenure/ housing typology by core, flank or even whole courtyards. This also allows the overall character of the development to remain cohesive whilst allowing the flexibility for different housing, developers and even phases throughout the site.

Supported Living as a typology could be applied either by whole courtyards or a single villa as seen at PegasusLife Hortsley by RCKa Architects.

Community Land Trusts are another alternative tenure (e.g. London CLT) that could develop a whole courtyard or just a villa or flank.

Ground Floor Uses

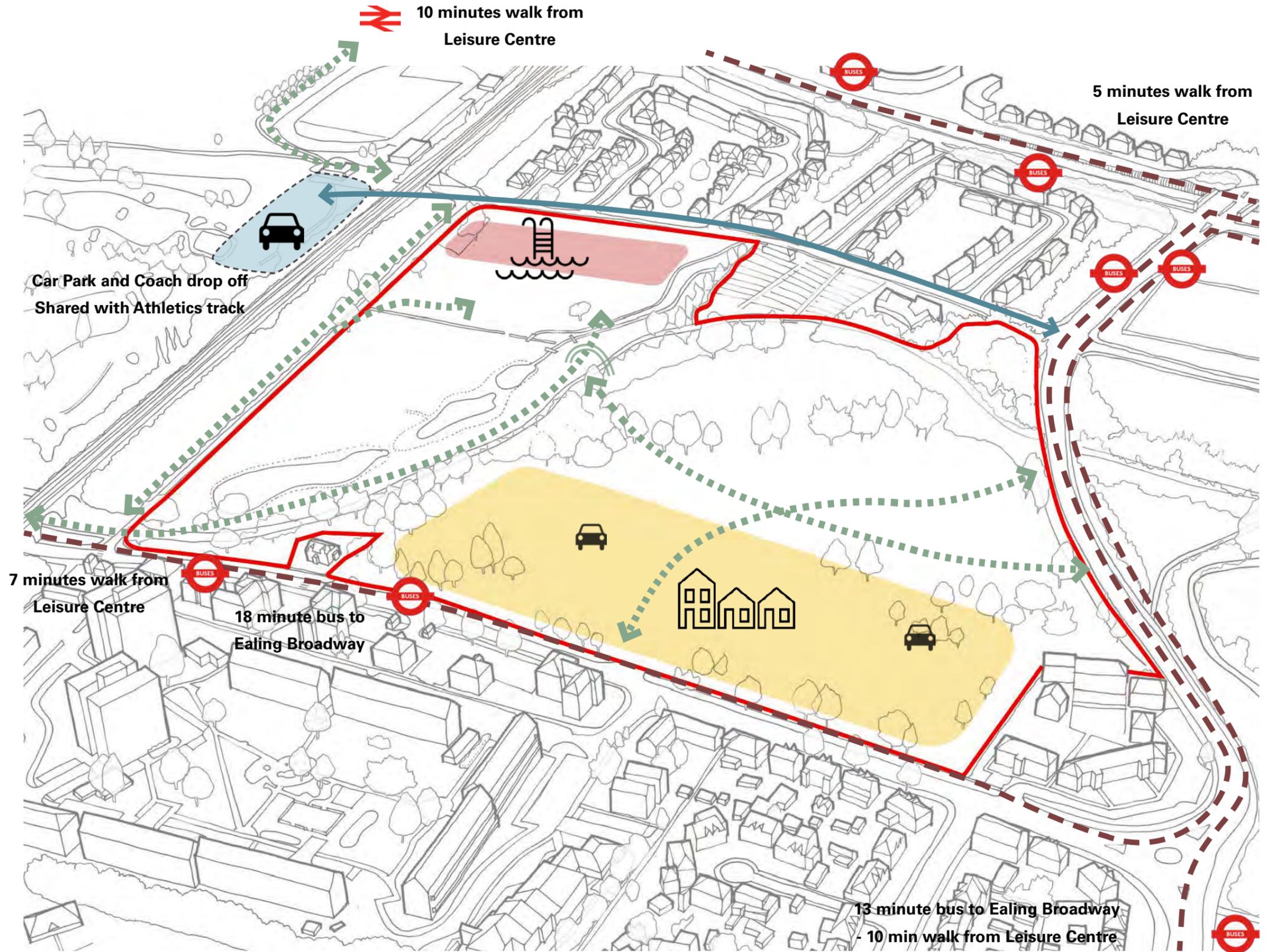
A range of different commercial uses could be incorporated at ground floor and would be best located onto the Ruislip Road East frontage where there are public squares. This could be food shop, office space, cafe or other community run use.



9.3 Overview and Strategies

An Integrated Sustainable Masterplan

Page 669



9.3 Overview and Strategies

Integrated Sustainable Transport Masterplan

Transport and Accessibility

A new leisure centre at the north of the site can also draw upon the local active travel network and adjacent bus stops to enable access to the facilities. In particular, a clear link with Greenford rail station could be established and ways in which this existing network could be enhanced are discussed later in this chapter.

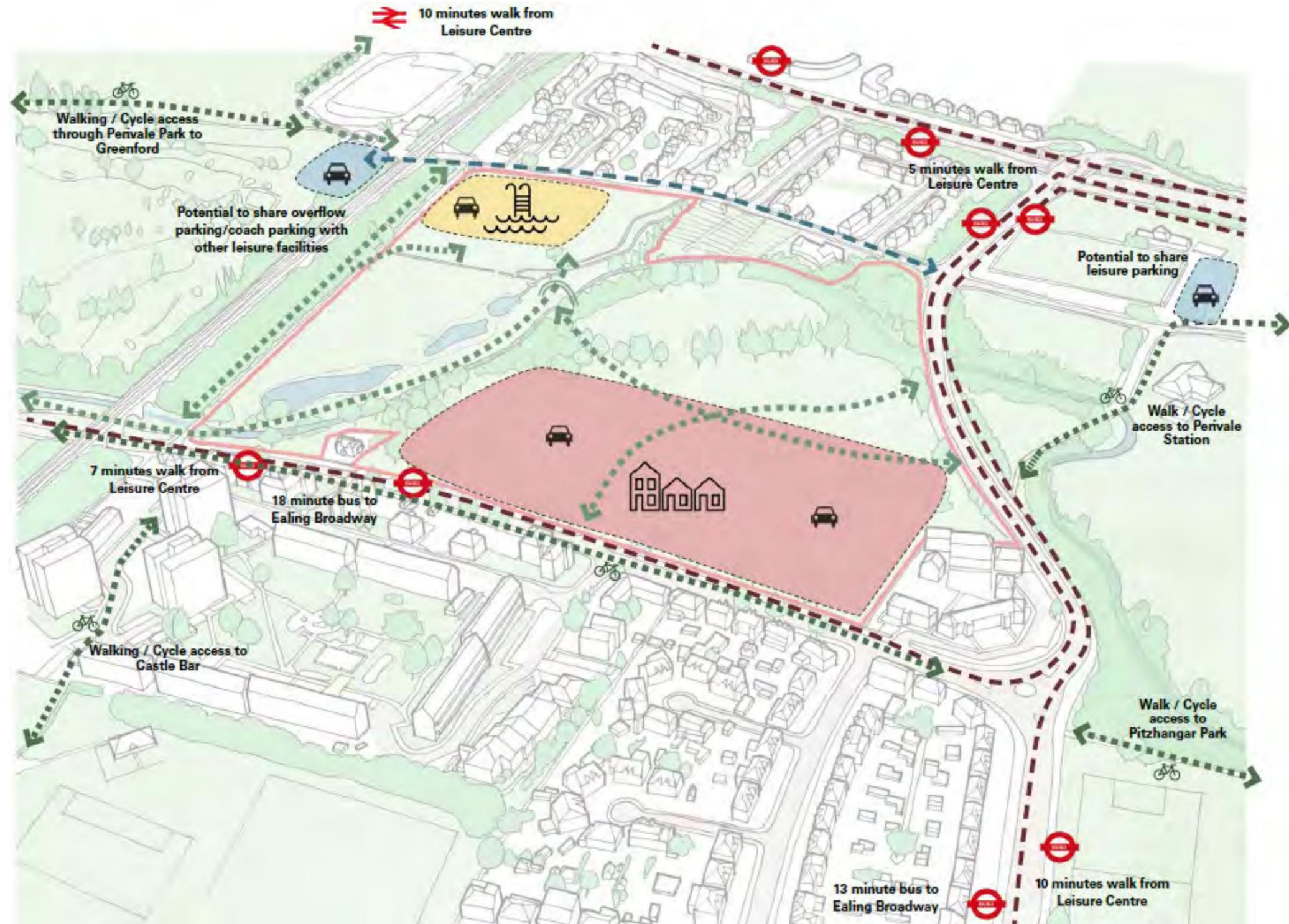
Leisure parking in this Site Approach option can be accommodated adjacent to the site as part of an extension to the existing athletics and golf course parking. This shared approach to leisure parking for athletics and leisure centre can offer efficiencies in overlapping demand as well as aiding the creation of a shared identity for a leisure landscape in this area.

The primary strategy for residential parking focuses car parking on-street integrated into a landscape-led public realm. This would enable approximately 0.2 spaces per dwelling to be achieved. The cost/benefit of additional residential car parking spaces can be explored in the next stages and would seek to integrate parking into podium structures at the base of residential buildings.

The introduction of sustainable intervention alongside some level of parking restraint can reduce the influence of the private car and instead promote and enhance the use of existing sustainable infrastructure, ultimately reducing impacts on the local highway network.

Potential intervention to target the cycling and walking network on and around the A40 include step-free access, dedicated cycling infrastructure and enhancements to the local environment.

These interventions also provide improvement to public transport connectivity, particularly towards bus routes serving the A40 and both National Rail and Underground stations to make these modes of travel more of a realistic option.



9.3 Overview and Strategies

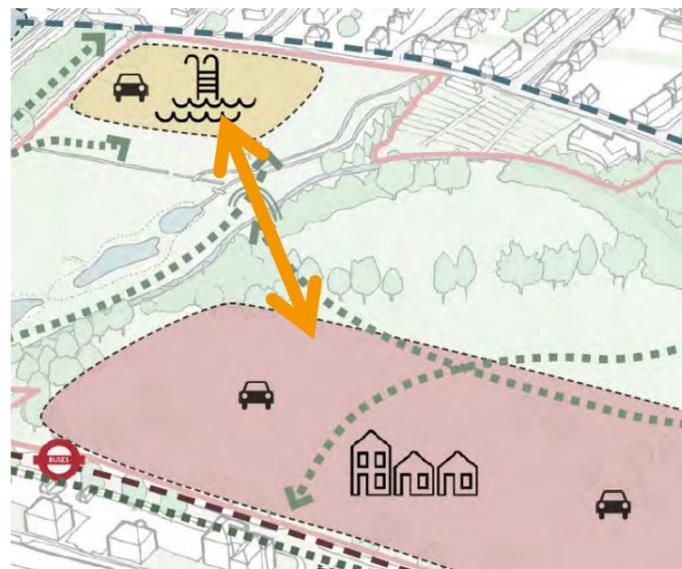
Cross-Park Linkage

Locating the residential and leisure uses at opposite sides of the open space invites the opportunity to create a high-quality traffic-free link that complements and extends the current greenway.

The short walk or cycle between the two distinct areas can become an attraction in its own right, similar to how the Queen Elizabeth Olympic Park provides an attractive setting to the Olympics legacy developments in Stratford.

The introduction of the new footbridge across the River Brent directly facilitates this connection and can be aligned to enable strong sightlines from one destination to the other.

Page 671



9.3 Overview and Strategies

User Stories

The transport strategy must cater for the varied needs of the future users to the leisure centre, Brent River Park and housing development. The following are examples of possible needs and experiences:



Frank runs classes at the library and regularly has to carry books and equipment with him. He uses the drop-off bay at the leisure centre to unload and then parks his **car** out of the way in the car park. He is thinking of getting a **cargo bike** now that the cycle routes from his house have been improved.

Sara enjoys combining her trip to the leisure centre with a **walk** along the greenway. When she gets to the gym, she is already warmed up and ready to get going. If the weather isn't great then she might be tempted to **car** with her friends or get a **taxi** right to the front of the centre if she's running late.



Katy works at the Town Hall and gets the **bus** to work every day. She loves how she can step straight out of her front door to the bus stop. With the buses so frequent she never has to wait very long but the shelter and seating is useful when its raining. The real-time information screen provides a reassuring countdown to the next bus.



9.3 Overview and Strategies

Car Parking

With a lower density development, it is more likely that sufficient car parking can be accommodated at surface. This significantly reduces the upfront cost and ensures that assets remain flexible to change.

The location of the leisure centre, close to the existing athletics track, still means there are opportunities to make best use of the spaces provided. At times when demand is lower, a sensitive choice of materials can reflect the green setting.

Coach drop-off and parking areas can be provided within the car park, ensuring that the leisure centre is attractive to school groups and similar. There may be an opportunity to utilise the site as a mini park and ride for special events, with nearby links to South Greenford station.

Page 673



9.3 Overview and Strategies

Variations Housing Numbers / Mix

Variations

The masterplan and housing strategy remains flexible and can adapt to reflect the different housing numbers required for the key funding routes.

The two options for housing numbers that have been tested are summarised here, along with an indication of their massing (therefore visual impact) in each case.

There are many variables on unit numbers, unit mix, typologies, tenures etc.. that will be developed in more detail at the next stage and these are very indicative massings at this point.

Page 674

Circa. 500 Homes	
Housing Site Area :	3.4 ha
Dwellings :	515
Density :	151 dw/ha
Building Heights :	3-8 storeys
Car Parking :	0.2 spaces/dw

Circa. 300 Homes	
Housing Site Area :	2.7 ha
Dwellings :	306
Density :	113 dw/ha
Building Heights :	3-5 storeys
Car Parking :	0.3 spaces/dw

10.0 Summary of Proposals

10.0 Summary of Proposals

Street View



Illustrative street view looking down landscaped street towards park

10.0 Summary of Proposals

Site Plan - Option 1



- ① Leisure Centre
- ② Parking Entrance & Coach drop off
- ③ Leisure Entrance
- ④ Park Facing Cafe Terrace
- ⑤ Skate Park
- ⑥ Pump Track
- ⑦ Parkland
- ⑧ New Footbridge
- ⑨ New Footpaths linking across Park
- ⑩ Gurnell to Greenford Greenway
- ⑪ Housing Development
- ⑫ Courtyard Gardens
- ⑬ Green Parkland Streets
- ⑭ Pocket Park Play areas
- ⑮ Public Squares

Page 677

10.0 Summary of Proposals

Site Plan - Option 2



Page 678

- ① Leisure Centre
- ② Parking and Coach drop off
- ③ Northern Leisure Entrance
- ④ Southern Leisure Entrance
- ⑤ Existing Pedestrian Bridge
- ⑥ Tree Lined Pedestrian Avenue
- ⑦ Skate Park
- ⑧ Pump Track
- ⑨ Parkland
- ⑩ New Footbridge
- ⑪ New Footpaths linking across Park
- ⑫ Gurnell to Greenford Greenway
- ⑬ Housing Development
- ⑭ Courtyard Gardens
- ⑮ Green Parkland Streets
- ⑯ Pocket Park Play areas
- ⑰ Public Squares

10.1 Metropolitan Open Land Policy

10.1 Metropolitan Open Land Policy

MOL Exceptions Tests

1.0 MOL Exceptions Tests

1.1 The two potential options being advanced as part of the feasibility exercise contain the following:

- New, replacement leisure centre
- Housing (up to 500 units)
- Ancillary retail, commercial and other social community uses
- Open space enhancements

1.2 Paragraphs 147, 149 and 150 of the NPPF state:

147. Inappropriate development is, by definition, harmful to the Green Belt and should not be approved except in very special circumstances.

149. A local planning authority should regard the construction of new buildings as inappropriate in the Green Belt. Exceptions to this are:

- buildings for agriculture and forestry;
- the provision of appropriate facilities (in connection with the existing use of land or a change of use) for outdoor sport, outdoor recreation, cemeteries and burial grounds and allotments; as long as the facilities preserve the openness of the Green Belt and do not conflict with the purposes of including land within it;
- the extension or alteration of a building provided that it does not result in disproportionate additions over and above the size of the original building;
- the replacement of a building, provided the new building is in the same use and not materially larger than the one it replaces;
- limited infilling in villages;
- limited affordable housing for local community needs under policies set out in the

development plan (including policies for rural exception sites); and

- limited infilling or the partial or complete redevelopment of previously developed land, whether redundant or in continuing use (excluding temporary buildings), which would:
 - not have a greater impact on the openness of the Green Belt than the existing development;
 - not cause substantial harm to the openness of the Green Belt, where the development would re-use previously developed land and contribute to meeting an identified affordable housing need within the area of the local planning authority.

150. Certain other forms of development are also not inappropriate in the Green Belt provided they preserve its openness and do not conflict with the purposes of including land within it. These are:

- mineral extraction;
- engineering operations;
- Local transport infrastructure which can demonstrate requirement for a Green Belt location
- the re-use of buildings provided that the buildings are of permanent and substantial construction;
- material changes in the use of land (such as changes of use for outdoor sport or recreation, or for cemeteries and burial grounds); and
- development, including buildings, brought forward under a Community Right to Build Order or Neighbourhood Development Order.

1.3 Based on these identified 'exceptions' and the proposed uses the table below evaluates the proposed land uses against the various exception criteria.

	Leisure Centre	Housing	Ancillary Uses	Open Space Enhancements
Buildings for Agriculture	No	No	No	No
Appropriate facilities for outdoor sport/ recreation as long as openness is preserved	No. But part of the overall proposal will deliver new outdoor leisure facilities	No	No	No
Extension of an existing building provided that it does not result in disproportionate additions	No	No	No	No
Replacement of a building, provided the new building is in the same use and not materially larger.	No. If the replacement leisure centre ends up being materially larger	No	No	No
Limited infilling in villages.	No	No	No	No
Limited affordable housing for local community needs	No	Any proposal moving forward will deliver 50% affordable housing	No	No
Redevelopment of previously developed land which would either; not have a greater than current impact on openness; or would not cause substantial openness harm, contributing towards an identified affordable housing need.	No	Any proposal moving forward will deliver 50% affordable housing & this housing will be delivered on PDL	No	No
Mineral extraction, where openness is preserved	No	No	No	No
Engineering operations, where openness is preserved.	No	No	No	No
Local Transport infrastructure.	No	No	No	No
Re-use of permanent buildings.	No	No	No	No
Material changes in the use of land for outdoor sport.	No	No	No	No
Development under a Community Right to Build / Neighbourhood Development Order.	No	No	No	No

10.1 Metropolitan Open Land Policy

MOL Very Special Circumstances

1.4 Based on the above:

- The replacement of the existing leisure centre with a new leisure centre of a similar size to the existing would meet the exception test set out by national policy. The replacement leisure centre building, which has evolved out of the feasibility exercise comprises 8348sqm compared with the existing leisure building that comprises 5350 sqm and hence would be considered “inappropriate” development in the MOL.
- Provision of affordable housing would meet the exception test. Provision of private housing would, however, be deemed inappropriate. The ancillary retail, commercial, community uses aimed at serving new and existing residential would be deemed inappropriate. Any outdoor sport and leisure facilities (informal and formal) would be deemed appropriate, if the openness is preserved.
- Any open space, ecological enhancements, flood mitigation works, changes in site level, recontouring of land and provision of new pedestrian and cycle bridges would be deemed appropriate and the proposed uses would be viewed as MOL compatible.

1.5 Given the above the proposed replacement leisure centre, by virtue of its increased size and massing, any ‘enabling’ private residential and ancillary uses would constitute inappropriate development on MOL, as they would fail to meet the exceptions set out above.

1.6 Given this position and in accordance with NPPF 2021 para. 148, to be acceptable in principle, the development must meet the VERY SPECIAL CIRCUMSTANCES (VSC).

1.7 As a prelude to dealing with the VSC, however it must first be demonstrated that:

- 1) The scale, type and quantum of the “inappropriate development” is the minimum necessary, thereby ensuring that any harm caused by the proposal is as minimised as far as possible consistent with facilitating development principles; and
- 2) That there are no suitable alternative sites for this development that would be preferable in planning terms.

2.0 Minimum level of development

2.1 In relation to point 1 above:

- **Leisure Centre.**

The feasibility work has demonstrated that the existing building has reached the end of its design life and that the most sustainable option would be to demolish the existing building and to build a new state of the art leisure facility, which adopts current best practice in terms of energy efficient building design.

The feasibility study advanced a design proposition, which meets the brief set in terms of accommodating user group needs, the projections in terms of demand and best practice in terms of leisure centre design.

In the context of MOL policy, however, the Sounding Board has rightly asked the question as to whether the leisure centre proposals generated through the feasibility exercise have been optimised in terms of size of facility and cost.

In response additional feasibility work has been undertaken to seek to optimise the proposed new leisure centre building in terms of its size, facility provision and cost. As a result of this work the leisure centre brief has been reduced from 11,505 sqm to 8348 sqm.

- **Quantum of enabling residential**

In the context of MOL policy the Sounding Board has also asked whether the amount of ‘enabling’ residential development is A. necessary and B. if it is necessary and all other sources of potential funding have been exhausted whether the amount of enabling residential is the minimum amount necessary to address any potential funding gap.

Whilst alternative funding avenues (e.g. Sports England) will continue to be explored, they are not likely to yield significant contributions to the cost of the Leisure Centre. As such enabling development will be necessary to fund the Leisure Centre.

Various funding routes have been explored and there are two strategic routes that are being developed; Developer led (circa 500 units) and Contingent Guarantee (circa 300 units). The funding route requires further consideration so to that end, both options are being developed at this stage.

10.1 Metropolitan Open Land Policy

MOL Very Special Circumstances

3.0 Alternative sites

3.1 In relation to point 2, alternative sites, the previous planning application was supported by a robust Alternative Site Assessment (ASA), which confirmed the previous application site as the genuine site of last resort.

3.2 This ASA was accepted by both the GLA and the LPA. This will be revisited in detail at the next stage, however it is currently considered that there are no suitable alternative sites for either housing or Leisure and as such, this is considered to be the genuine site of last resort.

In summary the work undertaken as part of the feasibility exercise confirms that:

The demolition of the existing leisure centre and its replacement with a new leisure centre represents the most sustainable long-term option in terms of meeting need and demand for a new facility.

- The optimised new leisure centre design is currently larger in scale and footprint than the existing leisure centre and hence will be regarded as 'inappropriate development' on MOL;
- Private 'enabling' residential development is regarded as 'inappropriate development' on MOL;
- Any ancillary retail, commercial and other social / community uses will be regarded as 'inappropriate development' on MOL;

- The leisure centre's design has been optimized to meet the borough's sporting needs. This work is ongoing and as the design moves through the various RIBA stages it is envisaged that further savings will be made in terms of space utilisation and cost.
- The cost and funding options have been fully explored and as a result it is concluded that private residential is needed to facilitate the development. At the present time and based on the cost and value assumptions that underpin the financial model it is estimated that between 300-500 units of private enabling residential development is required to help bridge the identified funding gap.
- The Council owned land focussed on the existing Gurnell Leisure Centre Site represents the 'genuine site of last resort' on which the new leisure centre and enabling residential units could be delivered.

10.1 Metropolitan Open Land Policy

Appraisal of Options

4.0 Option generation and appraisal

4.1 Having refined the conclusions reached in the feasibility exercise in relation to the optimum size of leisure facility, the minimum amount of enabling residential required to bridge the funding gap and having confirmed that the GLC site and its environs remains the site of last resort the next question to ask is how these land uses might be best configured on the Site in order to minimise potential harm and impact on the openness of the MOL. And how any potential harm identified might be mitigated

4.2 In this regard and given the commentary in relation to the previous application proposals the opportunity has been taken as part of this feasibility exercise to:

- a) Think wider than the previous scheme red line.
- b) Explore whether there are alternative sites to accommodate the leisure centre, which create the opportunity to deliver other benefits in terms of accessibility, co-location of sport and leisure facilities, co-location of parking, wider environmental benefits, wider townscape/ urban design benefits, wider ecological benefits.
- c) Revisit and explore the question of 'openness'.
- d) Explore different residential typologies and densities.

4.3 The conclusion to this option appraisal exercise has identified two potential leisure locations (Site 1 and Site 2) and based on these two locations, a series of sub options for the accommodation of differential densities of residential accommodation have been explored, as follows:

Option 1

Residential 1A: 300 units
Residential 1B: 500 units

Option 2

Residential 2A: 300 units
Residential 2B: 500 units

4.4 Each one of these options will be evaluated against the baseline condition and previous application, using the following criteria:

Further detail will be interrogated as part of the next stage and any planning submission.

MOL Harm

(A) Impact on MOL Openness

(B) Building footprint on PDL

(C) Building footprint on MOL greenfield

(D) Visual Impact

(E) Scale and Massing

(F) Materiality and Design

(G) Landscaping

(H) Impact on MOL usability

Other Potential Harm

(I) Impact on trees - tree loss

(J) Loss of existing habitat

(K) Biodiversity net gain

(L) Urban Greening Factor

(M) Traffic Generation

(N) Traffic Distribution

(O) Parking

(P) Air Quality

(Q) Walking and cycling connectivity

(R) Linking to other sporting and leisure facilities

Metropolitan Open Land

Appraisal of Options

4.5 Other potential benefits that will be delivered as a result of the proposals, which will be balanced against the harms identified above include:

- Improvements to MOL quality, usability and accessibility.
- Improved connectivity.
- Flood mitigation measures
- Biodiversity Net Gains
- Enhanced formal and informal sport and recreation facilities
- Greening of PDL.
- State of the art leisure facilities
- A sustainable, efficient and long-term funding model for the new leisure centre.
- Health and well-being benefits of improving access to formal sport and informal recreation.
- Generation of funding to bridge the funding gap and facilitate delivery of the leisure centre.
- 50% affordable.
- Job creation.

4.6 As the proposals develop and as part of any future planning submission all of these gains will be quantified and balanced against the preferred spatial option and any harm caused and as previously VSC will exist if both the 'potential harm to the MOL by reason of inappropriateness, and any harm resulting from the proposal are clearly outweighed by other considerations'.

4.7 This planning balance will need to be weighed up by any future decision maker and discussed as part of any future planning application process.

11.0 Delivery

11.0 Delivery

Variables to Test

Variables

There are many variables that go into considering the overall scope of these proposals and how they meet the aims and ambitions of the brief.

There are several overriding objectives throughout that have drive the current direction;

- 1. Programme** :The priority is to get Gurnell Leisure open as soon as possible
- 2. Leisure Brief** : The leisure facility mix and brief has been the primary ambition of the scheme and the housing and delivery solutions are strongly related to that. The leisure facility is still significantly larger than that of the old Gurnell Leisure Centre and so is a key part of the high amount of enabling development potentially required to deliver it.

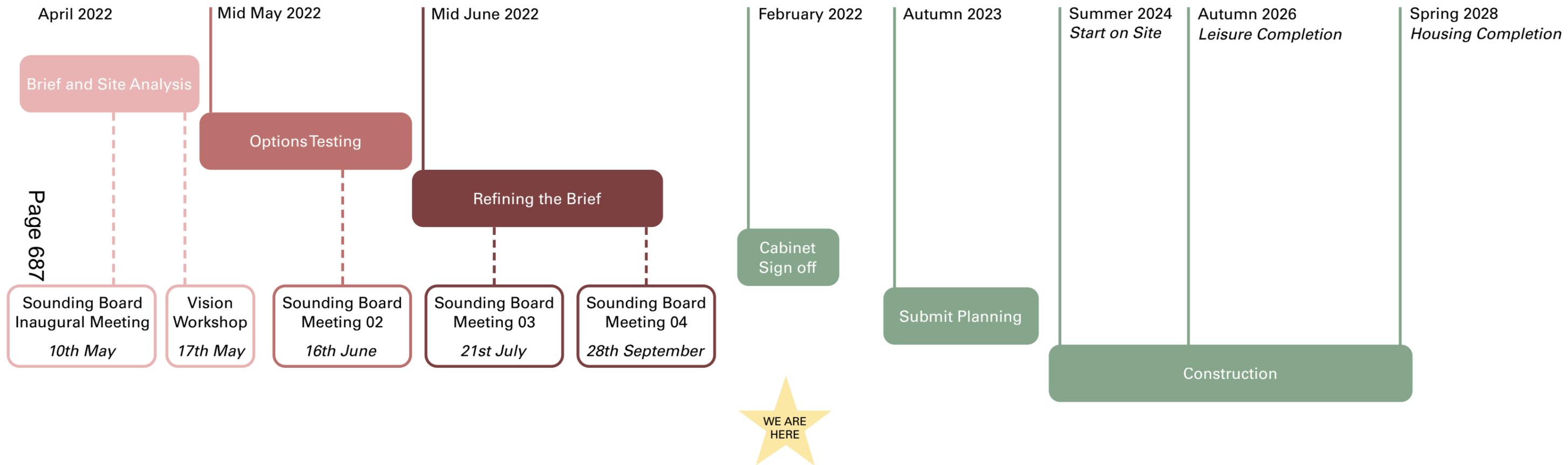
The scope of this report captures a high level summary of the impacts of varying many of these components, and as a team, recommendations for the way forward have been made. However it is for LB Ealing to advise on the relative priorities of these various parts to arrive at the final brief for the way forward of this scheme, the funding route being the pivotal one.

Once the direction of travel is agreed, the design proposals contained within this feasibility form a framework and starting point for the much more detailed process of engagement, development and design.



11.0 Delivery

Indicative Programme



This page is intentionally left blank

MIKHAIL
RICHES



Tibbalds

gleeds

Page 689



expedition

Aspinall
Verdi
property
regeneration
consultants



Feasibility Plus

January 2023



What are we moving forwards with?

Introduction

Mikhail Riches were appointed by the London Borough of Ealing in Spring 2022. The associated team includes specialists in delivering sustainable, financially viable Leisure Centres around the UK, as well as experts in delivering sustainable affordable housing. It includes Mikhail Riches, GT3 Architects, Gleeds, FMG Consulting, Tibbalds, Expedition Engineers, ITP Transport, and Aspinall Verdi.

The team undertook a Feasibility Study which looked at alternative approaches to re-providing the leisure centre and associated enabling housing following the previously refused planning application in 2019.

As part of that study the team developed a revised leisure brief and approached the masterplan from base principles to provide two key options;

Option 1 looked at providing housing and leisure on Ruislip Road within the previously developed land. The scale of this at 500 homes was significant and therefore only advisable if a lower number of homes could be viable - circa 300 homes.

Option 2 proposed an alternative location of the Leisure Centre, which would provide the required 500 homes enabling development to be achieved in a way which was low rise and sensitive to the MOL setting.

Following the completion of the Feasibility report in October 2022, LB Ealing have advised that the preferred route forward is:

- The preferred option is Option 1 (both housing and Leisure on Ruislip Road)
- Optimised 1 Leisure brief as a baseline assumption.
- Housing is to be maximised on the residual site whilst still maintaining a planning compliant scale and massing given the MOL context - no minimum requirement

The purpose of this Feasibility Plus report is to revisit the masterplan on the basis of the above recommendations to provide a definitive vision and brief for the next stages.

This report looks afresh at the assumption and considerations around key elements of the masterplan to agree the fundamental principles of the scheme.

These elements are then worked into a refreshed masterplan that provides a high level framework for the future development of the scheme whilst also setting out the aspirational vision of the masterplan that is in line with the original brief to develop an *"exemplary masterplan that promotes sustainable development"*

Alongside this, working with the wider team, the report provides a high level update on cost, procurement, programme and next steps



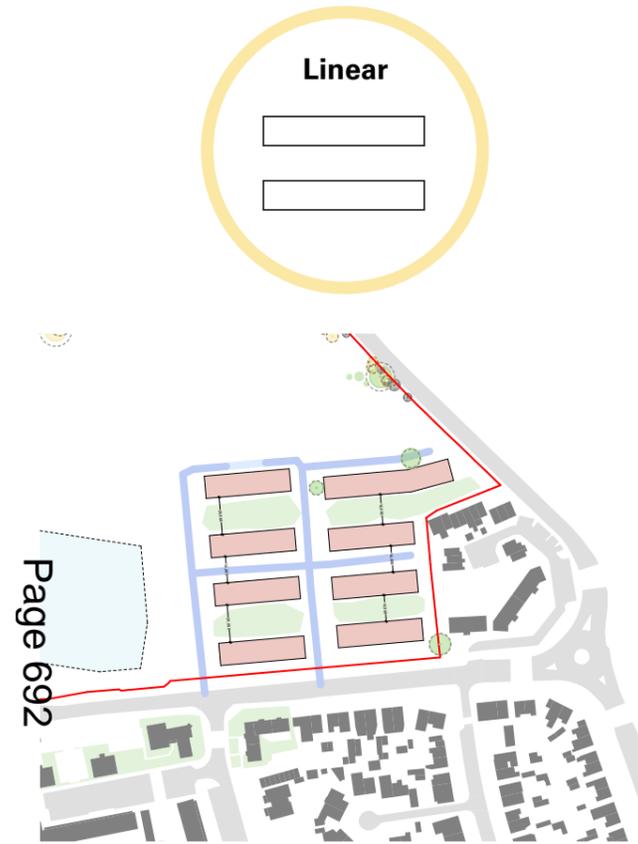
Masterplan Elements

Revisiting key decisions

Masterplan Elements

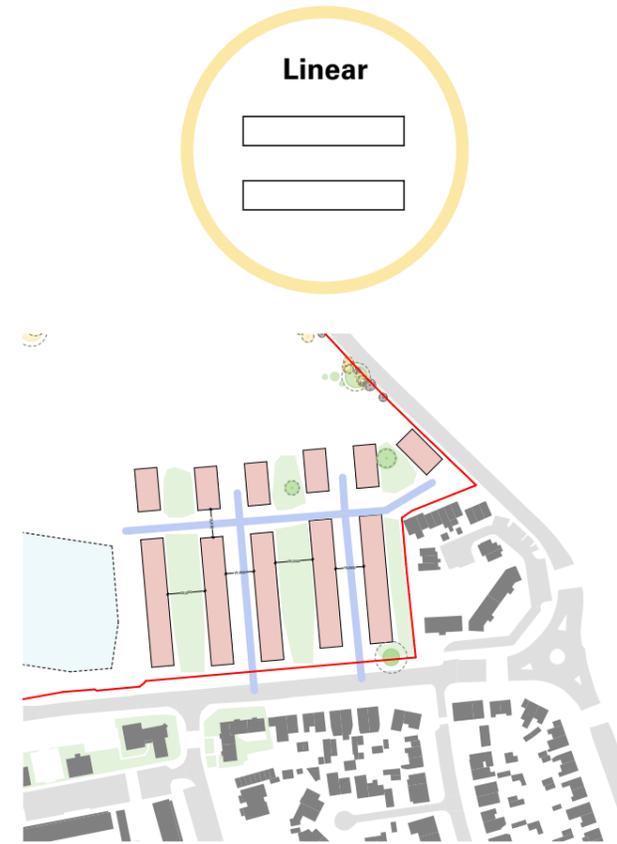
Housing Typologies

Relooking at previous decisions about site strategy and orientation and potential opportunities by exploring a lower density

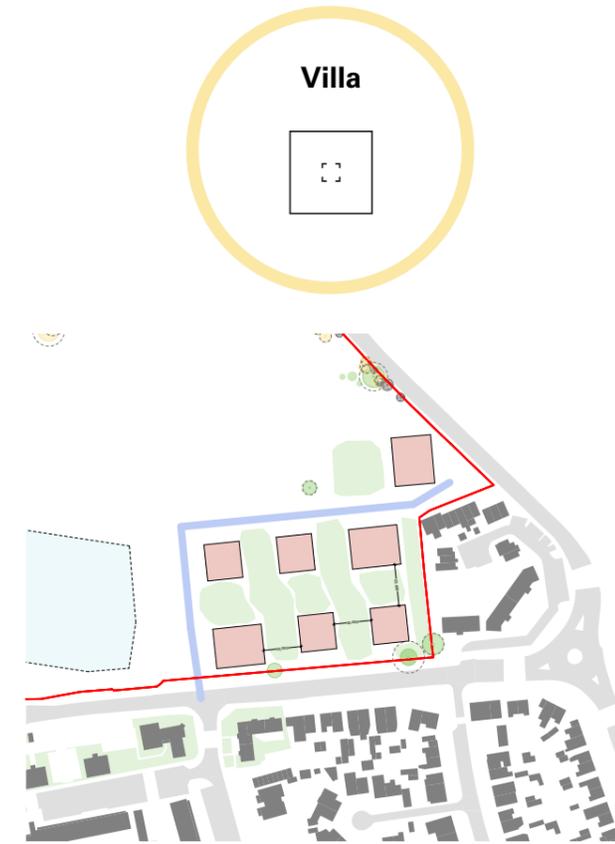


Page 692

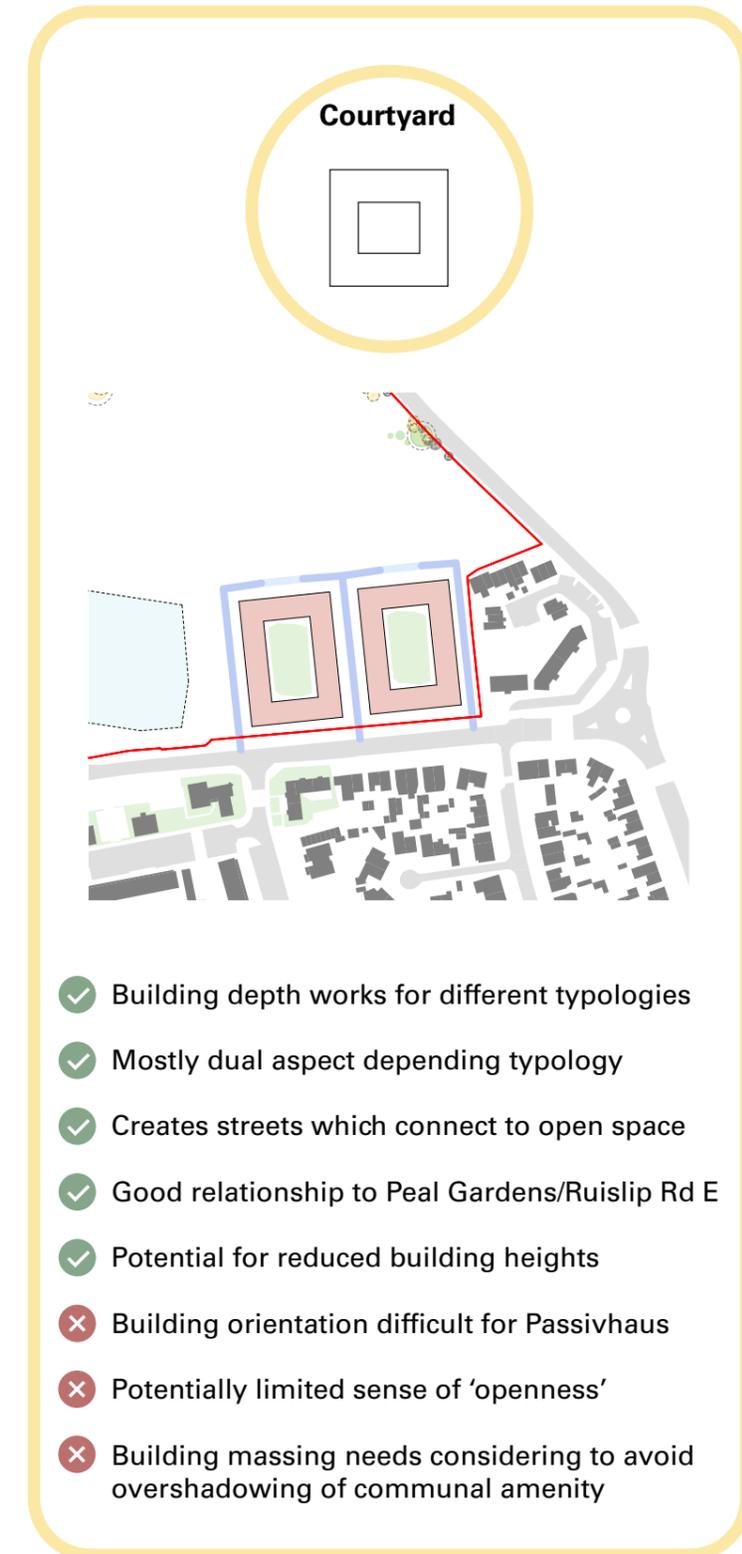
- ✓ Good orientation for passivhaus
- ✓ Building depth works for different typologies
- ✓ Mostly dual aspect depending typology
- ✓ Creates streets - front along Ruislip Rd + park
- ✓ Good relationship to Peal Gardens
- ✗ Grain of street goes against connection to park
- ✗ Building typologies more suited to low rise
- ✗ Extends into MOL to achieve fronts onto the park



- ✓ Building depth works for different typologies
- ✓ Mostly dual aspect depending typology
- ✓ Creates streets which connect to open space
- ✓ Good relationship to Peal Gardens
- ✓ Building orientation difficult for Passivhaus
- ✗ Gable ends to Ruislip Rd need activation
- ✗ Building typologies more suited to low rise
- ✗ Difficult to fit three streets



- ✓ Villa typologies gives flexibility in unit mix
- ✓ Height of buildings can be varied easily
- ✓ Mostly dual aspect homes
- ✓ Potential for good connection to open space
- ✗ Fronts and backs need careful definition
- ✗ Public/private amenity needs careful definition
- ✗ Potentially tricky relationship to Peal Gardens

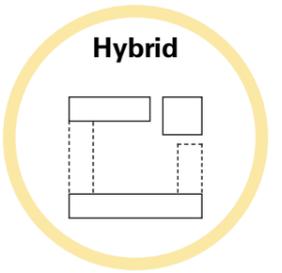


- ✓ Building depth works for different typologies
- ✓ Mostly dual aspect depending typology
- ✓ Creates streets which connect to open space
- ✓ Good relationship to Peal Gardens/Ruislip Rd E
- ✓ Potential for reduced building heights
- ✗ Building orientation difficult for Passivhaus
- ✗ Potentially limited sense of 'openness'
- ✗ Building massing needs considering to avoid overshadowing of communal amenity

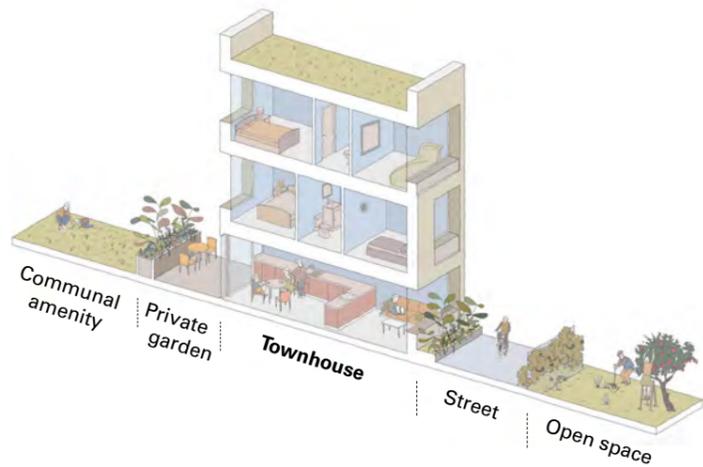
Masterplan Elements

Flexible Range of Typologies

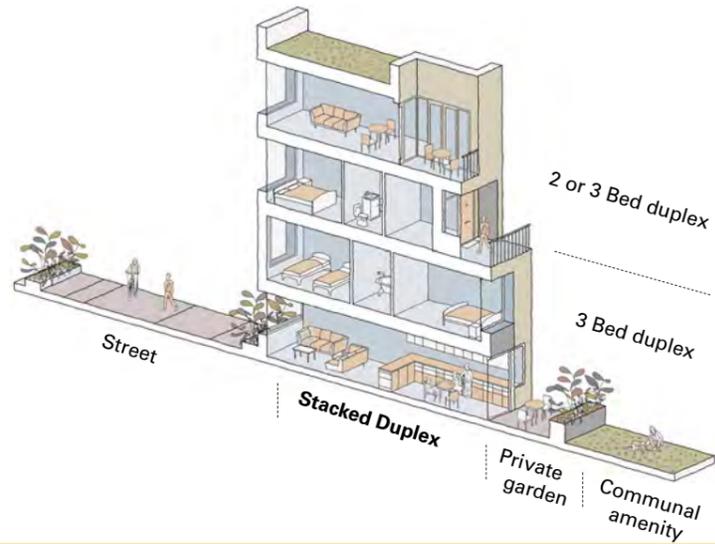
The courtyard is a flexible model that allows for a range of typologies to suit local needs and policy without changing the site strategy



A) Townhouse



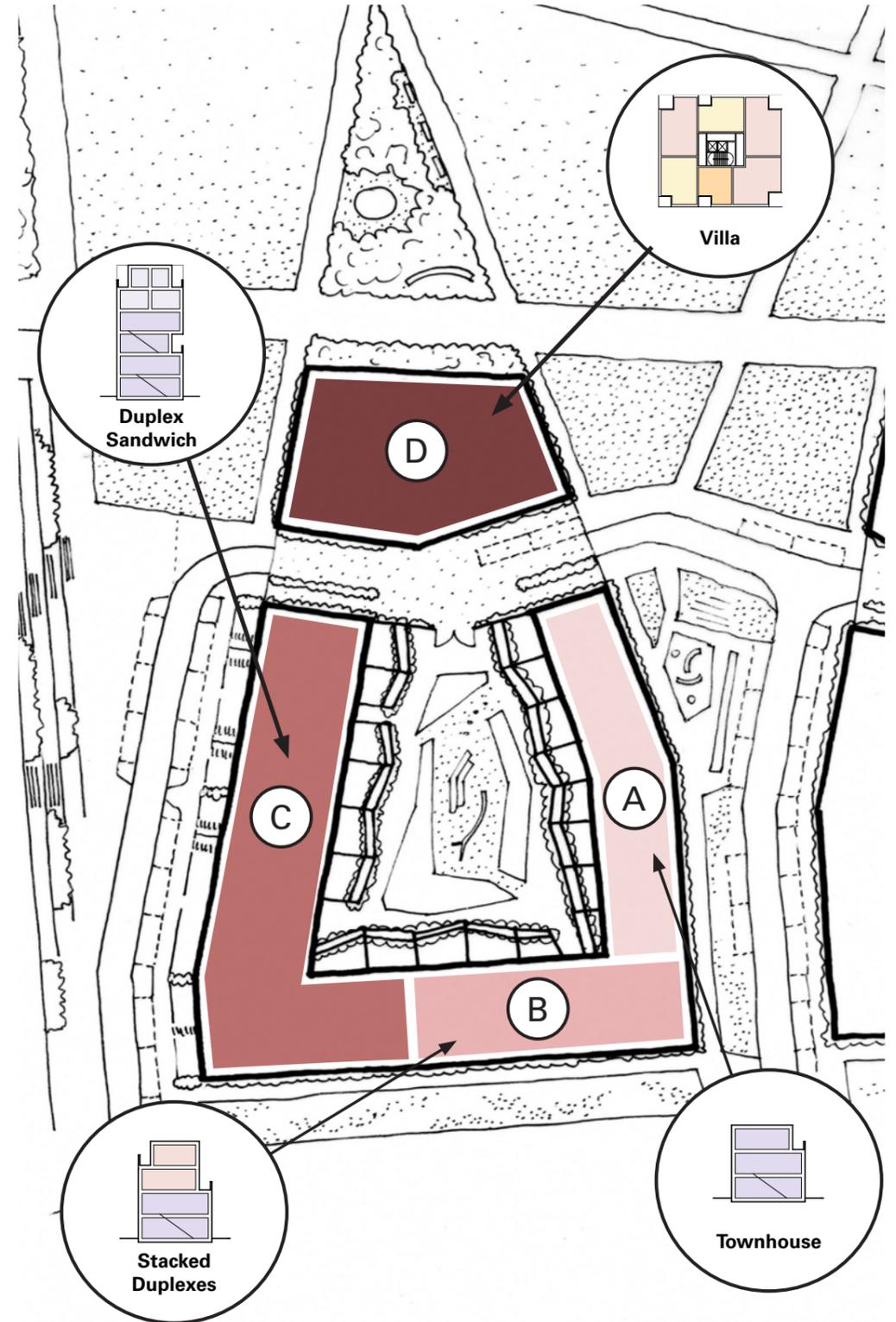
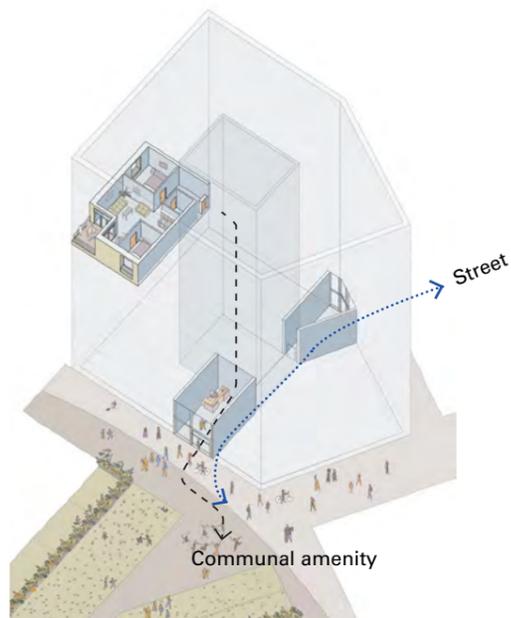
B) Stacked Duplex



C) Duplex Sandwich



D) Villa



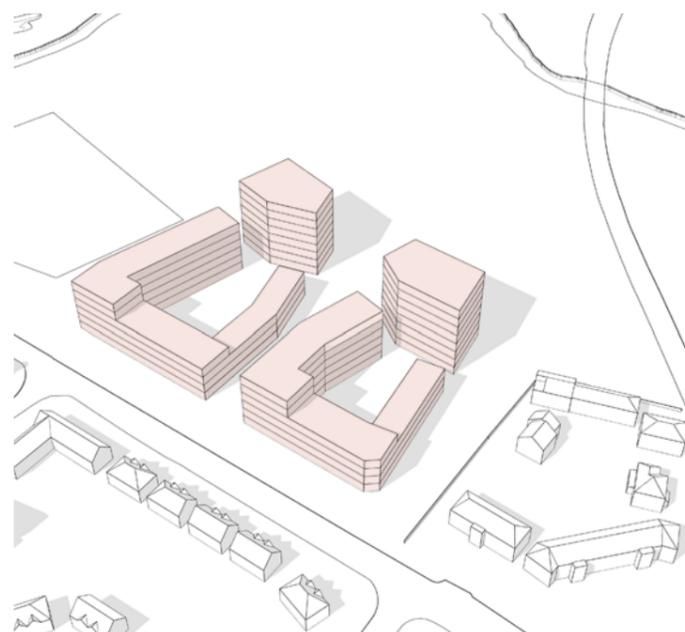
Masterplan Elements

Quantum of Housing

Baseline assumption of a planning appropriate scale and within the previously developed land

	1b1p	1p2p	2b4p	3b5p	3b6p	TOTAL
Total	2	90	55	42	11	200
%	1%	45%	28%	21%	5%	
%	46%		28%	26%		

Page 694



Number of stories

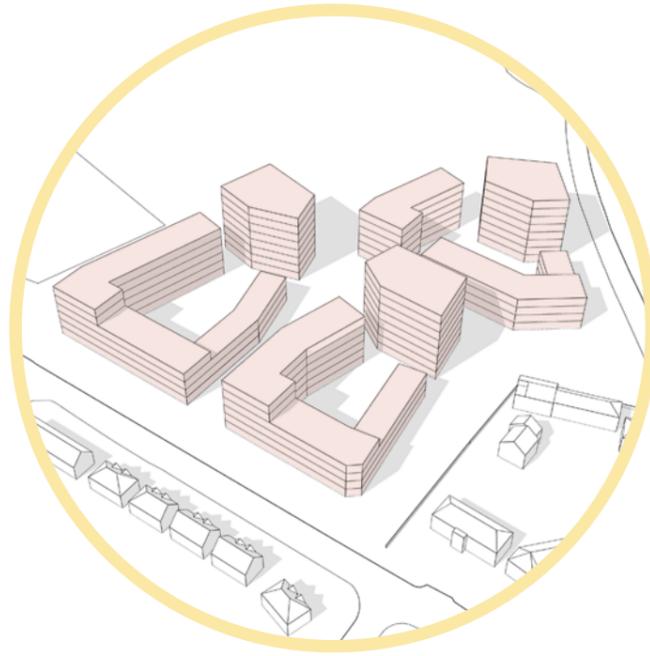
Masterplan Elements

Quantum of Housing Variations

Variations for potential opportunities to increase the number of homes or reduce the scale

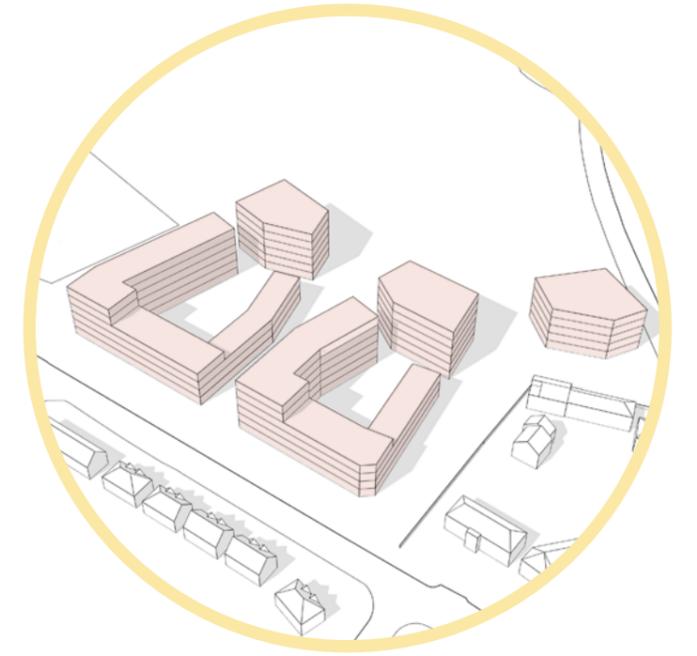
Three Courtyards

	1b1p	1p2p	2b4p	3b5p	3b6p	TOTAL
Total	18	119	99	57	13	306
%	6%	39%	32%	19%	4%	
%	45%		32%	25%		

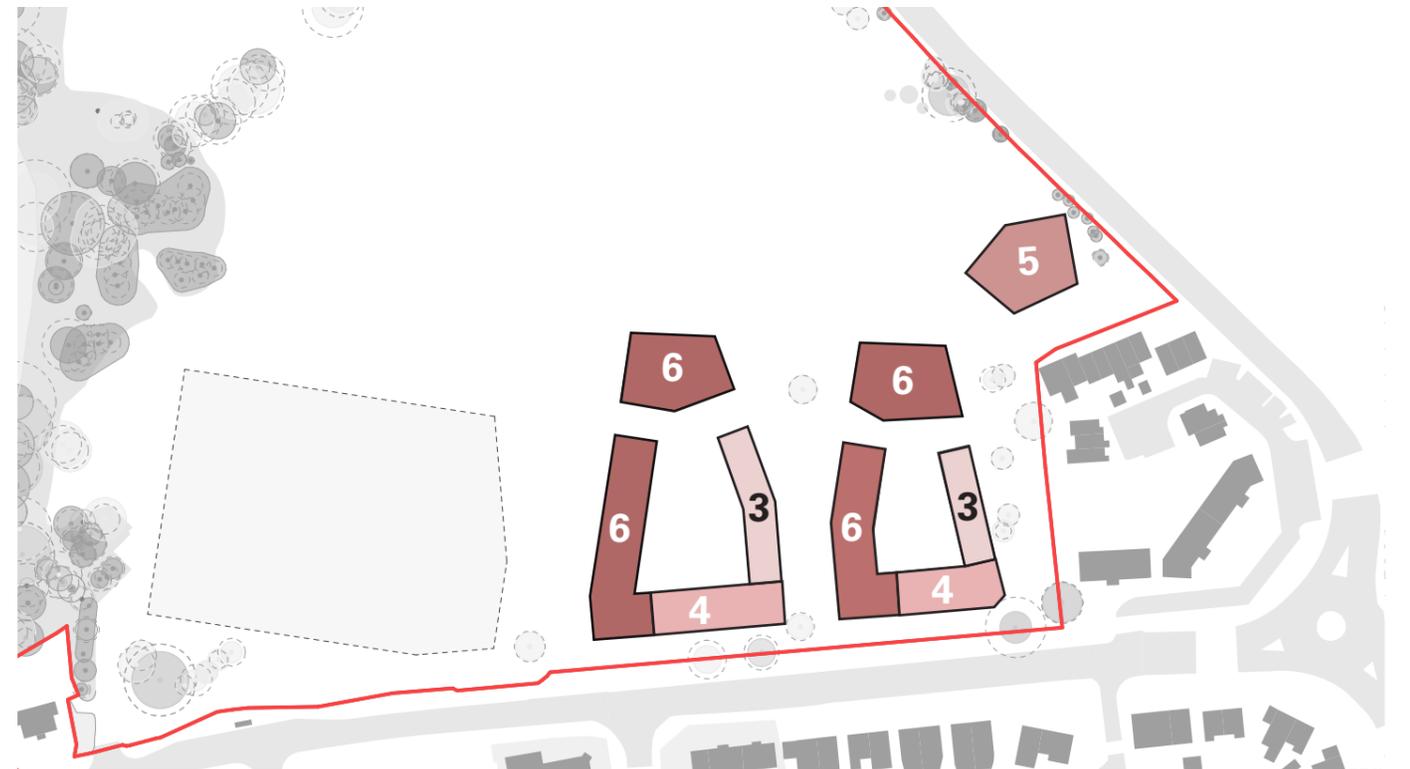
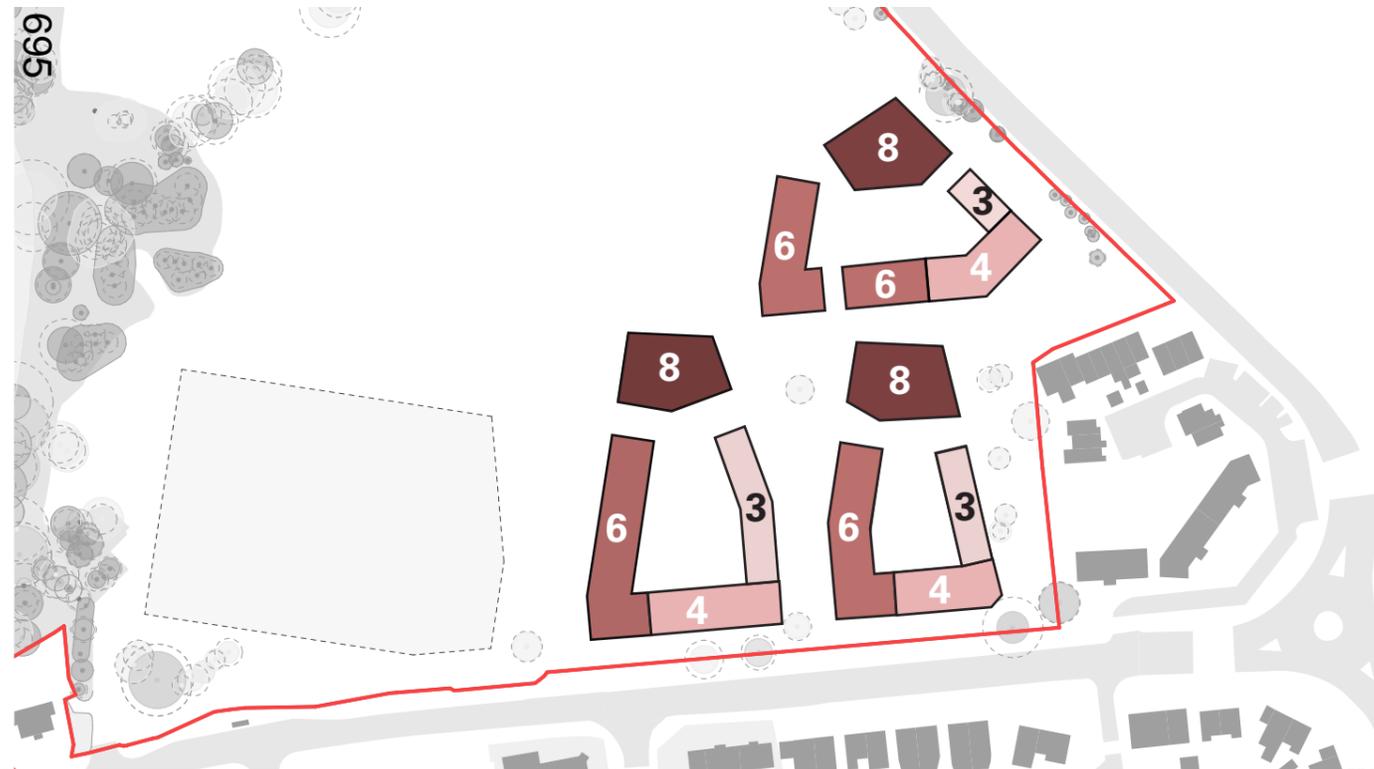


Additional Villa

	1b1p	1p2p	2b4p	3b5p	3b6p	TOTAL
Total	13	69	62	42	9	195
%	7%	35%	32%	22%	4%	
%	42%		32%	26%		



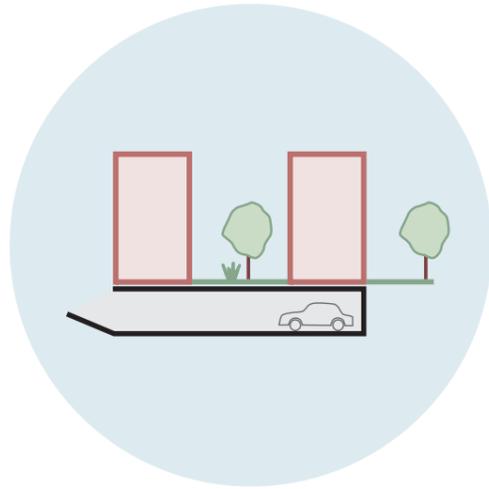
Page 695



Masterplan Elements

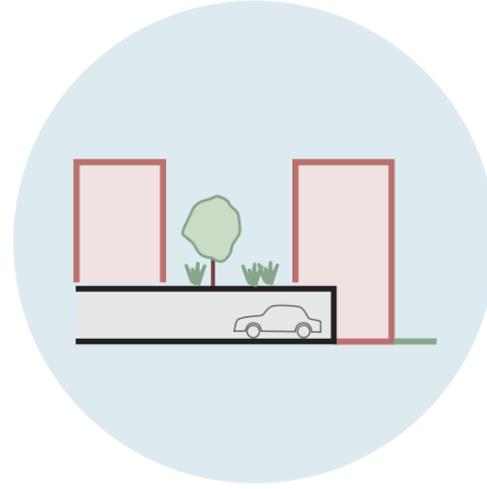
Types of Residential Parking

Considering the type of parking has a significant impact on site layout, cost and levels of parking provision.



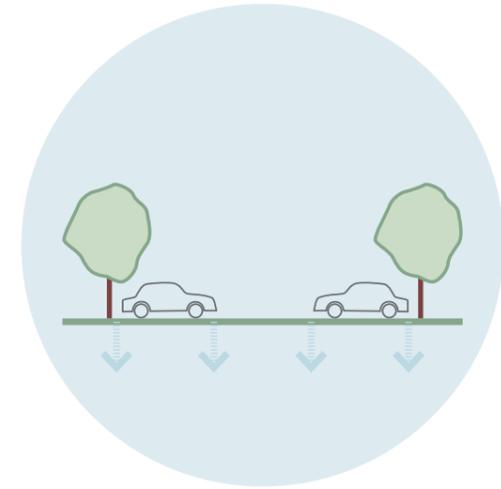
Basement Parking

- ✗ Costly - Not Viable
- ✓ Higher parking numbers
- ✓ On-street parking reduced in order to create green, social streets
- ✗ Separated from front doors
- ✓ Retains large units at ground floor
- ✓ Retains courtyard at ground level - allows continuity of play and social spaces



Podium Parking

- ✓ Reduced Cost
- ✓ Higher parking numbers
- ✓ On-street parking reduced in order to create green, social streets
- ✗ Separated from front doors
- ✗ Smaller units required at ground floor to accommodate podium
- ✗ Raises courtyard - isolated landscape reduces continuity of play and social spaces



Ground Level Parking

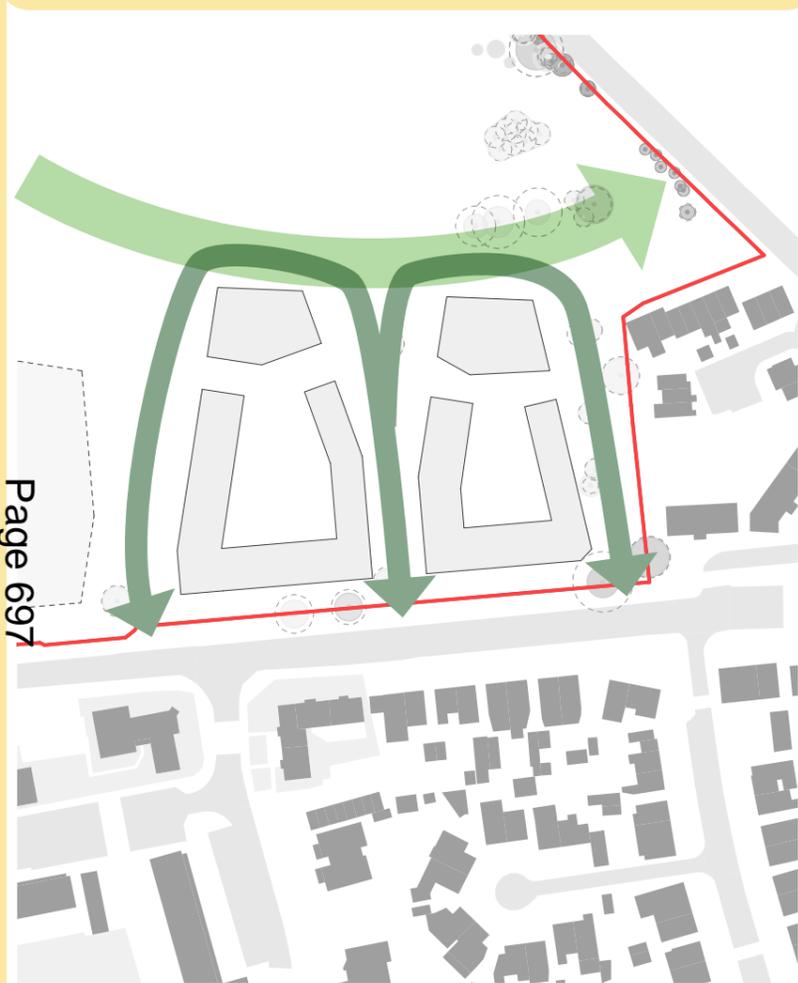
- ✓ Minimal cost
- ✗ Parking numbers limited in order to create green, social streets
- ✓ Good accessibility to front doors
- ✓ Retains large units at ground floor
- ✓ Retains courtyard at ground level - allows continuity of play and social spaces

Masterplan Elements

Residential Access Roads

How traffic is managed through the site affects the character of both the residential and the MOL edge

1) Loop Road around Courtyards



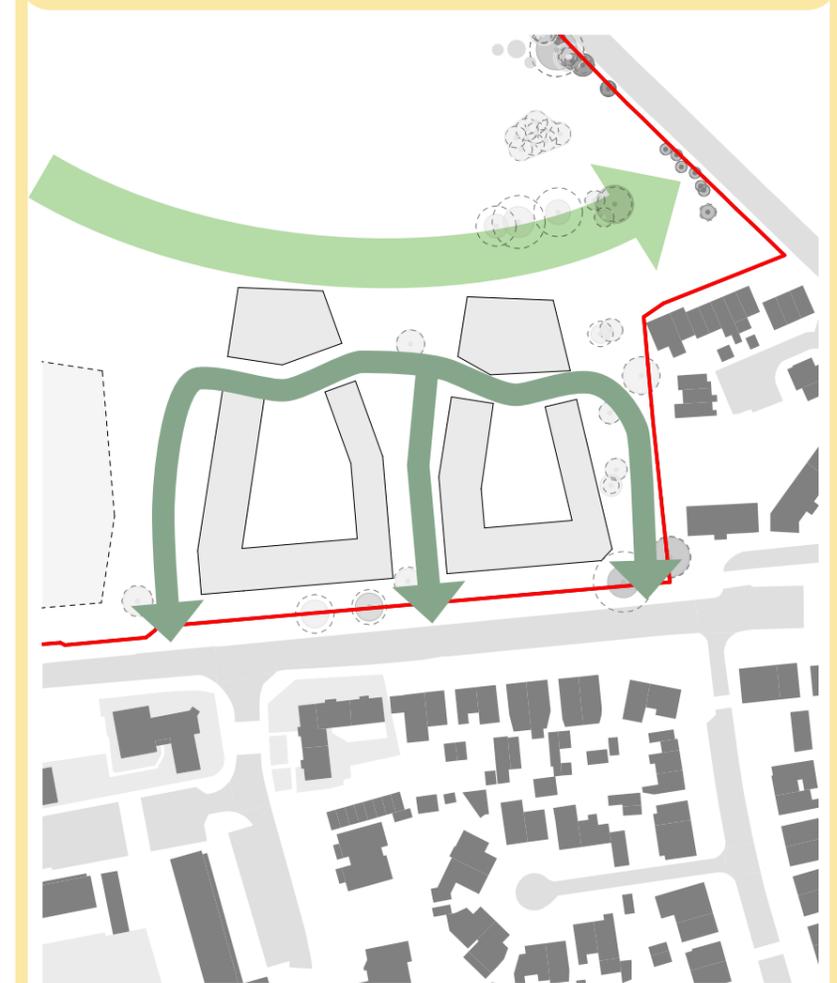
- ✗ Long stretch of road along park edge
- ✓ Avoids turning heads
- ✓ Increased length of road for on-street parking

2) Disconnected Roads



- ✓ Reduction of traffic along park edge
- ✗ Turning head increases hard landscaping and creates complex level change
- ✗ Turning head conflicts with leisure entrance
- ✗ Reduced length of road for on-street parking

3) Distancing Road from Park Edge



- ✓ Park edge is free of traffic
- ✓ Avoids turning heads
- ✓ Parkland landscape drawn into residential site
- ✗ Traffic enters the pedestrian focussed courtyards

Masterplan Elements

Leisure Location - Opportunities and Constraints

Retesting the assumptions of the Leisure on the West of the site or possible opportunities to swap over to the East by Peel Gardens

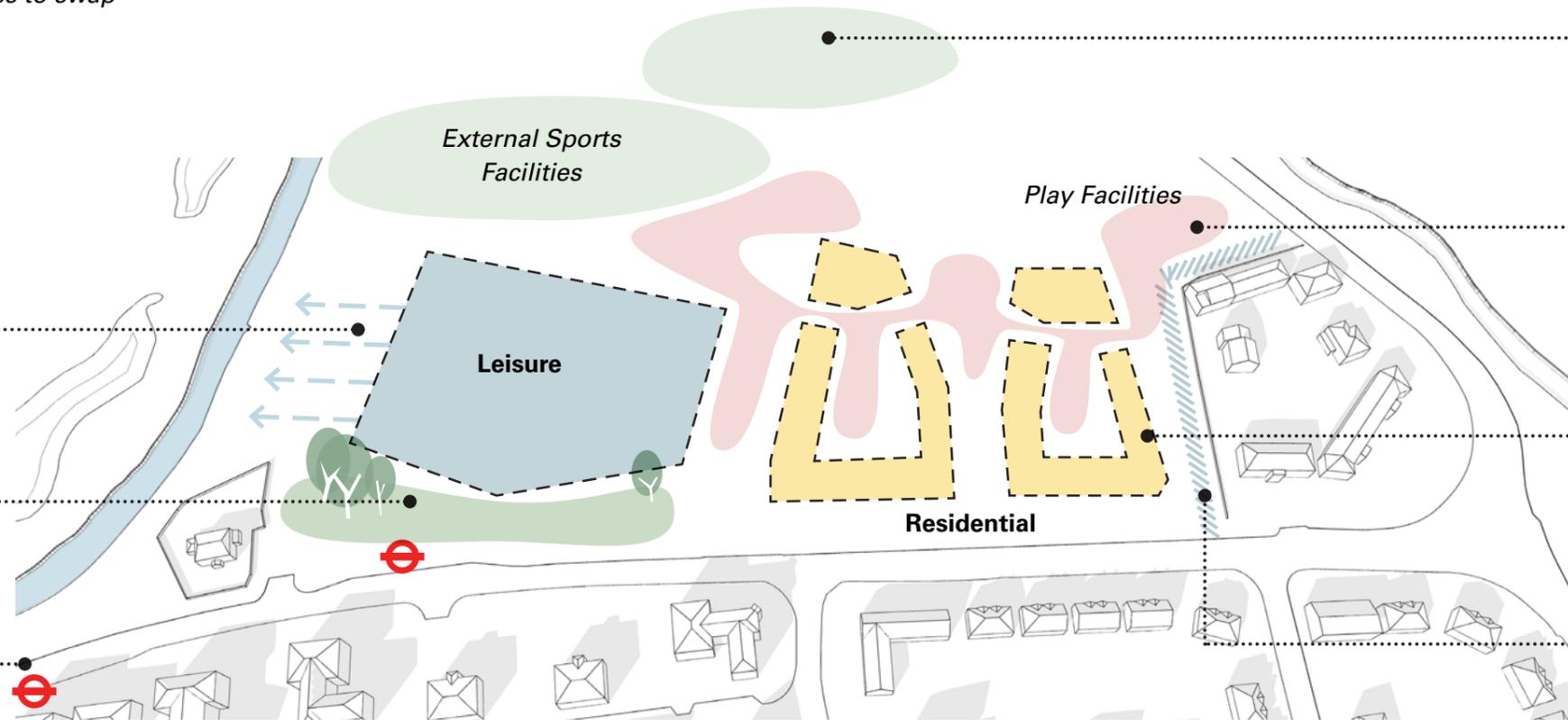
Page 698

Existing leisure centre location - i.e less change and use of existing access

Riverside outlook and privacy for swimming pool and leisure facilities

Mature, high-quality trees can be used to screen leisure centre and increase privacy to swimming halls

Leisure facilities closer to existing public transport



Increased distance between noisier external sports facilities and existing housing

Residents of Peel Gardens can benefit for shared residential amenity i.e. play and social spaces

Residential massing can be reduced to better relate to Peel Gardens and semi-detached homes on Ruislip Rd E

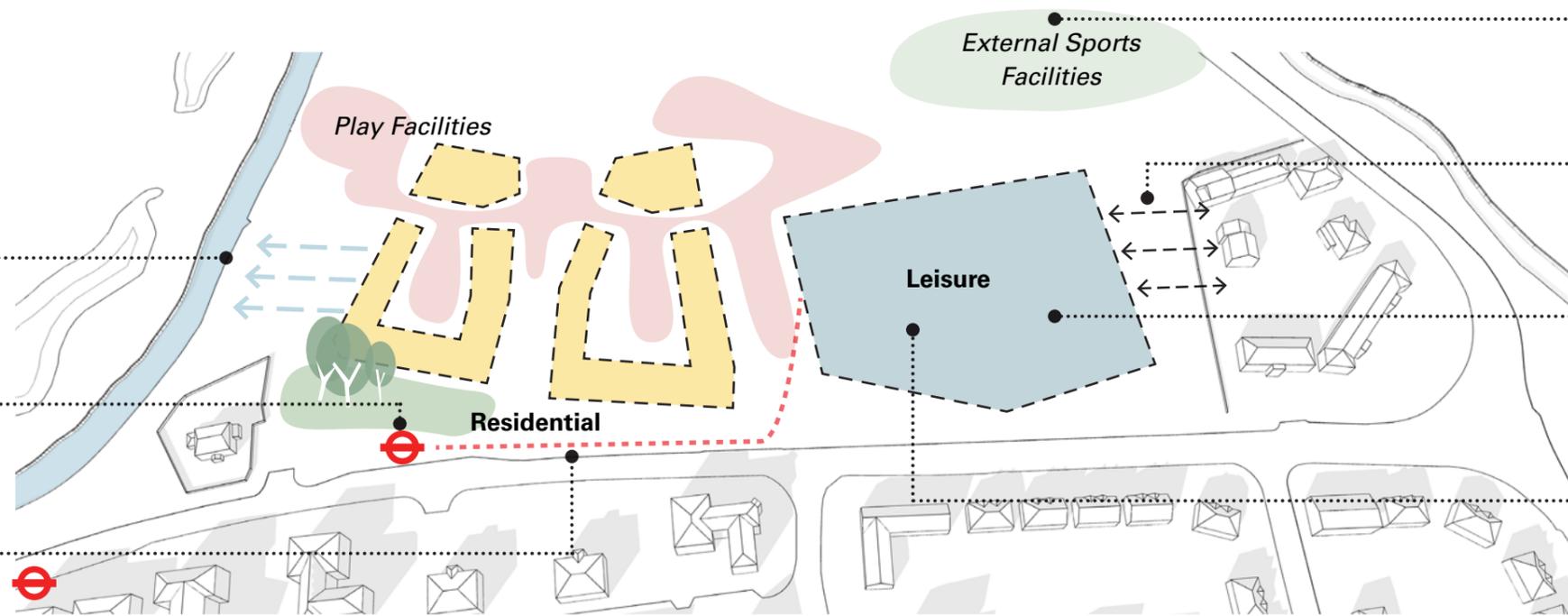
Opportunity to create a residential street integrating with Peel Gardens

Change of location may be contentious with public

Riverside outlook from housing

Housing closer to existing public transport

Footfall between bus stop and leisure centre



Proximity of external sports facilities to Peel Gardens needs consideration

Lack of privacy

Larger footprint has difficult relationship to Peel Gardens and semi-detached homes on Ruislip Rd E

Massing and height bulky in comparison to Peel Gardens

Masterplan Elements

Leisure Brief - Optimised 1

This brief is the outcome of extensive consultation as part of the Feasibility study.

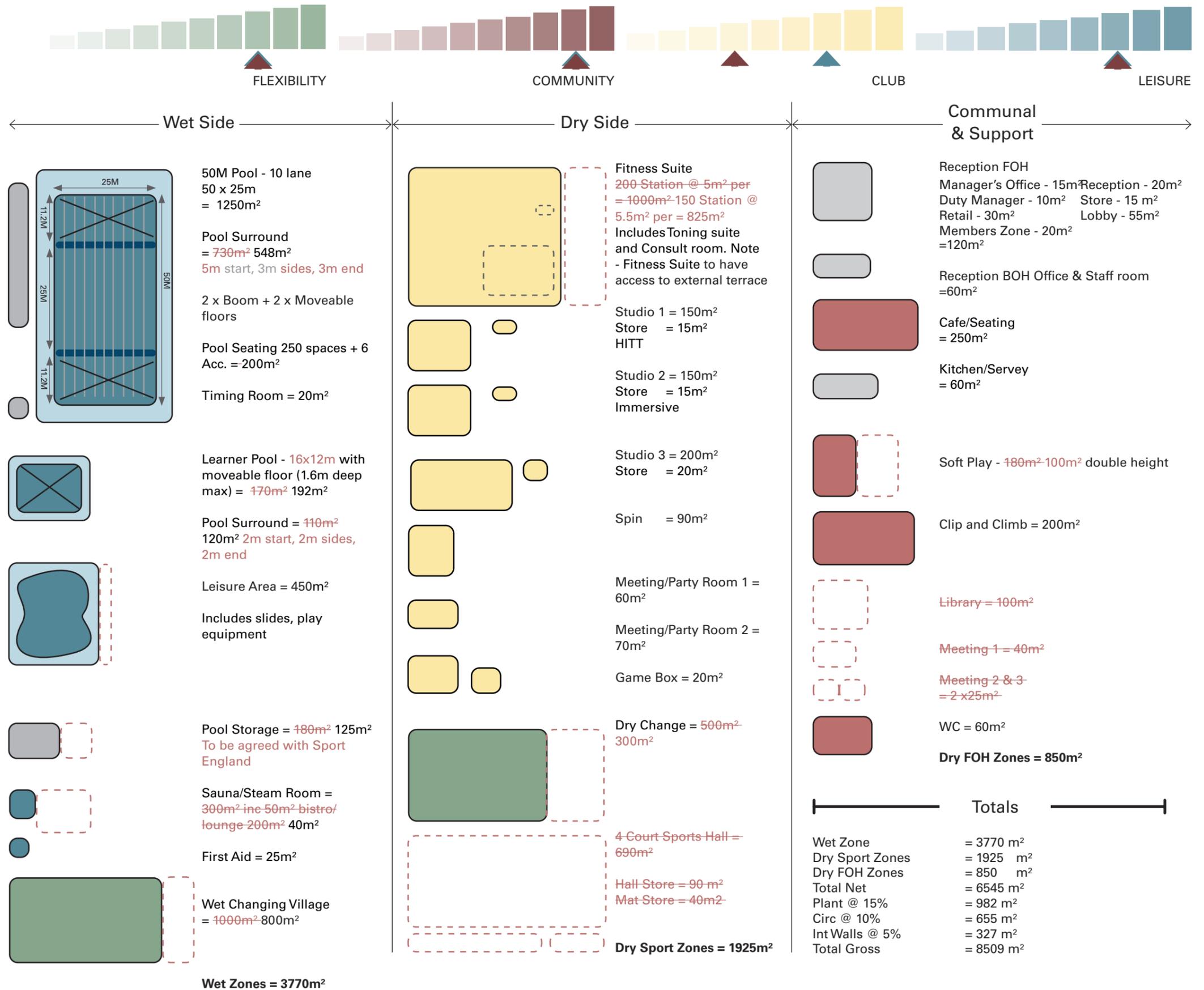
The facility mix opposite is based on the 'Optimised 01' option.

Optimised 01 reduces both wet and dry sides. Changes to the wet side include, reducing the 10 lane pool to an 8 lane pool, reducing the leisure pool and spa. The reduction in area has also reduced the area requirement for the wet change facility.

Changes to the dry side include reducing the fitness suite from 200 stations to 150. The reduction in area has therefore reduced the area requirement for the dry change.

▲ Dry Side ▲ Wet Leisure

		Optimised 1
Area (sqm)		8509
Construction Cost		£39.4m
Revenue (gross)		£4,918,233
Revenue (net)		£888,258
Impact		
Club	Wet	Good
	Dry	Satisfactory
Community	Wet	Good
	Dry	Good
Leisure	Wet	Good
	Dry	Good
Flexibility	Wet	Good
	Dry	Good



Masterplan Elements

Leisure Parking Provision

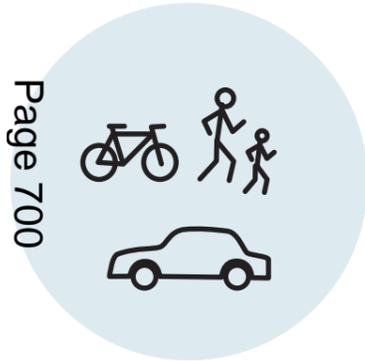
The leisure parking quantum is key to site strategy and based on the size of the Leisure Centre. This figure is a baseline and will be developed further.



Improved walking and cycling connections to public transport links



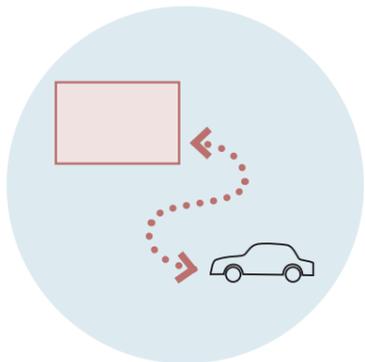
Covered cycle parking for leisure centre to meet demand



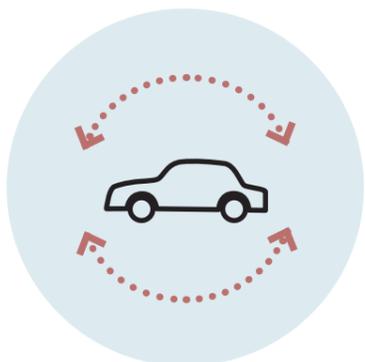
Multi-model transport improvements to existing junctions



Real time bus information at stops nearest the leisure centre

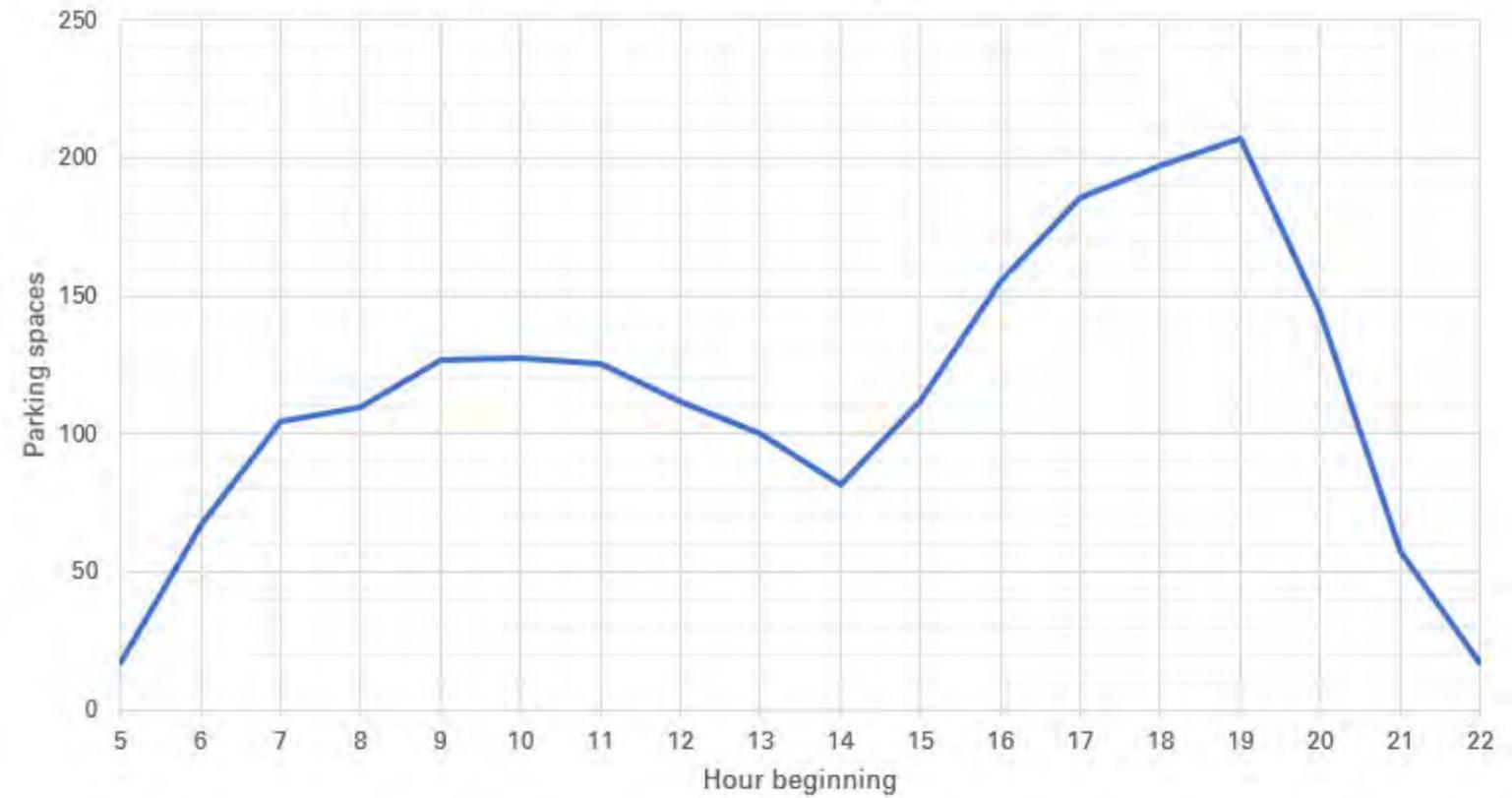


Off-site parking for peak times i.e. galas



Overlap parking with other uses i.e. shared between leisure and residential

Car Park Demand - 8,500 sqm - weekday



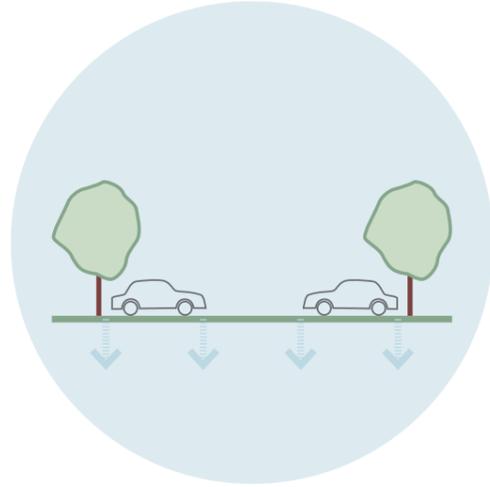
CONCLUSION

Leisure parking assumes circa 150-175 spaces with the potential to drive this down further with sustainable travel interventions, overlap with residential and off-site provision for peak demand times

Masterplan Elements

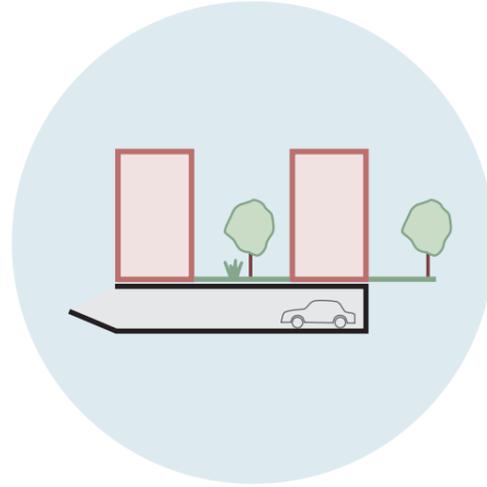
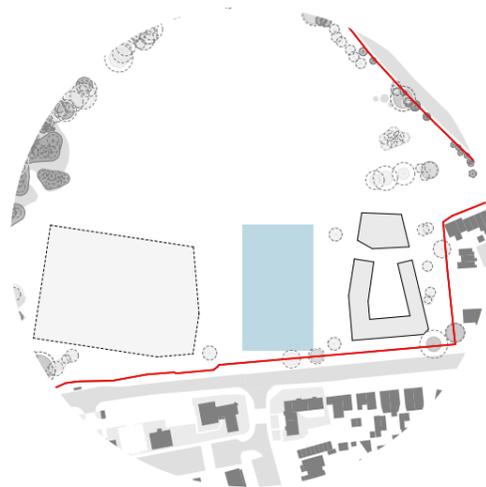
Leisure Parking Strategy

Considering the options for parking strategy that best suit the site, cost and MOL impact



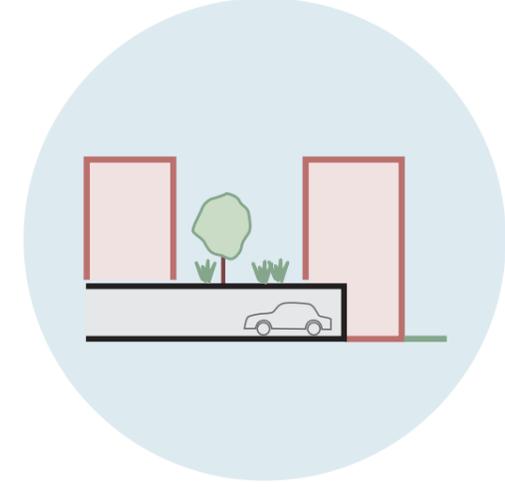
Ground Level Parking

- ✓ Minimal cost
- ✗ Large car park leaves little space for housing
- ✗ Large car park unattractive from park and surroundings
- ✓ Potential to share leisure and residential spaces, reducing total requirement



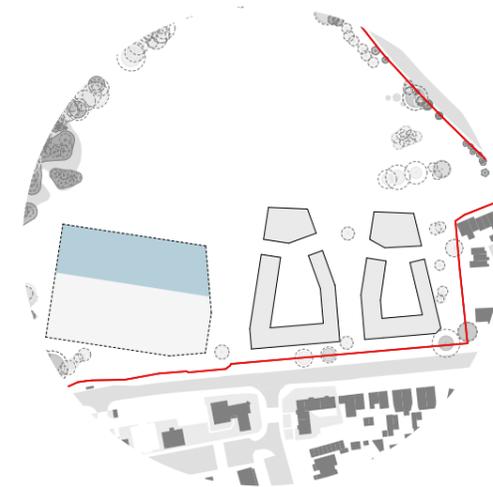
Basement Parking

- ✗ Costly - not viable
- ✓ Higher parking numbers
- ✓ Car parking hidden from view
- ✓ More space for housing and parkland



Podium Parking

- ✗ More Costly
- ✓ Higher parking numbers
- ✓ Car parking hidden from view
- ✓ More space for housing and parkland
- ✓ Opportunity to integrate with landscape and external sports facilities



Masterplan Elements

Leisure Adjacencies - Option A

Assessing the best adjacencies for the site and the facilities

Leisure facility on a raised plinth at 2.5m above datum.

Pool hall located to North, Dry facilities to the South East and BOH/Plant/Parking Entrance located to the South West.

- ✓ Main entrance announces the building to Ruislip Road and provide an active frontage
- ✓ Good connection between leisure and residential zones
- ✓ Strong visual connections between Pools and wider park setting to North & West
- ✓ Distinct separation between pedestrian/cycle users and leisure car routes
- ✓ Simple discreet route to car parking Delivery/Refuse and Pool Chemical location in single location off Ruislip Rd
- ✓ No traffic near to the riverside
- ✗ Pools do not benefit from passive heat gain which will increase running costs considerably
- ✗ Fitness areas will require additional cooling due to overheating on southern aspect
- ✗ Fitness views are over Ruislip Road and residential areas which has privacy issues
- ✗ Less opportunity to draw users into centre of site - doesnt activate the wider MOL
- ✗ Entrance located further from outdoor activities - disconnected

Page 702

KEY:

- Wet leisure
- Entrance / Cafe / Communal / Dry Leisure
- Support
- Key connection
- Key views out
- Active frontage
- Inactive frontage
- Passive solar gain to high temperature areas
- Key connective route
- Leisure users vehicle route to undercroft parking
- Riverside walk



Masterplan Elements

Leisure Adjacencies - Option B

Leisure facility on a raised plinth at 2.5m above datum.

Pool hall located to North, Dry facilities to the South West and BOH/Plant/Parking Entrance located to the South East.

- ✓ Main entrance announces the building to Ruislip Road and provide an active frontage
- ✓ Visual connection to riverside park to west from Pool hall and entrance
- ✓ Strong visual connections between Pools and wider park setting to North & West
- ✓ Distinct separation between pedestrian/cycle users and leisure car routes
- Page 703
- Simple discreet route to car parking Delivery/Refuse and Pool Chemical location in single location off Ruislip Rd
- ✗ Moving entrance to West provides two distinct zones. Leisure and Residential rather than a holistic development
- ✗ Pools do not benefit from passive heat gain which will increase running costs considerably
- ✗ Fitness areas will require additional cooling due to overheating on southern aspect
- ✗ Fitness views are over Ruislip Road and residential areas which has privacy issues
- ✗ Less opportunity to draw users into centre of site
- ✗ Distinct separation between entrance and outdoor activities
- ✗ Inactive frontage at centre of development

KEY:

- Wet leisure
- Entrance / Cafe / Communal / Dry Leisure
- Support
- Key connection
- Key views out
- Active frontage
- Inactive frontage
- Passive solar gain to high temperature areas
- Key connective route
- Leisure users vehicle route to undercroft parking
- Riverside walk



Masterplan Elements

Leisure Adjacencies - Option C

Leisure facility on a raised plinth at 2.5m above datum.

Pool hall located to South, Dry facilities to the North West and BOH/Plant/Parking Entrance located to the North East.

- ✓ Pools to South maximise passive heat gain
- ✓ Fitness area to North to minimise cooling load
- ✓ Privacy to pools via set back from Ruislip Rd and raised plinth
- ✓ Visual connection to riverside park to west from Pool hall and entrance
- ✓ Strong visual connections between fitness suite and wider park setting
- ✓ Entrance/Reception separated and distinct setting adjacent to riverside walk
- ✓ Distinct separation between pedestrian/cycle users and leisure car routes
- ✗ Moving entrance to West provides two distinct zones. Leisure and Residential rather than a holistic development
- ✗ Entrance located further from outdoor activities
- ✗ Pools do not benefit from views to park
- ✗ Distance of entrance from Ruislip rd
- ✗ Requirement for road to West for Cafe deliveries and refuse or route through building.
- ✗ Inactive facade to centre of site

Page 704

KEY:

- Wet leisure
- Entrance / Cafe / Communal / Dry Leisure
- Support
- Key connection
- Key views out
- Active frontage
- Inactive frontage
- Passive solar gain to high temperature areas
- Key connective route
- Leisure users vehicle route to undercroft parking
- Riverside walk



Masterplan Elements

Leisure Adjacencies - Option D (Preferred)

Leisure facility on a raised plinth at 2.5m above datum.

Pool hall located to South, Dry facilities to the North East and BOH/Plant/Parking Entrance located to the North West.

- ✓ Pools to South maximise passive heat gain
- ✓ Fitness area to North to minimise cooling load
- ✓ Good connection between leisure and residential zones
- ✓ Privacy to pools via set back from Ruislip Rd and raised plinth
- ✓ Visual connection to riverside park to west from Pool hall
- ✓ Strong visual connections between fitness suite and wider park setting
- ✓ Entrance/Reception located to draw users into site, to connect to external activities and adjacent residential development
- ✓ Maximise opportunity for active visual facades
Leisure water provides active frontage to Ruislip Rd
- ✓ Distinct separation between pedestrian/cycle users and leisure car routes
- ✗ Proximity of route to carpark to riverside walk and Pool Chemical deliveries to West
- ✗ Pools do not benefit from views to park on one elevation
- ✗ Entrance is set away from Ruislip Road
- ✗ Delivery and refuse requirement to main entrance location to be managed

KEY:

- | | | | | | | | |
|--|---|--|---|--|---|--|---|
| Wet leisure | Entrance / Cafe / Communal / Dry Leisure | Support | Key connection | Key views out | Active frontage | Inactive frontage | Passive solar gain to high temperature areas |
| | | | Key connective route | Leisure users vehicle route to undercroft parking | Riverside walk | | |



Site Strategy

Indicative Leisure Entrance Sequence

Page 706

KEY:

-  Main gathering nodes
-  Main pedestrian routes
-  Pedestrian routes



Site Strategy

Emerging Leisure Ground Floor Active Frontage

Page 707

KEY:

-  Wet leisure
-  Dry leisure
-  Communal
-  Support
-  Active facade
-  Opportunity for views in and out
-  Inactive facade
-  Servicing access / deliveries



Site Strategy

Emerging Leisure First Floor Active Frontage

Page 708

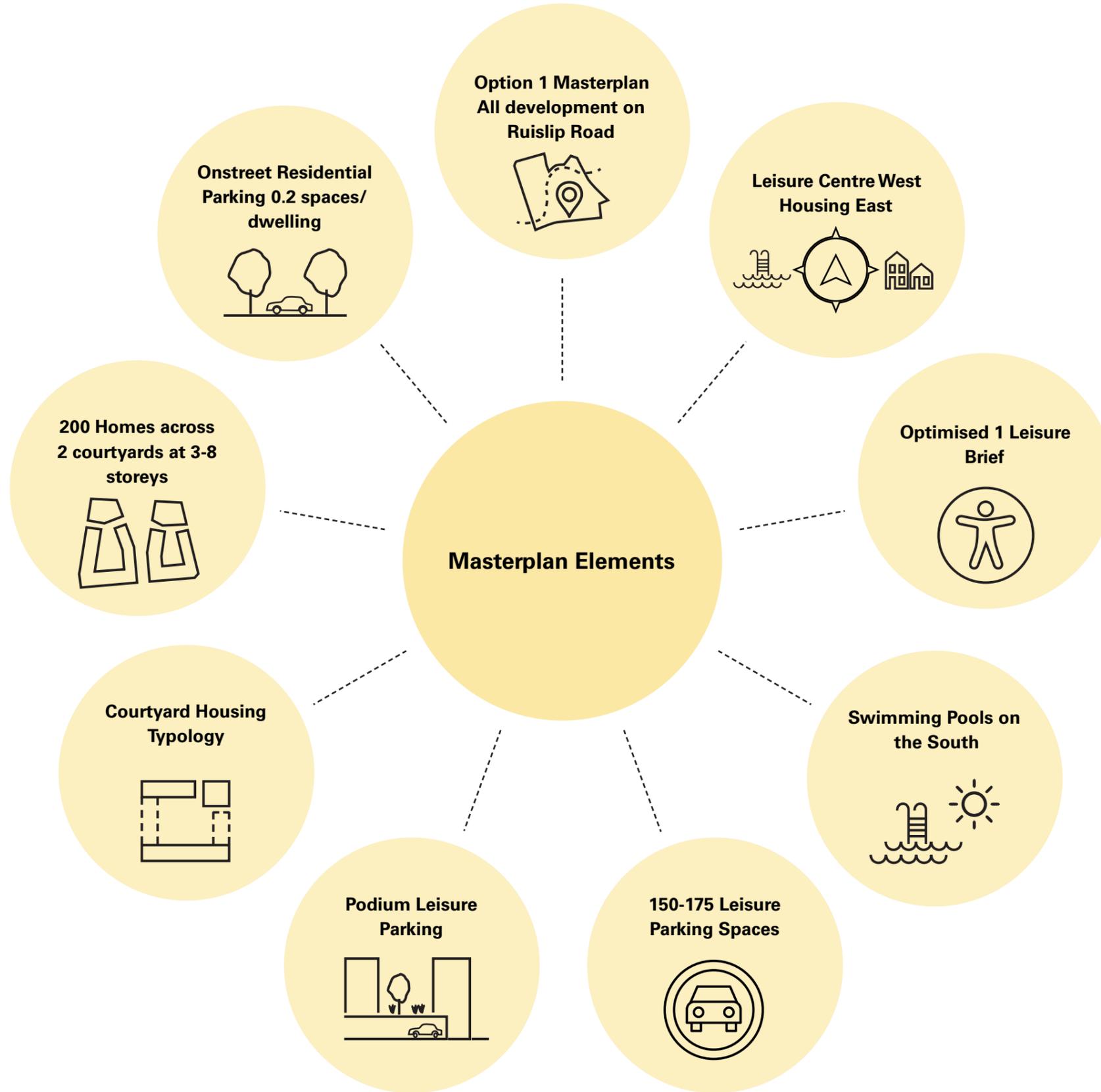
KEY:

-  Dry leisure
-  External Terrace
-  Support
-  Active facade
-  Opportunity for views in and out
-  Inactive facade
-  Servicing access / deliveries



Masterplan Elements

Summary of Elements



Site Strategy

Revisiting the Masterplan

Site Strategy

Routes and Edges

The edges of the site are very important as there are no clear 'backs' with the MOL being as important as the road edges.

KEY:

 Parkland Promenade

 Riverside Walk

 River Frontage

 Active frontages

 Parkland Frontage

 Green buffer

 High quality existing trees

 Openness from Ruislip Rd E

 Bus Stop



Site Strategy

Refreshed Masterplan

Page 7/12

- ① Leisure Centre
- ② Coach drop off / Muster space
- ③ Stepped/Ramped Leisure entrance
- ④ Leisure Entrance
- ⑤ Leisure Terrace overlooking park
- ⑥ Riverside Walk
- ⑦ Skate Park
- ⑧ Pump Track
- ⑨ Sports Pitch
- ⑩ New Footbridge
- ⑪ New Footpaths linking across Park
- ⑫ Gurnell to Greenford Greenway
- ⑬ Residential Streets
- ⑭ Housing Courtyard Gardens
- ⑮ Outdoor Leisure activities
- ⑯ Pocket Park Play areas
- ⑰ Peel Gardens Frontage



Site Strategy

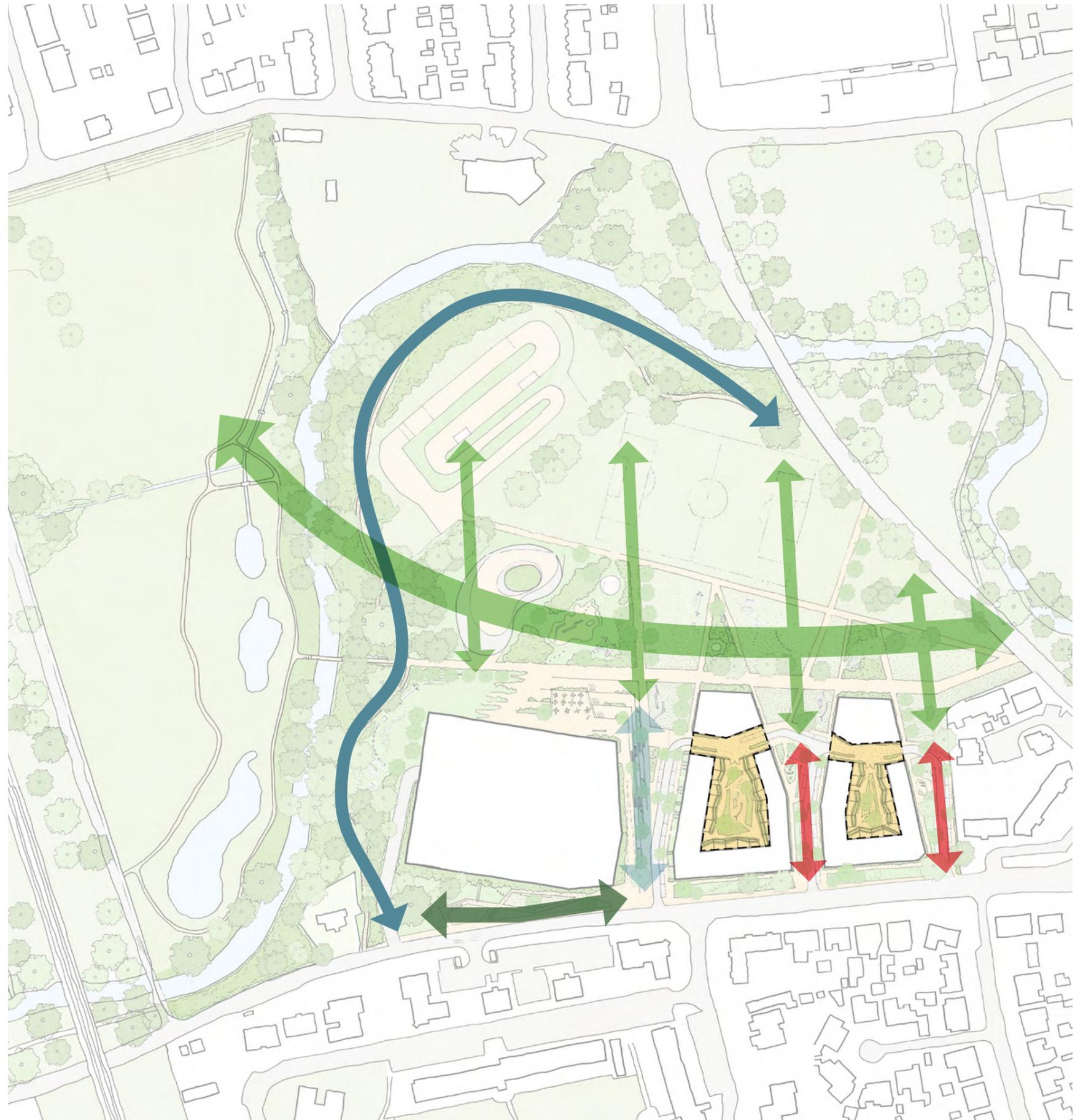
Character Areas

The refreshed masterplan can be characterised by specific zones which each have their own specific characters and relationships

KEY:

-  River Edge
-  Linear Leisure Landscape
-  Leisure and Residential Route
-  Ruislip Road Arrival
-  Residential Streets
-  Residential Courtyards

Page 713



Character Areas

Character Areas

Residential Streets

Page 715



Pockets of play and seating amongst planting



Generous linear park and buffer planting



Doorstep play integrated into the landscape



Front doors animate street and balconies provide overlooking



SUDS and biodiversity through linear park in residential streets



Street feels open as it shifts in direction towards the park



Paired front doors and buffer planting

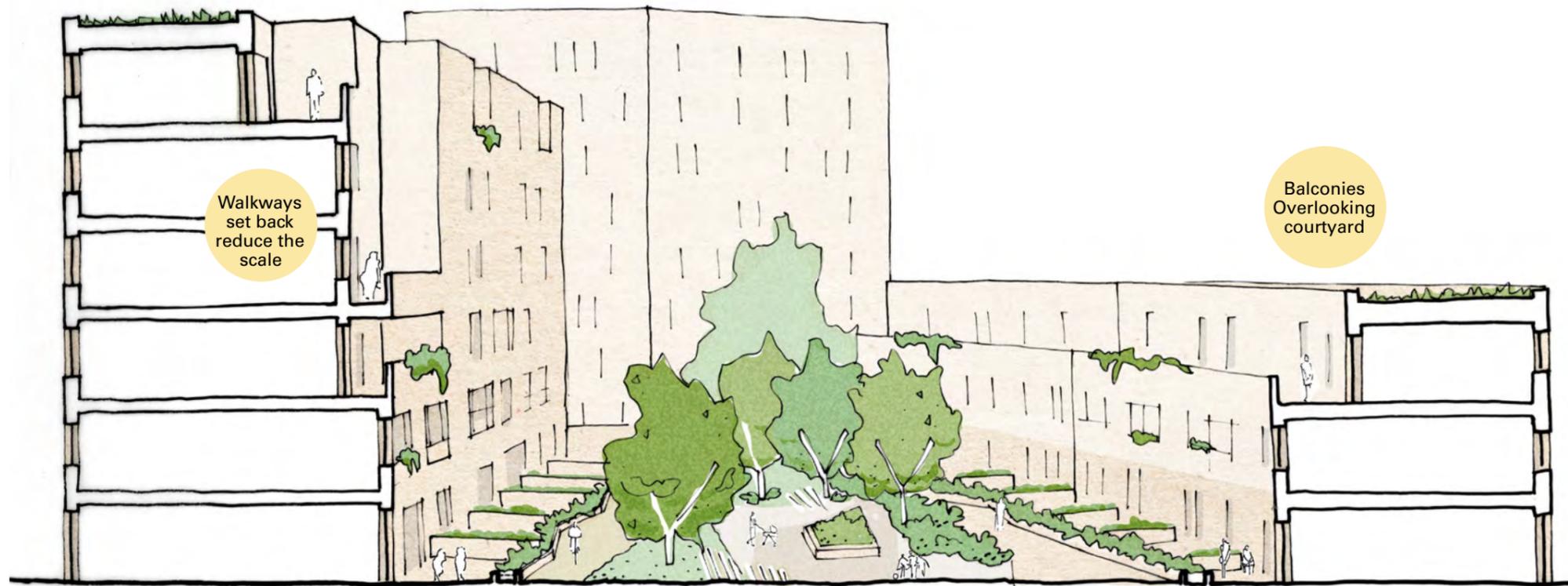


Parallel parking marked by planting and paving

Character Areas

Residential Courtyards

Page 716



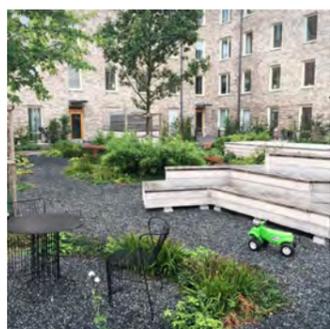
Communal growing gardens to encourage sense of community



Private oasis away from wider parkland setting



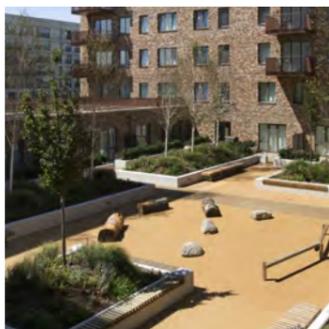
Direct access provided from back gardens into courtyard



Seating and structures for informal gathering and play



Generous pathways and planting create defensible space



Play provision is overlooked by seating and framed by planting



Playable routes away from traffic overlooked by homes

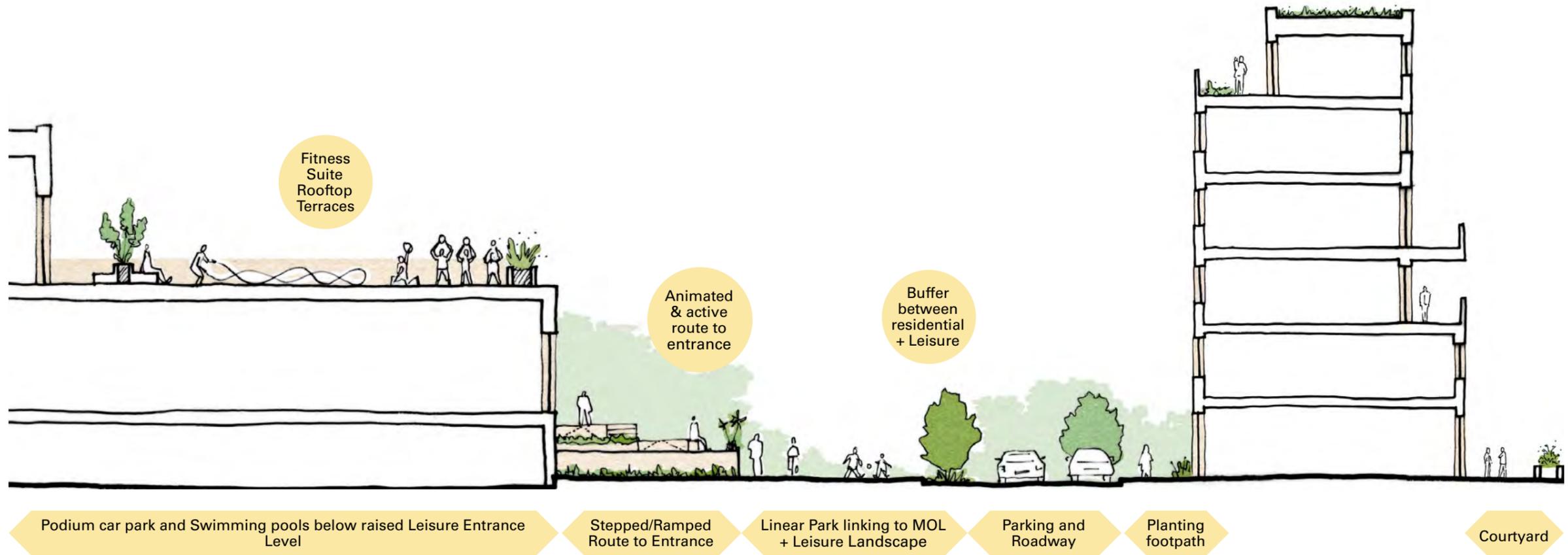


Stacked duplex typology with stepped roofscape

Character Areas

Leisure and Residential Route

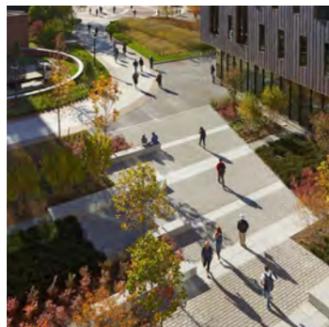
Page 717



Balconies overlooking entrance route and park activities



Planting and ramps soften approach



Drawing people through to the MOL activating the whole park



Generous steps form informal amphitheatre/gathering spaces



Mixture of paving and planting brings the park to Ruislip Road



Seating and planting forming part of ramped route to entrance



Generous pedestrian route buffered from residential cars

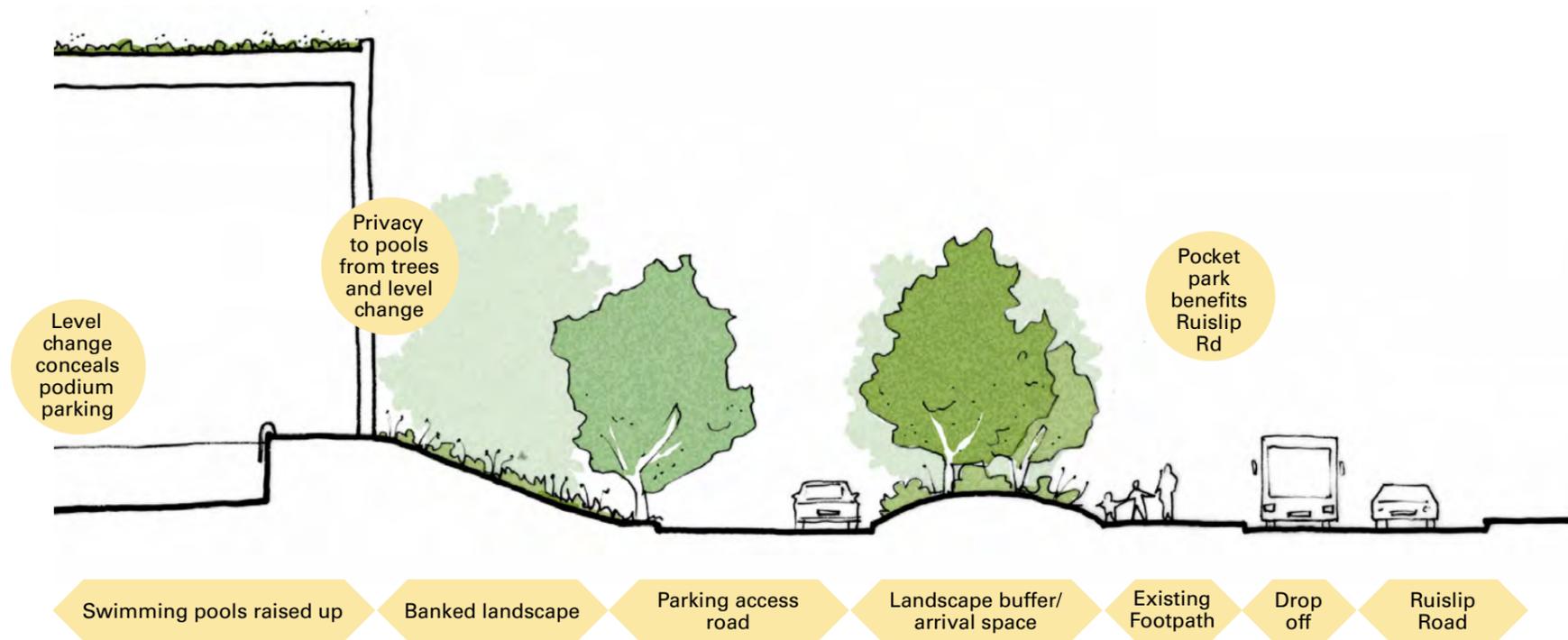


Front gardens provide defensible space

Character Areas

Ruislip Road Arrival

Page 718



Stepped and playable landscape



Naturalistic play integrated into sloping landscape



Arrival and gathering space facing south onto Ruislip Road



Pocket park provides amenity for existing Ruislip Road residents



Seating and musterspace for coach drop offs



Linking between riverwalk and approach to leisure entrance



Trees providing screening and privacy from Ruislip Road



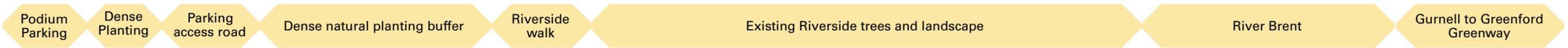
Swimming pool is raised up and looks out into tree canopy

Character Areas

River Edge



Page 719



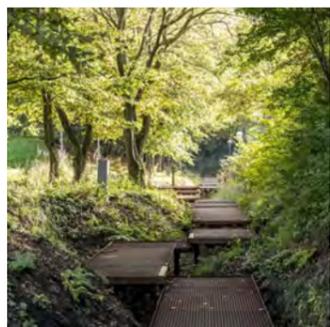
Seating and resting places along river edge



Low speed vehicle access set within landscape



Natural Play in soft landscape



Informal footpaths winding between mature trees



Riverside walk alongside naturalistic play



Play relating to riverside nature of the site



Woodland play

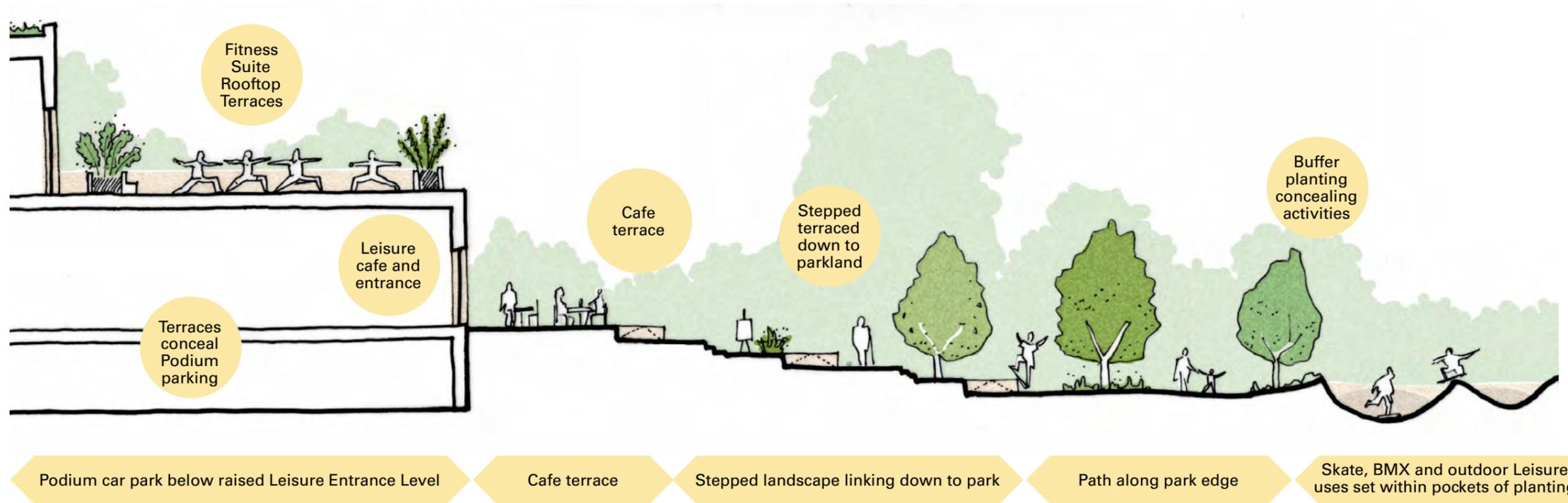


Existing site photo

Character Areas

Terraced Park Edge

Page 720



Play and public space integrated into slope



Rooftop terraces for yoga and fitness overlooking the park



Pockets of activity alongside public route animating MOL



Cafe overlooking the park and Leisure facilities



Diverse play space integrated into the landscape near housing



Park boulevard route linking east west across the MOL



BMX and pump track integrated into the parkland



Skate landscape framed by trees

Character Areas

Linear Leisure Landscape

Play



Park Routes



Outdoor Leisure



Outdoor Leisure Uses

Playground - 30x40m = 1200m²

Skatepark - 30x50m = 1500m²

BMX - 50x100m = 5000m²

Outdoor Gym - 30x25m = 750m²

Trim Trail

This page is intentionally left blank

Gurnell - Leisure for All

Public Consultation results

June 2022

Page 723

EALING COUNCIL

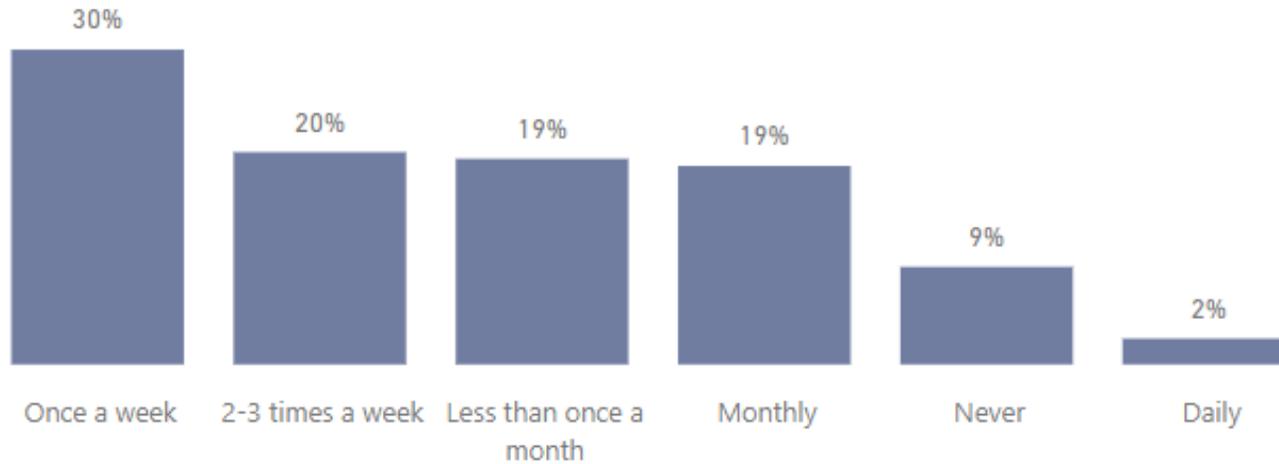
Overview of the consultation

- 'Gurnell – Leisure for All' consultation was carried out between 24 March and 20 May 2022
- A short online survey was launched using the GiveMyView platform, consisting of a series of structured and open-ended questions inviting feedback on previous usage of the centre as well as future aspirations
- A total of **1,913** responses were received, representing a strong community response to the consultation
- 53% of respondents were from Ealing town, 23% from Hanwell, 12% from Greenford and less than 5% from each of the other towns. This is consistent with Gurnell's location and where its users are likely to live

Key findings

- Gurnell Leisure Centre used to play a key role in people's active and healthy lifestyle, including opportunities for socialising with friends and family
- Many say they are disappointed with Gurnell's closure, and ask to re-open/re-develop the centre as soon as possible
- Most of the respondents attended Gurnell for swimming, but also gym and fitness classes. This is also reflected in water and fitness activities being the most desired facilities for the future centre
- There are requests to keep the green space and expand outdoor activities
- There are suggestions to expand leisure facilities further to increase options (shops & restaurants, BMX track & skate park, children's playgrounds, multiple sports facilities)
- Although just over a quarter used to walk or cycle to Gurnell, more than two in five want to do so in the future
- A third want mixed-use development to pay for the new site, and less than one in five would accept an increase in Council Tax

How frequently did you visit Gurnell Leisure Centre when it was open?



50%
regular
visitors

30% visited Gurnell Leisure Centre once a week and 20% visited 2-3 times a week – which means that half (50%) of survey respondents were regular users of the leisure centre

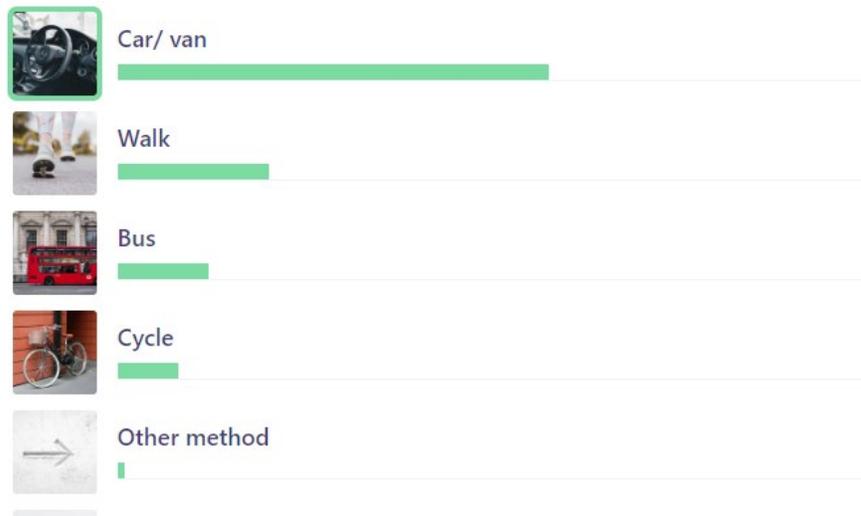
68% with
friends and
family

Nearly seven in ten visited Gurnell with friends or family, indicating that it made a significant part of social life and community building

Travel to Gurnell

Page 727

How did you usually travel to Gurnell? (Pick the one most common mode)

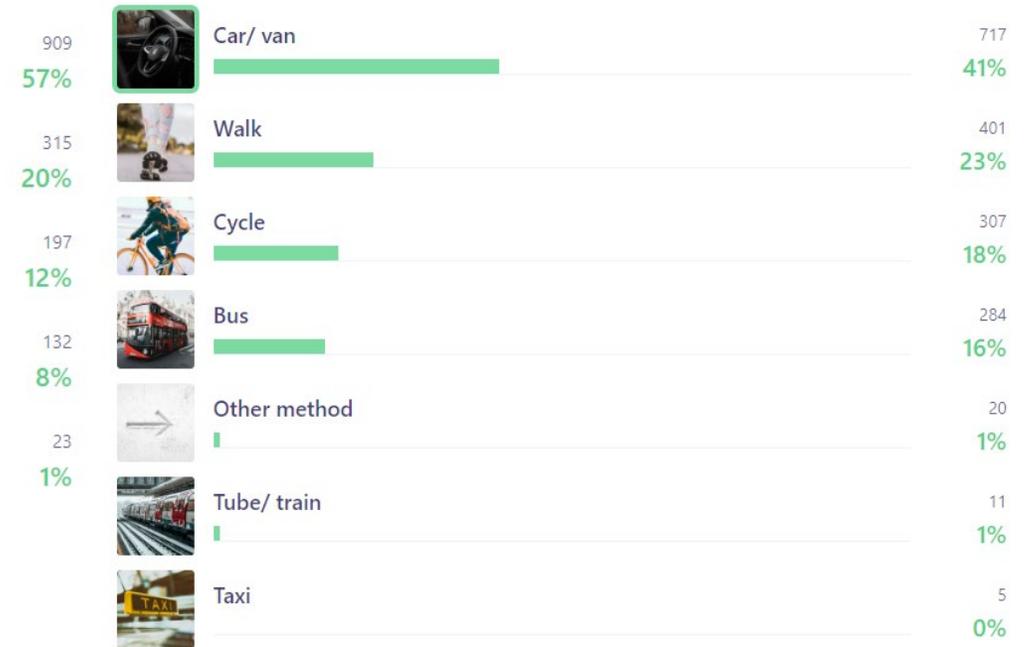


28%
Walked or
cycled

57%
Used a car or
van

57% of the 1,913 respondents travelled to Gurnell Leisure Centre by car, only three in ten (28%) walked or cycled

How would you prefer to travel to the new Gurnell facility in future?



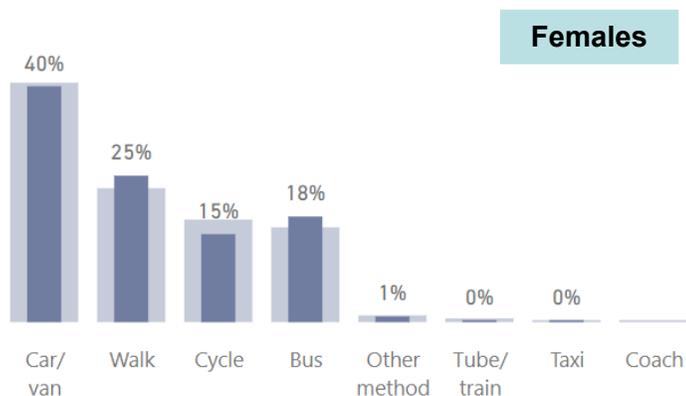
41% would
prefer to walk or
cycle in future

41% would
prefer to use car
or van in future

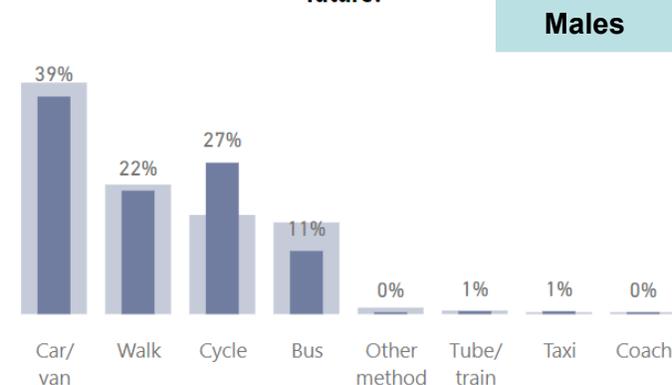
In future, more than two in five (41%) would prefer to walk or cycle to Gurnell, the same proportion as those who'd use a car or van

Gender

How would you prefer to travel to the new Gurnell facility in future?



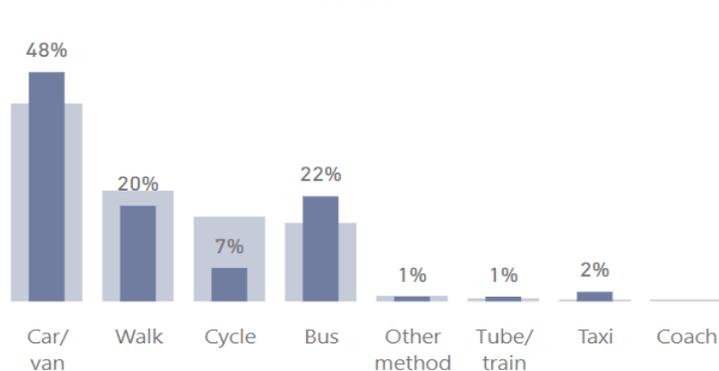
How would you prefer to travel to the new Gurnell facility in future?



- 66% females responded to the survey and only 30% males. Based on the results, females were also more regular Gurnell's users than males (54% vs 49%).
- The same proportion of males and females used to travel by car or van (57%). However, males were more likely to cycle (13% males vs 7% females) and prefer to cycle more in future (27% vs 15%).

Disability

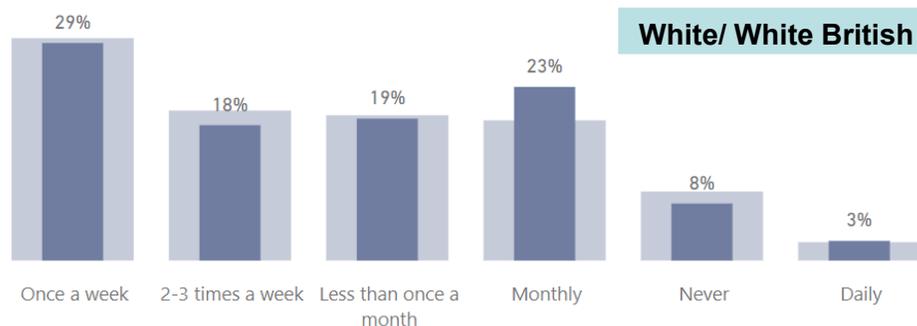
How would you prefer to travel to the new Gurnell facility in future?



- 8% of respondents stated they had a disability (101) and these were people of different age groups. They were more frequent car users (64%) and are less interested in walking and cycling, but would like more accessibility by bus (22% as opposed to 16% average) to use the car less.

Ethnicity

How frequently did you visit Gurnell Leisure Centre when it was open?



How frequently did you visit Gurnell Leisure Centre when it was open?

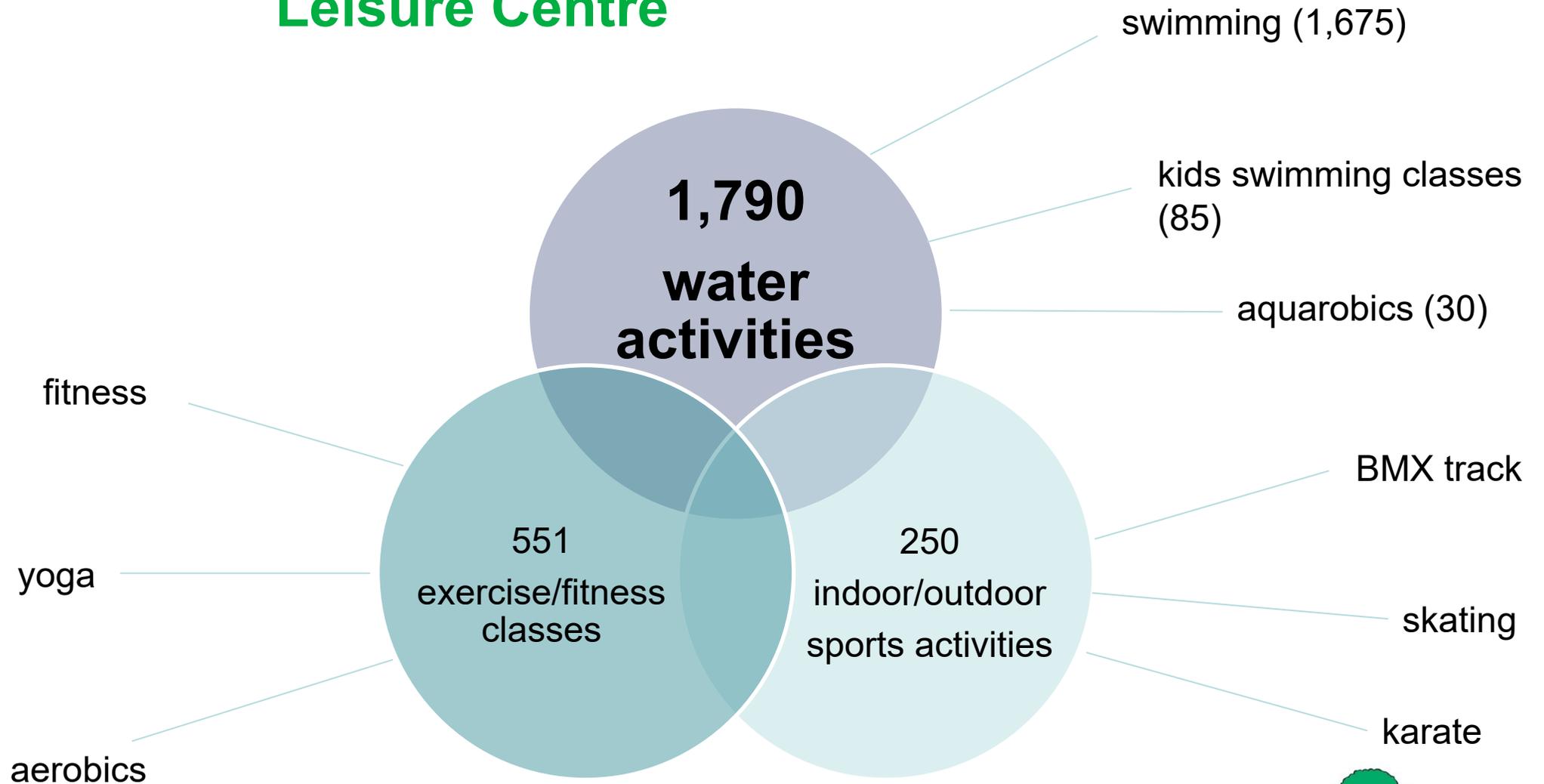


- 67% (798) of respondents were White or White British, 9% (112) were Asian or Asian British and a smaller proportion of responses were received from other ethnic groups.
- Although a minority, Asian groups were more frequent Gurnell users, with 61% attending once or 2-3 times a week, whilst the relevant proportion for White and White British group is 47%.
- Furthermore, most Asians attend Gurnell with friends or family (76%), making it more significant for their community cohesion (the figure is 64% for White and White British).

Age

- Over half of respondents were aged 35-55 (54%), and the next largest group were aged 55+ (33%). 9% of responses were received from those aged 25 to 34, and only 1% from under 25s (15 responses). It seems that the closure of Gurnell is disproportionately affecting older population.
- One in 3 residents over 65 would like Gurnell to be more accessible by bus.

Most popular activities at Gurnell Leisure Centre



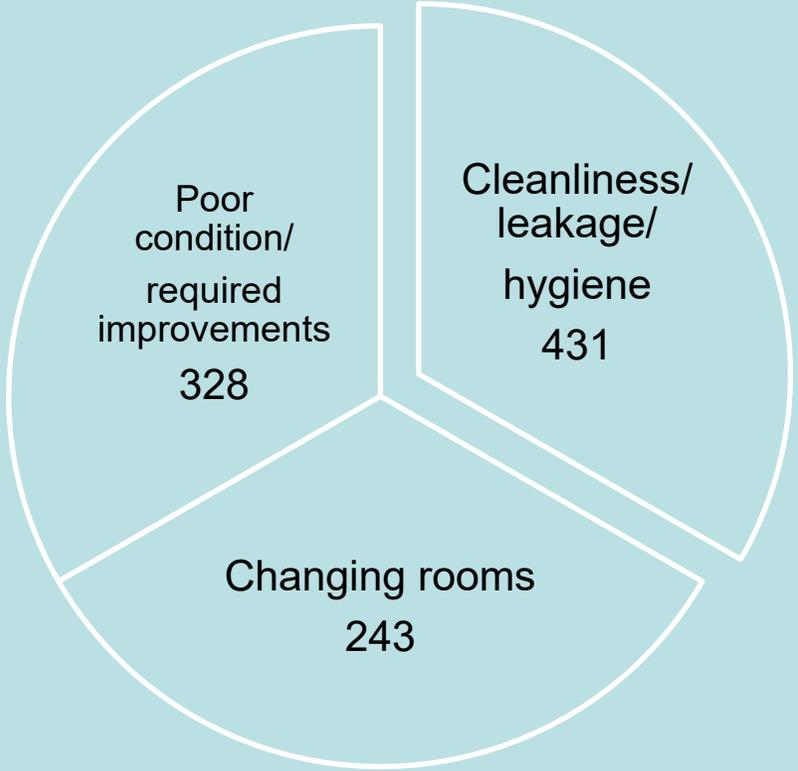
Popular activities
Page 730

Likes/ Dislikes about Gurnell

What did you like most about the Gurnell Leisure Centre?



And what, if anything, did you dislike about it?



*Most responses were related to maintenance; there were a few complaints about staff, prices and parking fees (111 in total)

What are the top 3 facilities you feel are definitely needed at Gurnell?

Water facilities

(1,947):

- ✓ Swimming pool
- ✓ Changing facilities
- ✓ Equipment

Fitness

(1,163):

- ✓ Gym
- ✓ Exercise/dance/yoga/pilates (including classes and sessions)

Indoor sports/activities

(618):

- ✓ Space for classes or sports (studio rooms, courts, etc)
- ✓ Steam/sauna/spa/jacuzzi
- ✓ Indoor sports facilities (tennis/badminton/squash/bowling/netball)
- ✓ Karate/judo/boxing/tai chi

Outdoor space

(480):

- ✓ Walking and relaxation area
- ✓ Café/shop
- ✓ Children's activities/play area/playground
- ✓ Parking

Outdoor sports/activities

(224):

- ✓ Outdoor sports (basketball, football, golf, etc)
- ✓ BMX track/skate park
- ✓ Running track

What would you like for the wider landscape and open space around the centre?

Wider landscape & outside space

Page 733

Play area/
picnic/park/
playground
(845)

Nature friendly
(green space)
(493)

Shops/café/
restaurants
(129)

Outdoor sports
(825)

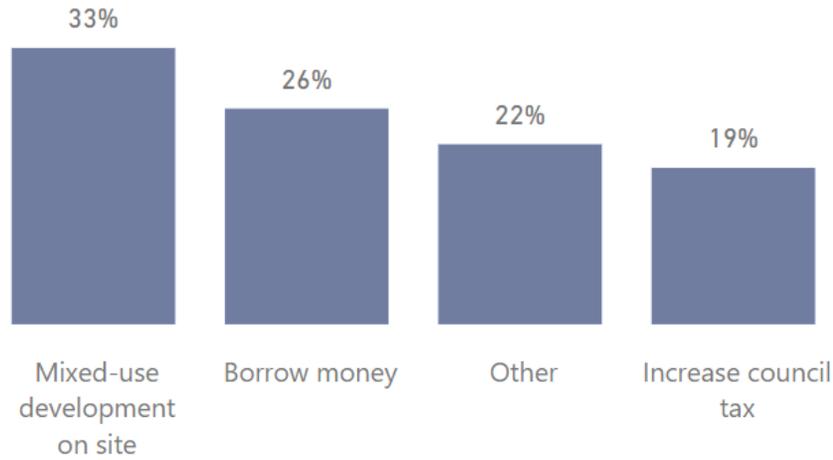
BMX track/skate
park (458)

Basketball courts/
tennis/football MUGA
(159)

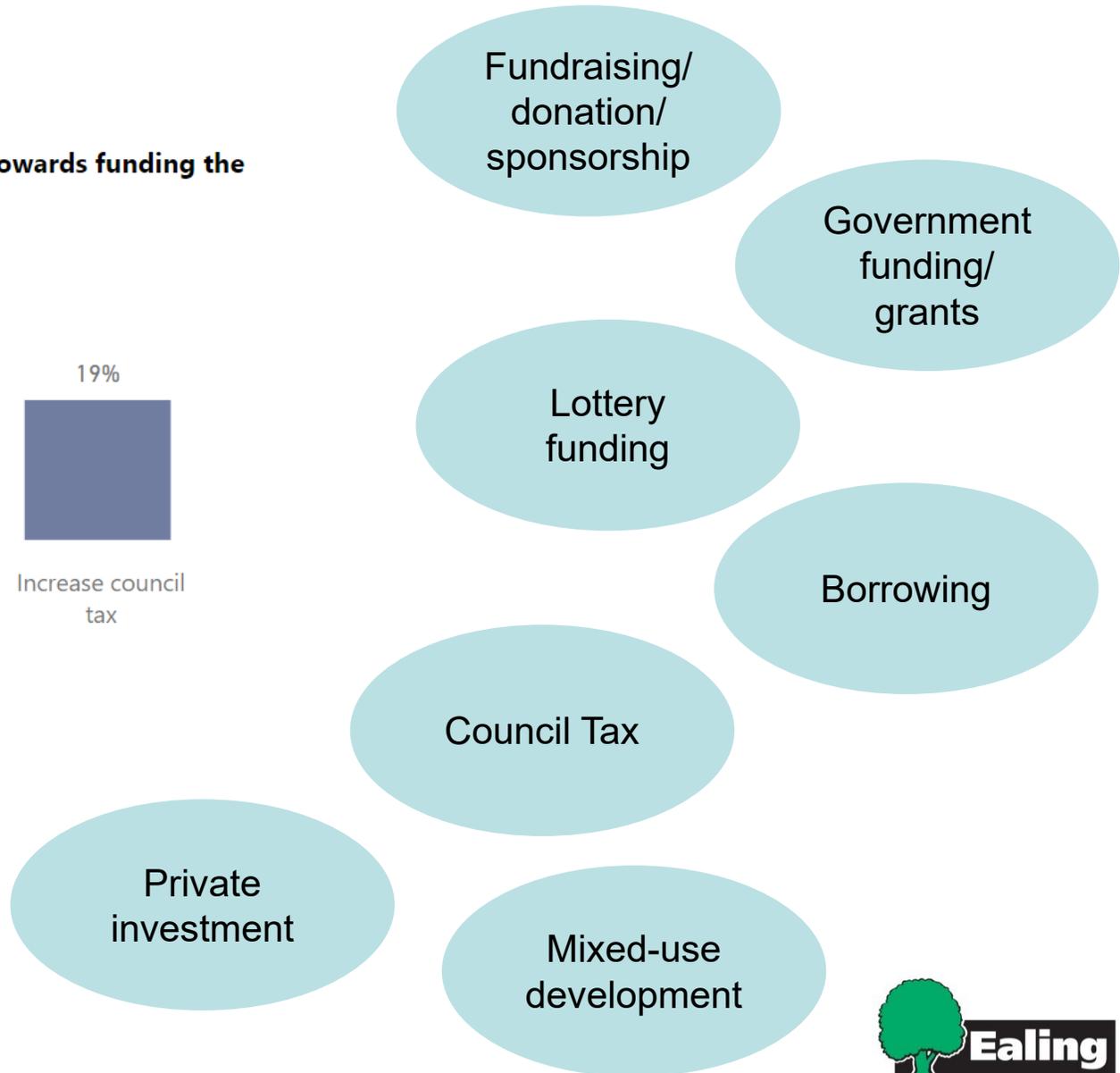
Activities (racing/running/
children's activities, etc) (208)

Funding options

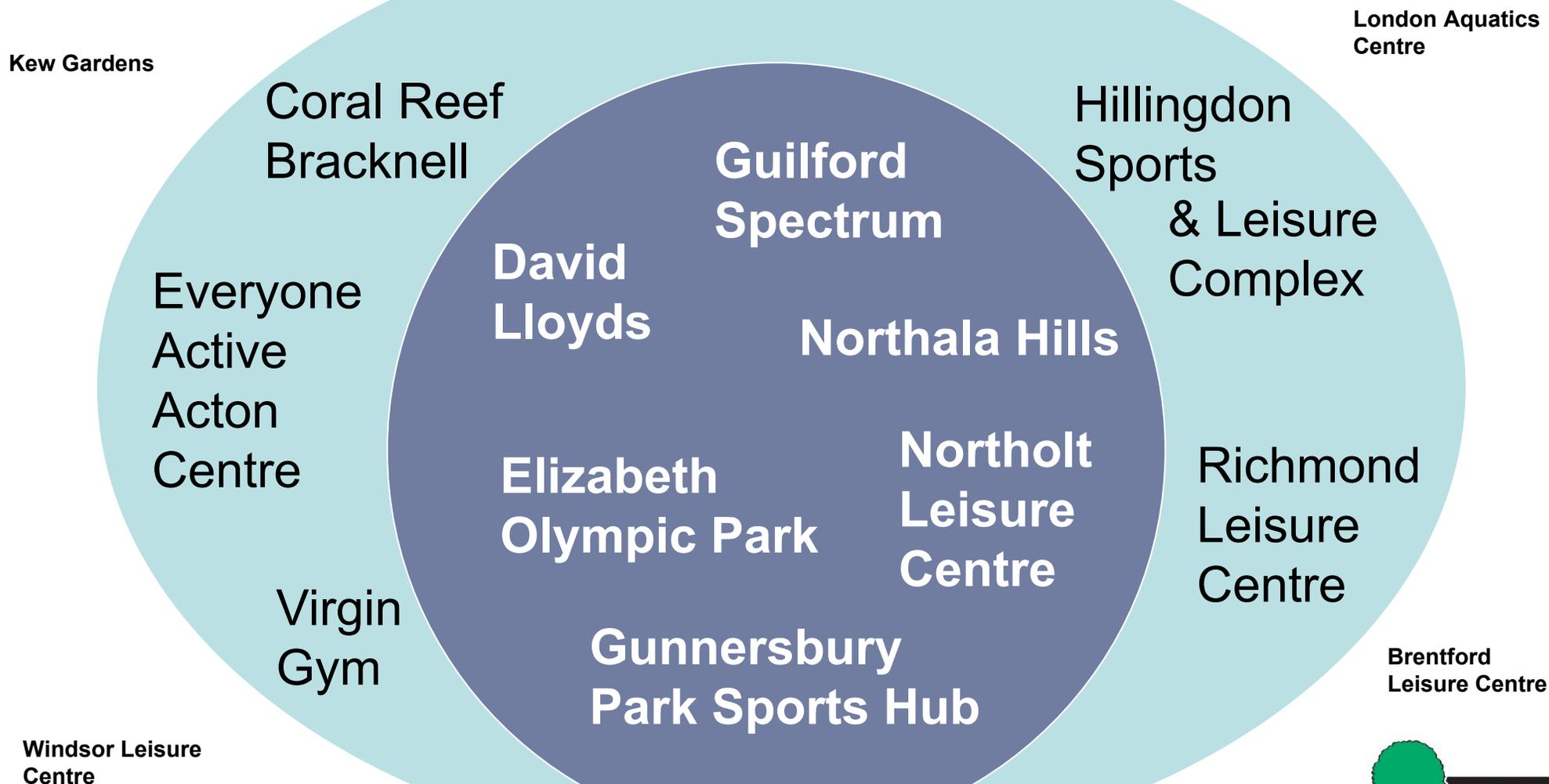
Which of the following options would you prefer towards funding the new centre?



*There is a split of opinion on how the new centre should be funded. Out of the options presented in a multiple choice question, most people opted for a mixed-use development on site.



Name/describe a place you have visited that could inspire the Gurnell project



What are your main sports or leisure activities?

Water activities

1,522

Swimming (adults/kids)

1,477

Aquarobics/water sports

36

Kayak/canoe/rowing

9

Fitness

1,044

Gym

529

Exercise/dance/yoga/pilates/other classes

515

Outdoor sports/ activities

930

Walking/sitting to relax or read

402

BMX track/skate park

289

Running

239

Football/basketball/golf/climbing

159

Kids play area/playground

16

Indoor sports/activities

495

Tennis/badminton/squash/bowling/netball

241

Karate/judo/boxing/tai chi

58

Sauna

36

Should there be any other community facilities/ activities located at Gurnell?

583 **Other leisure facilities**
(cinema, board games, arts & crafts, library, café, EV stations)

532 **Indoor/ outdoor sports**
(football, tennis, ice rink, BMX track, wall climbing, archery, etc)

465 **Youth & children facilities**
(sports clubs for children, childcare, soft play, etc)

363 **Fitness**
(exercise classes & gym)

274 **Community activities**
(hall to hire, parties, events, etc)

156 **Water activities**
(swimming pool, incl. for children, water sports, etc)

112 **Playground/ outdoor space**
(walking, picnic and other activities)

Is there anything else you'd like to add with regards to the Gurnell project?

Other comments/suggestions

Page 738

It is important for health and wellbeing (23)

Do not build flats at the site/ on the greenspace (174)

Make it a hub for the community (85)

Avoid working with developers who are just keen to use it as a prime location (17)

Need a swimming & leisure facility at Gurnell urgently (433)

Ensure the building and facilities are accessible, incl. disabled access (51)

Refurbish the existing centre instead of replacing (73)

Provide adequate and affordable parking at the site (27)

There should be other facilities e.g., childcare, creche, EV charging, eSports, 3D printing, library, Wi-Fi, arts, shops/café, soft play (16)

If development is inevitable, keep it limited & well balanced (46)

Ensure proper administration, cleaning and maintenance of the new centre (24)

1,271 comments in total

Further questions on the survey to: Rajiv Ahlawat ahlawatr@ealing.gov.uk or Maria Gull gullma@ealing.gov.uk

THANK YOU

This page is intentionally left blank

Gurnell Leisure Centre Development

Report from Sir Sherard Cowper-Coles, Independent Chair of Sounding Board, for February Cabinet

1 February 2023

Dear Councillors,

Gurnell Leisure Centre Redevelopment: Progress Update / Sounding Board

Cabinet will shortly be considering a report with recommendations from officers on future plans for Gurnell Leisure Centre. As Independent Chair of the Gurnell Sounding Board I offer you a summary of the discussions at the Sounding Board sessions and my observations on these. This summary is intended to capture the areas of consensus as well as the areas of disagreement which I hope will be helpful to the Council in deciding on how best to proceed with this complex and challenging project.

The Sounding Board was established as a way for the Council to engage with interested parties and stakeholders on its emerging plans to replace Gurnell Leisure Centre. It is a forum for stakeholders to discuss and contribute to the plans as they are developed and also to act as a way of better informing stakeholders on how the scheme is progressing. I agreed to take on the role of the Independent Chair of the Sounding Board, and throughout my time as Chair have sought to steer the discussion in a positive and constructive way, acting as an intermediary between the Council team and the community stakeholders.

There are strong and passionate views held by many people on the project, and I would like to thank the Council, represented by its officers and the architect team, for seeking to engage with the Sounding Board membership openly, for listening and seeking to understand the issues raised. I would like also to thank all members of the Sounding Board for their engagement and for giving up their time to participate in this process.

The individuals and organisations invited to join the Sounding Board membership were chosen with the intention of balancing a wide range of stakeholder interests, while also allowing Sounding Board meetings to be focused and productive, and to encourage views to be openly and freely shared. The Sounding Board membership has grown since its establishment, and the following organisations are currently represented and are standing invitees:

- Anti-Tribalism Movement
- Brent River & Canal Society
- Drayton Community Association
- Stop The Towers
- Ealing Matters
- Ealing Skatepark
- Ealing Swimming Club
- Empowering Action (EASE)
- Everyone Active (Operator)
- Featherstone School Sport Partnership
- GLL (Operator)
- Gurnell Grove Residents Association
- Pitshanger Community Association (PCA)
- Pitshanger Village Traders Association
- Save Gurnell

- Sport England (Sports Planning)
- Swim England (Facilities Development)

Since its inception, the Sounding Board has met on the following dates :

- Inaugural meeting (no.1) - Tuesday 10th May 2022 (virtual)
- Sounding Board no.2 - Thursday 16th June 2022
- Sounding Board no.3 - Thursday 21st July 2022
- Sounding Board no.4 - Thursday 29th September 2022

Not every organisation listed above has been able to attend every session: details of attendance for each meeting can be found in the record of the meetings which can be found on the Council's website.

In addition to the core Sounding Board meetings, a 'visioning' workshop was held on Tuesday 17 May 2022, to seek the membership's views on the make-up and functionality of a new Leisure facility through a facilitated session.

In accordance with the Sounding Board Terms of Reference, notes of the Sounding Board meetings and the visioning workshop were circulated to attendees after each session and are also uploaded onto the Council's website for general viewing. The notes taken at each Sounding Board session can be accessed by visiting www.ealing.gov.uk/gurnell.

Whilst the discussion and debate at Sounding Board meetings have remained cordial and professional, there have been some frank and challenging areas of disagreement on the emerging findings of the Feasibility Study. This letter is intended to act as a concise summary of the key matters arising from the Sounding Board sessions which I consider Cabinet should be aware of in deciding on the project. As for areas where I consider there to be a broad consensus from across the membership of the Sounding Board and where positive progress can be reported, these can be summarised as follows:

1. There is a continuing need for a community Leisure Centre in this location

Although the Council could in theory permanently close Gurnell and not replace it at all, there has been no call for such an approach from any member of the Sounding Board. On the contrary, there has been strong emphasis on the need to reopen the Leisure Centre at the earliest opportunity to fill a gap in provision, which also reflects the feedback which the Council has received through its separate online consultation. On this basis, I consider that there is unanimous support from the Sounding Board for the Council to continue to pursue the reopening of Gurnell Leisure Centre as soon as possible, albeit that the size of a replacement scheme and the strategy for funding it both remain contentious issues as set out below.

2. The existing Leisure Centre building is at end of life, and refurbishment would be neither financially feasible nor sustainable over the long term

At its second meeting, the Sounding Board received a summary from the architect team on the work to appraise the existing Leisure Centre building and to assess the viability of refurbishing it. This included an assessment of the sustainability implications of carrying out a Low Energy Retrofit of the existing building as compared with erecting a new build replacement. As part of this exercise, members of the Sounding Board were also invited on a tour of the existing building. The presentation given by the sustainability consultant was clear and insightful, and members of the Sounding Board were grateful for the evidence and information presented. There was broad

acceptance that, following a thorough assessment of the existing building, it would not be suitable for refurbishment, and it should be demolished to make way for a new facility.

Having established the above principles, it was helpful to see collective agreement on the goal of realising a new leisure centre for the Borough. But this led into more fractious areas of discussion where views differed on precisely how a replacement facility was to be realised, what would be an appropriate size and scope for a new facility, how much it was going to cost and how capital funding is to be secured to pay for it.

Over the course of the Sounding Board sessions, the architect team have presented a range of options both for the size/cost of the prospective Leisure Centre as well as where this might be located within the site. The range of options presented suggests the capital costs of replacement could range between £28m for a 5,500m² facility up to £46.1m for a 9,600m² facility, with the architect's recommendation at this stage to proceed with an optimised brief for the leisure centre estimated to cost in the order of £39.4m to build an 8,500m² facility. It is understood that these costs relate to the net costs of replacing the leisure centre building only and contain exclusions. The architect team has explained the basis for deriving this brief which they suggest arises in response to feedback at the vision workshops as well as through engagement with other leisure stakeholders to generate a brief which best suits the Borough's strategic need and would generate the optimal revenue return when in operation.

The Sounding Board has also heard from Council officers that it remained the position of the Council that a replacement scheme could not be afforded without some form of enabling development on the site to generate capital for the project. The architects have presented their appraisal of the site and have looked at various ways in which the masterplan could be developed, which included considering options to retain the leisure centre in its existing location along Ruislip Road, as well as relocating a replacement leisure centre to elsewhere within the wider site, which might afford a larger space for residential development whilst remaining compliant with planning policy.

The concerns about the conclusions of the Feasibility Study have been summarised in a position statement provided by the Save Gurnell group acting on behalf of the Brent River & Canal Society, the Gurnell Grove Residents Association, Ealing Matters, Draytons' Community Association, Pitshanger Community Association, Save Gurnell and Stop the Towers. A copy of this statement, dated 14 November 2022, is included in full with this summary.

The position statement sets out a list of concerns on the detail of what the group have seen to date, and I would encourage Cabinet to consider these in full. But, in the interests of cutting to the heart of the matter, I identify the following main areas of contention:

- The single largest concern as expressed at the Sounding Board meetings and reflected in the position statement relates to the inclusion of residential development in the scheme and the claim by the Council, refuted by some on the Sounding Board, that this was necessary to support the costs of replacing the leisure centre. There is a strong opposition to any form of tower blocks which would be reminiscent of the previous Ecoworld scheme, with some holding the strong view that there should be no residential development whatsoever and that the Council should look to other means of raising the capital funding to replace Gurnell
- A separate concern, which would be exacerbated by the inclusion of residential development within the scheme, is around the impact of any development on Metropolitan Open Land inclusive of ecological impact and development in the flood plain, with some

holding the strong view that the development should be no larger than the existing facility in terms of footprint and massing

- A further concern, linked to each of the above, was the scope/specification and size of a replacement leisure centre and the costs of replacement, with a view that the brief should be based upon a 'like for like' facility rather than an enhancement on the existing Gurnell Leisure Centre.

I have also received a statement from the Chair of the Pitshanger Village Traders' Association which is also appended to this summary. This statement confirms that the Association:

- would like to see a new leisure centre opened (as it is quite clear that refurbishment of the existing centre is unrealistic) as Pitshanger Lane was frequented by users of the leisure centre
- have not expressed any strong views either for or against housing but have indicated that, if housing were to be included, this would bring additional footfall to Pitshanger Lane which is always welcome
- [notes that] a leisure centre would likely, however, be competition for the relatively newly opened Pitshanger Health and Fitness (on Pitshanger Lane) which has just celebrated its first anniversary.

I suggest that the questions for the Council to consider would thus be:

1. Is the Council in a position to fund the replacement leisure centre through means other than residential enabling development, including through the use of Section 106 monies and other sources of grant funding, as well as direct Council funding, which would avoid the need to include residential development in the scheme?
2. Is the Council satisfied that the 'Optimised 1' brief for the replacement facility which the architect team recommends would offer an appropriate mix to meet need or should this scope be further reduced to bring down the size and cost of the replacement facility?
3. Is the Council satisfied that the 'Optimised 1' brief will not adversely affect other businesses in the area including for example private gyms / health and fitness clubs
4. Subject to the Council's position on the above, is there a cost threshold below which the need for residential enabling development could be avoided? It is suggested by the architect that the scheme costs for a 'like for like' replacement would be about £28m. For example would this scheme be affordable without a requirement for residential development?

This summary was circulated to the Sounding Board membership for comment but I confirm that it represents my own views and observations acting as the Chair. I would be happy to attend any Cabinet meeting to discuss further should this be helpful. Subject to Cabinet's decision on any recommendations, I believe that there would be continued value in retaining the Sounding Board into the future and would advocate for the Council to continue to support it. In this event, I would be happy to continue to chair it.

Thank you for the opportunity to present this summary to you.

Yours faithfully,

Sir Sherard Cowper-Coles

Independent Chair Gurnell Sounding Board

Attached:

- Position Statement provided by Save Gurnell dated 14 November 2022
- Statement received from the Pitshanger Village Traders' Association dated 30 January 2022

Position Statement provided by Save Gurnell dated 14 November 2022

Sir Sherard Cowper-Coles

Chair - Gurnell Leisure Centre Sounding Board

Copied to:

Pitshanger Ward Councillors, Ealing North MP.

Community groups on the Sounding Board: Brent River & Canal Society, Gurnell Grove Residents Association, Ealing Matters, Draytons' Community Association, Pitshanger Community Association, Save Gurnell and Stop the Towers.

14TH NOVEMBER 2022

Dear Sherard,

We are writing to state our joint position on the proposals presented to the Gurnell Sounding Board. This letter has been produced collaboratively by the following groups:

- Brent River & Canal Society
- Gurnell Grove Residents Association
- Ealing Matters
- Draytons' Community Association
- Pitshanger Community Association
- Save Gurnell
- Stop the Towers

The establishment of the Gurnell Sounding Board has been a welcome step forward and that the Council was willing to listen to local groups. It also aligned with Council Leader, Cllr Peter Mason's statement in May 2021, which in relation to regeneration in Ealing he stated, *"from now on communities will be in the driving seat when it comes to regeneration in Ealing"*.

Although we have now been engaged in the Gurnell proposals, there is a strong feeling that we are being driven to an outcome rather than being in the driving seat ourselves. Whilst we accept the need to replace the leisure centre, we do not want to end up in the same situation as the previous scheme i.e., significant sums of taxpayer money spent on a refused planning application.

As it stands, we simply do not foresee how the proposals could be granted planning permission given the last application was rejected due to it constituting inappropriate development on Metropolitan Open Land (MOL). Any proposals including housing would have an adverse impact to MOL and would therefore be rejected when tested against planning policy.

OUR JOINT POSITION ON THE PROPOSALS PRESENTED TO THE GURNELL SOUNDING BOARD ARE AS FOLLOWS:

1. We support the redevelopment of Gurnell Leisure Centre within the existing building footprint and roof height
2. We support the retention of the BMX track, Skate Park and Playground within their existing footprints.

3. We believe that the revised Leisure Centre options presented at Sounding Board Meeting 4 (Optimised 1 and Optimised 2) should be revisited with the Sounding Board members to ascertain whether any further refinement can be made.

Even with the optimisations, the estimated cost of the new Leisure Centre (£39.4m and £35.9m respectively for Optimised 1 and 2) are still excessively high in relation to similar projects. [Spelthorne Leisure Centre - GT3 Architects](#) had a cost of £36m and whilst the pool provision is slightly lower, it includes many of the costly elements that have been reduced/removed from the “Feasibility” option to reduce the cost:

Spelthorne Leisure Centre:

“The facility boasts both wet and dry facilities, including: an 8 lane 25m Pool, a 4 lane 20m teaching pool with a moving floor, splash pad, a large café to connect with Staines Park, luxury Spa, 6 court sports hall, 3 Squash courts, 2 studios and a state of the art Spin Studio, a 200 station gym, a climbing zone, a soft play area, a flexible multiuse space, 4No. 3g pitches on the roof (utilising the otherwise empty roof space), rooftop community garden space, and cycle trails to connect to the local park.”

4. We believe that the current estimates for “landscaping” (£3-5m) are excessively high, and the scope of landscaping should be outlined in detail and revisited with the Sounding Board members to bring this cost down.
5. We believe that the funding options have not been adequately progressed. Given the limited funding previously set aside for the project (circa £12.5m) it was clear from the outset that a degree of additional funds would be required, however there has been no apparent progress to seek these funds aside from the enabling development option. Given the MOL designation of the site, enabling development should be the absolute last resort, not the first option. In fact, the architects engaged to deliver the masterplan for the project (Mikhail Riches) are a housing specialist. This leads us to believe that housing was always on the agenda, despite the unsubstantiated need for housing in Ealing due to the yet unpublished 2019/20 Authority Monitoring Report (and five-year land housing supply).
6. We object to any market housing development on this site and ask Ealing Council to uphold national and local planning policy protecting Green Belt and Metropolitan Open Land (MOL) from inappropriate development and to uphold its policies in the BRP Countryside Management Plan (Part 1, 1990), Local Agenda 21 Response (1998), Biodiversity Action Plan (2001) and Supplement (2022) and Climate & Ecological Emergency Strategy (2021).
7. We object to any Affordable Housing development on this site given it will not contribute financially as an “enabling development” which is the rationale behind any housing being built. If there were no funding gap this project would simply be redevelopment the leisure centre and housing, affordable or otherwise would not be part of the discussion.
8. We note that the land is wholly within the flood plain of the River Brent and object to any reduction in the flood water storage capacity or increase in the rate of rainwater run-off from the site. In particular, we object to any proposal to create underground parking beneath the Leisure Centre as unsustainable. Any proposals should take full account of Ealing's Local Flood Risk Management Strategy (2016) and clearly evaluate the impacts and costs associated with building in or beside the flood plain in the light of climate change, and on river peak flows, surface water drainage, foul sewer capacity, flood risk management and on-site storage and attenuation.

9. We note that the Council is currently reviewing Ealing's Sites of Importance for Nature Conservation (SINCs). BRCS expert surveyors expect that when that process is complete, substantial areas of neutral grassland habitat in the River Brent floodplain north of the Leisure Centre and the native species hedgerows in and around the main car park and the old hedgerow along Ruislip Road East will all need to be designated as SINCs. This review, when complete, will require a re-evaluation of any planning proposals for Gurnell Leisure Centre and likely constrain these within the existing building footprint and height.
10. We object to any new footbridge over the River Brent within the existing SINC as BRCS experts advise that this would increase disturbance of and damage to riverside habitats within the Long Field SINC and the Gurnell grasslands likely to be designated as SINC in the current review.
11. We note that the existing building and car park emit extensive light pollution into the park affecting bat flight lines and feeding areas and ask that any future lighting scheme be properly designed to minimise any effect on wildlife and to avoid spillage. All such lighting should be switched off at 11pm.

The Council set up the Sounding Board to involve community groups in formulating viable proposals for Gurnell. Although we have consistently engaged with the process, we are concerned that our views are not being taken on board and seek reassurance that these will be properly represented in the report to Cabinet.

Kind regards,

Louise Simmonds

On behalf of Brent River & Canal Society, Gurnell Grove Residents Association, Ealing Matters, Draytons' Community Association, Pitshanger Community Association, Save Gurnell and Stop the Towers.



PITSHANGER VILLAGE TRADERS' ASSOCIATION

Dear Sherard

Thank you for your email and the attached Draft Report by yourself and Position Statement from a number of community groups (of which I was entirely unaware).

As you know, I was one of the original invitees to the Sounding Board as Chair of Pitshanger Village Traders' Association (PVTA). As business owners, we may have differing views from other Sounding Board members but will certainly bring a business minded angle to matters which, in the current climate, will be relevant to the discussion.

In discussions with a cross section of my fellow business owners, there is a general consensus that they would like to see a new leisure centre opened (as it is quite clear that refurbishment of the existing centre is unrealistic) as Pitshanger Lane was frequented by users of the leisure centre. They have not expressed any strong views either for or against housing but have indicated that, if housing were to be included, this would bring additional footfall to Pitshanger Lane which is always welcome (if not much needed in the current economic climate). A leisure centre would likely, however, be competition for the relatively newly opened Pitshanger Health and Fitness (on Pitshanger Lane) which has just celebrated its first anniversary.

In my position as Chair of PVTA and a long-standing business owner of 27 years on Pitshanger Lane, I have also been approached by a number of members of the residential

community in Pitshanger who have asked me about the future of Gurnell Leisure Centre. In general, they would like to see a new leisure centre and, again, have not expressed any strong views either for or against housing and, to be fair, it is perhaps because it would not impact them as directly as it would those living closer to Gurnell.

I have noted that the Position Statement on behalf of the community groups specifically references Spelthorne Leisure Centre and provides a link to G3 Architects' webpage in respect of that development which is for a 25m pool, 20m training pool and a myriad of other facilities, each bringing its own revenue stream. I have been made aware of a number of matters pertaining to the development and from a business/financial perspective, it is worth noting the following in respect of consideration of that specific example:

- At Spelthorne Leisure Centre, there will be only a 25m pool (as well as a 20m training pool); Gurnell had a 50m pool which attracted swimming clubs in particular
- In October 2020, Spelthorne Council recognised that revenue would not cover the cost of the scheme and the decision was taken to borrow the full capital figure of £38.4m
- Planning permission for Spelthorne Leisure Centre was granted in June 2021 and funding for the scheme was being sought by Spelthorne Council in early 2022 in order to fix the costs; this was before the significant interest rate rises during the course of the latter stages of 2022 which now sees a higher cost for borrowing
- As at December 2021, Spelthorne District Council was already considering a £17m funding gap in respect of the new leisure centre development (and which it hoped at that time - but could not confirm - would be repaid from revenue having allocated a capital budget of £38.4m for the project to be fully funded by borrowing over a four year period)

I trust this will be of assistance to you in respect of your report to the Council.

Regards

John J Martin
Chair, Pitshanger Village Traders' Association

Equalities Analysis Assessment

1. Proposal Summary Information

EAA Title	Replacement of Gurnell Leisure Centre
Please describe your proposal?	Is it an Initiative/Function/Policy/Project/Scheme (Pick one)
Is it HR Related?	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Corporate Purpose	Cabinet Report Decision/Officer Decision/Full Council Decision (Pick one)

1. What is the ~~Initiative/Function/Policy/Project/Scheme~~ (pick one) looking to achieve? Who will be affected?

The report and decisions being taken at this stage is to provide an update to Cabinet on progress towards replacing Gurnell Leisure Centre to deliver new, state of the art leisure facilities in line with the Council Plan 2022-2026.

The report seeks Cabinet approval to apply for planning permission for a replacement leisure centre as part of a mixed use scheme and to establish a budget to facilitate this. On the basis of the existing building being at end of life, the report seeks Cabinet approval to progress with demolition of the existing Leisure Centre. The report further seeks Cabinet approval to undertake a review of procurement strategies and to undertake marketing exercises.

The Project affects all residents of the borough.

2. What will the impact of your proposal be?

The proposal would involve the replacement of an existing Leisure facility, which has been closed since July 2020, with a new build replacement facility the costs of which to be supported by residential enabling development. The proposal would be considered to have a positive impact on the residents of the borough of a whole and across all protected characteristics by bringing a facility back into use which is presently unavailable.

Equalities Analysis Assessment

--

2. Impact on Groups having a Protected Characteristic

AGE: <i>A person of a particular age or being within an age group.</i>
State whether the impact is positive, negative, a combination of both, or neutral:
Describe the Impact
<i>Given the limited scope of the decisions being taken at this point, the impact of these proposals on Age as a protected characteristic is considered to be broadly neutral. The continuing closure of the facility has a negative impact across all groups including Age. The decisions being taken at this stage are intended to secure alternative leisure provision at the earliest opportunity and the replacement centre would be anticipated to better meet the needs of all groups, including Age, as compared to the existing facility. The impact across all protected groups will be further considered at each stage of the project including as part of the procurement and planning application processes.</i>
Alternatives and mitigating actions which have been considered in order to reduce negative effect:
Describe the Mitigating Action
<i>None at this stage</i>

DISABILITY: <i>A person has a disability if s/he has a physical, mental or sensory impairment which has a substantial and long term adverse effect on their ability to carry out normal day to day activities¹.</i>
State whether the impact is positive, negative, a combination of both, or neutral:
Describe the Impact
<i>Given the limited scope of the decisions being taken at this point, the impact of these proposals on Disability as a protected characteristic is considered to be broadly neutral. The continuing closure of the facility has a negative impact across all groups including those with disabilities. The decisions being taken at this stage are intended to secure alternative leisure provision at the earliest opportunity and the replacement centre would be anticipated to better meet the needs of all groups, including those with disabilities, as compared to the existing facility. The impact across all protected groups will be further considered at each stage of the project including as part of the procurement and planning application processes. Any proposal for a new build facility, including any enabling development, would be designed in accordance with relevant legislation including the disability discrimination act.</i>
Alternatives and mitigating actions which have been considered in order to reduce negative effect:
Describe the Mitigating Action
<i>None at this stage</i>

¹ Due regard to meeting the needs of people with disabilities involves taking steps to take account of their disabilities and may involve making reasonable adjustments and prioritizing certain groups of disabled people on the basis that they are particularly affected by the proposal.

Equalities Analysis Assessment

--

GENDER REASSIGNMENT: <i>This is the process of transitioning from one sex to another. This includes persons who consider themselves to be trans, transgender and transsexual.</i>
State whether the impact is positive, negative, a combination of both, or neutral:
Describe the Impact
<i>Given the limited scope of the decisions being taken at this point, the impact of these proposals on Gender Reassignment as a protected characteristic is considered to be broadly neutral. The continuing closure of the facility has a negative impact across all groups. The decisions being taken at this stage are intended to secure alternative leisure provision at the earliest opportunity and the replacement centre would be anticipated to better meet the needs of all groups as compared to the existing facility. The impact across all protected groups will be further considered at each stage of the project including as part of the procurement and planning application processes.</i>
Alternatives and mitigating actions which have been considered in order to reduce negative effect:
Describe the Mitigating Action
<i>None at this stage</i>

RACE: <i>A group of people defined by their colour, nationality (including citizenship), ethnic or national origins or race.</i>
State whether the impact is positive, negative, a combination of both, or neutral:
Describe the Impact
<i>Given the limited scope of the decisions being taken at this point, the impact of these proposals on Race as a protected characteristic is considered to be broadly neutral. The continuing closure of the facility has a negative impact across all groups. The decisions being taken at this stage are intended to secure alternative leisure provision at the earliest opportunity and the replacement centre would be anticipated to better meet the needs of all groups as compared to the existing facility. The impact across all protected groups will be further considered at each stage of the project including as part of the procurement and planning application processes.</i>
Alternatives and mitigating actions which have been considered in order to reduce negative effect:
Describe the Mitigating Action

Equalities Analysis Assessment

None at this stage

RELIGION & BELIEF: *Religion means any religion. Belief includes religious and philosophical beliefs including lack of belief (for example, Atheism). Generally, a belief should affect a person's life choices or the way you live for it to be included.*

State whether the impact is positive, negative, a combination of both, or neutral:

Describe the Impact

Given the limited scope of the decisions being taken at this point, the impact of these proposals on Religion & Belief as a protected characteristic is considered to be broadly neutral. The continuing closure of the facility has a negative impact across all groups. The decisions being taken at this stage are intended to secure alternative leisure provision at the earliest opportunity and the replacement centre would be anticipated to better meet the needs of all groups as compared to the existing facility. The impact across all protected groups will be further considered at each stage of the project including as part of the procurement and planning application processes.

Alternatives and mitigating actions which have been considered in order to reduce negative effect:

Describe the Mitigating Action

None at this stage

SEX: *Someone being a man or a woman.*

State whether the impact is positive, negative, a combination of both, or neutral:

Describe the Impact

Given the limited scope of the decisions being taken at this point, the impact of these proposals on Sex as a protected characteristic is considered to be broadly neutral. The continuing closure of the facility has a negative impact across all groups. The decisions being taken at this stage are intended to secure alternative leisure provision at the earliest opportunity and the replacement centre would be anticipated to better meet the needs of all groups as compared to the existing facility. The impact across all protected groups will be further considered at each stage of the project including as part of the procurement and planning application processes.

Equalities Analysis Assessment

Alternatives and mitigating actions which have been considered in order to reduce negative effect:
Describe the Mitigating Action
<i>None at this stage</i>

SEXUAL ORIENTATION: A person's sexual attraction towards his or her own sex, the opposite sex or to both sexes, covering including all LGBTQ+ groups.
State whether the impact is positive, negative, a combination of both, or neutral:
Describe the Impact
<i>Given the limited scope of the decisions being taken at this point, the impact of these proposals on sexual orientation as a protected characteristic is considered to be broadly neutral. The continuing closure of the facility has a negative impact across all groups. The decisions being taken at this stage are intended to secure alternative leisure provision at the earliest opportunity and the replacement centre would be anticipated to better meet the needs of all groups as compared to the existing facility. The impact across all protected groups will be further considered at each stage of the project including as part of the procurement and planning application processes.</i>
Alternatives and mitigating actions which have been considered in order to reduce negative effect:
Describe the Mitigating Action
<i>None at this stage</i>

PREGNANCY & MATERNITY: Description: Pregnancy: Being pregnant. Maternity: The period after giving birth - linked to maternity leave in the employment context. In the non-work context, protection against maternity discrimination is for 26 weeks after giving birth, including as a result of breastfeeding.
State whether the impact is positive, negative, a combination of both, or neutral:
Describe the Impact
<i>Given the limited scope of the decisions being taken at this point, the impact of these proposals on Pregnancy & Maternity as a protected characteristic is considered to be broadly neutral. The continuing closure of the facility has a negative impact across all groups. The decisions being taken at this stage are intended to secure alternative leisure provision at the earliest opportunity and the replacement centre would be anticipated to better meet the needs of all groups as compared to the existing facility. The impact across all protected groups will be further considered at each stage of the project including as part of the procurement and planning application processes.</i>

Equalities Analysis Assessment

Alternatives and mitigating actions which have been considered in order to reduce negative effect:
Describe the Mitigating Action
<i>None at this stage</i>

MARRIAGE & CIVIL PARTNERSHIP: <i>Marriage: A union between a man and a woman. or of the same sex, which is legally recognised in the UK as a marriage</i> <i>Civil partnership: Civil partners must be treated the same as married couples on a range of legal matters.</i>
State whether the impact is positive, negative, a combination of both, or neutral:
Describe the Impact
<i>Given the limited scope of the decisions being taken at this point, the impact of these proposals on Marriage and Civil Partnership as a protected characteristic is considered to be broadly neutral. The continuing closure of the facility has a negative impact across all groups. The decisions being taken at this stage are intended to secure alternative leisure provision at the earliest opportunity and the replacement centre would be anticipated to better meet the needs of all groups as compared to the existing facility. The impact across all protected groups will be further considered at each stage of the project including as part of the procurement and planning application processes.</i>
Alternatives and mitigating actions which have been considered in order to reduce negative effect:
Describe the Mitigating Action
<i>None at this stage</i>

3. Human Rights²
4a. Does your proposal impact on Human Rights as defined by the Human Rights Act 1998?
Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>

² For further guidance please refer to the Human Rights & URNC Guidance on the Council Equalities [web page](#).

Equalities Analysis Assessment

(If yes, please describe the effect and any mitigating action you have considered.)

4b. Does your proposal impact on the rights of children as defined by the UN Convention on the Rights of the Child?

Yes No

(If yes, please describe the effect and any mitigating action you have considered.)

4c. Does your proposal impact on the rights of persons with disabilities as defined by the UN Convention on the rights of persons with disabilities?

Yes No

(If yes, please describe the effect and any mitigating action you have considered.)

4. Conclusion

The decisions being recommended for approval relate to the replacement of an existing leisure centre with a new build facility at the earliest opportunity, the funding of which is recommended to be supported through enabling development. As outlined above, there are no specific impacts identified at this stage on protected groups however equalities considerations will continue to be kept under review at every stage of the process.

4a. What evidence, data sources and intelligence did you use to assess the potential impact/effect of your proposal? Please note the systems/processes you used to collect the data that has helped inform your proposal. Please list the file paths and/or relevant web links to the information you have described.

The continuing need for a leisure centre has been confirmed through an online public consultation carried out in Spring 2022. The Gurnell Sounding Board has been established as a route to consult on the plans as they develop and it is intended that the membership be Sounding Board fully representative.

5. Action Planning: (What are the next steps for the proposal please list i.e. when it comes into effect, when mitigating actions linked to the protected characteristics above will take place, how you will measure impact etc.)

Action	Outcomes	Success Measures	Timescales/ Milestones	Lead Officer (Contact Details)

Equalities Analysis Assessment

For the reasons set out above, no identified actions at this stage but to be kept under review			
Additional Comments:			
None			

6. Sign off: (All EAA's must be signed off once completed)

Completing Officer Sign Off:	Service Director Sign Off:	<i>HR related proposal (Signed off by directorate HR officer)</i>
Signed:  Name (Block Capitals): Adam Whalley Date: 10/02/2023	Signed:  Name (Block Capitals): Sandra Fryer Date: 10/02/2023	Signed: Not applicable Name (Block Capitals): Date:

For EAA's relating to Cabinet decisions: received by Committee Section for publication by (date):

Appendix 1: Legal obligations under Section 149 of the Equality Act 2010:

Equalities Analysis Assessment

- As a public authority we must have due regard to the need to:
 - a) Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
 - b) Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
 - c) Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
- The protected characteristics are: AGE, DISABILITY, GENDER REASSIGNMENT, RACE, RELIGION & BELIEF, SEX, SEXUAL ORIENTATION, PREGNANCY & MATERNITY, MARRIAGE & CIVIL PARTNERSHIP
- Having due regard to advancing equality of opportunity between those who share a protected characteristic and those who do not, involves considering the need to:
 - a) Remove or minimising disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic
 - b) Take steps to meet the needs of persons who share a relevant characteristic that are different from the needs of the persons who do not share it.
 - c) Encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.
- Having due regard to fostering good relations between persons who share a relevant protected characteristic and persons who do not, involves showing that you are tackling prejudice and promoting understanding.
- Complying with the duties may involve treating some people more favourably than others; but this should not be taken as permitting conduct that would be otherwise prohibited under the Act.

This page is intentionally left blank



**Report for:
ACTION**

Item Number: 8

Contains Confidential or Exempt Information	Yes, the appendices are confidential pursuant to section 3 of Schedule 12A of the Local Government Act 1972 (Information relating to the financial or business affairs of any particular person (including the council))
Title	Sale of Minority Shareholding in BSF Project Company
Responsible Officer(s)	Emily Hill, Interim Strategic Director of Corporate Resources
Author(s)	Russell Dyer, Assistant Director Accountancy
Portfolio(s)	Councillor Kamaljit Kaur Nagpal, Fairer Start Councillor Steve Donnelly, Inclusive Economy
For Consideration By	Cabinet
Date to be Considered	22 nd February 2023
Implementation Date if Not Called In	3 rd March 2023
Affected Wards	Dormers Wells
Keywords/Index	Building Schools for the Future, PFI, Dormers Wells School,

Purpose of Report:

This report seeks authority to sell the Council's minority interest shares in a Building Schools for the Future (BSF) project company to Amber Infrastructure,

1. Recommendations for DECISION

It is recommended that Cabinet:

1. Approves the sale of the shares to Amber Infrastructure on the terms set out in confidential Appendix 1
2. Authorises the Strategic Director of Corporate Resources, following consultation with the Director of Legal and Democratic Services, to negotiate and complete all necessary documentation to achieve an effective sale to Amber Infrastructure of the Council's stake in Future Ealing Phase 1 Limited.

2. Recommendations for NOTING

It is recommended that Cabinet:

1. Notes the consequences of selling the shares outlined in the report.

3. Background

3.1 Future Ealing Phase 1 Limited (FEP1 Ltd _ Hold Co) was formed to develop the Dormers Wells School PFI – this school, which is a high school, has now converted to Academy status since the original arrangement was set up. This PFI achieved financial close in December 2010. The Council has a 20% minority stake (18% direct and 2% via Future Ealing Limited – Lep Co-) in FEP1 Ltd. The majority shareholder, Amber Infrastructure, has offered to purchase the Council's 20% stake in the company.

3.2 Under the BSF programme the commercial structure of the arrangements involved the set up for each phase of the programme. The arrangements provided for the Council to take a minority stake in the company and also indirectly through the Council's shareholding in the LEP.

3.3 The Council has appointed Asteros Advisors Limited, who are financial advisors that specialise in PFI contract financing and Bevan Brittan as legal advisors, to advise the Council on whether the financial valuation of the offer is appropriate and on the legal implications of the share sale.

4. Key Implications

4.1 The Council's financial advisors, Asteros, have produced a letter of assurance setting out their analysis of the offer received from Amber. Their work considered the underlying financial models, macro – economic assumptions, future cash flows, sensitivity analysis and other factors. Asteros has engaged with Amber to clarify the basis of the offer.

4.2 The report from Asteros confirmed that, having reviewed the financial model for the project, the valuation has been undertaken using a valid methodology and in all material aspects, the financial models have been updated with actuals in the way they would anticipate. They have received satisfactory responses to several questions they have raised with Amber in relation to their financial models and assumptions. Asteros concluded that the basis of calculation and the discount rate proposed, are appropriate in the context of achieving a fair evaluation of the equity held by the Council and consider the offer by Amber to be fair and value for money.

4.3 The Council has received legal advice from Bevan Brittan (BB) on the share sale and the proposed agreement provided by Amber, namely the Share Purchase Agreement (SPA) and the Observer Letter. They advise that the SPA is a purely mechanical document and does not contain any provisions that they consider unusual or onerous. By reason of the sales of the shares, the Council would lose

the following rights under the original Shareholder Agreement – the right to appoint a director and veto rights in respect of the matters referred to in Schedule 3 of the Shareholder’s Agreement.

4.4 However, even where the Council has a director on board of the project and holding companies, that Director needs to act in the best interests of those companies and not the Council. Decisions of the board would also be subject to majority vote so the Council’s director could not in any event unilaterally exercise control, therefore the Council would not be losing much in the way of control of the companies, BB did not flag anything of concern on the Observers Letter but have suggested some minor amendments.

4.5 The Council has advised the Education Skills and Funding Agency (ESFA) that it is exploring the option to proceed with the sale of its share. The ESFA has no issues with the sale and require notification for their records, if and when the sale proceeds to completion. They also require assurance that the Council has taken appropriate financial advice on the valuation from experienced financial advisers familiar with this type of equity sale, which we have provided to them in the form of the assurance letter from Asteros.

4.6 The terms of the Council’s acceptance of the offer are set out on the attached confidential Appendix A.

5. Financial

5.1 The Council has received dividends from its shareholdings in the BSF project company since the PFI was last refinanced in 2019/20. If the shareholding were sold there would be no further dividend payments. The report by the financial advisers considers that forecast dividend returns are largely locked up until the end of the contract, with distributions mainly relating to interest on subordinated debt. The valuation and sale of the Council’s interests based on receiving a one-off payment compared with receiving ongoing dividends offers value for money.

5.2 The receipt for the shareholding will be taken as a one-off revenue saving in 2023/24, as noted in the Budget Report also on the February agenda, and this saving will be net of the fees for both of the advisors.

6. Legal

The Council’s shareholding does come with certain voting rights as a member of the company. However, as a minority shareholder, the Council could be outvoted. The Council will retain the right to appoint an observer to attend company meetings.

7. Value For Money

The value for money arrangements have been commented upon by Asteros.

8. Sustainability Impact Appraisal

Not applicable.

9. Risk Management

This is considered throughout the report which notes the comments and observations of the advisors.

10. Community Safety

None.

11. Links to the 3 Key Priorities for the Borough

None.

12. Equalities, Human Rights and Community Cohesion

None.

13. Staffing/Workforce and Accommodation implications:

None.

14. Property and Assets

None.

15. Any other implications:

None.

16. Consultation

As noted in the report.

17. Timetable for Implementation

As noted in the report.

18. Appendices

See 19 below..

19. Background Information

Share Purchase Agreement – Confidential Appendix 1

Observer Letter – Confidential Appendix 2

Advisors Report – Confidential Appendix 3

Consultation

Name of consultee	Post held	Date sent to consultee	Date response received	Comments appear in paragraph:
Internal				
Carolyn Fair	Acting Strategic Director of Children's	5 January 2023	N/A	N/A
Helen Harris	Director, Legal and Democratic Services	5 January 2023	6 January 2023	Throughout
Emily Hill	Interim Strategic Director of Corporate Resources	5 January 2023	3 February 2023	Throughout
Tamara Quinn	Assistant Director Resource Planning and Service Development	5 January 2023	N/A	N/A
Cllr Kamaljit Kaur Nagpal	Cabinet Member for a Fairer Start	7 February 2023	N/A	N/A
Cllr Steve Donnelly	Cabinet Member for Inclusive Economy	3 February 2023	N/A	N/A
External				
ESFA				
Dormers Well School				

Report History

Decision type:	Urgency item?
EITHER: Key decision	No
Report no.:	Report author and contact for queries:
	Russell Dyer, Assistant Director Accountancy, Telephone 0208 825 6316

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank



Report for:
ACTION

Item Number: 9

Contains Confidential or Exempt Information	YES (Part) Appendix C contains Exempt Information by virtue of Paragraph 3 of Schedule 12A to the Local Government Act 1972
Title	Special Education Needs Statutory and Capital Approvals - – Mandeville statutory and capital proposals and John Chilton contract award
Responsible Officer(s)	Tamara Quinn, Assistant Director Planning, Resources & Service Development, Ext. 8444, E-mail: TQuinn@ealing.gov.uk
Author(s)	Tom Lindsay, Education Strategic Advisor, E-mail: tlindsay@ealing.gov.uk Laurence Field, Programme Manager FieldL@ealing.gov.uk
Portfolio(s)	Cllr Kamaljit Kaur Nagpal, A Fairer Start
For Consideration By	Cabinet
Date to be Considered	22 nd February 2023
Implementation Date if Not Called In	7 th March 2023
Affected Wards	All
Keywords/Index	Special School Expansion; Special School Places, Statutory Proposal, Mandeville Special School, Oldfield Primary, John Chilton Special School, Wood End Primary School, Invite and evaluate tenders, Contract Award

Purpose of Report:

The purpose of this report is:

1. To advise Cabinet of the feedback from the consultation on expanding Mandeville Special School by up to 24 places on a satellite at Oldfield Primary School
2. To obtain authority to proceed with the expansion Mandeville Special school proposal, which for the Council involves publishing Statutory Proposals for the satellite site at Oldfield Primary
3. To delegate all necessary authority to undertake the statutory processes of doing so.
4. To obtain authority to invite and evaluate tenders for the building contracts for the Mandeville expansion at Oldfield Primary School. (Award of any contract would be conditional on the outcome of the statutory processes).
5. Following approval by Cabinet in September 2022 to invite and evaluate tenders by Cabinet, to obtain authority, subject to approval by Department for Education (DfE) of Wood End Primary's application to DfE for extended use of the site, to award a contract for the building works of John Chilton School on the Wood End Academy site.

1. Recommendations

It is recommended that Cabinet:

- i. Notes the feedback from the consultation on expanding Mandeville Special School by up to 24 places on a satellite at Oldfield Primary School and that the Governing Board of both schools, after reviewing the consultation feedback, have confirmed their desire to proceed with the proposal.
- ii. Authorises the Strategic Director for Children's Services to publish the necessary Statutory Proposals and any further consultative documents required for the expansion of Mandeville Special school by way of a satellite site at Oldfield Primary.
- iii. Authorises the Strategic Director for Children's Services to invite and evaluate tenders for the building contracts for the Mandeville Satellite at Oldfield Primary School.
- iv. Notes that there will be a further report to Cabinet for determining the statutory proposal and award of contract.
- v. Authorises the award of a contract in the sum of £1,331,708.08 to Oakland Building Services Ltd for the John Chilton School expansion on the Wood End Academy site Phase 1A building enabling works to be funded from the existing approved Schools SEN Expansion Programme budget, subject to approval by DfE of Wood End Primary's application to DfE for John Chilton School's extended use of the site.

2. Reason for Decisions and Options Considered

2.1 The decisions are required to enable the Council to progress to the next stage of the process for expanding special school provision to meet its statutory duty to secure sufficient school places. The Council has a statutory responsibility to promote high educational standards, ensure fair access to educational opportunity and promote the fulfilment of every child's educational potential. The Council must also promote diversity and increase choice.

2.2 Cabinet authorised the Assistant Director Planning, Resources and Service Development to invite and evaluate tenders for the main works contracts, and any enabling works contracts, required for the provision of the John Chilton School on the Wood End Academy site, on 14th September 2022.

2.2 Awarding the building contract for the John Chilton School on the Wood End Academy Phase 1A site works will allow the Council to carry out its statutory duty of providing sufficient school places.

The Legal Framework within which Cabinet must consider the proposals is set out in **section 5**.

3. Key Implications

Mandeville School

The proposal for expansion of Mandeville Special School through a satellite site at Oldfield Primary School has been prompted by a further significant rise in pupils born in the last 5 years seeking special school places in the borough. There has been a rise in pupils with severe learning difficulties or profound and multiple learning difficulties, many of whom also have a diagnosis of Autistic Spectrum Disorder (ASD). Pupils who

attend Mandeville may also have complex medical conditions, severe communication disorders, bi-modal sensory impairment, high personal care and postural management needs and challenging behaviours.

A consultation has been carried out seeking views on a proposal to expand Mandeville special school on a satellite site at Oldfield School. Both school communities were consulted. The increase of places would be phased over two years starting with additional places in Reception / Y1 in 2023 and a further intake in 2024 to complete the expansion. The satellite will be for R/Y1 pupils with Severe Learning Difficulties (SLD)/Autism Spectrum Disorder (ASD). Profound and Multiple Learning Difficulties (PMLD) and complex medical need pupils will still use the Mandeville site from Reception.

Admissions to Mandeville Special School will continue to be coordinated by the Local Authority based on the needs set out in pupil's Education, Health and Care Plan.

To enable the school to expand it is proposed to provide additional classrooms and specialist learning spaces in the early years block at Oldfield Primary School. Extra teaching and non-teaching staff would be recruited. Similarly, conversion work will be needed at Oldfield Primary School to accommodate the displaced pupils from the block proposed to be used by Mandeville Special School. In developing the plans further, as much as possible of the external play space on the Oldfield site will be maintained, and the works would also include fencing and landscaping. The accommodation would be to government requirements and guidelines.

No planning permission for the building works is required as there is no new build works.

Stakeholder consultation about the educational case for expansion of school places was run by the school supported by the Local Authority between 5th December 22 and 23rd January 2023. The consultation complied with the statutory requirements. The consultation meetings were held during term time and the pre-publication consultation period was extended to 7 weeks as it overlapped the school holidays. 60 responses were received. Details are included in **appendix A**.

With regard to the statutory consultation period, the Notice will be completed using the applicable Department for Education (DfE) prescribed template and guidance.

Notification of the publication of the Statutory Notice and Statutory Proposal will be advertised widely, in line with DfE guidance. During this time any person could object to or make comments on the proposals by sending written representation to the Council directly or via the school office, to have their views on the proposals taken into consideration by the decision maker (Cabinet in this instance).

John Chilton School

Cabinet, in June 2020, approved statutory proposals to increase John Chilton's planned capacity from 95 to 130, a change to the age range from 2-17 to 4-19, and the opening of the additional, satellite site in a building at the Wood End site in Greenford. The statutory process required that these be permanent 'prescribed alterations' as the school had previously reached the limit for increased numbers on a temporary basis.

The additional space was provided through an initial 3-year agreement for use of part

of the Wood End site. Following further consultation with the schools' stakeholders, Wood End has applied to Department for Education to extend and increase the area involved.

Following approval from Cabinet in September 2022, competitive ompetitive tenders were sought for the John Chilton School on the Wood End Academy site works. Tenders were submitted on 29th November 2022. The tenders were evaluated by the Council's Quantity Surveyors, on the basis of the most economically advantageous tender to the Council using an Evaluation Matrix approved by the Council's Commercial Hub. Oakland Building Services Limited submitted the most economically advantageous tender to the Council as set out in Appendix B (Financial Implications). The tender evaluation report is included in Confidential Appendix C. The contract will not be signed and sealed until the DfE approval discussed above has been secured.

4. Financial Implications

4.1 Without the phased expansion, at least 24 pupils currently in Ealing maintained children centres would have to go to a non-maintained or independent (NMI) special school place for their primary education and possibly secondary as well. The differential cost between a place at Mandeville and an NMI is typically £26k pa. The phased expansion when complete would create a cost avoidance saving of 24 x 26k = £624k per annum. The estimated total capital expenditure of £1.5m for the expansion of Mandeville Special School at Oldfield Primary School will be funded from the existing Capital Schools SEN Expansion Programme set out in table 1 below.

4.2 A schedule of costs for the Phase A works for John Chilton School at Wood End Academy is contained in Appendix B (Financial Implications). The total cost of these works is estimated at £1.703m. The expenditure will be funded from the existing approved £14.308m Schools SEN Expansion Programme budget capital scheme budget as shown in **Table 1** below.

Table 1: Funding stream for Schools SEN Expansion Programme (Adapted from February 2022 Budget Strategy and MTFS 2022/23 to 2024/25 Cabinet Report Appendix 7 Capital Programme 2021/22 to 2026/27) and reported to September 2022 Cabinet

Scheme	2022/23 £m	2023/24 £m	Total 2022- 24 £m
SCHOOLS SEN EXPANSION PROGRAMME	3.272	11.036	14.308

4.3 Special school places are funded from the “high needs block” of the Dedicated Schools Grant (DSG) and the number of places is formally agreed with the Education Funding Agency (EFA) each year. Schools also receive ‘top-up’ funding on a per pupil basis which relates to standard support needs and the school setting. All revenue costs are therefore expected to be contained within this DSG allocation. There are no General Fund implications for the Council arising from these capital works.

4.4 The contract will be managed by the Council's internal Projects Delivery Unit (PDU). Schools Service budgets, DSG usage and the Council's capital programme are monitored as part of the Council's budget monitoring process.

The Cabinet report is available on the Council's website at the following address:
<https://ealing.moderngov.co.uk/CeListDocuments.aspx?Committeeld=137&MeetingId=520&DF=09%2f02%2f2022&Ver=2>

The detailed cash flow for the scheme will be monitored by the Budget Holder and Service Management as part of the overall monitoring process.

5. Legal

Councils have a statutory duty under the Education Act 1996 to ensure that there are sufficient school places in their area, to promote high educational standards, to ensure fair access to educational opportunity and to promote the fulfilment of every child's educational potential. They must also ensure that there are sufficient schools in their area and promote diversity and increase parental choice. Part 3 of the Children and Families Act 2014 places a duty on the local authority to support children and young people in England with special educational needs or disabilities and to keep under review the educational provision in its area for those children and young people

The Education and Inspections Act 2006 requires local authorities to consider and respond to parental representations when carrying out their planning duty to make sure, that there is sufficient primary and secondary provision and suitable special educational needs (SEN) provision in their area.

In relation to the expansion of schools, the planning of SEN provision and the corresponding increase in published admissions numbers, the council is required to comply with the Section 19 Education and Inspections Act 2006 and The School Organisation (Prescribed Alterations to Maintained Schools) (England) Regulations 2013 establish detailed procedures for making prescribed alterations to maintained schools including enlargement and the establishment or discontinuance of provision that is recognised as reserved for children with special educational needs.

Mandeville School

In January 2023, updated statutory guidance was published entitled: 'Making significant changes ('prescribed alterations') to maintained schools. [Making significant changes \('prescribed alterations'\) to maintained schools \(publishing.service.gov.uk\)](https://publishing.service.gov.uk)

This guidance sets out the five stages of the statutory process for expanding a maintained special school.

Those stages are:

- Stage 1: Publication
- Stage 2: Representation
- Stage 3: Decision
- Stage 4: Implementation

Cabinet has the responsibility under the Constitution to agree matters relating to school organisation in the borough, which are not within the legal remit of the Schools Adjudicator or the Secretary of State.

Although there is no longer a statutory 'pre-publication' consultation period for prescribed alteration changes, there is a strong expectation that schools and LAs will consult interested parties in developing their proposal prior to publication, to consider all relevant considerations. This pre-publication consultation has taken place.

At this stage the consultation has taken place and Cabinet is being asked to give authority for the publication of the statutory notice (stage 1). The Local Authority legal department will provide advice and guidance throughout.

The representation period (stage 2 – the formal consultation process) starts on the date of publication of the statutory proposal and MUST last for four weeks. Thereafter the matter will return to cabinet for a decision (stage 3) which must take place within 2 months of the conclusion of stage 2.

The contracts referred to in Recommendation 1 iii will be procured in accordance with the Public Contracts Regulations and the Council's Contract Procedure Rules.

John Chilton School

The contract for the building works described in this report has been tendered and is being let in accordance with the Council's Contract Procedure Rules and the Public Contract Regulations 2015 (as amended) as applicable.

In regard to public law and equalities considerations

When making decisions the Council must act reasonably and rationally. It must take into account all relevant information and disregard all irrelevant information and consult those affected, taking into account their views before final decisions are made. It must also comply with its legal duties, including those relating to equalities.

As public bodies schools and local authorities have duties, known as the 'public sector equalities duties' under S 149 the Equality Act 2010.

The Equality Act 2010 places separate duties on Local Authorities as the responsible body (alongside the governing body) for schools maintained by the local authority.

6. Value for Money

Expansion proposals being pursued have been subject to rigorous value for money (VfM) procedures through the feasibility study and option appraisal process. Overall, it is more efficient and effective to meet increases in the demand for school places through the expansion of existing schools where this is possible.

Tenders for the works will be sought in accordance with the Council's Contract Procedure Rules and the Public Contract Regulations 2015 (as amended) and the Council's consultants will evaluate them to establish the most economically advantageous tender to the Council. Award of any contract would be conditional on the outcome of the statutory processes.

Competitive tenders were sought for the John Chilton School on the Wood End Academy site works. The Council's Quantity Surveyors evaluated the tenders using the evaluation matrix approved by the Council's Commercial Hub to determine the most economically advantageous tender to the Council. The proposals as submitted by Oakland Building Services Limited have been fully examined by the Council's Quantity Surveyors and are considered to represent value for money.

7. Sustainability Impact Appraisal

The consultation showed the impact on sustainability will be neutral as outlined within the Council's procurement policies.

The proposals will include an assessment of the impact on sustainability as outlined within the Council's procurement policies.

8. Risk Management

The Authority is working closely with the governing board of the school and will develop a key risk register. See EAA appendix B. And sections 9 and 10 of this report.

There are established processes for managing Capital projects and risks are identified as part of the project management process. A Risk Register will be prepared for the project, and this will be updated and managed until completion of the project.

9. Community Safety

Transport, traffic and travel is a concern for many stakeholders. The proposed design has made appropriate changes to the access to the schools, and layout of vehicle drop off areas to ensure the safe and efficient arrival and departure of pupils and staff.

Links to the 3 Priorities for the Borough

The project is linked to 'Opportunities and living incomes' and 'A healthy, great place' priorities.

10. Equalities, Human Rights and Community Cohesion

An Equalities Assessment has been carried out for the proposals described in this report.

11. Staffing/Workforce and Accommodation implications:

Both Mandeville Special school and Oldfield Primary School are maintained schools, and Ealing Council is the employer of all the staff. Extra teaching and non-teaching staff would be recruited. Both schools are looking at options to share expertise and resources on the Oldfield site to make both schools more resource efficient.

John Chilton will be a maintained School operating under lease from an Academy Trust. It will not affect staff contracts.

12. Property and Assets

Both Oldfield and Mandeville are maintained by the LA, so all the land is freehold owned by Ealing Council. Wood End Primary is a single school Academy Trust with a funding agreement from the DfE. The Wood End trustees also have the freehold interest of the site prior to becoming an academy.

Ealing Council's legal team will support the school to ensure all statutory processes are met and agreements are in place between the schools.

13. Any other implications

None.

14. Consultation

Consultation has taken place with the Portfolio Holder. Extensive consultations have been, and will continue to be, carried out with the schools staff, parents, local schools, unions and the community.

15. Timetable for Implementation

Mandeville at Oldfield

Cabinet decision on whether to proceed to statutory proposals	22 nd February 2023
Publish statutory proposals	March 2023
Cabinet decision on whether to approve statutory proposals	April or May 2023
Implementation of the phased expansion starts	September 2023

John Chilton at Wood End

Cabinet decision on Award of contract for enabling works	22 nd February 2023
Award of contract for enabling works	Spring 2023
Enabling Works commence on site	Spring/Summer 2023
Enabling Works complete	Summer 2023

16. Appendices

Appendix A: Consultation feedback report
 Appendix B: (Financial Implications).
 Confidential Appendix C: John Chilton Tender Report
 Appendix D: Equalities Analysis Assessment (EAA)

17. Background Information

Available at <https://www.gov.uk/government/publications/school-organisation-maintained-schools>

Consultation

Name of consultee	Post held	Date sent to consultee	Date response received	Comments appear in paragraph:
Internal				
Cllr Kamaljit Kaur Nagpal	Portfolio Holder, A Fairer Start	26/01/23	26/01/23	Throughout
Carolyn Fair	Strategic Director Children's Services	26/01/23	26/01/23	Throughout
Tamara Quinn	Assistant Director Planning, Resources & Service Development	26/01/23	26/01/23	Throughout
Justin Morley	Head of Legal Services (Social Care and Education)	19/01/23		
Kathleen Ennis	Principal Lawyer (Housing and Social Care)	19/01/23	09/02/23	Throughout
Chuhr Nijjar	Senior Contracts Lawyer	19/01/23		
Russell Dyer	Assistant Director, Accountancy	19/01/23		
Stephen Bell	Finance Manager – Children and School Services	19/01/23		
Craig McDowell	Category Lead (People)	19/01/23		
Katherine Ball	Finance Manager - Capital and Projects	19/11/23	26/01/23	
Afam Ajoh	Contracts & Project Lawyer	03/02/23	03/02/23	1,5
External				
	e.g., voluntary organisation			

Report History

Decision type:	Urgency item?
Key decision	No
Report no.:	Report author and contact for queries:
	Tom Lindsay, Education Strategy Advisor

Appendix A: Consultation at Mandeville Special school and Oldfield Primary School in relation to the expansion of Mandeville School by up to 24 places through the opening of a satellite site at Oldfield Primary School.

Consideration of Consultation

Members should consider the views of all those affected by the proposal or who have an interest in them including pupils, families of pupils, staff, other schools and colleges etc. Members should not simply take account of the numbers of people expressing a view when considering representations made on proposals. Instead, Members should give the greatest weight to representations from those stakeholders likely to be most directly affected by the proposal.

Initial Consultation

The governing boards of the schools and the Council sought views on a proposal to expand Mandeville School by up to 24 pupils aged 2 to 11. The whole consultation period was from Monday 5th December 2022 to Monday 23rd January 2023. November 2022.

Who was consulted?

The proposal was sent to the following stakeholders:

- Parents of pupils
- Staff and Governors
- An EGFL gatekeeping article was sent to all Ealing Schools about the proposals
- Ward Councillors
- Local MP
- Adjacent Local Authorities

How were stakeholders consulted?

- Consultation Letter and Feedback Forms
- Consultation Events – Parent and staff consultation events took place at the schools in person
- Emails were sent directly to:
 - The Ward Councillors
 - Local MP
 - Adjacent Local Authorities
- An EGFL gatekeeping article was sent to all Ealing Schools about the proposals

Feedback from Stakeholders

There were 60 responses in total. 50.8% from parents, 15.9% from staff, 31.7% others and 1.6% from Governors. These sum to more than 100% as respondents can belong to more than one category.

With the question: “To what extent do you support the proposed expansion of Mandeville School on the Oldfield Primary Site?”, the overall support for the proposal was 83.1% agree or strongly agree from a total of 59 respondents. A further 4 respondents (6.8%) moderately supported the proposal. 5 respondents (8.5%) did “not

at all” support the proposal. And 1 respondent completed this response as “Don’t know/can’t say”.

55 out of 60 respondents (91.7%) strongly agreed or agreed the expansion would improve facilities for pupils with SEN, and 3 respondents (5%) disagreed or strongly disagreed. 91.5% (54) strongly agreed or agreed the proposal would help meet the growing need for this type of provision, and 3 respondents (5.1%) disagreed or strongly disagreed. 88.1% (52) strongly agreed or agreed that the expansion would support young people with SEN, and 5 respondents (8.5%) disagreed or strongly disagreed.

The four most identified advantages or benefits were:

- Need for places/specialist provision
- Mandeville is a good school in the centre of the Hanwell Community by expanding more pupils will benefit from attending the school and community facilities nearby
- Improved facilities in school
- More space will improve behaviour and safety

The consultation responses raised some concerns or disadvantages:

- Oldfield Primary School could be negatively impacted
- The need for sufficient staff and facilities
- A need for sufficient health staff numbers
- Accommodation for the pupils at Key Stage 2
- Travel distance



Monday 5 December 2022

**Expansion of Mandeville Special School on a satellite site at Oldfield Primary School
Consultation on the Proposal - from Monday 5 December 2022 to Monday 23 January 2023**

Dear Parents / Carers, Pupils, Staff, and other interested parties,

The Proposal. The governing boards of both schools and the Council are seeking views on a proposal to expand Mandeville school by up to 24 pupils and accommodate them in a building at Oldfield Primary School. It is proposed that the Oldfield satellite site will be used by Foundation stage and Key stage 1 classes, with a focus on pupils with severe learning difficulties many of whom also have a diagnosis of Autism. The increase would be phased over two years starting with extra places in 2023 and ending in 2024. The proposed expansion will require investment in buildings on the Oldfield Primary School site. This will be funded by the Council.

To make the satellite work it is proposed to remodel the early years block at Oldfield to form SEN classrooms, specialist learning spaces. Extra teaching and non-teaching staff would be recruited by Mandeville. At the same time other spaces at Oldfield Primary school will be remodelled to accommodate the foundation stage classes moved from the current early years block. In developing the plans further, the Council will seek to maintain as much as possible of the external play space on the Oldfield Primary School site and the works would also include fencing and landscaping. The accommodation would meet government requirements and guidelines. The remodelled accommodation will be carefully designed to optimise the use of holidays for the build period when Oldfield Pupils are off site.

Why is the expansion being proposed by Ealing Council? The proposal for expansion of Mandeville Special School has been prompted by Ealing Council in response to a further significant rise in the proportion of pupils born in the last 5 years seeking special school places in the borough. There has been a specific rise in pupils with severe learning difficulties or profound and multiple learning difficulties, many of whom also have a diagnosis of Autistic Spectrum Disorder. Mandeville has already been expanded in response to the rising demand in the primary phase age group and no further expansion on the site is possible.

Oldfield Primary School is less than two miles from the Mandeville. Oldfield Primary has a good Ofsted report and has been a two-form entry school (420 pupils) until recently. However, falling pupil numbers in the area has led the school to reduce to (315 pupils). This will allow one of the buildings on the site to be available for the proposed satellite.

Mandeville has a borough wide catchment and provides a nursery and primary school education children aged 2 to 11 who have the most severe learning disabilities. We have three cohorts of students, those with Profound and Multiple Learning Difficulties, (PMLD), those with complex Severe Learning Difficulties (SLD) and those with an additional diagnosis of Autistic Spectrum Disorder (ASD). All of these young people have complex learning needs that require input from a highly skilled multidisciplinary team and specialist facilities to meet their learning, therapeutic and care needs but with an increasing roll Mandeville will need additional space to deliver a consistently high-quality education and maintain health and safety requirements

The views of Mandeville Special School on the proposal

Mandeville is a well-resourced school built to meet the needs of pupils with severe and profound learning difficulties. Pupils who attend Mandeville come from across the whole of Ealing. The existing Mandeville building was opened in 2008. Subsequent expansions of the nursery block, conversion of classes to respond to the growing number of pupils with profound learning difficulties and provision for 10 classes of pupils with autism and severe learning difficulties has meant that pupil numbers have increased from 86 to 156 over the past 10 years.

The current Mandeville site has reached capacity in terms of places; the proposal for a satellite site at Oldfield offers a different and exciting opportunity to provide an education for some of our Early Years Foundation Stage pupils who have autism and severe learning difficulties. The Oldfield site will allow additional 24 places for pupils who will be educated by Mandeville staff. Once pupils have completed the EYFS they will move to the main Mandeville site and a new intake will start at Oldfield.

Mandeville proposed unit at Oldfield Primary. The proposed building at Oldfield (current EYFS) can be adapted to meet the needs of our children. The intention is for reception children and some year one children to be educated there. The current building will require a limited amount of adaptation to meet our needs. The proposed design is for three classrooms, a small sensory room and small soft play, small mixed-use space and office space for an administrator and teachers. It will also have an area for parents to meet. The outdoor space behind the building offers a small nature area, which is ideal for outdoor learning; landscaping will include a walkway through the trees, which would be of benefit to both schools. The front of the building has existing outdoor learning and play space and will include equipment to promote physical development, and defined spaces for us to extend the curriculum.

Expertise in SEND. Working next to Oldfield Primary School will bring opportunities for both schools. We have a very experienced leadership team at Mandeville and a highly skilled staff team. We have expertise in the SEND curriculum, assessment and approaches. Staff members are qualified trainers in the following: Team Teach; Makaton; yoga; moving and handling; swimming and sports. Our integrated work with the multi-disciplinary team including therapists and the medical profession has strengthened practice for all our staff. Having such a comprehensive skill base at school means we can provide training and outreach to mainstream schools. Being near Oldfield Primary means, their staff can benefit from expertise of the Mandeville staff and in turn, Mandeville staff will widen their knowledge of the EYFS and SEND in mainstream schools, this will enhance our practice.

Extending our community. We have an inclusive approach to learning and recognise the importance of building a school community that celebrates the uniqueness of every child. We believe in acting together to make things better for all. Our overall vision is to influence how young people with special educational needs and disabilities (SEND) can be part of their local community. We welcome this opportunity to be with Oldfield and are keen to explore possibilities of including pupils and parents in the wider community. Our approach is to work with and educate people so that children with SEND can extend their learning beyond school and be part of community life. There is a short distance between Mandeville School and the Oldfield site. The unit at Oldfield will be an integral part of the whole school community. Mandeville parents will have access to all training and support. Parents and children will have the opportunity to join planned special events and will have access to extended learning activities at Mandeville.

The views of Oldfield Primary School on the proposal.

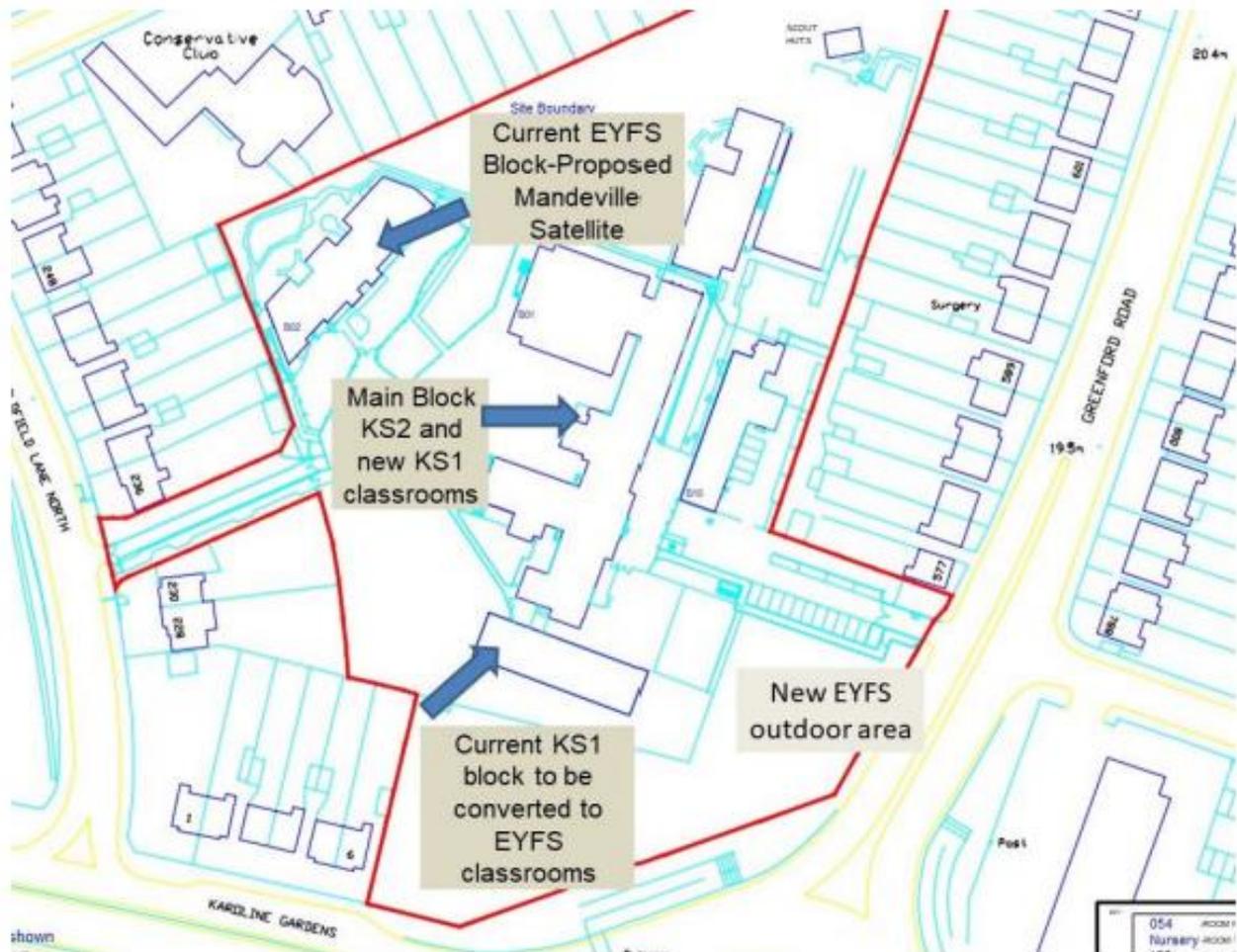
Oldfield is a small school which prides itself on the high level of pastoral provision alongside maintaining high standards. Pupils here show high levels of consideration for their peers, meaning

Mandeville children would receive a warm welcome. Like all schools, Oldfield is seeing an increase in children with special needs entering our mainstream provision. The presence of Mandeville professionals onsite gives us the opportunity to draw on their expertise. Both schools would explore the options of certain staff working and training across both organisations. As Oldfield has spare capacity, we feel we can offer the space to benefit the community as places in Specialist Settings are much needed in Ealing. In addition, this would help our school economise by reducing the upkeep costs for empty classrooms.

Oldfield would remain a separate mainstream school. The most important thing to emphasise is that although Oldfield and the Mandeville satellite will share the same site, they will in effect be 2 different schools. Mandeville children will not be attending lessons at Oldfield or sharing the playground. Oldfield will be catering for mainstream children of a range of abilities and teach its current curriculum. The SEND unit will be run by a member of Mandeville's senior leadership team while Oldfield will be managed by Mr McCormack and his team.

The benefits of working in partnership. As Mandeville has been judged as an outstanding school by Ofsted, the benefits for Oldfield are clear in terms of support the partnership would offer. Like all schools, Oldfield is seeing an increase in children with special needs coming into our mainstream provision. The presence of Mandeville professionals onsite gives us the opportunity to draw on their expertise. Oldfield would also like to explore the options of certain staff working across both organisations as well as offering Teacher Training across both schools.

Upgrade of facilities for Oldfield. With Ealing Council funding the project, Oldfield would benefit from a renewal of certain parts of the existing building such as the new year 1 and 2 classrooms and the new EYFS block. The new area for EYFS would provide a much larger outside area with upgraded play equipment. It would back directly onto small, raised beds and an enclosed field. Contained within a square space, the children will be able to mix more freely than present. Year 1 and 2 would benefit from an outside enclosed grass area and shade that they do not currently have. The new KS1 classrooms, leading directly onto this garden could utilise the space to enrich learning. It would also offer the opportunity for children who need more transition time into year 1, to access more physical and play based learning at times. The council will also be developing the nature area behind the current EYFS block. This would be timetabled for use by both Mandeville and Oldfield. In addition, certain Oldfield students who may have more complex needs, could by arrangement, use Mandeville's sensory room.



Enhancing Oldfield as a community. As Oldfield has a smaller number of students, we feel that there is an opportunity to bring the different age groups into a more cohesive unit rather than EYFS being the opposite side of a large playground. Nursery and Reception children would be part of the main school and could interact more freely with older children. Likewise, the KS1 children would be closer to KS2 children which would allow greater interaction. On certain occasions, children from both Mandeville and Oldfield could come together for special occasions such as non-uniform days and productions. Pupils would come to know children with special needs and appreciate the diversity in our community.

More effective use of resources. Next year OPS will have 4 spare classrooms as a result of consolidating into a 45 per year group entry. This is without a reduction in its official intake so it is likely with the projections for Greenford Northolt and Perivale (GNP) central that there could be further downward pressure on numbers which is being experienced by all schools. The fact that Oldfield would be able to relinquish the upkeep of one of the buildings, would reduce expenditure on maintaining empty classrooms. This could save up to 25% of these costs as we would employ fewer cleaners, use less energy and could make saving by sharing premises staff. This would mean that Oldfield would be able to direct more resources into the children's teaching and learning rather than "on-costs"

Consultation Process

Who are we consulting? We are consulting parents / carers, pupils, staff, associated professionals, and other interested parties.

How to have your say. Detailed information on the expansion proposals can be accessed on

Mandeville and Oldfield websites

Please return any comments to the school by midday on Monday 23rd January 2023. Boxes for comments will be placed in both schools' office reception area. Alternatively, please post to:

*Mandeville School Expansion at Oldfield Primary School
Horsenden Lane North, Greenford, Middlesex UB6 OPA*

Or

*Mandeville School Expansion at Oldfield Primary School
Oldfield Lane North, Greenford, Middlesex UB6 8PR*

What happens next?

- **5 December 2022 consultation starts.**
- Consultation Meetings - **Dates to confirmed on School Websites**
- **23 January 2023** deadline for responses to the consultation Governors of both schools consider consultation responses and decide whether to proceed. Update for parents on progress.
- **February 2023** Ealing Cabinet decides to publish a Statutory Notice for the Proposal
- **February / March 2023** statutory notice published in local paper
- **March / April 2023** Ealing Council Cabinet will determine the proposal
- Preparations begin for **September 2023** implementation.

Please take time to complete the attached questionnaire so that we can get your feedback. For us to collate your responses, please return the questionnaire to school by midday on Monday 23rd January 2023.

Alternatively, you can fill out the online questionnaire in the link below:

<https://forms.gle/EXCAfjZXjui8UH3F9>

Yours faithfully,

Tom Lindsay
Education Planning Adviser
Ealing Council

James McCormack
Head teacher
Oldfield Primary School

Denise Feasey
Head teacher
Mandeville School

Mandeville Special School Expansion on a satellite site at Oldfield Primary School Feedback Form

Please indicate your views on the proposal to expand Mandeville School by up to 24 pupils from September 2023 by ticking the most appropriate box.

An expansion at of Mandeville at Oldfield Primary would mean we could:	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree	Don't know
Improve Special Educational Needs (SEN) facilities for children:						
Help meet the growing demand for this type of provision:						
Support both Oldfield Primary and Mandeville school by working together:						

To what extent do you support the proposed expansion of Mandeville School on the Oldfield Primary Site?

- Completely
 Very much
 Moderately
 Slightly
 Not at all
 Don't know / Can't say

Please add other comments on the proposal (continue overleaf if necessary):

For your views to be counted, you must provide your full name and address. Only one response per person will be accepted. We will not pass on your personal information to a third party. Your views will be treated as strictly confidential.

Name: _____

Address _____

Postcode _____

I am a:

Parent/Carer Member of Staff Local Resident

Governor at School Prospective Parent Other, specify

Please return the questionnaire to school by midday on Monday 23rd January 2023. Boxes for completed forms will be placed in both schools' office reception area. Alternatively, please post to:

Mandeville School, Horsenden Lane North, Greenford, Middlesex UB6 0PA

Or

Oldfield Primary School, Oldfield Lane North, Greenford, Middlesex UB6 8PR

Appendix B – Enabling Works for John Chilton School at Wood End Academy Financial Implications

Ref.	Item	£
1	Recommended tender for acceptance: Oakland Building Services Ltd	1,331,708.08
2	Planning and Building Control Fees	10,000.00
3	CDM Advisor Fees	3,409.00
4	Stage A & B PDU Option Appraisal	22,725.00
5	Design & PM Consultant Fees	159,804.97
6	Structural Engineer	5,000.00
7	Surveys Reports and structural engineers fees	5,000.00
8	FFE and ICT	60,000.00
9	Specialist and Play Equipment	95,000.00
10	Decanting	10,000.00
11	ESTIMATED TOTAL COST [exc. VAT]	1,702,647.05

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

Full Equalities Analysis Assessment

1. Proposal Summary Information

EAA Title	Award of Contract for John Chilton School at Wood End Academy
Please describe your proposal?	Scheme: Award the contract for the construction works required to open an additional satellite site for John Chilton School in a building at the Wood End Academy on a temporary basis for 3 years to support the change in the age range of the school from 2-17 to 4-19 and increase the planned capacity from 95 to 130. The project supports 35 school places for young people with moderate or severe learning difficulties, alongside physical and/or medical disabilities.
Is it HR Related?	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Corporate Purpose	Cabinet Decision Report

1. What is the Initiative/Function/Policy/Project/Scheme (*pick one*) looking to achieve? Who will be affected?

The project supports the Council's decision to change the age range at John Chilton School from 2-17 to 4-19, increase the planned capacity from 95 to 130, and open an additional satellite site in a building at the Wood End Academy site. The proposal retains 35 Special Education Needs (SEN) places for pupils aged 4 to 19 years who have moderate or severe learning difficulties, alongside physical and/or medical disabilities.

The key stakeholders include parents of current pupils at the school, parents of future pupils at the school, and local residents will be affected, so potentially all of the protected groups will be affected.

2. What will the impact of your proposal be?

The impact of the change to the age range at John Chilton School from 2-17 to 4-19, the increase the planned capacity from 95 to 130, and the opening of an additional satellite site in a building at the Wood End Academy site, is to plan to provide sufficient special school places. John Chilton School has a borough wide catchment and provides education for young people with moderate or severe learning difficulties, alongside physical and/or medical disabilities. The proposal adds 35 Special Education Needs (SEN) Places. The increase would be phased over two years starting with extra places in in 2020 and ending in 2021 when the school would typically have up to 130 students in total. In relation to the lower age limit, the Local Authority has sufficient good quality nursery provision available and John Chilton School has not had pupils in the nursery phase since 2010.

2. Impact on Groups having a Protected Characteristic

Full Equalities Analysis Assessment

AGE: <i>A person of a particular age or being within an age group.</i>
State whether the impact is positive, negative, a combination of both, or neutral:
Describe the Impact
The proposal to provide additional special school places to serve the local and wider community has a positive impact on those who are of the 4-19 school age. John Chilton has a borough wide catchment and provides education for young people with moderate or severe learning difficulties, alongside physical and/or medical disabilities. There is no existing 17-19 provision at John Chilton School so pupils currently leave the school at age 17. If there are insufficient school places then not all the young people of this age group will have the option of attending school as close as possible to their homes unless there is an expansion of school provision. The Local Authority has sufficient good quality nursery provision available and John Chilton School has not had pupils in the nursery phase since 2010.
Alternatives and mitigating actions which have been considered in order to reduce negative effect:
Describe the Mitigating Action
The proposal is anticipated to have a positive effect.

DISABILITY: <i>A person has a disability if s/he has a physical or mental impairment which has a substantial and long term adverse effect on their ability to carry out normal day to day activities¹.</i>
State whether the impact is positive, negative, a combination of both, or neutral:
Describe the Impact
There are limited options for pupils with moderate or severe learning difficulties, alongside physical and/or medical disabilities. Design professionals have developed a scheme of building works that takes into account the needs of pupils and visitors to the Wood End Academy site with disabilities - such as improved access and more accessible facilities and fittings. By opening an additional satellite site in a building at the Wood End Academy site, additional places and provision will become available for pupils with moderate or severe learning difficulties, alongside physical and/or medical disabilities.
Alternatives and mitigating actions which have been considered in order to reduce negative effect:
Describe the Mitigating Action
The proposal is anticipated to have a positive effect.

¹ Due regard to meeting the needs of people with disabilities involves taking steps to take account of their disabilities and may involve making reasonable adjustments and prioritizing certain groups of disabled people on the basis that they are particularly affected by the proposal.

Full Equalities Analysis Assessment

GENDER REASSIGNMENT: <i>This is the process of transitioning from one sex to another. This includes persons who consider themselves to be trans, transgender and transsexual.</i>
State whether the impact is positive, negative, a combination of both, or neutral:
Describe the Impact
Neutral effect identified in terms of the above recommendations. The expansion of special school provision is for the benefit of the whole community, taking into account those who attend the schools, their parents/carers, their families, staff members at the school and local residents.
Alternatives and mitigating actions which have been considered in order to reduce negative effect:
Describe the Mitigating Action
This proposal has a neutral effect.

RACE: <i>A group of people defined by their colour, nationality (including citizenship), ethnic or national origins or race.</i>
State whether the impact is positive, negative, a combination of both, or neutral:
Describe the Impact
Neutral effect identified in terms of the above recommendations. The expansion of special school provision is for the benefit of the whole community, taking into account those who attend the schools, their parents/carers, their families, staff members at the school and local residents.
Alternatives and mitigating actions which have been considered in order to reduce negative effect:
Describe the Mitigating Action
This proposal has a neutral effect.

Full Equalities Analysis Assessment

RELIGION & BELIEF: <i>Religion means any religion. Belief includes religious and philosophical beliefs including lack of belief (for example, Atheism). Generally, a belief should affect a person's life choices or the way you live for it to be included.</i>
State whether the impact is positive, negative, a combination of both, or neutral:
Describe the Impact
Neutral effect identified in terms of the above recommendations. The expansion of special school provision is for the benefit of the whole community, taking into account those who attend the schools, their parents/carers, their families, staff members at the school and local residents.
Alternatives and mitigating actions which have been considered in order to reduce negative effect:
Describe the Mitigating Action
This proposal has a neutral effect.

SEX: <i>Someone being a man or a woman.</i>
State whether the impact is positive, negative, a combination of both, or neutral:
Describe the Impact
John Chilton School will continue to admit children and young people with an Education, Health and Care Plan and does not discriminate based on gender so the impact is considered neutral.
Alternatives and mitigating actions which have been considered in order to reduce negative effect:
Describe the Mitigating Action
This proposal has a neutral effect.

Full Equalities Analysis Assessment

SEXUAL ORIENTATION: <i>A person's sexual attraction towards his or her own sex, the opposite sex or to both sexes.</i>
State whether the impact is positive, negative, a combination of both, or neutral:
Describe the Impact
No differential impact on people based on sexual orientation, so neutral impact identified.
Alternatives and mitigating actions which have been considered in order to reduce negative effect:
Describe the Mitigating Action
This proposal has a neutral effect.

PREGNANCY & MATERNITY: <i>Description: Pregnancy: Being pregnant. Maternity: The period after giving birth - linked to maternity leave in the employment context. In the non-work context, protection against maternity discrimination is for 26 weeks after giving birth, including as a result of breastfeeding.</i>
State whether the impact is positive, negative, a combination of both, or neutral:
Describe the Impact
No differential impact on people based on pregnancy and maternity, so neutral impact identified.
Alternatives and mitigating actions which have been considered in order to reduce negative effect:
Describe the Mitigating Action
This proposal has a neutral effect.

Full Equalities Analysis Assessment

MARRIAGE & CIVIL PARTNERSHIP: <i>Marriage: A union between a man and a woman, or of the same sex, which is legally recognised in the UK as a marriage</i> <i>Civil partnership: Civil partners must be treated the same as married couples on a range of legal matters.</i>
State whether the impact is positive, negative, a combination of both, or neutral:
Describe the Impact
No differential impact on people based on marriage and civil partnership so neutral impact identified.
Alternatives and mitigating actions which have been considered in order to reduce negative effect:
Describe the Mitigating Action
This proposal has a neutral effect.

3. Human Rights²
4a. Does your proposal impact on Human Rights as defined by the Human Rights Act 1998?
Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
4b. Does your proposal impact on the rights of children as defined by the UN Convention on the Rights of the Child?
Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
4c. Does your proposal impact on the rights of persons with disabilities as defined by the UN Convention on the rights of persons with disabilities?
Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
<i>(If yes, please describe the effect and any mitigating action you have considered.)</i>

² For further guidance please refer to the Human Rights & URNC Guidance on the Council Equalities [web page](#).

Full Equalities Analysis Assessment

4. Conclusion
<p>The proposals are not anticipated to disadvantage any equality groups or sub-groups.</p> <p>The proposal is anticipated to have a positive effect for pupils with moderate or severe learning difficulties, alongside physical and/or medical disabilities.</p>
<p>4a. What evidence, data sources and intelligence did you use to assess the potential impact/effect of your proposal? Please note the systems/processes you used to collect the data that has helped inform your proposal. Please list the file paths and/or relevant web links to the information you have described.</p>
<p>Information summarized in the Cabinet report and previous update reports most recently in October 2019:</p> <p>https://ealing.cmis.uk.com/ealing/</p>

5. Action Planning: (What are the next steps for the proposal please list i.e. what it comes into effect, when migrating actions³ will take place, how you will measure impact etc.)				
Action	Outcomes	Success Measures	Timescales/ Milestones	Lead Officer (Contact Details)
<p>Additional Comments:</p> <p>No mitigating actions to be taken.</p>				

³ Linked to the protected characteristics above

Full Equalities Analysis Assessment

6. Sign off: (All EAA's must be signed off once completed)

Completing Officer Sign Off:	Service Director Sign Off:	HR related proposal (Signed off by directorate HR officer)
Signed:  Name (Block Capitals): L M FIELD Date: 19 th January 2023	Signed:  Name (Block Capitals): T QUINN Date: 19 th January 2023	Signed: Name (Block Capitals): Date:
For EA's relating to Cabinet decisions: received by Committee Section for publication by (date):		

Appendix 1: Legal obligations under Section 149 of the Equality Act 2010:

Full Equalities Analysis Assessment

- As a public authority we must have due regard to the need to:
 - a) Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
 - b) Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
 - c) Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

- The protected characteristics are: AGE, DISABILITY, GENDER REASSIGNMENT, RACE, RELIGION & BELIEF, SEX, SEXUAL ORIENTATION, PREGNANCY & MATERNITY, MARRIAGE & CIVIL PARTNERSHIP

- Having due regard to advancing equality of opportunity between those who share a protected characteristic and those who do not, involves considering the need to:
 - a) Remove or minimising disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic
 - b) Take steps to meet the needs of persons who share a relevant characteristic that are different from the needs of the persons who do not share it.
 - c) Encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

- Having due regard to fostering good relations between persons who share a relevant protected characteristic and persons who do not, involves showing that you are tackling prejudice and promoting understanding.

- Complying with the duties may involve treating some people more favourably than others; but this should not be taken as permitting conduct that would be otherwise prohibited under the Act.

Full Equalities Analysis Assessment

1. Proposal Summary Information

EAA Title	Proposals for expanding Mandeville Special School by up to 24 places on a satellite at Oldfield Primary School
Please describe your proposal?	Scheme: Advise Cabinet of the feedback from the consultation on expanding Mandeville Special School by up to 24 places on a satellite at Oldfield Primary School and decide whether to proceed to publish statutory proposals
Is it HR Related?	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Corporate Purpose	Cabinet Decision Report

1. What is the Initiative/Function/Policy/Project/Scheme (*pick one*) looking to achieve? Who will be affected?

The scheme proposes the expansion of Mandeville Special School, a school for pupils aged 2 to 11 years with severe learning difficulties or profound and multiple learning difficulties, many of whom, also have a diagnosis of Autistic Spectrum Disorder, by up to 24 places on a satellite at Oldfield Primary School for Reception and Year 1 pupils.

The key stakeholders include parents of current pupils at the school, parents of future pupils at the school, and local residents will be affected, so potentially all of the protected groups will be affected.

2. What will the impact of your proposal be?

The impact of the change will be to increase the planned capacity of Mandeville School by up to 24 places, and the opening of an additional satellite site in a building at the Oldfield Primary School site, is to plan to provide sufficient special school places. Mandeville School has a borough wide catchment and provides education for pupils severe learning difficulties or profound and multiple learning difficulties, many of whom, also have a diagnosis of Autistic Spectrum Disorder.

2. Impact on Groups having a Protected Characteristic

AGE: *A person of a particular age or being within an age group.*

State whether the impact is positive, negative, a combination of both, or neutral:

Describe the Impact

The proposal to provide additional special school places to serve the local and wider community has a positive impact on those who are of the 2-11 school age. Mandeville has a borough wide catchment

Full Equalities Analysis Assessment

and provides education for young people with learning difficulties, alongside physical and/or medical disabilities.

Alternatives and mitigating actions which have been considered in order to reduce negative effect:

Describe the Mitigating Action

The proposal is anticipated to have a positive effect.

DISABILITY: *A person has a disability if s/he has a physical or mental impairment which has a substantial and long term adverse effect on their ability to carry out normal day to day activities⁴.*

State whether the impact is positive, negative, a combination of both, or neutral:

Describe the Impact

There are limited options for pupils with severe learning difficulties or profound and multiple learning difficulties.

Design professionals have developed a scheme of building works that takes into account the needs of pupils and visitors to the Oldfield Primary site with disabilities - such as improved access and more accessible facilities and fittings.

By opening an additional satellite site in a building at the Oldfield Primary site, additional places and provision will become available for pupils with severe learning difficulties or profound and multiple learning difficulties.

Alternatives and mitigating actions which have been considered in order to reduce negative effect:

Describe the Mitigating Action

The proposal is anticipated to have a positive effect.

GENDER REASSIGNMENT: *This is the process of transitioning from one sex to another. This includes persons who consider themselves to be trans, transgender and transsexual.*

State whether the impact is positive, negative, a combination of both, or neutral:

Describe the Impact

Neutral effect identified in terms of the above recommendations. The expansion of special school provision is for the benefit of the whole community, taking into account those who attend the schools, their parents/carers, their families, staff members at the school and local residents.

⁴ Due regard to meeting the needs of people with disabilities involves taking steps to take account of their disabilities and may involve making reasonable adjustments and prioritizing certain groups of disabled people on the basis that they are particularly affected by the proposal.

Full Equalities Analysis Assessment

Alternatives and mitigating actions which have been considered in order to reduce negative effect:
Describe the Mitigating Action
This proposal has a neutral effect.

RACE: A group of people defined by their colour, nationality (including citizenship), ethnic or national origins or race.
State whether the impact is positive, negative, a combination of both, or neutral:
Describe the Impact
Neutral effect identified in terms of the above recommendations. The expansion of special school provision is for the benefit of the whole community, taking into account those who attend the schools, their parents/carers, their families, staff members at the school and local residents.
Alternatives and mitigating actions which have been considered in order to reduce negative effect:
Describe the Mitigating Action
This proposal has a neutral effect.

RELIGION & BELIEF: Religion means any religion. Belief includes religious and philosophical beliefs including lack of belief (for example, Atheism). Generally, a belief should affect a person's life choices or the way you live for it to be included.
State whether the impact is positive, negative, a combination of both, or neutral:
Describe the Impact
Neutral effect identified in terms of the above recommendations. The expansion of special school provision is for the benefit of the whole community, taking into account those who attend the schools, their parents/carers, their families, staff members at the school and local residents.

Full Equalities Analysis Assessment

Alternatives and mitigating actions which have been considered in order to reduce negative effect:
Describe the Mitigating Action
This proposal has a neutral effect.

SEX: <i>Someone being a man or a woman.</i>
State whether the impact is positive, negative, a combination of both, or neutral:
Describe the Impact
Mandeville School will continue to admit children and young people with an Education, Health and Care Plan and does not discriminate based on gender so the impact is considered neutral.
Alternatives and mitigating actions which have been considered in order to reduce negative effect:
Describe the Mitigating Action
This proposal has a neutral effect.

SEXUAL ORIENTATION: <i>A person's sexual attraction towards his or her own sex, the opposite sex or to both sexes.</i>
State whether the impact is positive, negative, a combination of both, or neutral:
Describe the Impact
No differential impact on people based on sexual orientation, so neutral impact identified.

Full Equalities Analysis Assessment

Alternatives and mitigating actions which have been considered in order to reduce negative effect:
Describe the Mitigating Action
This proposal has a neutral effect.

PREGNANCY & MATERNITY: <i>Description: Pregnancy: Being pregnant. Maternity: The period after giving birth - linked to maternity leave in the employment context. In the non-work context, protection against maternity discrimination is for 26 weeks after giving birth, including as a result of breastfeeding.</i>
State whether the impact is positive, negative, a combination of both, or neutral:
Describe the Impact
No differential impact on people based on pregnancy and maternity, so neutral impact identified.
Alternatives and mitigating actions which have been considered in order to reduce negative effect:
Describe the Mitigating Action
This proposal has a neutral effect.

MARRIAGE & CIVIL PARTNERSHIP: <i>Marriage: A union between a man and a woman. or of the same sex, which is legally recognised in the UK as a marriage Civil partnership: Civil partners must be treated the same as married couples on a range of legal matters.</i>
State whether the impact is positive, negative, a combination of both, or neutral:
Describe the Impact
No differential impact on people based on marriage and civil partnership so neutral impact identified.
Alternatives and mitigating actions which have been considered in order to reduce negative effect:

Full Equalities Analysis Assessment

Describe the Mitigating Action
This proposal has a neutral effect.

3. Human Rights⁵
4a. Does your proposal impact on Human Rights as defined by the Human Rights Act 1998?
Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
4b. Does your proposal impact on the rights of children as defined by the UN Convention on the Rights of the Child?
Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
4c. Does your proposal impact on the rights of persons with disabilities as defined by the UN Convention on the rights of persons with disabilities?
Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
<i>(If yes, please describe the effect and any mitigating action you have considered.)</i>

4. Conclusion
The proposals are not anticipated to disadvantage any equality groups or sub-groups.
The proposal is anticipated to have a positive effect for pupils with severe learning difficulties or profound and multiple learning difficulties.
4a. What evidence, data sources and intelligence did you use to assess the potential impact/effect of your proposal? Please note the systems/processes you used to collect the data that has helped inform your proposal. Please list the file paths and/or relevant web links to the information you have described.

⁵ For further guidance please refer to the Human Rights & URNC Guidance on the Council Equalities [web page](#).

Full Equalities Analysis Assessment

Information summarized in the Cabinet report and previous update reports most recently in October 2019:

<https://ealing.cmis.uk.com/ealing/>

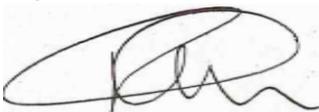
5. Action Planning: *(What are the next steps for the proposal please list i.e. what it comes into effect, when migrating actions⁶ will take place, how you will measure impact etc.)*

Action	Outcomes	Success Measures	Timescales/ Milestones	Lead Officer <i>(Contact Details)</i>

Additional Comments:

No mitigating actions to be taken.

6. Sign off: *(All EAA's must be signed off once completed)*

Completing Officer Sign Off:	Service Director Sign Off:	HR related proposal <i>(Signed off by directorate HR officer)</i>
Signed:  Name (Block Capitals): L M FIELD	Signed:  Name (Block Capitals): T QUINN	Signed: Name (Block Capitals):

⁶ Linked to the protected characteristics above

Full Equalities Analysis Assessment

Date: 19 th January 2023	Date: 19 th January 2023	Date:
For EA's relating to Cabinet decisions: received by Committee Section for publication by (date):		

Appendix 1: Legal obligations under Section 149 of the Equality Act 2010:

- As a public authority we must have due regard to the need to:
 - d) Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
 - e) Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
 - f) Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
- The protected characteristics are: AGE, DISABILITY, GENDER REASSIGNMENT, RACE, RELIGION & BELIEF, SEX, SEXUAL ORIENTATION, PREGNANCY & MATERNITY, MARRIAGE & CIVIL PARTNERSHIP
- Having due regard to advancing equality of opportunity between those who share a protected characteristic and those who do not, involves considering the need to:
 - a) Remove or minimising disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic
 - b) Take steps to meet the needs of persons who share a relevant characteristic that are different from the needs of the persons who do not share it.
 - c) Encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.
- Having due regard to fostering good relations between persons who share a relevant protected characteristic and persons who do not, involves showing that you are tackling prejudice and promoting understanding.
- Complying with the duties may involve treating some people more favourably than others; but this should not be taken as permitting conduct that would be otherwise prohibited under the Act.

This page is intentionally left blank



<p>Report for: ACTION</p> <p>Item Number:</p>
--

Contains Confidential or Exempt Information	No
Title	Male Violence Against Women and Girls strategy
Responsible Officer(s)	Darren Henaghan (Strategic Director of Housing and Environment)
Author(s)	Jess Murray (Assistant Director, Safer Communities) Paul Murphy (Operations Manager – Safer Communities)
Portfolio(s)	Tackling Inequality
For Consideration By	Cabinet
Date to be Considered	22 nd February 2023
Implementation Date if Not Called In	7 th March 2023
Affected Wards	All
Keywords/Index	MVAWG, Violence, Women, Girls, Community, Safety, Crime, ASB, Domestic Abuse

Purpose of Report:

The purpose of this report is to invite members to review the Council’s renewed strategy for tackling male violence against women and girls.

1. Recommendations for DECISION

It is recommended that Cabinet approves the implementation of the Council’s refreshed *Male Violence Against Women and Girls* strategy for the period 2023-2027.

2. Recommendations for NOTING

Cabinet is asked to note the priority areas highlighted within the strategy, along with the data analysis of national and local crime data, as well as the qualitative feedback received through the *Safer Ealing for Women* listening exercise in 2022.

3. Reason for Decision and Options Considered

Ealing and the Safer Ealing Partnership are committed to making the borough a safer place to live, work, and visit for everybody. A key part of this commitment is in recognising and responding effectively to violence against women and girls.

The Council's current plan also includes a strong commitment in relation to MVAWG issues and sets out an ambitious approach to making women safer:

'Continue to take tough action to prevent violence against women and girls, end female genital mutilation (FGM), and extend support through the Women's Wellness Zone network established in the borough. We will also remain committed to enforcing our public space protection order at Mattock Lane, ensuring women have access to family planning free from intimidation, and we will also invest more than £1m in making public spaces safer and well lit.'

The UN defines violence against women and girls as:

Any act of gender-based violence that is directed at a woman because she is a woman

or

Acts of violence that are suffered disproportionately by women

This includes physical, sexual, and psychological/emotional violence, economic abuse, and sexual exploitation. Violence against women and girls can take place at home, at work, or in public places.

Male violence against women and girls is a health and human rights issue, which cuts across all areas of work in Ealing and has links with a number of local strategies, including our approach to health and wellbeing, education, Prevent and community safety. Ealing's strategy is informed by the Government's *Tackling Violence Against Women and Girls Strategy* and by the Mayor of London's *Violence Against Women and Girls (VAWG) Strategy*, the work of the Mayor's Office for Policing and Crime (MOPAC) and the *Domestic Abuse Act (2021)*.

Ealing's existing Violence Against Women and Girls Strategy was devised in 2015. This refreshed strategy reflects the developed knowledge by professionals working with victims and survivors as well as with perpetrators; it also reflects the changes in insight and understanding of the issues among the broader public and our residents.

The latest available data from the crime survey of England and Wales, Metropolitan Police, and organisations working with victims and survivors has been used to inform the refreshed strategy. In Ealing, this learning is additionally underpinned by the feedback from over 2,800 women and girls who took part in the Council's listening exercise, *A Safer Ealing for Women (SEfW)* in early 2022.

The strategy has expanded to recognise misogyny, behaviours, and offences that were not explicitly identified in our previous strategy. Examples of this are the inclusion of stalking within the strategy, recognising the challenge posed by perpetrators and repeat perpetrators, and a sharper focus on women and girls' safety in public spaces.

The offences and challenges explored in the strategy are:

- Rape & sexual assault
- Stalking
- Honour-based violence
- Forced marriage
- Female genital mutilation
- Childhood exploitation & sexual exploitation (this will include gang-related crime and modern slavery etc)
- Trafficking
- Sex working
- The challenge posed by perpetrators and repeat perpetrators
- Women's safety in the public realm
- Domestic abuse
- Misogyny

We know from our listening exercise that some of these issues are universal and affect nearly all women and girls in Ealing, while others are more prevalent in a specific group who are disproportionately affected.

The refreshed strategy sets out four key priorities in response to these challenges:

- Prevention
- Support for victims/survivors
- Developing a Community Co-ordinated response
- Holding perpetrators to account

Another key consideration for Ealing's strategy has been around the label we apply when discussing the issue of violence against women and girls, and specifically to what extent we acknowledge the offender within this. We know violence against women and girls is an overwhelmingly gender-based crime, where the offender or offenders are male.

A number of professional, voluntary and advocacy groups have flagged the 'passive' nature of VAWG as a label, as it implies violence is something that happens but does not explicitly recognise who is committing the violence. For this reason, Ealing's VAWG strategic partnership and the Safer Ealing Partnership formerly recognise within the label we apply that the strategy is targeting those gender-based offences where the perpetrators are overwhelmingly male. A number of other local authorities, community safety partnerships and constabularies are beginning to adopt this term.

The adoption of the term MVAWG does not mean the partnership does not recognise those instances of violence perpetrated on women by other women. Indeed, the partnership, the Council Plan, and the strategy itself recognise there are complex behaviours within the context of interfamilial and honour-based violence, as well as FGM and abuse within same sex relationships, where women do perpetrate violence on other women. However, we know from the evidence reviewed, from careful data analysis, and from feedback from a wide range of professional and voluntary sector partners that the majority of violence against women and girls is perpetrated by men, and that the complexities of interfamilial violence stem from patriarchal hierarchies that reinforce systems of abuse or control by men towards women and girls.

In London, the messaging from City Hall and from the Mayor's Office for Policing and Crime (MOPAC) refers to 'male violence' when discussing issues of violence against women and girls. The recent well-received media communications and awareness campaigns by MOPAC, including the *'Have a word with yourself, then with your mates'* awareness campaign targeting men, remind us that violence 'starts with words,' and that words matter.

We therefore believe it is appropriate to recognise male violence in the label we apply to our strategy and recognise the key role that men play in changing behaviours and attitudes towards women. We understand the fact that including these words in the naming of the strategy may create a wider debate and we welcome this dialogue and feel it is something that should be discussed and understood more. We also recognise that violence against women and girls is complex, and, for the avoidance of doubt, this strategy is clear that all instances of violence against women and girls are unacceptable and that it is our collective responsibility to protect women and girls and support them in feeling safe.

4. Key Implications

4.1 Trust and Confidence

The strategy will influence and direct the Safer Ealing Partnership (SEP)'s work to tackle male violence against women and girls over the coming five years. We know this period will bring a number of challenges, both in terms of tackling perpetrators' behaviours and in addressing cultural and institutional issues related to MVAWG within lead agencies.

That cultural context includes the significant challenges the Metropolitan Police Service is facing in relation to public trust and confidence in them, and in particular, of the trust and confidence women and girls in London have in the police. High profile and horrifying cases involving serving MPS officers has significantly damaged trust and confidence in the police to provide a safe and responsive service to report MVAWG incidents; this erosion of trust impacts the MPS as a whole.

The strategic approach highlighted within this strategy is, therefore, all the more important as a means to progress action and enable partners to act as critical friends, to constructively challenge policing colleagues and the policing service as a whole on the work they are now embarking on to root out those within their ranks who exhibit MVAWG behaviours, and to address vetting and other governance issues that have contributed to the current position. Through this approach, combined with the MPS *Turnaround Plan* and the wider support of agencies, Ealing can play its part in supporting the MPS to deliver their stated objective of creating a new culture within the organisation where MVAWG is not tolerated and, where it does occur, incidents are promptly reported and actioned swiftly as a means to restoring the trust of women and the wider public.

Key to this approach will equally be holding our MPS partners to account on their performance on MVAWG related offences, including setting clear and appropriately ambitious targets in Sanction and Detection rates for domestic abuse, given this is an area where performance has declined over a period of several years and where Ealing's performance is within the MPS lower quartile.

In addition to this role working with and supporting police colleagues, the wider partnership and the Council have a lead role in supporting our communities to regain and rebuild their trust in the police as the lead enforcement agencies in relation to MVAWG issues. Through building stronger and more resilient communities and helping to facilitate wider engagement with policing teams and Council services, we have a key role to play in developing the relationship and in helping residents take an active role in saying clearly that MVAWG behaviours are not welcome in our communities, and they will be challenged where they occur.

4.2 Key areas of delivery

As outlined above, this strategy is the second part of a new and ongoing dialogue for the Council and its partners in relation to our collective approach to MVAWG and the wider work in creating a safer borough for women. A Safer Ealing for Women was the starting point for this work, and it was important for us, prior to formulating a response or setting on a course of action, to listen to the views of women and girls in Ealing about how safe they felt, where they felt unsafe, and the type of behaviours and activities that make an area feel safe or unsafe.

That piece of work has already begun to yield important investment and outcomes. Some of the work and funding opportunities that have stemmed from the insights developed by the SEfW approach and dialogues with Members and senior leaders include:

- Funding for new high-definition CCTV cameras being funded by MOPAC/the Home Office at 14 locations across the borough where women told us they feel less safe

- Funding for new educational work within schools around misogyny and negative attitudes towards women, which works to reduce future instances of MVAWG
- The development of an Ealing specific MVAWG website for women and our wider community to learn more about MVAWG issues, how to report crime and other MVAWG related issues, and find links to local, regional, and national support frameworks and advice and advocacy
- Members and senior leaders have supported continued delivery of our Independent Domestic Violence Advocates by uplifting the total grant provision by £0.070m to both our BAME specific and universal commissions due to begin in October 2023. This uplift has safeguarded provision given the effects of inflation on services and the difficulty in recruiting IDVAs currently in London and take the total Council investment for IDVA's in the borough to £0.250m
- Members and senior leaders have also made available from April 2023 a set budget to cover the commission of Domestic Homicide Reviews, which the organisation is statutorily required to undertake in circumstances where an intimate partner or other family member is responsible for someone's death. Previously the funding of this work created significant pressures within existing budget provision
- We have also continued to have a strong commitment to the Women's Wellness Zone and will build on the offer to women with complex needs, and provide a one stop shop of support and assistance in key areas such as drug and alcohol support, mental health assistance, employment and housing opportunities, and other factors that are key to support women fleeing abusive settings to places of safety
- Utilising the provision identified in the Council Plan to makes spaces safer for women and girls, the Highways service is rolling out a significant street lighting scheme to increase lighting levels across the borough in spaces and at times identified through SEfW to help women feel safer and discourage MVAWG offending

Some of the above projects are still in the implementation stage and will be brought forward throughout 2023.

4.3 Future areas of focus

The strategy sets out some of the key areas of focus we propose to take forward as a partnership to improve the offer across the suite of MVAWG based issues. To support this there are a number of areas of focus for services to look to build on the success of a SEfW and support the ambition set out within the strategy. These include:

- Ealing has led on a consortium bid that has been submitted in the first week of February 2023 to the Home Office perpetrator fund which will see £1,176m worth of investment across Ealing, Hounslow, Hillingdon, and Harrow over two years, offering interventions with MVAWG perpetrators aged 12 and above to support them away from future offending and instances of VAWG. We currently are awaiting feedback on whether this approach will be funded and delivered

- There is a planned focus to further understand the context of MVAWG and specifically domestic abuse within our Council-managed housing provision and seek to both provide additional support and assistance to victims and families to report and exit abusive relationships, and also develop further the use of our powers as a landlord to challenge perpetrators' behaviours
- We will work with Children's and Adults' Social Care and partners to change the way the DV MARAC operates, moving from a three-weekly meeting to a daily meeting, to ensure that high-risk cases of domestic abuse are discussed with 48 hours of referral and safety plans put in place for victims and their children. In addition to a quicker response to manage risk, this also makes workflows and case management more manageable by dealing with those most at risk on a daily basis. We will also continue to build links between the DV and EC MARAC to ensure and link up enforcement actions via civil powers to tackle repeat perpetrators of MVAWG offences
- We will continue to develop a range of additional projects in advance of any short-term grant funding opportunities being offered via the GLA or central government that look to support victims through various service provisions, or develop additional services to support perpetrators away from re-offending
- As part of this strategy, Councillors and senior leaders have made a further commitment of £0.200m to fund a pilot project which will seek to focus on young women with a housing need who also are either victims of domestic abuse or other MVAWG incidents or have experience of domestic abuse growing up. The project will look to assist in sustaining tenancy and other accommodation provision, recognising that secure housing is a key aspect of resilience in relation to DA, and also to provide support to end abuse and access training and education provision to assist with sustaining housing, and reducing vulnerability to cohesive and controlling behaviours.

4.4 Moving the conversation forward and future engagement

As outlined earlier within this report, our conversation around this agenda started with the SEfW listening exercise in January 2022, which was then delivered in September 2022. This strategy is the next step in the ongoing dialogue on MVAWG with our communities, voluntary sector, agencies, and everyone else with a stake in delivering a borough safe for women.

Looking into the future, the next milestones in this journey include reviewing the SEfW action plan in September 2023 and the delivery of the various actions identified as part of the initial response to what women told us they felt would make them feel safer.

We then plan to create a new MVAWG Action Plan, to be delivered in January 2024, based on both the key objectives identified within this strategy but also based on the review of what worked as part of the SEfW response, and also to consider the emerging issues associated with trust and confidence as the police develop their approach. We will also benefit from the delivery of a number of next actions identified in this report including the changes to the DA MARAC process and the outcome of the perpetrator bid and other funding streams that are currently being developed.

5. Financial

a) Financial impact on the budget

The various spend detailed and activity identified within this report has been either funded via existing funding provisions or via grant funding secured from both the Mayor's Office and the Home Office, and other central government departments.

Any additional spend or growth provision will be developed and approved as part of Medium-Term Financial planning processes within the normal financial processes of the Council.

The current secured Council grant provision, which is commissioned as below to Southall Black Sisters and Advance, is currently out for recommissioning.

The other table contents outline the grant award and forecast spend on other initiatives from MOPCA and central government provisions. Where the total is set at £0, this means the funding provision is yet to be agreed or ended:

Funding	Recipient	Source	2022-23 £m	2023-24 £m	2024-25 £m	2025-26 £m	2026-27 £m
L.B.Ealing IDVA Commission	Southall Black Sisters	LBE	0.090	0.125	0.125	0.125	0.125
L.B.Ealing IDVA Commission	Advance	LBE	0.090	0.125	0.125	0.125	0.125
Home Office Safer Streets Fund	Community Safety	MOPAC/ Home Office	0.162	0.192	0	0	0
DLUHC funding implementation of the Housing Duty in the Domestic Abuse Act 2021	Men & Masculinities Programme (Adults Services)	DHUHC	0.035	0.037	0.038	0	0
Women's Wellness Zone	CGL and others	MOPAC	0.212	0.212	0	0	0
New project around housing and DA	TBC	LBE	0	0.200	0.200	0	0

6. Legal

6.1 Section 1(1) of the Localism Act 2011 provides the Council with a power to do anything that individuals generally do, subject to certain prohibitions not applicable in this case.

6.2 The Council has duties under Part 4 of the Domestic Abuse Act 2021 to provide support for victims of domestic abuse. In particular, under section 57, the Council must publish a strategy in relation to the provision of accommodation-based support to victims of domestic violence. The Council's strategy will influence and direct the local partnership board required under section 58.

6.3 Under section 17 of the Crime and Disorder Act 1998, the Council must exercise its functions with due regard to the likely effect on and the need to do all that it reasonably can to prevent crime and disorder in its area. The strategy set out in this report for ending violence against women and girls contributes to the Council complying with its duties under these provisions.

6.4 The Council has a range of statutory responsibilities that are expected to increase and strengthen its response to violence against women and girls. The Council's strategy responds directly to these requirements. The range of statutory duties relating to safeguarding include:

- The Children Act 1989
- Female Genital Mutilation Act 2003
- The Children Act 2004
- The Care Act 2014
- Forced Marriage Act 2014
- Serious Crime Act 2015

7. Value For Money

There are no specific VFM implications contained in this report, and the MVAWG strategy does not impact on this area. The existing process for monitoring the effectiveness of the commissioned services remains. Additional options for improving VFM will be explored in the MVAWG Action Plan.

8. Sustainability Impact Appraisal

The contents of the MVAWG strategy do not have any tangible impact on environment or sustainability issues.

9. Risk Management

There are no significant risks within the MVAWG strategy. As an issue that is of significant public interest and focus, any published material relating to male violence against women is likely to draw attention and interest from the public and from people with differing views.

10. Community Safety

The MVAWG strategy and Action Plan form a key part of the Council's community safety strategy. The strategy sets out clear priorities to preventing violence against women and girls, improving support, building resilience within communities, and robustly targeting and tackling perpetrators.

11. Links to the 3 Key Priorities for the Borough

In setting out the strategy for responding to gender-based violence over the coming 5 years, Ealing's MVAWG strategy underpins Ealing's commitment to fighting inequality.

12. Equalities, Human Rights and Community Cohesion

The listening exercise and design of the proposed strategy has been undertaken having regard to the requirement of the Equality Act 2010, in particular section 149 of the Public Sector Equality Duty ("PSED"). All actions delivered under the strategy and associated Action Plans will be implemented having regard to this duty.

Cabinet is not being asked to make any decision that adversely impacts any protected group or characteristic. The contents of this report do not relate to any action that will engage rights protected under the ECHR.

MVAWG is a health and human rights issue, which cuts across all areas of work in Ealing, particularly in relation to our approaches to health and wellbeing, and crime prevention, and to mechanisms to provide support to all victims of crime.

13. Staffing/Workforce and Accommodation implications

There are no implications for staffing, workforce, or accommodation within the strategy beyond the commitment to retain existing services and to explore options to grow the borough's offer and the broader community support network.

14. Property and Assets

There are no property implications.

15. Any other implications

There are no implications that have not already been set out within the existing body of this report.

16. Consultation

The strategy was informed by a wide range of partners via the Safer Ealing Partnership, Prevent Partnership, VAWG Operational Group and VAWG Strategic Group, and by the views of over 2,800 women.

17. Timetable for Implementation

If Cabinet is minded to approve the refreshed MVAWG strategy, the Council will adopt the refreshed strategy with effect from the expiration of the call-in period.

18. Appendices

Appendix 1: Ealing's Male Violence Against Women and Girls strategy, 2023-2027.

Appendix 2: Report on the outcome of 2022's *A Safer Ealing for Women* listening exercise.

19. Background Information

All of the key information referred to within this report is included in Appendices 1 and 2.

Consultation (Mandatory)

Name of consultee	Post held	Date sent to consultee	Date response received	Comments appear in paragraph:
Internal				
Superintendent Sharon Brookes	Head of Safeguarding, Metropolitan Police West Area BCU	10/01/23	06/01/23	Throughout
Justin Morley	Head of Legal Services (Litigation)	19/01/23	06/01/23	Throughout
Emily Hill	Chief Finance Officer		08/01/23	
Cllr Peter Mason	Leader	17/01/23	30/01/2023	
Cllr Aysha Raza	Cabinet Member for Tackling Inequalities	16/01/23	30/01/2023	Throughout
External				
All members of VAWG Strategic Group	VAWG leads from each service	10/01/23	31/01/2023	Throughout

Report History

Decision type:	Urgency item?
Key decision	No
Report no.:	Report author and contact for queries:
	Joyce Parker, Community Safety Team Leader & Paul Murphy, Safer Communities Operations Manager

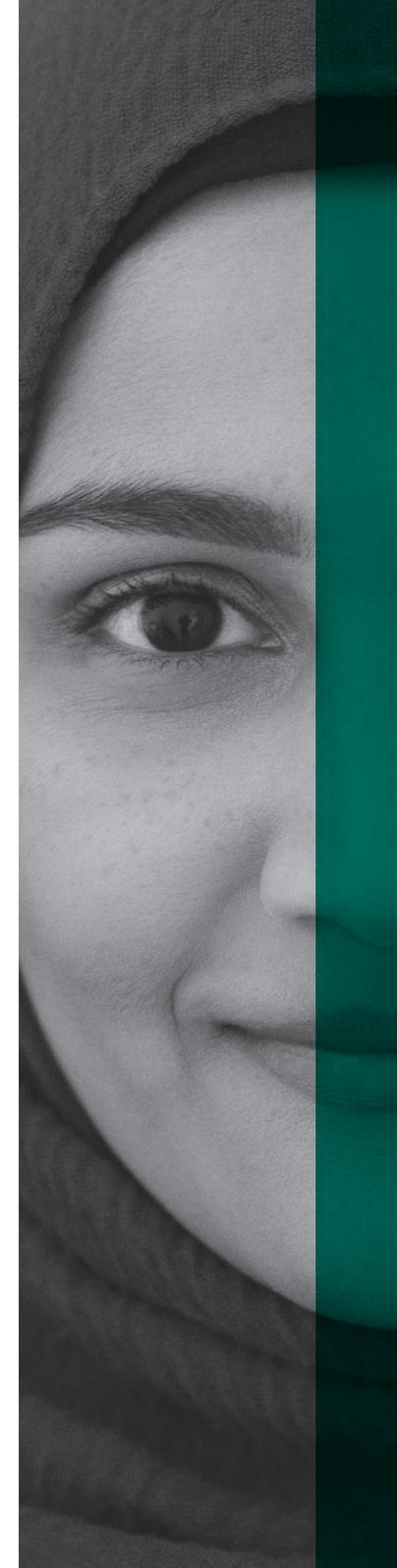
ⁱ Metropolitan Police Turnaround Plan 2023-2025

EALING'S STRATEGY TO TACKLE MALE VIOLENCE AGAINST WOMEN AND GIRLS (MVAWG) 2023 - 2027



CONTENTS

Foreword and Introduction		3/4
1.1	Purpose	5
1.2	Definitions and scope	6
1.3	Context	7
1.4	Ealing's Starting Point	8
Prevalence and Needs Analysis		9
2	National and London-wide Data	9
Key Priorities		15
3.1	Prevention	15
3.2	Support for Victims/Survivors	16
3.3	Developing a Community Co-ordinated Approach	16
3.4	Holding Perpetrators to Account	18
Looking forward		19
Conclusion		23



FOREWORD

We want to make an Ealing for everyone – a borough that actively fights the climate crisis, creates good jobs and tackles inequalities, creating a safe home for all our communities. The sad truth, however, is that far too many women and girls now feel unsafe going about their daily lives given the epidemic of misogyny and Violence Against Women and Girls (VAWG) we have seen across London and the country in recent years.

In the UK, a violent man kills a woman every three days, while almost a quarter of women report having been a victim of sexual assault. Research by UN Women UK has also found that 71 % of women in the UK have experienced some form of sexual harassment in public space, with this number rising sharply to 86 % among women aged 18–24¹. This is simply unacceptable, and it is men who have a responsibility to step up and do more to tackle this scourge. Of course, not all men are violent towards women. But when more than three-quarters of British women say men don't pull their weight in helping to keep women and girls safe, it is clear that more must be done to educate and inform men about the danger of misogynistic attitudes and behaviours.

The appalling murders of Bibaa Henry, Nicole Smallman, Sarah Everard, Maria Rawlings and Sabina Nessa by men in public spaces have sparked a national outpouring of grief and anger – grief for the women whose lives were so cruelly taken, and anger that violence remains a constant threat for women and girls.

Regrettably, this problem has only got worse.

Domestic abuse rates peaked during the first and third lockdowns of the pandemic. And public confidence and trust in the Metropolitan Police is at an all-time low with over a thousand officers' claims of sexual and domestic abuse involving 800 officers², and an embedded culture of violent misogyny - with 76 % of women and girls saying they have no faith in the system³.

This is simply not good enough. It must be changed. It must be tackled.

Everywhere and every day, we know that women and girls are actively modifying their behaviour across every aspect of their lives because of the threat of violence – from what they wear, to what they say, to where they go and when. This happens at home, at work, online or out in public spaces.

We have to be clear – these problems are caused by the unacceptable attitudes and behaviours of too many men. This is not just an issue with the minority of men who are violent, but also with men who are sexist; who continue to behave inappropriately around women; who perpetuate toxic forms of masculinity; or who just stand by silently when women feel threatened, or are being threatened.

It is our duty not to simply respond to Violence Against Women and Girls – we must actively prevent and end it. We want women to be and feel safe, knowing that they can fully participate in life without experiencing or fearing harassment, abuse, or violence from men.

Building on our Safer Ealing for Women listening exercise, we are continuing in this strategy, with a new emphasis on tackling all forms that Violence Against Women and Girls can take, including digital crimes such as cyber-flashing, 'revenge porn' and 'up-skirting' and reporting misogynistic behaviour following the rise of online personalities such as Andrew Tate and Incel community platforms.

Our role as a council is that of a facilitator; putting our communities and their needs at the centre of all we do. Our refreshed Strategy builds on the brave voices who engaged with us last year in our listening exercise and sets out our collaborative approach to reduce and stop Violence Against Women and Girls in Ealing once and for all.

We know that change will not happen overnight, but we believe that together we can help to stop the men who wish to do women harm and drive forward a lasting change so that women and girls can finally live their lives free from fear, harassment, or abuse.



**Councillor Peter Mason
Leader of Ealing Council**



**Councillor Aysha Raza
Cabinet Member
for Tackling Inequality**

¹ [APPG-UN-Women-Sexual-Harassment-Report_Updated.pdf \(unwomenuk.org\)](#)

² [Met chief says 800 officers investigated over sexual and domestic abuse claims - BBC News](#)

³ [APPG-UN-Women-Sexual-Harassment-Report_Updated.pdf \(unwomenuk.org\)](#)

INTRODUCTION

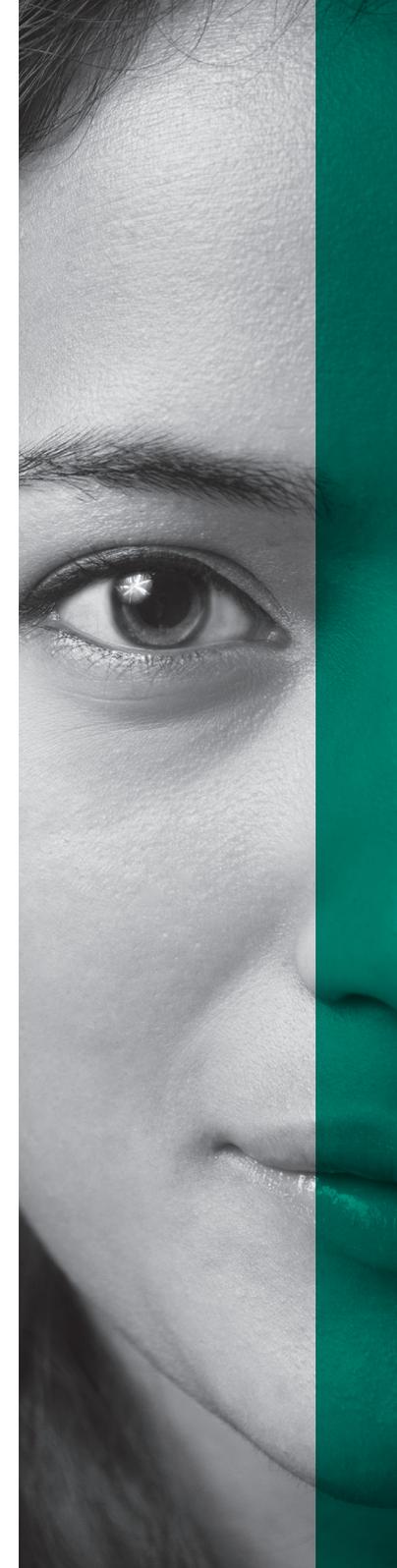
Male violence against women and girls has severe and widespread consequences for individuals, families, and communities

We know from hearing the lived experiences of women and girls both locally and nationally that it has broad social, health, and economic impacts. No single agency can tackle MVAWG alone, and this strategy sets out the role we can all play in tackling MVAWG as part of a comprehensive and partnership focussed approach.

The Council Plan sets out our mission to Page 888
tackling inequality and crime, a key strand of which is the Council's commitment to continue to take tough action to prevent violence against women and girls. We know that to improve women's safety we must challenge and change male attitudes and behaviours, rather than asking women to alter theirs. We must look at the root causes and encourage a culture of respect through awareness and education - especially of young men - to ultimately foster the long-term positive changes that will stop MVAWG.

Our approach is framed within a MVAWG strategy. This is because we know that the majority of these crimes are gender-based and relate to violence disproportionately suffered by women. As well as tackling MVAWG, we must also support and empower survivors to gain independence with a range of specialist services whose offer reflects the needs and diversity of Ealing as a borough. Ealing's zero tolerance approach to MVAWG includes rehabilitating perpetrators and making sure that they are held accountable for their actions.

This strategy forms part of Ealing's call to action for all organisations, large or small, to join us in tackling inequality, challenging misogyny, and making Ealing a fair and inclusive place where everyone is welcome.



1.1 Purpose

This strategy encompasses Ealing's response to HM Government's Tackling Violence Against Women and Girls Strategy and sets out what Ealing intends to do as a partnership in this critical area of work. It is informed by the Mayor of London's Violence against Women and Girls (VAWG) Strategy, the work of the Mayor's Office for Policing and Crime (MOPAC) and the Domestic Abuse Act (2021), and it builds on the work undertaken in Ealing's existing Violence Against Women and Girls Strategy. Insight in devising the strategy is enhanced by the results of the Safer Ealing for Women's listening exercise undertaken from December 2021 to February 2022.

The Council and its partners are committed to making Ealing a safer place to live, work and visit. Protecting and supporting vulnerable groups is a key priority in the Council's Corporate Plan, as is early identification and intervention to prevent problems escalating.

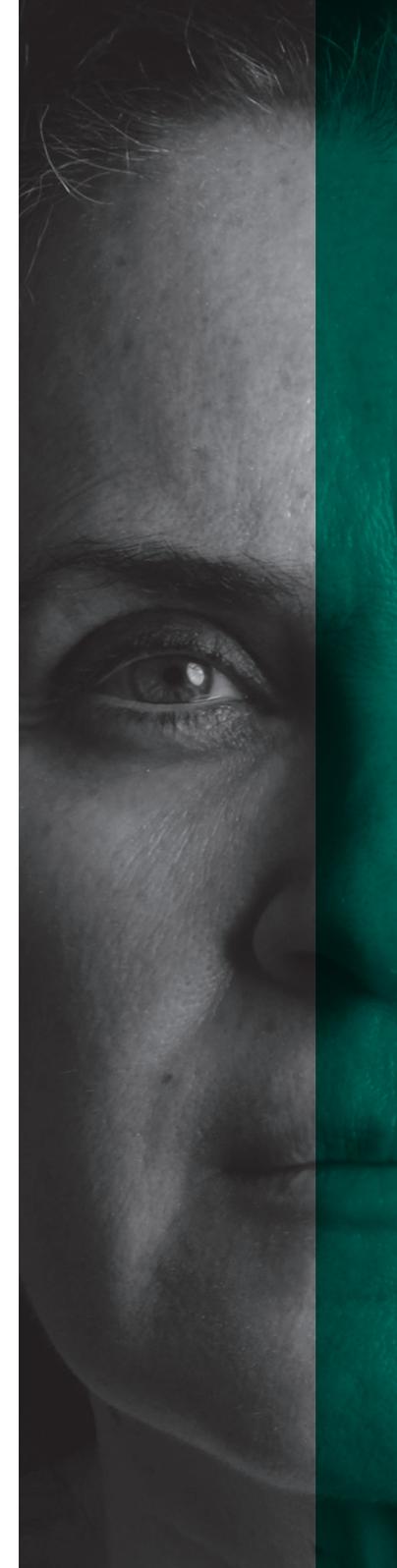
The purpose of this strategy is to set out a comprehensive, partnership focussed approach to reducing the prevalence and impact of violence against women and girls.

The strategy is underpinned by the following themes/priorities:

1. Prevention – preventing violence from happening and/or from recurring, through a combination of education, awareness raising, identification of those at risk, and intervention.
2. Support for victims/survivors – helping women and girls who experience all forms of violence, through appropriate, accessible and quality services.
3. Developing a Community Co-ordinated response – highlighting that it is everyone's responsibility to recognise and effectively respond to MVAWG.
4. Holding perpetrators to account – perpetrators need to know that their behaviour will not be tolerated and where they can seek support to address their abusive behaviour.

Why These Priorities?

- When it comes to prevention we know that through the use of education and community initiatives, behaviours that condone violence against women and girls can be challenged and changed.
- Ealing is a diverse borough and a one size fits all approach to supporting victim/survivors is not appropriate. As well as specialist services we need all services to be trained to identify and offer support to enable them to work with the goal of empowering victims to gain independence.
- Ealing will prepare a Community Response recognising that it is everyone's responsibility to identify and challenge MVAWG and support victims/survivors.
- Perpetrators must be held accountable for their actions.



The key areas of violence against women and girls identified by the partnership which will be impacted by the responses outlined in the strategy are:

- Rape & sexual assault
- Stalking
- Honour-based violence
- Forced marriage
- Female genital mutilation
- Childhood exploitation & sexual exploitation (this will include gang related crime and modern slavery etc)
- Trafficking
- Sex working
- The challenge posed by perpetrators and repeat perpetrators
- Women's safety in the public realm
- Domestic abuse

The strategy also extends to emerging issues including breast ironing, forced gender-based terminations, and forced sexual health interventions. In Ealing, we know from our listening exercise that some of these issues are universal and affect nearly all women and girls in Ealing, while others may be most prevalent in a specific group or groups of women and girls who are disproportionately affected.

1.2 Definitions and scope

This strategy uses the UN definition of violence against women and girls, which is any act of gender-based violence that is directed at a woman because she is a woman, or acts of violence that are suffered disproportionately by women. This includes physical, sexual, and psychological/emotional violence, economic abuse, and sexual exploitation. MVAWG can take place at home, at work, or in public places, such as on the street or public transport.

MVAWG is a health and human rights issue, which cuts across all areas of work in Ealing and has links with a number of local strategies. It relates to our approaches to health and wellbeing, crime prevention and to mechanisms that provide support to all victims of crime. It is also relevant to work to tackle violent extremism undertaken by Ealing through the Prevent agenda for example, as sexual exploitation and grooming can occur in extremist groups.

It is recognised that boys and men also experience violence and abuse, and there is a need to provide them with support and appropriate services. However, research has shown that the majority of the crimes targeted are gender-based and this strategy focuses specifically on addressing violence against women and girls. Ealing will continue to work to ensure agencies develop clear pathways to specialist support for male victims of violence and sexual exploitation.

It is also recognised that there are examples of violence against women and girls that are perpetrated by women. These examples may include instances of interfamilial violence, forced marriage and female genital mutilation, in many cases perpetrated by women who have themselves been victims of such violence. This strategy sets out Ealing's clear commitment to tackle all violence against women and girls, in line with Ealing's Council Plan which sets out Ealing's pledge to continue to take tough action to prevent violence against women and girls, end female genital mutilation (FGM), and extend support through the Women's Wellness Zone network.

Sexual violence, abuse and exploitation cover a wide range of abuses and include: child sexual exploitation; peer on peer sexual exploitation; sexual violence experienced by women engaged in sex working; women who have been sexually exploited into sex working; sexual violence and sexual violence linked to gangs as well as the wider spectrum of sexual violence experienced by women.

We recognise that, within the definition of domestic violence and abuse, there are a wide range of different abuses including: intimate partner violence; violence and abuse from family members; elder abuse; child to parent violence and adolescent to parent violence and our strategy acknowledges the provisions on abuse contained within the Care Act (2014) as well as adhering to the Pan-London Child and Adult Safeguarding Procedures.



This strategy additionally has important connections with (but does not duplicate the contents of) Ealing's strategy to tackle child sexual exploitation (CSE). Delivering both of these strategies involves:

- adopting an ethos that all forms of MVAWG and CSE in Ealing are unacceptable;
- working in partnership and developing multi-agency approaches;
- focusing on prevention, with education and awareness-raising activities for children, parents, and staff (which may cover both MVAWG and CSE);
- the creation and use of early identification systems;
- providing specialist support services for those who experience MVAWG and/or CSE;
- holding offenders to account, and helping them to address their behaviour;
- gathering, analysing, and sharing information.

Where applicable, items from the CSE action plan will also be referred to in the MVAWG action plan.

1.3 Context

National and London-wide context

Our strategy for tackling MVAWG is informed by, and aligns with national and pan-London strategies and action plans. These documents contain a number of common themes, and emphasise the importance of:

- **Preventing MVAWG from happening, by:**
 - challenging misogyny and the attitudes and behaviours that foster male violence against women and girls;
 - creating a culture based on equal rights and respect;
 - early identification and intervention;
- **Providing appropriate levels of support when violence occurs, through:**
 - good, consistent levels of service;
 - statutory and voluntary sector agencies that get the response right first time;
 - local commissioning that meets the needs of victims at a local level;
 - ensuring women and girls have access to protection, justice, and support to rebuild their lives;
- **Taking action to reduce the risk to victims of these crimes and ensure perpetrators are brought to justice, by:**
 - holding perpetrators to account;
 - increasing confidence in criminal justice systems;
 - increasing rates of rehabilitation;

- reducing rates of multiple incidents of violence, using appropriate risk management tools;

- **Co-ordinated community and partnership working** to enable effective delivery of all of the above elements, reduce the prevalence of MVAWG, and support victims and their families to achieve the best outcome.

It is made clear that addressing MVAWG requires a joint approach, with statutory and voluntary sector bodies working along with communities to provide support, share information, and agree practical actions. In London, there is an expectation that every borough will develop strategic approaches to MVAWG, which improve the quality and accessibility of specialist services, and have a local plan in place to address MVAWG in an integrated way.

In London and across the UK there are challenges around the trust and confidence in police following a number of high profile cases involving criminality and misogyny by serving police officers. As part of the Metropolitan Police Service's Turnaround Plan, robust action against a high number of serving police officers is anticipated. It is therefore more important than ever that Ealing and its partners continue their work as a critical friend to police, challenging them where needed and supporting them in recovering the trust and confidence of the public, in particular women and girls in Ealing.

Ealing's strategy has been developed in this context.

1.4 Ealing's Starting Point



National and pan-London documents recognise that local authorities have a significant role to play in developing, delivering, and commissioning services to address the needs of their communities. Local authorities have a leadership role across their boroughs, and are an integral part of local community safety partnerships, safeguarding children boards, and health and wellbeing boards. These are all mechanisms for addressing MVAWG and ensuring there is appropriate support for those who experience it.

Creating a safer and healthier borough are priorities for Ealing Council and its partners. The Council's Corporate Plan includes a commitment to work with partners to reduce crime and the fear of crime and, in particular, to protect and support vulnerable groups who are most at risk of being victims of crime. As MVAWG incorporates many cross-cutting health-related issues, it also falls within the remit of the borough's Health and Wellbeing Board.

As part of the key objective of tackling inequality and crime, Ealing Council's current Corporate Plan includes the following ambition in relation to MVAWG:

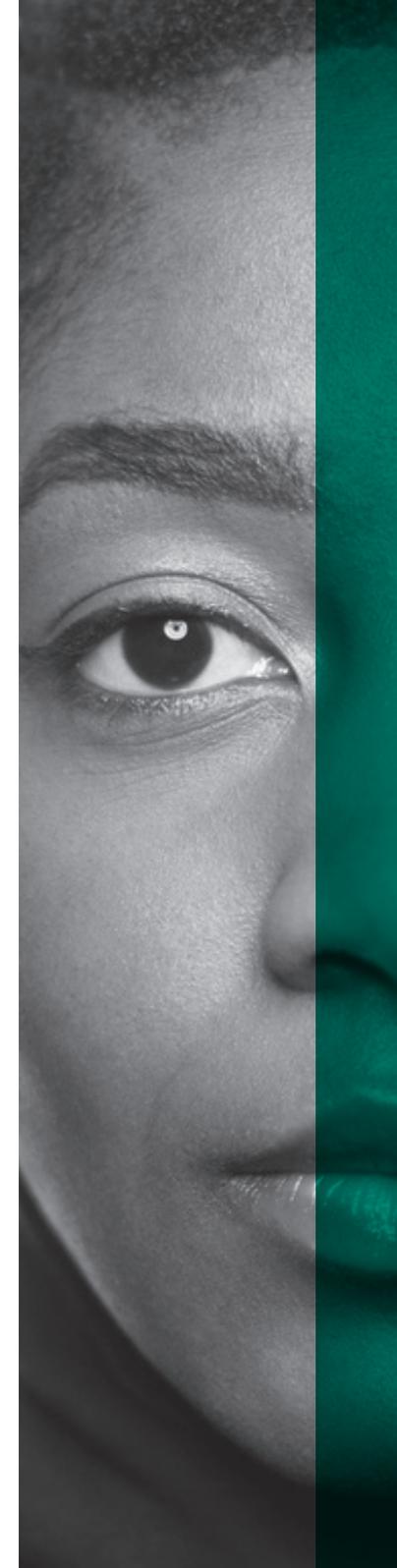
'Continue to take tough action to prevent violence against women and girls, end female genital mutilation (FGM), and extend support through the Women's Wellness Zone network established in the borough. We will also remain committed to enforcing our public space protection order at Mattock Lane, ensuring women have access to family planning free from intimidation, and we will also invest more than £1m in making public spaces safer and well lit'.

This strategy has been developed as a key tool to set out our collective approach and help partners to fulfil these commitments and achieve our priorities for Ealing.

Ealing has adopted some key statements to inform our response to MVAWG

- Violence against women and girls is an abuse of human rights.
- Perpetrators and abusers against women and girls are overwhelmingly men, but men and boys can also be victims of some of these forms of violence. In some cases, women can also be abusers of women.
- Women and girls are disproportionately victims of the forms of violence and crimes that are listed in the definition of violence against women and girls.
- Perpetrators are responsible for their behaviours.

- A co-ordinated community response where agencies and the community work together is the only effective way to prevent and respond to violence against women and girls.
- Abuse can take place regardless of ethnicity, faith, income levels, sexuality or age. However, some women and girls will be at greater risk of some forms of violence.
- Often women and girls are blamed for this form of abuse, the onus needs to be on our communities to create safe spaces where women and girls can disclose if they are experiencing abuse and seek support.
- The forms of violence against women and girls are not isolated strands: they are often connected in a continuum of abuse. Victims often experience more than one form of this violence at any one time or during their experience of abuse.
- Ealing is an extremely diverse borough and a one size fits all approach to supporting victim/survivors and holding perpetrators accountable will not be effective. A women-centred approach is needed to effect change in the borough.



PREVALENCE AND NEEDS ANALYSIS

This strategy has drawn on a range of data and evidence sources, including the national and pan-London documents referred to above, and our previous domestic violence strategy

It is important to note that there are limitations in the evidence base. There is a lack of data for many aspects of MVAWG, both nationally and at a borough level. The nature of MVAWG also means that many crimes are underreported, and many victims do not come to the attention of formal services. However, it is anticipated that delivering the strategy will help to put a greater focus on MVAWG, and encourage and support more women and girls to come forward, thus generating more evidence in the longer term.

2.1 National and London-wide Data

Domestic Abuse

National Picture

While there is no clear longer-term trend in the level of domestic abuse, there continues to be a significantly higher prevalence for female victims than males, and this is true across all categories of abusive behaviour.

A report from the Office for National Statistics published in November 2022⁴

showed that 7.9% of females aged 16-59 experienced domestic abuse of any form in the last twelve months (compared to 3.5% of males). This equates to an estimated 1.7 million adult females and 700,000 adult males experiencing domestic abuse of some form in this period. 29.3% of women had experienced domestic abuse during their adult life.

Of recorded crime in the year to March 2022, 17.1% was flagged as domestic abuse related (11.7% in London).

Personal and socio-economic factors which correlated with an increased likelihood of women being the victim of domestic abuse included: being divorced or separated or single, being a student, being ill or having a long-term sickness, being disabled, living in rented accommodation, and living in a household as the sole adult with dependent children.

The Domestic Abuse Report 2022 published by Women's Aid⁵ identified that 60% of their service users had children, while 5.9% of women in community-based services

and 7.3% of women in refuge services were pregnant.

88% of women accessing services had experienced emotional abuse, and 67% had experienced jealous or controlling behaviour. The average length of time that women accessing services had been experiencing domestic abuse was six years.

They also identified that 38% of their service users disclosed mental health issues, and for those in refuge services this proportion was higher (49%).

Data from the Crime Survey for England and Wales (CSEW) in March 2018⁶ indicated that women are more likely than men to tell someone about domestic abuse that they are suffering, and that this is most likely to be either a friend/neighbour or a relative. Only 18.4% reported the abuse to the police.

⁴ Domestic abuse in England and Wales overview: November 2022 [Domestic abuse in England and Wales overview - Office for National Statistics \(ons.gov.uk\)](https://ons.gov.uk/domestic-abuse-in-england-and-wales-overview)

⁵ Women's Aid (2022) The Domestic Abuse Report 2022: [The Annual Audit The-Domestic-Abuse-Report-2022-The-Annual-Audit.pdf \(womensaid.org.uk\)](https://www.womensaid.org.uk/the-annual-audit-the-domestic-abuse-report-2022-the-annual-audit.pdf)

⁶ CSEW March 2018 Crime in England and Wales - [Office for National Statistics \(ons.gov.uk\)](https://ons.gov.uk/csew)



Police Recorded Data for Ealing⁷

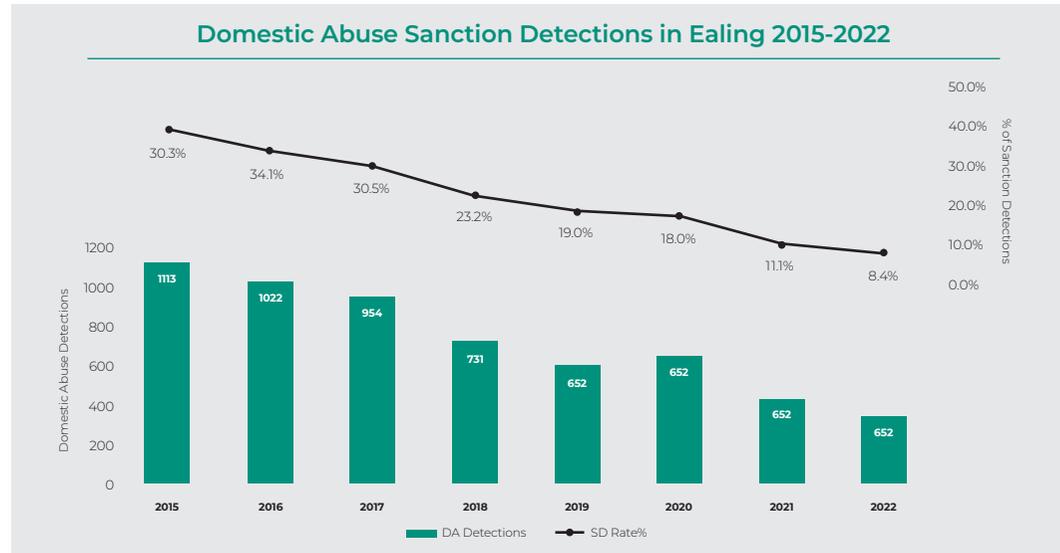
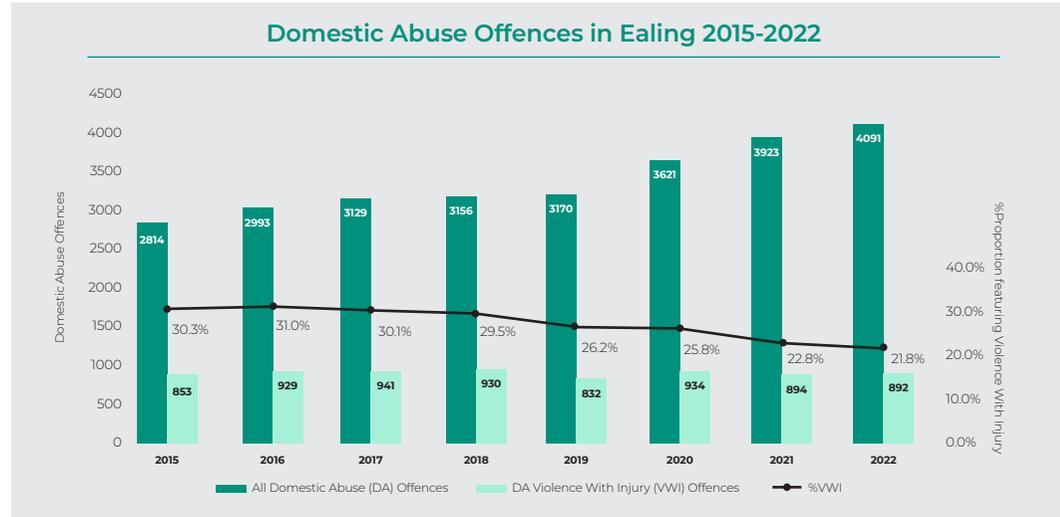
In common with the national picture, there is a clear rising trend in the level of domestic abuse offences being recorded by the police in Ealing over recent years.

Over the same period, there is no directional trend in the number of offences which feature violence with injury, these figures being relatively stable in absolute terms.

In the context of CSEW findings, this trend suggests there may be improved recording procedures and an increased awareness and confidence by victims in reporting offences, driving the growing overall level of offences that do not feature violence.

Domestic abuse detections have fallen dramatically year-on-year in Ealing, in absolute terms and as a detection rate (which was almost 40% in 2015, and 8.4% in 2022).

Ealing had the 4th lowest detection rate (of 32 boroughs) in 2022. This may be part of a wider policing trend or policy but is concerning nonetheless.



⁷ Metropolitan Police 'Stats and Data' Domestic Abuse Dashboard [Stats and data | Metropolitan Police](#)



Sexual Offences

Looking at police-recorded sexual offences, the Office for National Statistics⁸ report that for the year ending March 2020, there were almost four times as many female victims (618,000) as male victims (155,000).

They note that the volume of sexual offences recorded by police is trending upwards year-on-year, but that the prevalence indicated by the Crime Survey for England and Wales is showing relatively stable figures over the same period. However, the volume recorded by police remains well below the number of victims estimated by the survey. Recent CSEW (March 2022)⁹ findings show that 3.9% of females aged 16-59 experienced a sexual assault in the last 12 months.

A breakdown within the CSEW findings for the year ending March 2020¹⁰ showed that the highest category of sexual assault was 'unwanted sexual touching' affecting 2.7% of all females aged 16-59, with 0.8% being victims of rape or attempted rape.

Fewer than one in six (16%) female victims of sexual assault by rape or penetration reported it to the police.

In Ealing in 2022, the police recorded 360 offences of rape which was an increase of 16.5% compared to the previous year. There were 574 'other' sexual offences recorded, which was 1.5% lower than the figure for 2021.¹¹

Child Abuse

The ONS published a report into the extent and nature of child abuse in England and Wales in January 2020¹² which included findings relating to the prevalence of abuse before the age of 16, based on the experiences of adult respondents aged 18 to 74 years.

Females were more likely than males to have experienced some form of abuse as a child, with 24.8% reporting having experienced any abuse (compared to 16.5% of males).

Looking at some of the different categories of child abuse experienced by females:

1. 11.8% had experienced emotional abuse
2. 7.5% had experienced physical abuse
3. 11.5% had experienced any form of sexual abuse
4. 3.4% had experienced assault by rape or penetration (including attempts).

Female Genital Mutilation (FGM)

There is limited information relating to FGM but Trust For London published a report in 2015¹³ which estimated that 2.1% of women in London are affected by female genital mutilation and that this was the highest rate for any UK city. They indicated that their assessment was that no local authority area is likely to be free from the harm of FGM.

Forced Marriage

The UK Forced Marriage Unit¹⁴ provided advice and support in relation to 337 cases during 2021, of which 18 related to female genital mutilation only. Due to a change in counting procedure, direct comparison with previous years is not possible.

Forced marriage is an issue which affects male victims as well (74% of victims were female and 26% male), but disproportionately impacts women and girls.

Two-thirds of cases were referred by professionals working for social services, the police, the Home Office and those in the education, legal and health sectors.

Over 70% of victims were aged 30 or under, with 22% aged under 15 and a further 31% aged between 16 and 21 years.

On assessment, there were mental capacity concerns identified for over 40% of the female victims and over half of the male victims.

⁸ Sexual offences in England and Wales overview: year ending March 2020 [Sexual offences in England and Wales overview - Office for National Statistics \(ons.gov.uk\)](#)

⁹ CSEW March 2022 Crime in England and Wales - [Office for National Statistics \(ons.gov.uk\)](#)

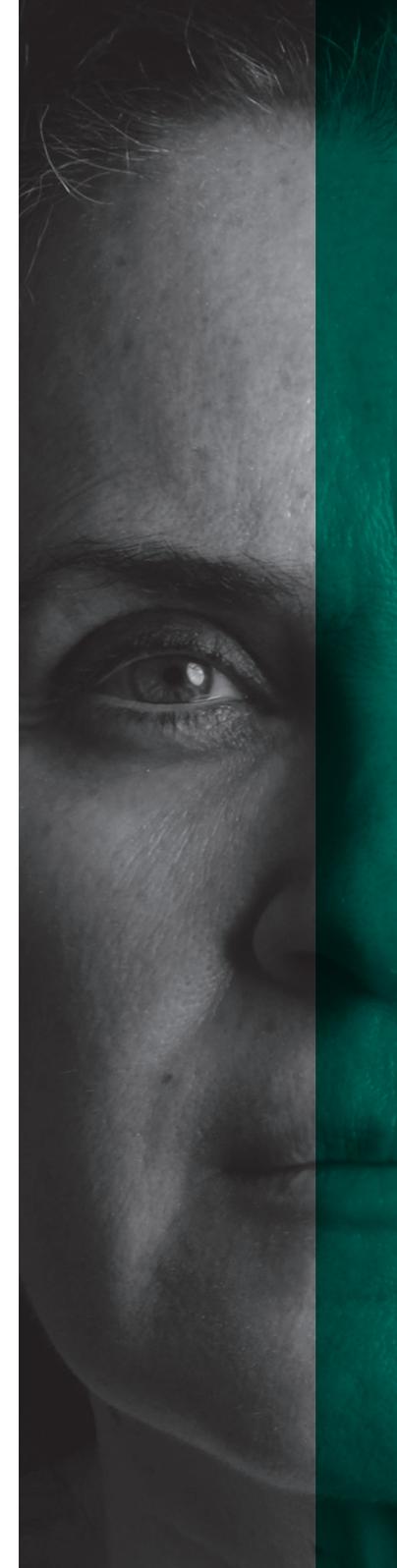
¹⁰ CSEW March 2020 Crime in England and Wales - [Office for National Statistics \(ons.gov.uk\)](#)

¹¹ Metropolitan Police 'Stats and Data' Crime Dashboard [Stats and data | Metropolitan Police](#)

¹² Child abuse extent and nature, England and Wales: year ending March 2019 [Child abuse extent and nature, England and Wales - Office for National Statistics \(ons.gov.uk\)](#)

¹³ Trust For London [Updating and improving estimates of the prevalence female genital mutilation in England and Wales \(fral.cdn.digitaloceanspaces.com\)](#)

¹⁴ [Forced Marriage Unit statistics 2021 - GOV.UK \(www.gov.uk\)](#)



Modern Slavery

The Home Office reported that 12,727 potential victims were referred to them during 2021, representing an increase of 20% on the previous year¹⁵. Most of the potential victims (69%) reported being exploited within the UK, and over 30% of all referrals made to the Home Office were from the Metropolitan Police Service.

2,923 (23%) potential victims were female, with 1,145 of these being aged 17 or under.

The most common categories of exploitation identified included criminal, labour, domestic and sexual exploitation, and often potential victims are subjected to more than one type.

More than 54% of the female potential victims experienced sexual exploitation, and this rose to 62% for females aged 17 or under.

Violent Crime and Homicide

The Crime Survey for England and Wales for the year to March 2022¹⁶ - and a breakdown of police-recorded data published alongside it¹⁷ - provided some insight into the violent crime picture nationally. The commentary observed that while there was no recent significant trend in the overall prevalence of violent crime, victimisation rates as indicated by the survey had generally been falling since a peak at the end of 1995, while recording practices have improved recently with more violent crime officially recorded by the police between 2013 and 2022.

Domestic abuse contributes significantly to the overall level of violent crime, with 34.4% of violent offences in the last year flagged as being domestic abuse related (32.5% in London). For violent crimes with female victims, this proportion was higher with 50.5% marked as being domestic abuse offences.

Female victims of violence were most likely to be assaulted by an intimate partner (43%), by acquaintances (24%) or family members (23%). Stranger offences accounted for 9%. Those aged between 15 and 44 years were proportionally more likely to be victims of violence.

During the year to March 2022, 30% of homicide victims were female. Of the 573 females killed, 269 (47%) were victims of domestic homicide aged 16 and older, and almost all of these offences (260) featured male suspects. In London, the proportion of domestic homicides was 50 of 91 female victims (55%).

Where there was a known suspect, two-thirds of female homicide victims were killed by a partner or ex-partner.

¹⁵ [Modern Slavery: National Referral Mechanism and Duty to Notify statistics UK, end of year summary 2021 - GOV.UK \(www.gov.uk\)](#)

¹⁶ [CSEW March 2022 Crime in England and Wales - Office for National Statistics \(ons.gov.uk\)](#)

¹⁷ [All data related to Crime in England and Wales: year ending June 2022 - Office for National Statistics \(ons.gov.uk\)](#)



Stalking

The Crime Survey for England and Wales for the year to March 2022¹⁸ estimated that 23.3% of women have been the victim of stalking since the age of 16, with the most common forms experienced being by a partner or ex-partner and cyber stalking.

The data equates to an estimated 5.6 million women having been the victim of stalking at some point in their adult life, and 1.2 million women having been stalked in the last 12 months, including 203,000 female victims of partner/ex-partner stalking and 510,000 female victims of cyber stalking.

Harassment

THE ONS published a bulletin in May 2022, drawing on the findings of an Opinions and Lifestyle Survey (GB) in February and March of 2022 which collected views and experiences relating to harassment for the previous year.¹⁹

This found that, in the last 12 months:

- 11% of women felt that they had been followed
- 13% of women had been insulted or shouted at by a stranger in public
- 15% of women had experienced catcalls, whistles, unwanted sexual comments/jokes from a stranger in public

Women aged 16-34 years reported a significantly higher prevalence of feeling they had been followed (25%) and of experiencing catcalls, whistles, etc (38%).

A Safer Ealing for Women – local survey and perceptions

At the beginning of 2022 Ealing undertook a ground-breaking listening exercise with the aim of understanding experiences and perceptions of women across the borough²⁰. It was open from 10 December 2021 to 28 February 2022 and was primarily an online survey with an interactive map element and some complementary focus groups. Over 3,500 people started the survey with over 2,800 completing most or all of the questions. 45 participants took part in the focus groups and over 2,100 pin locations were added to the interactive map. Among the key findings were:

Women felt least safe when using car parks, parks/playgrounds and bus stops; they felt most safe in town centres and shopping areas and in bars and restaurants. Across all areas of the borough, women felt significantly less safe at night.

The factors that contributed most to feeling unsafe in particular areas were: secluded and poorly lit locations (73% of respondents), groups of people loitering (72%), being approached or harassed (66%), and a lack of other people around (61%).

The factors that were most cited as making women feel safer in locations were good lighting (93%) and other people using the area (81%).

Over half (57%) of respondents said that they had at some time experienced inappropriate or sexual harassment, comments or behaviour in a public space in Ealing. Of these, only 14% had reported it to the police or an authority of any kind. For younger people (aged 24 or under), a higher proportion had experienced something inappropriate (71%) and a lower proportion had reported it (8.5%).

Of the women who had reported an incident, 58% said that they felt somewhat or very dissatisfied with the reporting experience and response, and for BAME respondents this proportion was higher still (70%).

¹⁸ [Stalking: findings from the Crime Survey for England and Wales - Office for National Statistics \(ons.gov.uk\)](https://www.gov.uk/government/statistics/crime-survey-for-england-and-wales-2022)

¹⁹ [Perceptions of personal safety and experiences of harassment, Great Britain - Office for National Statistics](https://www.gov.uk/government/statistics/perceptions-of-personal-safety-and-experiences-of-harassment-great-britain)

²⁰ https://www.ealing.gov.uk/download/downloads/id/18033/findings_report.pdf



Only 10% of women said that they knew of any organisation that supported women and girls who had experienced violent or abusive incidents.

When asked to identify one or two locations where they felt most unsafe, the most frequently highlighted areas were around or close to the borough's largest town centre areas and transport hubs, with Acton, Ealing, West Ealing, Hanwell Broadway and Southall Broadway all featuring.

Page 878

Recommendations from Ealing Domestic violence homicide reviews

Since 2012, there have been four domestic violence homicide reviews in Ealing. Recommendations included the development of:

1. clearer pathways to support services;
2. an information sharing process between partners;
3. an audit of referral processes, to ensure effective referrals and safeguarding systems;
4. a borough-wide publicity campaign, publicising access to support services;
5. a review of the funding for support services for non-crime incidents.

More than **2,800** women completed the online survey and **45** women and girls participated in focus groups

Nearly **6,000** free text comments were submitted providing valuable information and personal insight

Over **2,100** pins were added to an interactive map showing where women felt least safe in Ealing

Across all areas of the borough women told us they felt significantly less safe at night

The public spaces where women felt least safe included car parks, bus stops and parks & playgrounds

Secluded and dark spaces, people loitering in groups, and being harassed or approached made women feel less safe

Factors with the most positive impact on safety in public spaces were good lighting and other people using the area

A SAFER EALING FOR WOMEN

90% of women did not know of any local support organisations for women and girls who had suffered violence or abuse

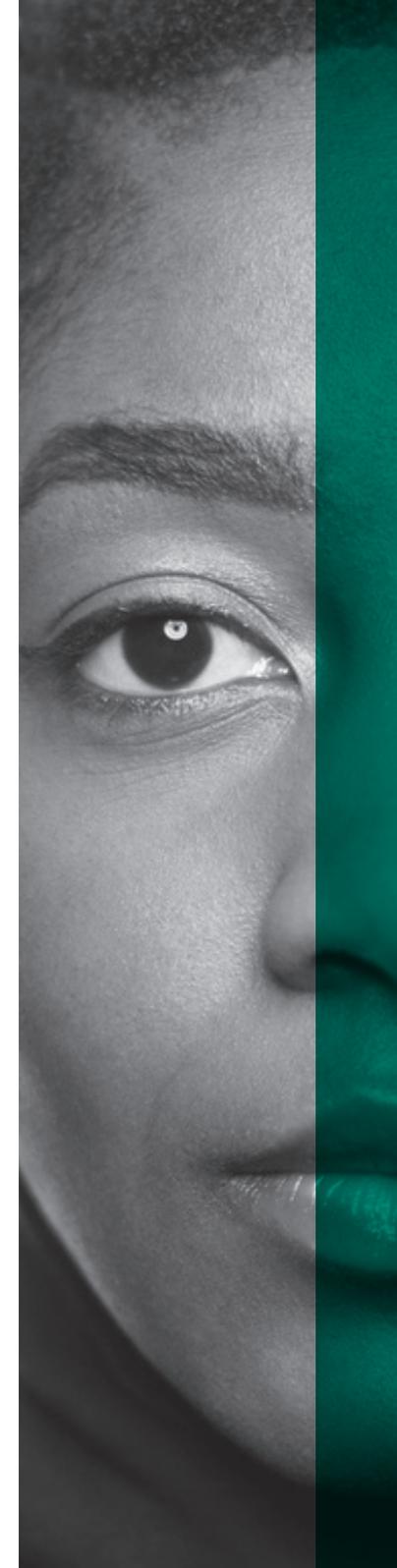
57% of women had experienced inappropriate behaviour towards them in a public space in Ealing

86% of women who experienced an incident did not report it to the police or any other authority

58% of women who made a report were dissatisfied with the reporting experience and response

Women said they wanted to see environmental improvements like lighting and CCTV, better policing & enforcement, and more education & engagement

Respondents described increasing respect and making men take responsibility for changing their behaviour as the key themes for improving the safety of women and girls



KEY PRIORITIES

The priorities and objectives that follow provide a summary of what partners want to achieve in relation to MVAWG, and why. They have been developed following consideration of the evidence base, key issues we are seeking to address in Ealing, and work that is already underway across London and within the borough

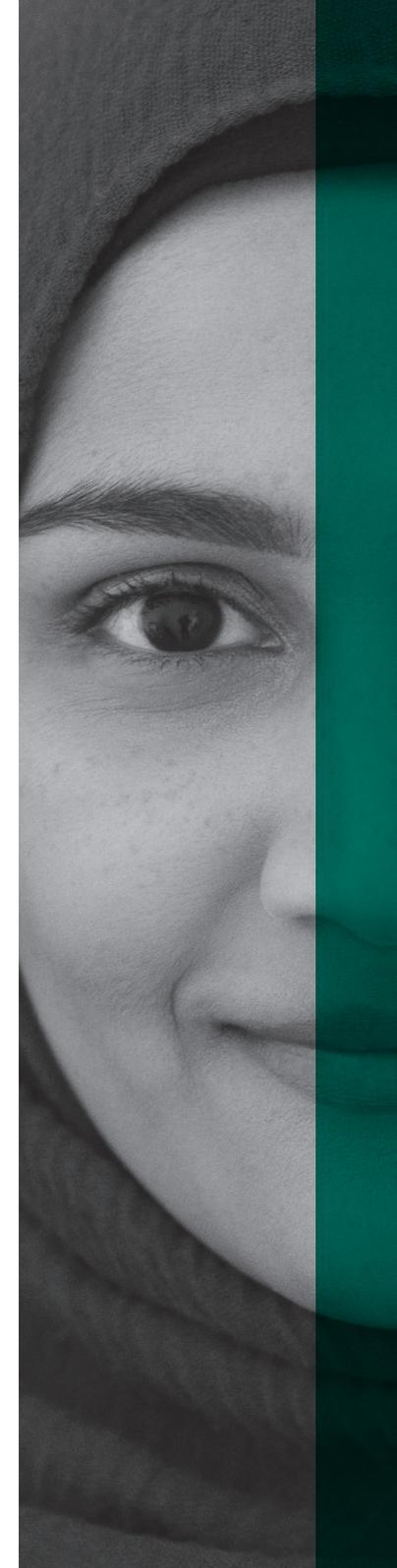
3.1 Prevention

What we know

- Violence against women and girls is a continuum of abuse (from sexual harassment through to homicide) defined by power and control which reinforces gender inequality
- Prevention is fundamental in challenging and changing views and behaviours that perpetuate violence against women and girls and we should encourage healthy ways of relating
- Forms of controlling behaviour eg financial control, stalking and online abuse are often a sign or a flag for more violent behaviour in the future
- Abusive behaviour should not be normalised which in some contexts it may have been. We need to support the whole community to prevent violence in the future
- Witnessing or experiencing violence in their home or within their own relationships can significantly impact on a young person's ability to fully participate in school and achieve their full potential
- Professionals need to speak consistently and with one voice and share information and collaborate to deliver prevention initiatives

The Partnership Response

1. Building on current programmes ensure the implementation of high quality relationship education in schools and other youth settings. Develop information/resources for parents, carers and guardians. Recognising that young people often disclose to other young people, we should look to facilitate youth champions and peer support to provide them with the knowledge and skills to respond.
2. Work with communities across Ealing to ensure a common understanding and language to describe a healthy relationship. Ensure that everyone is conveying the same message in condemning violence against women and girls.
3. Ensure that there is good quality, consistent training across the borough for professionals so they are able to identify and effectively respond to violence against women and girls and refer to specialist support.
4. Develop campaigns via a range of communication channels to deliver clear and consistent messaging about misogyny and unacceptable attitudes and behaviours, as well as information on how to disclose incidents..
5. Work with partners across the borough to ensure that violence against women and girls is taken seriously, ensuring that victim/survivors receive a good response and partners have the understanding that it is not about one-off incidents but patterns of behaviour.
6. Ensure that violence against women and girls is integrated into wider initiatives including Ealing's response to serious youth violence and anti-social behaviour in public places.



3.2 Support for Victims/Survivors

What we know

- Women and girls are disproportionately victims of the abuse and crimes listed in the definition of violence against women and girls. Men and boys can also be victim/survivors of some forms of violence
- To ensure an improvement in a victim/survivor's life we need to build up their resources including their social networks and skills so they can go on and live independent lives
- Raising awareness of violence against women and girls and creating more safe spaces to disclose will increase the number of disclosures and the number of victims needing protection and support
- Professional agencies need to deliver high quality joined up services
- Victims/survivors are often required to recount their experience to different agencies, sometimes numerous times before they are listened to and get the support they need. A more personalised targeted approach early on in the victim's journey means an improved experience for the victim, improved outcomes and potential resource efficiency for agencies
- Victims can face a range of barriers including practical and multiple disadvantages so in order to support reporting of abuse we need to support victims to overcome these barriers
- Women and girls often experience more than one form of abuse and these different experiences will have an impact on how support is accessed. We need to ensure that our approach is women-centred

The Partnership Response

1. Ensure that the development of support services is informed by survivors' experiences of those services
2. Ensure that women have a choice of support services that suit their needs, ensuring that specialist organisations that support particular groups, for example LGBT clients, older clients and BAME women, are included.
3. Ensure professionals and victims/survivors understand safeguarding pathways and know how to access support.
4. Increase communication between services, ensuring that all professionals know what to do in the case of a disclosure and how to refer appropriately.
5. Work with other agencies including community and faith organisations to ensure that in cases where translators are needed, these are not family members or from the community to enable victims to feel more confident reporting.
6. Ensure all services have a clear understanding of how to support victim/survivors.
7. Create safe spaces for survivors to disclose across Ealing.
8. Ensure that the partnership between statutory services and specialist violence against women and girls services has strong, clear and sustainable communication and pathways.



3.3 Developing a Community Co-ordinated Approach

What we know

- Where we have resilient communities, with residents better connected into a broader support network, with stronger links to others and are less isolated, they are more likely to have the tools and resilience required to report instances of MVAWG and see these through to an outcome. Stronger communities will help deliver the ambition of this strategy.
- No single agency can be responsible for ending violence against women and girls. Working in partnership across services and communities will provide the best response and outcomes for victims/survivors.
- Ealing has a strong community with networks already in place.
- There are still those in communities who may condone abuse or be perpetrators of abuse which is not challenged by others in their community. There are institutions, societal and cultural norms that mean that abuse goes unchallenged. Ealing's challenge will be to challenge and alter the acceptance and response to abuse within individuals and communities.

Page 881

Partnership Response

1. Ensure that the model that Ealing designs means any disclosure of violence against women and girls triggers immediate support, and where appropriate, connecting victims and survivors to community initiatives to reduce isolation and increase confidence and provide them with a supportive network.
2. Ensuring that community initiatives have peer networks of survivors as well as generic community groups that have been identified as safe spaces and who work with the specialist services to design suitable approaches.
3. Working with community groups to co-design the guidance and support they need to create safe spaces, deal with disclosures and refer victim/survivors to support.
4. Developing third party reporting centres where victim/survivors can disclose and be linked to specialist services.
5. Support the development of a network of peer support initiatives and confirmed safe community groups.
6. Develop tailored communications and awareness raising that speak to all communities ensuring that any materials are visible in relevant spaces.
7. Create a community response that fosters a culture of collective responsibility and accountability, where everyone has a role to play and everyone holds themselves and others to account.



3.4 Holding Perpetrators to Account

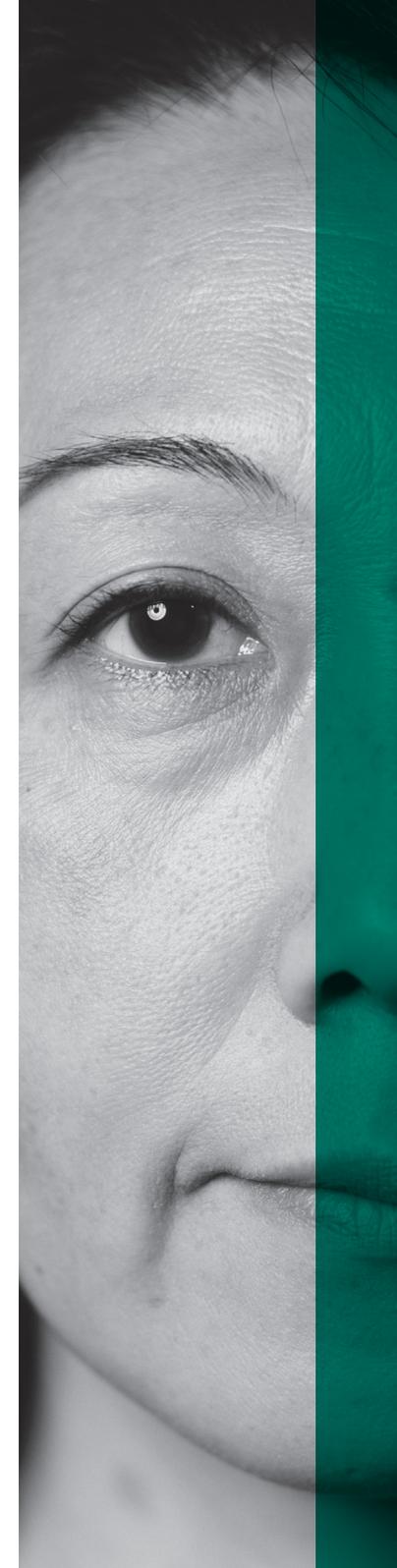
What We Know

- Perpetrators of violence against women and girls are overwhelmingly men.
- A multi-faceted approach with programmes addressing behavioural and attitudinal change alongside support for the non-abusing partner has proved to be effective with perpetrators and reduces rates of violence against women and girls.
- In the wider context of violence against women and girls, perpetrators can be intimate partners but also wider family members.
- Domestic abuse perpetrators often tend to be younger, further evidencing the need for prevention programmes.

Page 882

The Partnership Response

1. Commission preventative/early intervention programmes targeting boys and men.
2. Commission accredited perpetrator programmes which are integrated into the wider response to violence against girls in the borough.
3. Work with criminal justice partners to increase the percentage of successful outcomes for victims/survivors and increase accountability for perpetrators across all areas of MVAWG.
4. Develop stronger links between Integrated Youth Services and wider Children and Families' services to strengthen multi-agency working to tackle younger perpetrators of violence against women and girls.
5. Utilise existing anti-social behaviour and civil enforcement powers to overcome instances where managing perpetrators via the more traditional criminal justice route has proven challenging.



LOOKING FORWARD

What Does the Approach Mean for Ealing Victims/Survivors and Communities in Ealing?

The commitments made in this strategy are intended to have a positive impact on the lives of not only victims and survivors of violence against women and girls, but more broadly on the lived experience of women and girls' safety in general in the borough. If this approach is successful:

1. Women and girls are empowered to disclose what is happening, knowing where to go for help and that support will be available.
2. Residents and professionals will have strong knowledge of how to support people within their communities who are experiencing abuse.
3. Individuals and communities will feel confident to challenge attitudes that can lead to violence against women and girls and have the knowledge to respond safely.
4. Relevant support that meets individual needs will be available.
5. Abusive practices that target women and girls will be recognised and challenged.
6. Residents, communities, victims/survivors and professionals will be working together to tackle abuse in Ealing.
7. Women and girls will feel safer in public spaces in the borough and feel confident in reporting incidents should they occur and receive an appropriate response.
8. Focus future project and funding opportunities that support and assist victims in the criminal justice process, see through allegations to outcome, and support consequences and sanction for perpetrators.
9. Perpetrators of violence against women and girls will know that Ealing takes a zero tolerance approach to violence against women and girls and they will be held to account.
10. It must be recognised that over the past three years there has been a number of high profile incidents within statutory authorities, including the Met Police and LFB, that have directly impacted the levels of trust and confidence communities, and in particular women, have in these services. Hence a key focus for our partnership is a commitment to calling out inappropriate behaviours within services and holding each other to account. Further to this, as these behaviours are addressed and rooted out, we must support the community and work to rebuild trust and confidence within our key public services to ensure the delivery of many strands of this strategy.



Key areas of focus to deliver the objectives set out in this strategy

As we work to consider and implement the findings and recommendations of this strategy, in addition to taking forward the identified areas of action already committed to as part of the Safer Ealing for Women report and action plan, we will also look to explore the following key considerations to assist in developing our organisational and partnership-based approach to MVAWG in Ealing:

- The Council has committed to providing additional funding via the Housing Revenue Account to support the commissioning grant for Independent Domestic Abuse Advocates which is due to be taken forward in Autumn 2023. This will ensure continued levels of service and ensure victims are supported to escape MVAWG.

- We will work with partners to consider further the link between housing and domestic abuse. As a landlord we have additional support and funding opportunities in addition to further interventions and enforcement options to seek to deliver better outcomes for tenants that are victims of MVAWG.
- We will also seek to better understand the effects of MVAWG on homelessness and work to address these and enable victims to access safe, secure housing.
- Work with partners within Adults' and Children's Services to further develop and update our DA MARAC process, creating better links and integration between services to support vulnerable victims and provide a route out of violence and abuse.
- We will focus on finding new or previously unrealised funding provision to build services that will primarily seek to:
 - Support victims to access and develop support networks, actively report and take forward MVAWG offences and successfully exit abusive relationship and circumstances.
 - Continue to build a perpetrator focused response, including preventative opportunities in educational settings and support work to reduce recidivism, with targeted enforcement actions against repeat and predatory abusers.
 - As part of this approach, we will build and grow the offer made available via the Women's Wellness Zone, our one stop shop for women with complex needs. This will include additional provision for high risk victims as well as developing our offer for lower risk groups and those who are on a risk pathway to higher need.

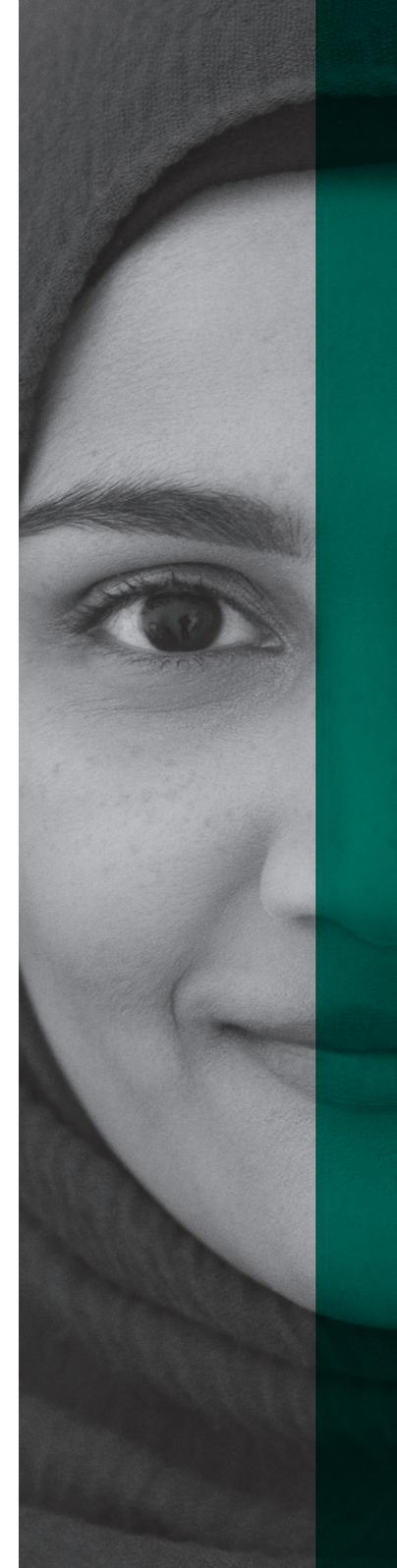
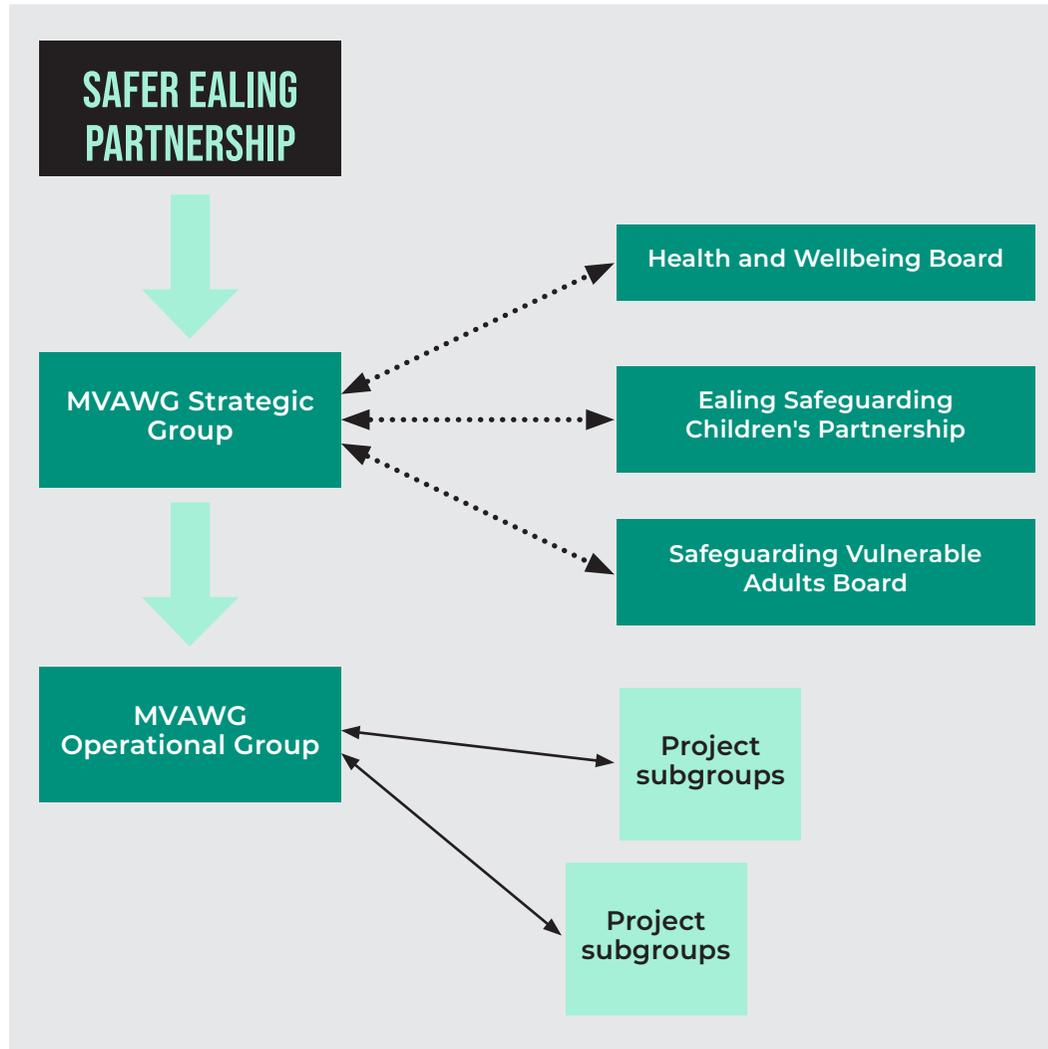


Governance Arrangements

The Safer Ealing Partnership owns this strategy and is ultimately responsible for ensuring its delivery. The MVAWG Strategic Group will oversee delivery of the strategy. This Group comprises senior officers representing a range of agencies and sectors, including Ealing Council, the police, and the health, probation, courts, and voluntary sectors.

The MVAWG Task Group will provide operational support, supplemented by time limited, task and finish, project subgroups. Membership of the Task Group aligns with the Strategic Group, but from an operational and service delivery perspective.

These arrangements are summarised in the diagram below. Responsibilities for specific objectives and pieces of work will be explained in the detailed Action Plan associated with the strategy.



Measuring the impact of the strategy

It will be important to monitor the impact of the strategy and keep track of progress with specific items in the Action Plan. In addition to considering this, during meetings of the Strategic Group, partners will deliver a joint annual report on MVAWG progress to the Safer Ealing Partnership.

Outlined below are some of the key performance measures relating to the priority areas in this strategy. More detailed measures and indicators will be specified in the Action Plan.

Although some measures have been identified, it should be noted that the true impact of this strategy will not be felt in the short term. It is likely to take years, if not decades, to fully achieve the kinds of changes needed to eradicate MVAWG. The 'hidden' nature of MVAWG also makes it difficult to understand the size and nature of the problem and measure the impact of interventions.

As well as there being limited data and evidence for many aspects of MVAWG, there are other difficulties associated with quantitative measurement. An increase in reporting across those priorities we have identified could indicate that the strategy is achieving its objectives. For example, in the short term, an increase in referrals to MARAC

would be a good way of measuring whether victims are aware of MVAWG and feel supported to seek help. In the longer term, though, we would expect to see a reduction in this number, as the combined prevention-related activities take effect.

Furthermore, victims and perpetrators will have different experiences, which cannot be measured simply as a number or statistic. As part of the ongoing review of the strategy, it will be important to seek feedback from the people we come into contact with. Members of the MVAWG Strategic Group and Operational Group will have a key role to play in this.

Performance indicators

Priority 1: Preventing Violence Against Women and Girls

To be measured by:

- An increase in awareness of MVAWG, including how to report and where to seek advice;
- A long-term reduction in MVAWG-related crime – as indicated by crime survey data and local police data analysis;
- An increase in appropriate referrals – as indicated by MARAC referral numbers and quality assurance feedback.

Priority 2: Improving Support for Victims and Survivors

To be measured by:

- Improvements in the user experience – as indicated by feedback to MVAWG groups and agencies.

Priority 3: Developing a Community Response

To be measured by:

- Improvements in the user experience – as indicated by feedback to MVAWG groups and agencies;
- Communities actively support tackling violence against women and girls by promoting campaigns, work in partnership to tackle issues within their communities.

Priority 4: Perpetrators

To be measured by:

- An increase in detection sanction rates – as indicated by police data;
- A reduction in the number of repeat victims – as indicated by police data and MARAC cases;
- The percentage of perpetrators engaged in and successfully completing programmes addressing their offending.



CONCLUSION

Ealing and its wider partnership have, over the past four years, delivered significant outcomes in areas relating to MVAWG, establishing the Women's Wellness Zone and taking ground-breaking action to protect women accessing abortion services from intimidation and interference in the UK's first Safe Zone.

More recently, the Safer Ealing for Women listening exercise provided unique insight from women living in and visiting our borough around their perceptions of safety and what they expect us as a community safety partnership to do about it. The challenge is now to build on this and to ensure tackling male violence against women in all of its forms is at the heart of the Safer Ealing Partnership's operational work.

There is clearly still much to do to end male violence towards women and girls. We believe this strategy sets out the ambition of the partnership, providing the approach and direction needed.



This page is intentionally left blank

A SAFER EALING FOR WOMEN

LISTENING EXERCISE FINDINGS REPORT AUGUST 2022

Author: Safer Ealing Partnership

Page 889



FOREWORD

Following the tragic murders of Sarah Everard, Bibaa Henry, Nicole Smallman, Sabina Nessa, Zara Aleena and many other women whose stories have received little attention - male violence against women, and women's safety in public spaces has captured the public consciousness and demands both local and national action.

Across the country 97% of British women aged 18-24 have experienced some form of harassment in public¹. In response to this the Safer Ealing Partnership (SEP)² launched the Safer Ealing for Women listening exercise.

We wanted to hear directly from women about their experiences. Not only to better understand how we change the built environment to ensure women can be and feel safer, but also to understand what needs to change in our communities, attitudes and behaviours in the long term.

Over 3000 women and girls took part and we are grateful to them for their bravery and honesty in taking part and sharing their thoughts and experiences. Through listening to these voices, we are able not only to set out the challenges, but also set out real and meaningful action to improving women's safety in Ealing.

Key areas identified for focus include: Streetlighting, CCTV, reporting and education.

93% of respondents identified street lighting as a key factor in the perception of safety. In response we are improving and extending street lighting in the borough, enhancing all residential roads. We are also investing £2.1m in upgrading all remaining streetlighting to create effective and maintained illumination levels.

Two-thirds of people also identified CCTV and awareness of cameras as a crucial factor for reassurance, which would also support reporting. As such, we are installing 14 brand-new HD CCTV cameras in key locations and increasing signage to draw attention to the increased coverage.

Reporting remains a great challenge, with only 14% of those that had experienced inappropriate behaviour, comments or harassment reporting the incident. In light of this, we are creating an online dedicated Violence Against Women and Girls site, which will act as a 'one-stop-shop.' We will sign-post our scannable QR code across the borough where anyone can report an incident, access support, and gather information on our zero-tolerance approach to harassment.

We know that to improve women's safety we must look at the root to challenge misogyny and unacceptable behaviours by men and boys against women and girls. We are offering every secondary school in the borough dedicated support to run workshops centred on changing attitudes and developing healthy relationships with young men and women to foster long-term positive changes that will stop violence and harassment against women.

Fighting inequality remains one of the council's three priorities. Making the borough safer for women and girls is just one of the ways that we will make this happen.

Everyone should feel safe across our seven towns.

We know that life in Ealing goes on beyond daylight hours, with many of us working, socialising, and enjoying our towns at night. And yet we know that being out at night can induce anxiety for many women, with most who engaged in our survey having experienced some form of harassment.

This must change.

Everyone must both feel and be safe. Only through listening to residents and working with the Metropolitan Police, partner organisations to make the necessary improvements, as well as holding them accountable when we need to, can we come together to improve the safety of women, and everyone, in our borough.

Our listening exercise is just the first step, in a call to action for all organisations, large or small, to join us in tackling inequality, challenging misogyny, and making Ealing a fair and inclusive place, where everyone is welcome.



Cllr Peter Mason,
Leader of the Council



Cllr Aysha Raza,
Portfolio Holder
for Tackling Inequality

¹ Four-fifths of young women in the UK have been sexually harassed, survey finds | Sexual harassment | The Guardian

² SEP [Click here to view](#)

INTRODUCTION

Whilst the need for authorities to have a robust Violence against Women and Girls (VAWG) strategy has long been established, there is often a focus on Domestic Violence, with The UN recently noting that sexual harassment and other forms of VAWG in public spaces are often neglected, with few laws or policies in place to prevent and address it.³

Sexual harassment and other forms of sexual violence in public spaces are an everyday occurrence for women and girls. A 2021 report found that among women aged 18-24, just 3% did not recall ever having experienced sexually harassing behaviour⁴. The consequences of this impact on the way women navigate day to day life often reducing their freedom of movement.

In response to the conversation, the government commissioned several consultations, both on a London and national level, to understand women's experiences in public places and the response needed. This has seen new initiatives, including [The Night Time Safety Charter](#) and a [public health strategy](#) created by the Mayor of London.

Although these wider conversations help to identify the common themes and possible solutions, the SEP wanted to understand what the experiences are of women locally. The Safer Ealing for Women listening exercise was launched in December 2021 and saw over 3,000 respondents tell the partnership their views on Safety.

The project kept focus on three main objectives:

- Understanding the locations and spaces where women and girls currently feel unsafe;
- Listening to the experiences of harassment and abuse of women and girls in the borough;
- Determining what role the Safer Ealing Partnership should play in creating safe spaces for women and girls.

The consultation phase of the project ran for 12 weeks. The focus was on listening, rather than consulting on a particular initiative. It was recognised that there should be a variety of methods for women to put forward their views. It was important that respondents were able to use a format they felt comfortable with.

The project therefore included three elements:

- A survey where women and girls could share their experiences in the borough including how they felt the partnership could make public spaces safer for women;
- an interactive map where women and girls were able to pinpoint locations where they may have experienced a problem or a space where they generally felt unsafe;
- and focus groups that were hosted by our Violence Against Women and Girls service providers.

Women and girls were able to give their views through any of the platforms they felt were most appropriate for them or through all three.

The consultation was primarily online using the Give My View platform. The website hosted the survey, map and information on the consultation itself. A toolkit was created to allow key stakeholders to reach out to their local communities. This included through school forums, third sector organisations, public health services and partners across the Safer Ealing Partnership.

It was widely advertised through a number of channels including:

Publications:

Around Ealing, Ealing News Extra, Copley Newsletter, Resident Letters, Desi Radio, EHCVS, Press realise locally, Gazette, Chronical and Informer, Contextual Safeguarding Newsletter, Intranet, Ealing grid for learning

Social Media:

Facebook, Twitter, Instagram and Snapchat

Community links:

700 local community groups, winter night shelters, voluntary service data base, ward forums and RA's, Young Ealing Services, Schools and Higher Education

Posters: Parks, Leisure Centres, Libraries, Businesses, Council buildings and shared widely with health services and organisations

³ https://www.unwomenuk.org/site/wp-content/uploads/2021/03/APPG-UN-Women-Sexual-Harassment-Report_Updated.pdf

⁴ [https://www.ealing.gov.uk/info/201046/decision_making/350/local_strategic_partnership/5#:~:text=The%20Safer%20Ealing%20Partnership%20\(SEP,crime%20and%20anti%20social%20behaviour.](https://www.ealing.gov.uk/info/201046/decision_making/350/local_strategic_partnership/5#:~:text=The%20Safer%20Ealing%20Partnership%20(SEP,crime%20and%20anti%20social%20behaviour.)



RESPONSE

Page 892



Over **3,500** people started the survey, and over **2,800** people completed most or all of the questions.



Over **2,100** pin locations were added to the interactive map, and **almost a thousand comments** were added.



A series of facilitated focus groups were held, with **45 participants in total** and sessions run by and in conjunction with Ealing Council, Southall Black Sisters, Eastern European Services and Bollo Brook Youth Centre.

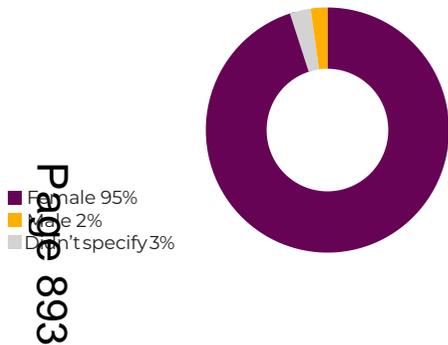
DEMOGRAPHICS

The survey was aimed at women and girls - including those identifying as female - aged 13 and above. Demographic information was collected within the survey and focus groups, these questions were optional.

Demographics Composition:

Most of the respondents lived in the borough (93%), with 13% either working or running a business in Ealing⁵.

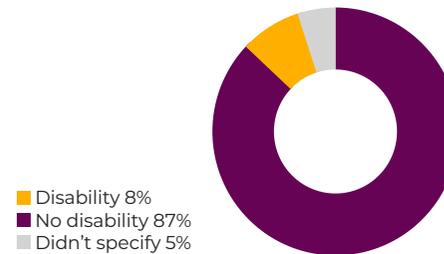
Sex/Gender



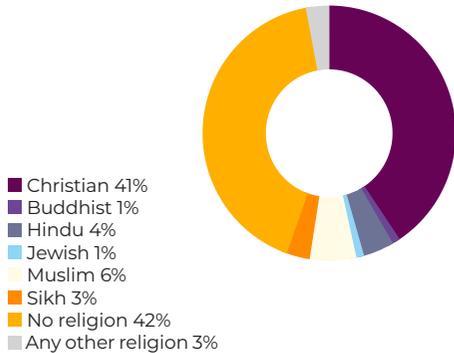
Age

81% of respondents were aged between 25 and 64 years, with almost half (48%) being between 25 and 44 years.

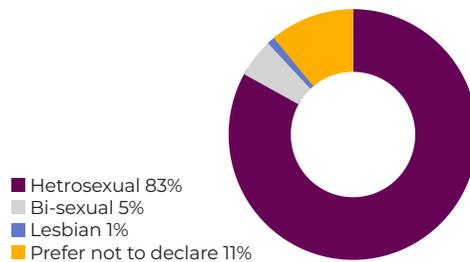
Disability



Religion

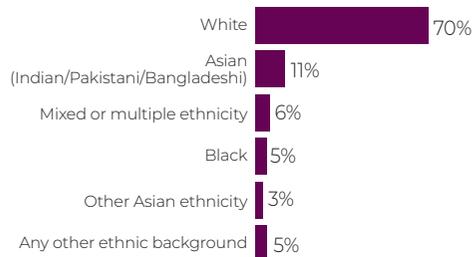


Sexuality



Ethnicity

The majority of survey respondents described themselves as white. The breakdown of self-defined ethnicity for people answering this question was as follows:



The survey was translated into the 10 most commonly spoken languages in the borough and the partnership worked with community groups across the borough. However, a comparison between Ealing's projected population data against respondents demonstrates that some groups were underrepresented for the survey but better represented in the focus groups. These findings will be taken forward in future consultations to see whether this is a more effective mode collecting data that represents our communities.

⁵ All self-descriptive questions on the survey were optional with people able to skip if they did not wish to answer. For all categories, the proportions shown are for those who opted to answer that specific question. Demographic data was not collected for the interactive map element of the consultation.

ACTION HAS ALREADY STARTED

General

The partnership committed to being open and transparent with the findings in this report. Given the results of recent wider national consultations, the partnership was aware that it was likely that the findings would reflect a high prevalence of fear of crime and experiences relating to VAWG and harassment.

The SEP has made a concerted effort to tackle VAWG in public spaces over the last 12 months, renewing its partnership strategy this year. The plan focuses on prevent, protect, prepare and pursue. This has included, but not limited to:

Walk and talk initiatives with the community, open to women aged 18 and above, living or working in London, who would like to go for a walk with an officer in their local area and discuss their views on women's safety.

Those who take part in a Walk & Talk can share their views and experiences with officers as they walk through any areas they may feel vulnerable in. Patrols can take place at any time, and any public space, including where there is less footfall, traffic and light so officers can get a real sense of what their thoughts are.

The aim of Walk & Talks is to start a conversation between members of the public and officers so we can listen and respond to concerns.

Development of **StreetSafe**, a pilot service for anyone to anonymously tell us about public places where they have felt or feel unsafe, because of environmental issues, e.g street lighting, abandoned buildings or vandalism and/or because of some behaviours, e.g being followed or verbally abused.

Ask for Angela in licenced venues across the borough, this is an initiative being rolled out to bars, clubs and other licensed businesses across London. People who feel unsafe, vulnerable or threatened can discreetly seek help by approaching venue staff and asking them for 'Angela'. This code-phrase will indicate to staff that they require help with their situation and a trained member of staff will then look to support and assist them. This might be through reuniting them with a friend, seeing them to a taxi, or by calling venue security and/or the police.

Weekly VAWG taskings/data sharing with key partners across the SEP. This includes using data to inform proactive patrols in key hotspot location.

It is clear that more work still needs to be done with more than half of respondents (57%) indicating they had experienced inappropriate behaviour, comments or harassment in the borough. Limited comparison data exists on a borough-by-borough basis, with individual authorities delivering consultations with slight variations on questions asked. Office for National Statistics – *Opinions and Lifestyle Survey 2022*, found similar findings, with 50% of women having experienced harassment⁶. It should be noted that this was limited to the last 12 months, with the Safer Ealing for Women survey not setting a time limit on experiences.

⁶ Opinions and Lifestyle Survey QMI - Office for National Statistics



FINDINGS

While the survey was open to women, we wanted to understand whether other factors impacted on their perceptions of safety. As the survey was specifically asking about aspects of women's safety, it would be reasonable to expect a high proportion of respondents to highlight their gender as something which contributed towards them feeling less safe, and an overwhelming 91% indicated that this was the primary factor.

Looking at other factors which respondents highlighted is a more complicated picture, as there are clear differences and correlations between the demographic characteristics of respondents and the factors they saw as making them feel less safe. As such the overall numbers and percentages do not provide sufficient insight viewed in isolation.

Overall, 41% of respondents said that their age made them feel less safe in the borough. From the table below, it becomes

clear that younger people (particularly those aged under 25) and older people (particularly those aged 65 or over) feel most vulnerable because of their age.

Similarly, 24% of all respondents answering this question said that their ethnicity made them feel less safe, while only 9% of white respondents felt this was a factor for them, a far higher proportion of people in all other ethnic groups felt vulnerable because of their ethnicity – in fact over half of all BAME respondents (52%).

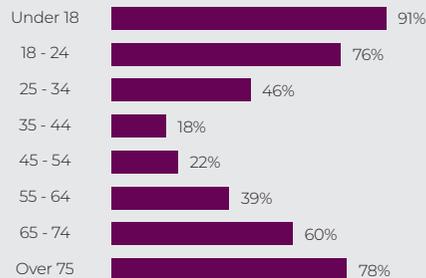
Only 7% of all respondents indicated that their religion was a factor that made them feel less safe. It can be seen that for people identifying as Christian, this proportion was only 4%, whereas for those of other faiths, the proportion was significantly with 52% of Muslim respondents, 33% of Jewish respondents, 21% of Sikh respondents and 12% of Hindu respondents citing their religion as something that made them feel vulnerable.

Looking at two other named categories, 50% of people who described themselves as having a disability indicated that this was a factor that made them feel less safe in the borough, and 29% of respondents who described their sexuality as something other than heterosexual indicated that their sexuality was a factor that made them feel less safe.

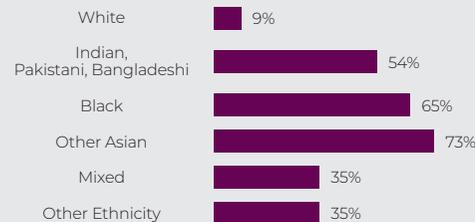
Within the additional self-description ('Anything else') comments that people provided, other factors that people considered made them feel less safe included:

- Their stature and build
- Their physical strength and mobility
- Their appearance and dress
- Their accent and social status
- Being pregnant and/or accompanied by young children.

% for whom their age* was a factor that made them feel less safe (*where given)



% for whom their ethnicity* was a factor that made them feel less safe (*where given)



% for whom their religion* was a factor that made them feel less safe (*where given)

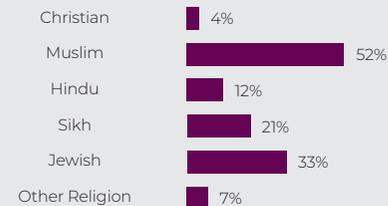


Fig 1



1. Reporting

The first theme that emerged was women and girls' negative experiences of reporting. This crossed over with a described lack of understanding of what constitutes a crime when it comes to sexual harassment, and a lack of clarity therefore about what behaviour or incidents should be formerly reported.

Those who indicated that they had experienced inappropriate behaviour, comments or harassment (57%) were asked whether they had reported it to an authority (examples given included police, the council, a charity, a youth or social worker, school or workplace). Only 14% had reported what they had experienced.

The absolute figure is too low to draw confident conclusions about any variations for different demographic or self-described groupings, but it is noted that for those under 25 years, the percentage reporting was lower at only 8.5%.

"By the time the police come, there will be nothing to report"

Focus Group Participant

When exploring the reasons why people had not reported, the most frequent answers (all with at least half of respondents selecting them) were that they felt no action would be taken or it would not be taken seriously (73%), that they did not feel the authority would be able to take any action (63%), and that they felt the behaviour would be seen as normalised (50%).

"If I went to the police every time I was harassed, I would be on the phone every week and police would not have the resource to deal with it"

Focus Group Participant

A review of the 178 free text comments relating to this question showed that the options provided had covered much of what people wanted to say. Additional themes that emerged from the comments were:

- Some people felt that the incident was 'wrong' but either a very minor offence or possibly not criminal at all, being unclear on the threshold
- Some respondents indicated that they thought or expected the relevant authority to have a negative attitude, either based on their perception or on previous experience
- Some expressed a fear of retaliation or negative labelling as a result of reporting
- People were sometimes too traumatised or upset to report the incident

- Some respondents indicated that they knew there would be insufficient evidence, or that the person responsible would have gone
- It was clear that a previous negative experience was a significant barrier to people coming forward to report incidents again, and this was particularly true when that negative experience was the first time they had tried to make a report.

"I read a lot of news, people like us are scared to report to police because of our immigration status."

Focus Group Participant

This theme continued in the focus groups, with women stating that they did not feel it would be taken seriously by the police. This view was often based on experience, what they had heard through other women that reported and through the media.

1. Reporting (continued)

Those respondents who said they had reported incidents to an authority were asked about this experience, with 27% indicating that they were very or somewhat satisfied with the experience compared to 58% saying they were somewhat or very dissatisfied with the experience.

"Women get sexually harassed every day. We would be in police stations nonstop reporting incidents." Survey Respondent

Again, the absolute numbers are low, making it difficult to further analyse any variations in these proportions, but a higher proportion (just over 70%) of BAME respondents were dissatisfied with their reporting experience.

There were 133 free text comments provided in response to this question, and a review of these drew out a number of themes relating to people's experience of reporting:

- For some people, there was the perception that nothing appeared to be done in response to their report.
- Some respondents felt there was insufficient follow-up or a lack of proper investigation, and often that no feedback or updates were provided.
- Some respondents experienced difficulty reporting the incident at all or getting any response when they did.
- Others described encountering a dismissive attitude, which was unhelpful or insulting, and felt that they were either not taken seriously or were made to feel like the focus or responsibility was on them as the victim.
- For some, a lack of evidence meant the case did not progress.

Most of the comments appeared to relate to people reporting incidents to the police, but Ealing Council was also referenced as having been the authority that some people reported to.

This was true of the focus groups, comments included:

"I have also reported it to the police, they take down your details, but nothing seems to ever come from it." Focus Group Participant

"Initially contacted by police but heard no more" Survey Respondent

"Police never called me to take a full statement like they promised they would" Survey Respondent

"It might not feel like an emergency to police but when you're alone in the street being harassed it feels like an emergency for us." Focus Group Participant

"When I experienced an incident I called the police for 2 months and despite them having an image of the man they said that they couldn't really investigate and the matter would be closed. I felt really dismissed, the more people get away with smaller incidents the more they will go on to commit other crimes." Survey Respondent

2. Education

Alongside understanding what the current lived experiences were for women and girls in Ealing, the listening exercise also explored what changes they felt were needed to increase their feelings of safety.

There was a reoccurring theme that education was a key component in addressing VAWG long term. This is in line with the [Review of Sexual Abuse in Schools and Colleges carried out by Ofsted in 2021](#). The recommendations put forward in the report focused on the need for developing a change in culture through education, tackling issues around consent and healthy relationships. It found that harassment and abuse started from a young age, with respondents stating that what they experienced was “so commonplace that they saw no point in reporting”.

As with the consultation carried out by the SEP, the evidence in the report showed that these incidences often occurred in unsupervised spaces outside of the school, including in public spaces such as parks. It was therefore important that young people were equipped with the knowledge and skills to identify, challenge and report inappropriate behaviour.

Comments included:

“There is a need for more programmes for boys and men around attitudes and behaviours. It needs to start in schools’ healthy relationships and healthy friendships” Focus Group Participant

“Education is the only way to change things long term”
Focus Group Participant

“It would be good to roll out a programme in schools to teach young people how to behave when in public spaces.”
Focus Group Participant

“we need to educate young men and boys” Survey

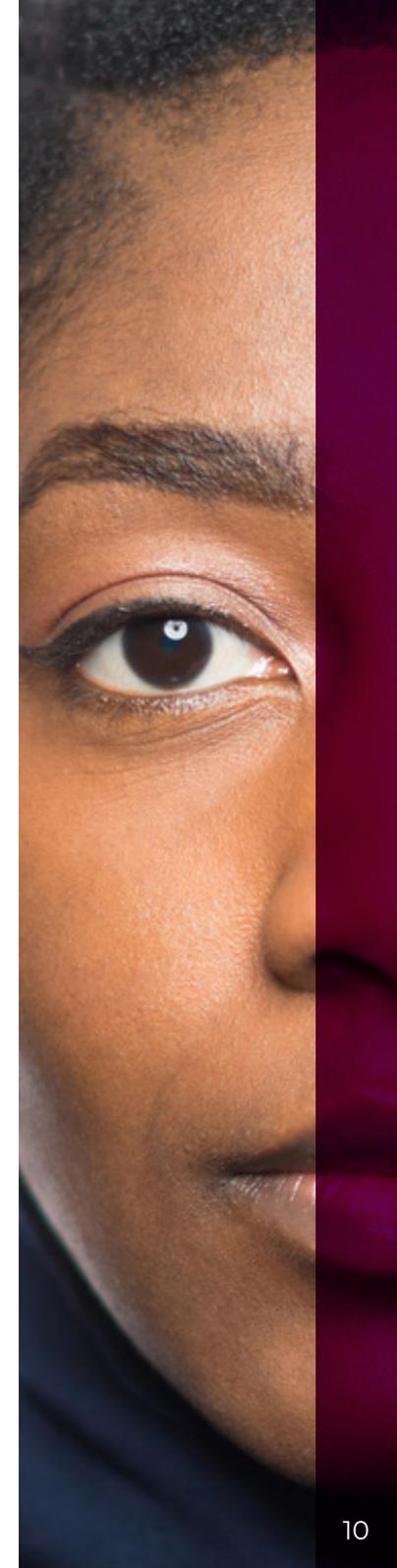
“Behaviours are normalised and it’s how to break the cycle.” Focus Group Participant

3. Organisational changes

Women and girls were not asked directly whether they felt organisations, including those within the SEP, needed to change to impact on women’s safety. However, alongside education, women raised the role workplaces and organisations need to play in changing attitudes.

The common themes that were raised were:

- Wider participation and publication of schemes such as ‘Ask for Angela’ or places acting as ‘Safe Havens’ in public places
- The role transport companies need to play in ensuring environments are safe for women and there is easy access to support/help in an emergency
- The role of all authorities in Ealing in promoting a positive zero tolerance message in relation to harassment
- Suggestions included using existing communication pathways (for example, in literature such as council tax bills) in reinforcing this positive message
- The role of wider organisations and businesses in creating safe spaces and to have clear policies in place for women and girls to report concerns



4. Environment

The type of environment women are in also had an impact on their perception of safety. Women were asked *How safe or unsafe do you feel in each of the following settings?* (see fig 2)

From the list provided, respondents felt least safe in car parks (55% feeling either fairly or very unsafe), followed by in parks or playgrounds and at bus stops (both 41%).

People generally felt safest in town centres and shopping areas (72% feeling either very safe or fairly safe), and in bars and restaurants (73%).

There were 898 free text comments relating to safety in different settings. The following themes emerged from a review of these comments:

- A lack of adequate lighting and the impact of darkness on how safe women feel
- Places with few other people around felt more unsafe, including when roads were quiet without traffic and when using less visible pedestrian routes such as alleyways, subways, towpaths and footbridges
- Parks and similar open spaces were described as feeling dangerous, particularly after dark
- Some aspects of using public transport regularly felt unsafe, such as the areas outside stations and when waiting for or using buses
- Shops and pubs and bars were described as feeling dangerous when there are groups of males hanging around outside
- People described feeling vulnerable when using some shared facilities, such as petrol stations, toilets, cash points and car parks.

Page 309

How safe or unsafe do you feel in each of the following settings?

Answered: 2,970 – Skipped: 612

	Percentages						Responses							
	Very Safe	Fairly Safe	Neither Safe Nor Unsafe	Fairly Unsafe	Very Unsafe	Don't Know/ Can't Say	Very Safe	Fairly Safe	Neither Safe Nor Unsafe	Fairly Unsafe	Very Unsafe	Don't Know/ Can't Say	Total	Weighted Average
In car parks	1%	13%	20%	33%	22%	11%	40	373	580	985	643	324	2945	3.69
In parks or playgrounds	4%	31%	21%	23%	18%	3%	129	914	608	691	517	87	2946	3.19
At bus stops	4%	30%	24%	30%	11%	2%	106	876	714	874	316	67	2953	3.14
At train stations	8%	43%	20%	20%	7%	1%	234	1281	601	600	194	37	2947	2.74
In residential areas	5%	39%	26%	22%	6%	1%	153	1150	776	650	175	40	2944	2.84
When using taxis	8%	43%	20%	13%	5%	11%	248	1254	577	397	142	325	2943	2.59
In town centres/ shopping areas	17%	55%	16%	9%	2%	1%	492	1631	467	275	70	17	2952	2.25
In bars and restaurants	21%	52%	14%	6%	2%	5%	625	1529	411	168	66	139	2938	2.11

Fig 2



4. Environment (continued)

The survey looked at women's perceptions of safety in the night and daytime across the 5 towns, Acton, Ealing, Northolt, Perivale, Southall and Hanwell. For all areas, the overall picture was one of people feeling considerably safer during the day than after dark, with 28% of all responses for daytime being 'fairly unsafe' or 'very unsafe' compared with 69% at night.

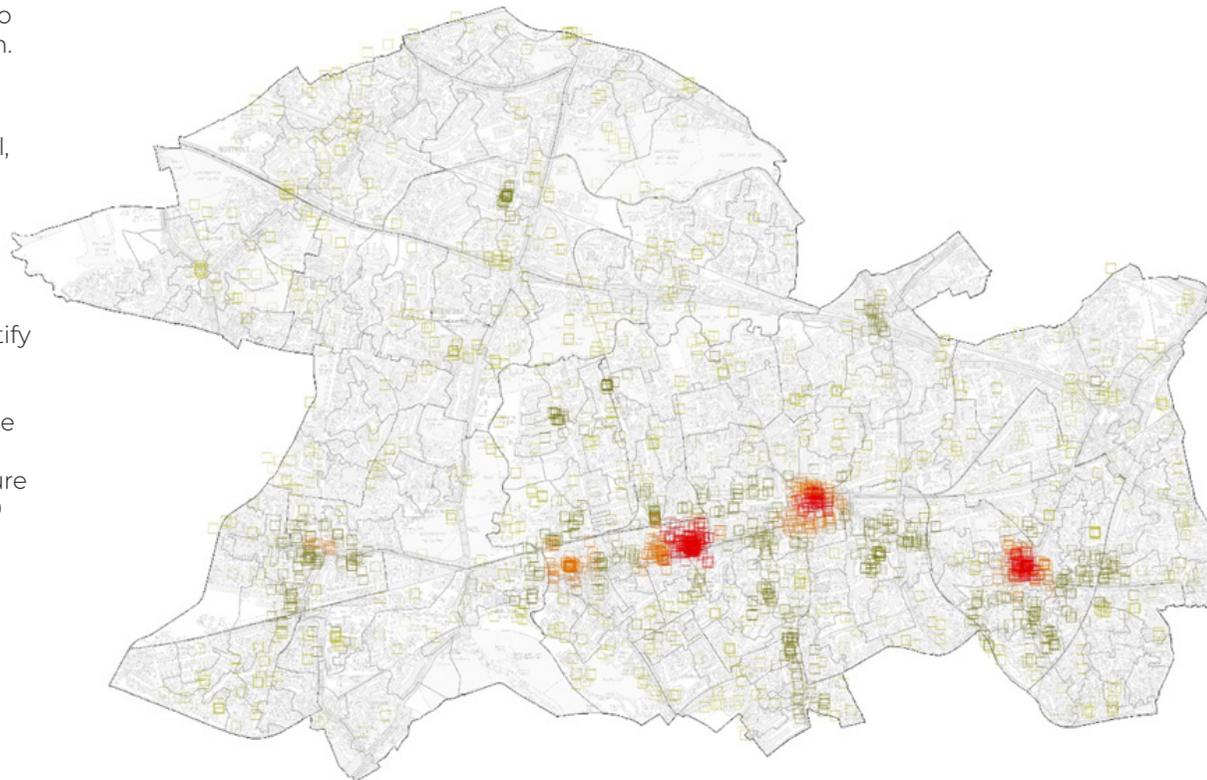
There were different levels of knowledge and familiarity with different areas, with fewer than half the respondents being able to say how they felt in Northolt or Perivale, compared to almost all being able to do so for Ealing and nearly 80% able to for Acton.

Page 90
1
For both the daytime and after dark responses, the same three areas were assessed as feeling most unsafe – Southall, Northolt and Acton. Overall, people felt safest in Ealing.

Looking at the interactive map, there are clearer patterns to the precise locations where women have indicated they feel unsafe. Respondents were invited to identify up to 2 specific locations in the borough where they felt most unsafe, and this resulted in 2,123 pins being dropped on the map. Additionally, it was possible to add comments to clarify the location and nature of the issue for each pin if desired and 979 of the pins had descriptive comments submitted alongside them.

The thematic map shows that while there were pins dropped right across the borough, there were several significant concentrations, i.e. common locations where many people felt particularly unsafe, which are shown in red and orange. Beyond these 'hotspot' areas, pins were dropped across much of the borough including in some much smaller clusters.

The single biggest concentration of pins was located in West Ealing, specifically in and around Dean Gardens, while other concentrations were in Acton (close to The Mount), Ealing Broadway (particularly around the station and Haven Green), Hanwell (near The Clocktower) and Southall (along the Broadway). Of note, these are all town centre locations along or adjacent to the A4020 Uxbridge Road corridor, which is one of the borough's key East-West routes.



Thematic Map of Pin Locations Dropped, Give My Views, Safer Ealing for Women, 2022

4. Environment (continued)

The comments that respondents submitted were often quite specific to the locations that they were highlighting, but looking at the comments as a whole, similar themes to the survey responses begin to emerge, with lighting, CCTV and general ASB being most commonly mentioned.

It was important to also understand what *does* make women feel safe and what is currently working. Women were asked, *When you feel more safe in a public space, what is it that makes you feel this way?*

From the choices offered, two factors were chosen by more than four out of five respondents as things that made them feel more safe in public spaces, namely good lighting (93%) and other people using the area (81%).

Other factors selected by more than 60% of those answering were a clean, well-maintained environment, CCTV cameras, and police or other wardens being present.

246 people provided free text comments in response to this question. A review of these comments revealed a number of general themes:

- A positive impact from police presence, particularly where this included community officers and female police officers, as well as visible trained security staff for businesses and retailers

- People feeling safe in well-used areas - 'bustling' rather than crowded – with other people around from diverse communities and a mix of demographics
- Open spaces feeling safer where there were few hiding places or unseen corners, while alleys that were gated or well managed also helped
- A mixed view on the experience and effects of Low Traffic Neighbourhoods, with several people expressing an increased feeling of safety when they were walking if there were passing cars that might notice if something happened
- Being out in the daytime – or in places with good lighting – felt more safe, and CCTV cameras being installed in the location was also seen as a positive
- Being with someone else or in a group of friends provided an increased feeling of safety
- Seeing enforcement against ASB and 'less serious' crime made respondents feel the area was looked after and a safer place to be.

When you feel more safe in a public space, what is it that makes you feel this way?

(Answered: 2,956 – Skipped: 626)

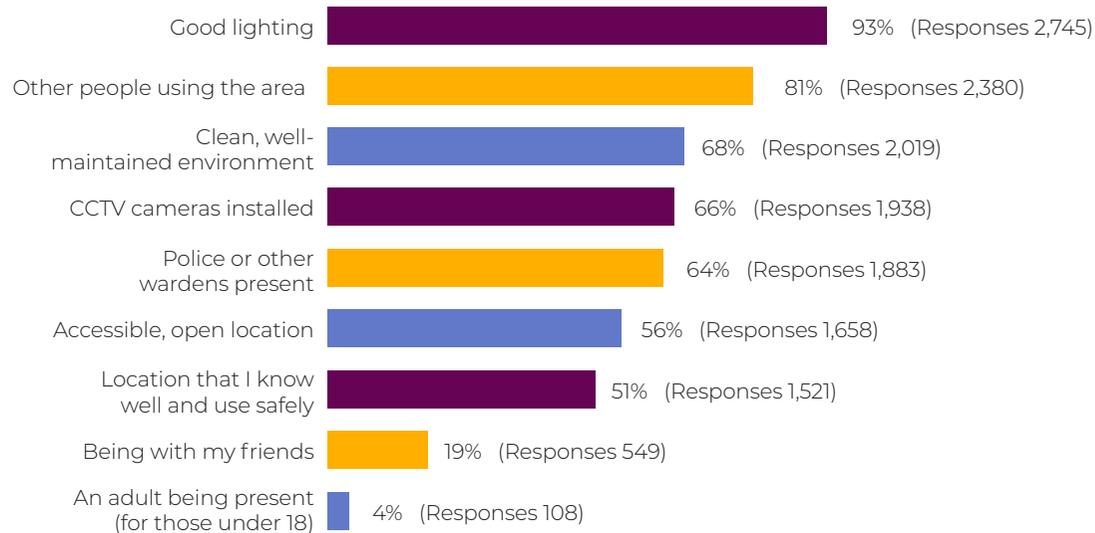


Fig 3



5. Access to support

Respondents were asked whether they were aware of any organisations in the borough that supported women who have experienced violent or abusive incidents. Of those that responded, 90% said they did not know of any organisations. For BAME respondents the awareness was higher (15%), while for those under 25 it was only 7%.

The most frequently named organisation that respondents were aware of was Southall Black Sisters (170 of the 299 respondents who knew of at least one organisation), with 60 mentioning either the Women & Girls Network or Rape Crisis, and 28 mentioning either Hestia or the women's refuge provision.

Other organisations or services mentioned included: Women's Aid(14), Advance(14), Eastern European Services(3), Samaritans(4), Ealing Council(7), Women's Wellness Zone(6), and the police(9).

This was explored further in the focus groups, with very few respondents knowing where they would turn to if they needed support. There was very little knowledge of other initiatives including "Ask for Angela", StreetSafe and safety features, for example those imbedded in smart phones.

There was a common consensus that education programmes needed to focus on increasing awareness of support services and not just on the behaviours. The local authority and police were seen as the main agencies that needed to promote local support services.

Instead, women felt the need to adopt their own behaviours to feel less vulnerable in public spaces. They were asked *Do you do any of the following to feel safer in public spaces?*

The vast majority (94%) of people answering this question indicated that they do at least one thing specifically to feel safer when using public spaces and many people take multiple measures.

80% of respondents said that they avoid certain locations, while more than half of respondents take alternative routes or use 'safer' modes of transport.

Do you know of any organisations in the borough that support women and girls who have experienced violent or abusive incidents?

(Answered: 2,863 – Skipped: 719)



Fig 4



5. Access to support (continued)

A review of the 527 free text comments made in response to this question showed that there were a number of other things that people regularly did in order to increase their feelings of safety, and these measures included:

- Walking quickly and/or confidently, and walking in the road or only using main routes where other people were
- Not going to certain locations, or not going out at all (especially after dark)
- Carrying their keys in their hand to use in case they were attacked
- Being accompanied by a friend, a partner or a dog
- Using a mobile phone to call ahead, letting someone else know where they were, or pretending to be on a call if they felt unsafe
- Staying alert by not using headphones or listening to music while walking
- Choosing clothing and shoes that would not draw any attention to themselves, and also that might facilitate running away if they needed to
- Choosing to drive or take a taxi rather than walking or using public transport
- Securing bags and personal items so they will not attract potential thieves.

Page 904

Do you do any of the following to feel safer in public spaces? (Answered: 2,925 – Skipped: 657)

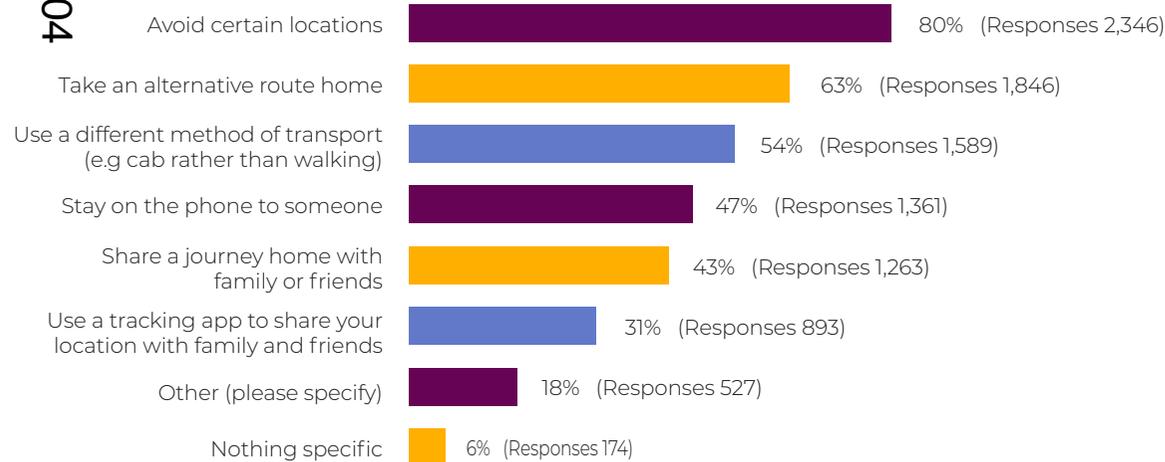


Fig 5



6. Response to findings

The responses to this listening exercise provide very useful but also concerning insight into the experiences of women and girls in our borough.

While recognising that the key issues arising are in no way just a challenge for Ealing, we still need to make real changes locally to address what the public have told us, improving safety for women and girls here, and in turn contributing to wider societal shifts.

As the Safer Ealing Partnership, we now have a responsibility to ensure that positive action results from the exercise, addressing the things that respondents told us need to change. Below is a multi-agency action plan, providing transparency and accountability to the response from the partnership.

Findings	Response	Outcome	Owner	Implementation Date	Measure	Review Date
What makes you feel safe in public spaces? 93% of people said better lighting	Increasing street lighting in all residential roads by the end of October 2022	Increased perception of safety across key routes, with a specific focus on public transport locations across the borough	Highways	Oct-22 to Dec 24	Improve lighting in transition areas from main road to residential streets	Sep-23
Page 905 What makes you feel safe in public spaces? 93% of people said better lighting	Investing £2.1million upgrading all remaining street lighting	High-performance street lighting, with high colour rendering properties will enhance pedestrian vision. This will also help to reduce crime and increase the perception of safety.	Highways	Oct-22 to Dec 24	Effective lighting levels	Sep-23
What makes you feel safe in public spaces? 93% of people said better lighting	Upgrading 3100 street light columns to LED and explore installing motion sensors to increase on demand lighting in key locations	Improved vision and lighting for pedestrians at transit areas including subways and thoroughfares.	Highways	Oct-22 to Dec 24	Increased lighting in key locations	Sep-23
What makes you feel safe in public spaces? 66% of respondents selecting CCTV	Installing CCTV in key locations	Increased detection of VAWG crimes in public places	CCTV/ Safer Communities	Jan-23	Install 14 new HD CCTV cameras in areas identified in the survey	Sep-23
What makes you feel safe in public spaces? 66% of people said CCTV would increase their feeling of safety	Install signage in key locations to draw attention to CCTV cameras	Increased awareness of CCTV coverage as a reassurance	CCTV/ Safer Communities	Jan-23	Install 300 A3 metal signs - design and printing	Sep-23

6. Response to findings (continued)

Findings	Response	Outcome	Owner	Implementation Date	Measure	Review Date
Low numbers of reporting (only 14% of people who had experienced unwanted behaviour or comments had reported)	Install signage with QR code for VAWG website	Increased knowledge of how to and where to report. Increase in data of hotspot areas and better targeting of resources	Police/ Safer Communities	Jan-23	20% increase in use of Street Safe App	Sep-23
Low numbers of reporting (only 14% of people who had experienced unwanted behaviour or comments had reported)	Launch a 'one-stop shop' website dedicated to VAWG: Providing information on reporting Link to StreetSafe App Providing access to support	Increased knowledge of how to and where to report. Increase in data held on hotspot locations and better targeting of resources	Police/ Safer Communities	Jan-23	Website live and running	Sep-23
Focus text/focus groups: Lack of clarity around what type of behaviour is a crime and how to report it.	Launch a 'one-stop shop' website dedicated to VAWG: Providing information on reporting Link to StreetSafe App Providing access to support	Clearer information to women and girls on when incidents should be reported, creating certainty around the boroughs zero tolerance approach to harassment	Police/ Safer Communities	Jan-23	Website live and running	Sep-23
90% said they did not know of organisations that support women who have experienced violent or abusive behaviour	Launch a 'one-stop shop' website dedicated to VAWG: Providing information on reporting Link to StreetSafe App Providing access to support	Increased awareness of support partners	Safer Communities	Dec-22	Website live and running	Sep-23
90% said they did not know of organisations that support women who have experienced violent or abusive behaviour	Create and distribute leaflets that publicise VAWG organisations	Increased awareness of support partners	Safer Communities	Jan-23	Document completed and available to the public	Sep-23

6. Response to findings (continued)

Findings	Response	Outcome	Owner	Implementation Date	Measure	Review Date
Education is key to changing future attitudes towards women	Launch a £40k education program that will be offered to every secondary school, looking at healthy relationships and giving young people the tools to identify and challenge unacceptable behaviours	Long term changes to young peoples attitudes. Positive outcomes on other crime types.	Police/ Safer Communities	Jan-23	90% of secondary schools in the borough participating in workshops delivered by Tender	Sep-23
Education is key to changing future attitudes towards women	Extend workshops on healthy relationships and challenging unacceptable behaviours across community groups / practitioner SPOC training	Wider knowledge base in communities within Ealing	Safer Communities	Jan-23	40 SPOC's trained across key community settings in workshops delivered by Tender	Sep-23
Low turnout of people from areas including: Southall (42%), Greenford (40%), Perivale (54%) and Northolt (54%)	Continue outreach and further consultation	Wider understanding of interventions needed on a local level	Safer Communities	Nov-22	Location specific consultation	Jan-23
N/A	SEP and wider LBE services to review data and create medium term response	Further commitments in response to consultation	Safer Communities	Jan-23	Further commitments published	Feb-23
58% said they were dissatisfied with reporting to an authority	All female victims of unwanted sexual attention, which results in the recording of a crime will have follow up contact by an officer	Increased confidence in reporting	Police	Sep-22	100% of VAWG related CRIS will have a victim contact action recorded on the VCOP screen.	Feb-23
Low numbers of reporting (only 14% of those who had experienced unwanted behaviour reported)	Police will encourage public use of StreetSafe to inform decision-making on police patrolling	Increase in data of hotspot areas and better targetting of resources	Police	Aug-22	An increase from the volume of reports submitted in the 2021/22 baseline.	Feb-23
Low numbers of reporting (only 14% of those who had experienced inappropriate behaviour, comments or harassment reported)	Deliver at least 12 walk and talk events over the next 12 months	Developing the relationship with police and the community	Police	Aug-22	12 "Walk & Talk" events delivered in the London Borough of Ealing, providing sufficient public requests are received to enable it to take place.	Feb-23

6. Response to findings (continued)

Findings	Response	Outcome	Owner	Implementation Date	Measure	Review Date
Low numbers of reporting (only 14% of those who had experienced inappropriate behaviour, comments or harassment reported)	Deliver at least four community engagement events over the next 12 months and engage with communities that hold lower levels of confidence with the police	Developing the relationship with Police and the community	Police	Aug-22	"Four engagement events will be delivered in Ealing over the next 12 months An increase in crime reporting by these groups, correlated to an increase in confidence."	Feb-23

A SAFER EALING FOR WOMEN ACTION PLAN

Over 3000 women and girls took part in the Safer Ealing for Women listening exercise, sharing their thoughts and experiences of living in Ealing.

These commitments are just the first steps that will be taken by the Safer Ealing Partnership, tackling inequality, challenging misogyny, and making Ealing a fair and inclusive place, where everyone is welcome.

Page 6
CCTV

66% of women highlighted CCTV will make them feel safer

Install 14 new HD CCTV cameras in key locations

Install signage of QR code for the Violence Against Women and Girls (VAWG) website

STREET LIGHTING

93% of women reported that improved lighting will make them feel safer

Increase street lighting on all residential roads by the end of October 2022

Invest £2.1million in upgrading all remaining streetlighting

Upgrade 3100 street light columns to LED and explore installing motion sensors to increase 'on demand' lighting in key locations

REPORTING

90% of women did not know where to get help in response to unacceptable attitudes or unwanted sexual behaviour

Launch a 'one stop shop' website dedicated to VAWG:

- Providing information on reporting
- Link to StreetSafe App
- Providing access to support

Install signage with QR code for the VAWG website

Create and distribute leaflets that publicise VAWG organisations

EDUCATION

Key to improving behaviour and attitudes towards women

Launch a £40k education program that will be offered to every secondary school, looking at healthy relationships and giving young people the tools to identify and challenge unacceptable behaviours

Extend workshops on healthy relationships and challenging unacceptable behaviours across community groups / practitioner SPOC training

POLICE COMMITMENTS

58% said they were dissatisfied with their experience reporting to an authority

Promote public use of StreetSafe to inform decision-making on police patrols

Deliver at least 12 Walk & Talk events in the next 12 months

Deliver at least four community engagement events over the next 12 months and engage with communities that hold lower levels of confidence in the police

All female victims of unwanted sexual attention, which results in the recording of a crime will have follow up contact by an officer

APPENDIX - DEMOGRAPHICS AND SELF-DESCRIBED CHARACTERISTICS

In what capacity are you completing this survey?

Answered: 3,582 – Skipped: 0

Answer choices	Percentage	Responses
I live in the borough of Ealing	93%	3,325
I work in or have a business in the borough of Ealing	13%	456
I visit the borough of Ealing	5%	179
Other (please specify)	1%	43

Appendix 1

Which gender do you identify with?

Answered: 2,744 – Skipped: 838

Answer choices	Percentage	Responses
Female	95%	2,620
Male	2%	43
Non-binary	0%	3
Third gender	0%	1
Gender fluid	0%	3
Prefer not to say	2%	52
Prefer to self-describe	1%	22
Total		2,744

Appendix 2

What is your age group?

Answered: 2,760 – Skipped: 822

Answer choices	Percentage	Responses
Under 18	5%	128
18-24	6%	169
25-34	23%	628
35-44	25%	681
45-54	19%	525
55-64	14%	384
65-74	6%	164
Over 75	1%	37
Prefer not to say	2%	44
Total	-	2,760

Appendix 3

Do you consider yourself to have a disability?

Answered: 2,757 – Skipped: 825

Answer choices	Percentage	Responses
Yes	8%	232
No	87%	2,386
Don't know/ can't say	1%	39
Prefer not to say	4%	100
Total	-	2,757

Appendix 4

What is your sexual orientation?

Answered: 2,720 – Skipped: 862

Answer choices	Percentage	Responses
Bisexual	5%	149
Gay man	0%	1
Gay woman/ lesbian	1%	39
Heterosexual/ straight	83%	2,245
Prefer not to say	10%	261
Prefer to self-describe	1%	25
Total	-	2,720

Appendix 5

What is your religion?

Answered: 2,669 – Skipped: 913

Answer choices	Percentage	Responses
Christian	41%	1,091
Buddhist	1%	16
Hindu	4%	105
Jewish	1%	18
Muslim	6%	166
Sikh	3%	85
No religion	42%	1,113
Any other religion (please specify)	3%	75
Total	-	2,669

Appendix 6

Which ethnic group do you consider you belong to? Please select from the list below

Answered: 2,624 – Skipped: 958

Answer choices	Percentage	Responses
White - English/ Welsh/ Scottish/ Northern Irish/ British	46%	1,195
Any other White background	19%	503
Asian/ Asian British - Indian	9%	236
White - Irish	5%	135
Black/ African/ Caribbean/ Black British - African	3%	67
Black/ African/ Caribbean/ Black British - Caribbean	2%	64
Any other Asian background	2%	60
Mixed/ multiple ethnic groups - White and Asian	2%	47
Other (please specify)	2%	47
Mixed/ multiple ethnic groups - White and Black Caribbean	2%	45
Asian/ Asian British - Pakistani	2%	43
Any other Mixed/ multiple ethnic background	2%	41
Any other ethnic group	1%	38
Other ethnic group - Arab	1%	34
Asian/ Asian British - Chinese	1%	31
Mixed/ multiple ethnic groups - White and Black African	1%	17
Any other Black/ African/ Caribbean background	0%	13
Asian/ Asian British - Bangladeshi	0%	7
White - Gypsy/ Irish Traveller	0%	1
Total	-	2,624

Appendix 7

APPENDIX — RESPONSES TO CORE SURVEY QUESTIONS

How safe or unsafe do you feel in each of the following parts of the borough during the day?

Answered: 3,200 – Skipped: 382

	Percentages						Responses							
	Very Safe	Fairly Safe	Neither Safe Nor Unsafe	Fairly Unsafe	Very Unsafe	Don't Know/ Can't Say	Very Safe	Fairly Safe	Neither Safe Nor Unsafe	Fairly Unsafe	Very Unsafe	Don't Know/ Can't Say	Total	Weighted Average
Southall	2%	14%	15%	15%	11%	42%	70	438	446	455	347	1270	3026	3.33
Acton	5%	27%	18%	20%	8%	22%	157	842	539	609	233	685	3065	2.97
Northolt	2%	13%	12%	12%	7%	54%	65	385	374	346	200	1630	3000	3.17
Greenford	4%	23%	16%	12%	5%	40%	122	693	484	375	143	1197	3014	2.85
Hanwell	8%	30%	17%	12%	4%	29%	235	924	503	368	131	873	3034	2.65
Perivale	4%	16%	13%	9%	3%	54%	121	488	401	265	103	1611	2989	2.81
Ealing	19%	54%	14%	8%	3%	3%	578	1672	430	255	84	91	3110	2.2

Appendix 8

How safe or unsafe do you feel in each of the following parts of the borough after dark?

Answered: 3,200 – Skipped: 382

	Percentages						Responses							
	Very Safe	Fairly Safe	Neither Safe Nor Unsafe	Fairly Unsafe	Very Unsafe	Don't Know/ Can't Say	Very Safe	Fairly Safe	Neither Safe Nor Unsafe	Fairly Unsafe	Very Unsafe	Don't Know/ Can't Say	Total	Weighted Average
Acton	1%	6%	10%	27%	33%	22%	36	199	302	839	1000	689	3065	4.08
Southall	1%	3%	6%	16%	27%	48%	16	90	172	492	805	1425	3000	4.26
Greenford	1%	6%	9%	20%	20%	45%	25	173	265	603	594	1336	2996	3.94
Northolt	1%	3%	7%	14%	19%	56%	17	95	203	414	579	1671	2979	4.1
Hanwell	1%	10%	13%	24%	19%	34%	36	291	382	718	574	1010	3011	3.75
Ealing	3%	23%	20%	33%	18%	5%	82	708	613	1025	546	141	3115	3.42
Perivale	1%	4%	9%	14%	15%	57%	29	131	257	412	442	1704	2975	3.87

Appendix 9

Page 915

How safe or unsafe do you feel in each of the following settings?

Answered: 2,970 – Skipped: 612

	Percentages						Responses							
	Very Safe	Fairly Safe	Neither Safe Nor Unsafe	Fairly Unsafe	Very Unsafe	Don't Know/ Can't Say	Very Safe	Fairly Safe	Neither Safe Nor Unsafe	Fairly Unsafe	Very Unsafe	Don't Know/ Can't Say	Total	Weighted Average
In car parks	1%	13%	20%	33%	22%	11%	40	373	580	985	643	324	2945	3.69
In parks or playgrounds	4%	31%	21%	23%	18%	3%	129	914	608	691	517	87	2946	3.19
At bus stops	4%	30%	24%	30%	11%	2%	106	876	714	874	316	67	2953	3.14
At train stations	8%	43%	20%	20%	7%	1%	234	1281	601	600	194	37	2947	2.74
In residential areas	5%	39%	26%	22%	6%	1%	153	1150	776	650	175	40	2944	2.84
When using taxis	8%	43%	20%	13%	5%	11%	248	1254	577	397	142	325	2943	2.59
In town centres/ shopping areas	17%	55%	16%	9%	2%	1%	492	1631	467	275	70	17	2952	2.25
In bars and restaurants	21%	52%	14%	6%	2%	5%	625	1529	411	168	66	139	2938	2.11

Appendix 10

When you feel less safe in a public space, what is it that makes you feel this way?

Answered: 2,933 – Skipped: 649

Answer choices	Percentage	Responses
Secluded or unlit location	73%	2,151
Groups of people loitering	72%	2,108
Being approached or harassed by individuals	66%	1,928
Lack of other people using the area	61%	1,802
Poorly maintained or dirty environment	56%	1,643
Poor reputation of the area	42%	1,239
Something that happened to me or someone I know	24%	694

Appendix 11

When you feel more safe in a public space, what is it that makes you feel this way?

Answered: 2,956 – Skipped: 626

Answer choices	Percentage	Responses
Good lighting	93%	2,745
Other people using the area	81%	2,380
Clean, well-maintained environment	68%	2,019
CCTV cameras installed	66%	1,938
Police or other wardens present	64%	1,883
Accessible, open location	56%	1,658
Location that I know well and use safely	51%	1,521
Being with my friends	19%	549
An adult being present (for those under 18)	4%	108

Appendix 12

Do you do any of the following to feel safer in public spaces?

Answered: 2,925 – Skipped: 657

Answer choices	Percentage	Responses
Avoid certain locations	80%	2,346
Take an alternative route home	63%	1,846
Use a different method of transport (e.g cab rather than walking)	54%	1,589
Stay on the phone to someone	47%	1,361
Share a journey home with family or friends	43%	1,263
Use a tracking app to share your location with family and friends	31%	893
Other (please specify)	18%	527
Nothing specific	6%	174

Appendix 13

Have you experienced any sexual harassment, inappropriate comments or behaviour in a public space in Ealing?

Answered: 2,939 – Skipped: 643

Answer choices	Percentage	Responses
Yes	57%	1,684
No	43%	1,255
Total	-	2,939

Appendix 14

Did you report it to an authority (e.g. the police, the council, a charity, a youth or social worker, school or workplace)?

Answered: 1,697 – Skipped: 1,885

Answer choices	Percentage	Responses
Yes	14%	244
No	86%	1,453
Total	-	1,697

Appendix 15

[This question was only available to respondents who had indicated that they had experienced harassment or inappropriate behaviour as asked within the previous question.]

How satisfied or dissatisfied were you with your experience of reporting the incident to an authority?

Answered: 239 – Skipped: 3,343

Answer choices	Percentage	Responses
Very satisfied	8%	20
Somewhat satisfied	19%	45
Neither satisfied nor dissatisfied	14%	34
Somewhat dissatisfied	22%	53
Very dissatisfied	36%	87
Total	-	239

Appendix 16

[This question was only available to respondents who had indicated that they had reported an incident as asked within the previous question.]

What were your reasons for not reporting the incident to an authority? (Tick all that apply)

Answered: 1,427 – Skipped: 2,155

Answer choices	Percentage	Responses
I felt that no action would be taken or they wouldn't treat it seriously	73%	1,041
I felt that they wouldn't be able to take any action	63%	898
I felt that the behaviour would be seen as normalised	50%	707
I thought it would be a waste of time for them	41%	592
The process of reporting is hard or time-consuming	32%	462
I do not have trust in authorities	17%	244
Other (please specify)	12%	178
A previous bad experience made me reluctant to report again	10%	136
A fear of judgement about how my behaviour may be viewed	2%	30
A worry about how people my age are viewed	2%	23
A fear of my parent/ guardian / family finding out	1%	13

Appendix 17

[This question was only available to respondents who had indicated that they had not reported the incident as asked within the relevant previous question.]

Do you know of any organisations in the borough that support women and girls who have experienced violent or abusive incidents?

Answered: 2,863 – Skipped: 719

Answer choices	Percentage	Responses
No	90%	2,564
Yes (Please let us know which organisations you know of)	10%	299
Total	-	2,863

Appendix 18

Has the increased media coverage of women's safety issues changed how you feel in public spaces?

Answered: 2,864 – Skipped: 718

Answer choices	Percentage	Responses
Don't know/ can't say	8%	234
I feel more safe	4%	103
I feel less safe	32%	913
It has made no difference	56%	1,614
Total	-	2,864

Appendix 19

Do any of the following factors make you feel less safe in the borough? (Tick all that apply)

Answered: 2,639 – Skipped: 943

Answer choices	Percentage	Responses
Your gender	91%	2,393
Your age	41%	1,094
Your ethnicity	24%	635
Anything else (please specify)	8%	200
Your religion	7%	186
Any disability you may have	6%	159
Your sexual orientation	5%	132

Appendix 20

