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Notice of Meeting:

Cabinet

Meeting Location:

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

Date and Time:

Wednesday, 29 March 2023 at 7.00 pm

Contact for Enquiries:

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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 Thriving Communities
Cabinet Member for Healthy Lives
Deputy Leader and Cabinet Member for
Climate Action
Cabinet Member for Inclusive Economy
Cabinet Member for Decent Living Incomes
Cabinet Member for Good Growth
Leader of the Council
Cabinet Member for A Fairer Start
Cabinet Member for Tackling Inequality
Cabinet Member for Genuinely Affordable
Homes

AGENDA

- 1 **Apologies for Absence**
- 2 **Urgent Matters**
- 3 **Matters to be Considered in Private**
- 4 **Declarations of Interest**
- 5 **Minutes** (Pages 3 - 32)

To approve as a correct record the minutes of the meeting held on 22 February 2023.
- 6 **Appointments to Sub Committees and Outside Bodies**
- 7 **Cultural Manifesto** (Pages 33 - 102)
- 8 **Greener Ealing Business Plan 2023/24** (Pages 103 - 116)
- 9 **Land and Property Strategy 2023-2027** (Pages 117 - 156)
- 10 **Transport and Highways: LIP Programme 2023/24 and Development of a New Transport and Active Travel Strategy** (Pages 157 - 182)
- 11 **Grant agreement with GLA for Ealing's UKSPF core grant allocation** (Pages 183 - 192)
- 12 **Update on Equality Diversity & Inclusion Workforce Action Plan** (Pages 193 - 212)
- 13 **Report by the Local Government and Social Care Ombudsman** (Pages 213 - 226)
- 14 **Date of the next meeting**

The next meeting will be on 19 April 2023

Published: Tuesday, 21 March 2023

Minutes of the meeting of the Cabinet

Date: Wednesday, 22 February 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 A Raza

Apologies:

K K Nagpal and L Wall

Also present:

J Ball, J Gallant, G Malcolm

1 Apologies for Absence

Apologies were received from Cllrs Wall and Nagpal.

Requests to speak:

In accordance with paragraph 2.6(a) of the Constitution, the following speakers addressed the Cabinet with regard to the following items:

Item 8 – 2023/24 Budget Strategy and Medium-Term Financial Strategy (MTFS)

- Cllr Julian Gallant

Item 9 - Additional Council Tax Support 2023.24

- Cllr Gary Malcolm

Item 13 - Replacement of Gurnell Leisure Centre

- Cllr Julian Gallant
- Cllr Jon Ball

With permission from the Leader/Chair, the following speakers made representations:

Item 13 - Replacement of Gurnell Leisure Centre

- David Hibbert, Chair of Trustees of Ealing Swim Club (at request of Chair)
- Sir Sherard Cowper Coles, Chair of the Gurnell Community Sounding Board (at request of Chair)

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. There were no Members joining virtually.

2 Urgent Matters

The Chair explained that the Overview and Scrutiny Committee on 21 February 2023 had utilised its right under Part 4, Scrutiny Procedure Rules, Schedule 15 to Call-In the decision made by Cabinet on 25 January 2023 relating to “The Future of Warren Farm Sports Ground.”

The Chair noted that the Overview and Scrutiny Committee had upheld the decisions made by Cabinet on The Future of Warren Farm Sports Ground.

The Chair additionally noted that the Overview and Scrutiny Committee had made two informal recommendations. The Chair laid out the informal recommendations as set out below and Cabinet responded to them as follows:

Recommendation 1:

That Cabinet is recommended to undertake an ecological and habitat survey of the whole site as part of the feasibility study

Response of Cabinet:

As outlined both in the cabinet report, dated 25 January 2023, and the subsequent briefing to and discussion at the Overview and Scrutiny Committee, an Ecological Survey would be a required component of any future planning application for material changes to the existing use at Warren Farm Sports Ground. Importantly, an Ecological Survey would determine both potential risks to ecological impact, as well as any proposed mitigations.

An Ecological Survey would be a material consideration for the planning authority in determining any changes to the existing configuration and use classes at the Sports Ground. The feasibility study and soft market testing were anticipated to bring greater clarity to the extent of any proposed development of community sports facilities at Warren Farm Sports Ground.

Recommendation 2:

Cabinet is recommended to engage with Imperial College in order to reconsider whether the proposed sports facilities can be located on their land rather than on the Warren Farm site

Response of Cabinet:

The London Borough of Ealing remains in ongoing discussions with Imperial College over the proposals for re-wilding across the expanded site. All options would be considered in the context of each party’s requirements and rights over their respective freeholdings within the feasibility study. Those

discussions continue.

3 Matters to be Considered in Private

Item 11 Housing Delivery Update – Appendix 1, 2, 3

Item 14 Sale of Minority Shareholding in BSF Project company' – Appendix 1, 2, 3

Item 15 Special Education Needs Statutory and Capital Approvals – Mandeville statutory and capital proposals and John Chilton contract award- Appendix C

4 Declarations of Interest

There were none.

5 Minutes

The minutes of the previous meeting held 25 January 2023 were discussed.

RESOLVED:

The minutes of the previous meeting held 25 January 2023, were approved as a true and accurate record.

6 Appointments to Sub Committees and Outside Bodies

There were none.

7 2022/23 Budget Update

- I. Noted the estimated General Fund revenue budget outturn position of net £5.169m (2.24%) overspend for 2022/23, and a breakeven position on the Housing Revenue Account for 2022/23.
- II. Noted that financial pressures arising from COVID-19 in 2022/23 of £5.046m were forecast to be met from combination of available grants and reserves held for these purposes.
- III. Noted the in-year Dedicated Schools Grant (DSG) deficit forecast of £1.249m to be charged to the DSG account.
- IV. Noted the progress on delivering the 2022/23 savings programme.
- V. Noted the 2022/23 capital programme break-even forecast position.
- VI. Approved the re-profiling of 2022/23 capital programme net slippage of over £1m of £44.429m into future years.

REASON FOR DECISION AND OPTIONS CONSIDERED:

1. The Council has forecast the financial position for 2022/23 based on available information at end of 31 December 2022. Recommendations made outline the Council's forecast position on revenue, capital, income, and expenditure to the end of Quarter 3.

8 2023/24 Budget Strategy and Medium Term Financial Strategy (MTFS)

RESOLVED:

Revenue Budget

- I. Approved 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 included £7.396m savings from the General Fund over the same period of which £7.184m was to be delivered from the General Fund in 2023/24.
- II. Authorised the Strategic Director or Director with responsibility for each proposal (including fees and charges) to:
- III. Carry out all steps required in relation to each proposal, including carrying out any consultation.
- IV. Consider any consultation outcomes and other detailed implications.
- V. Complete and consider the implications of any equalities analysis assessment required.
- VI. Following completion of 1.3(a), 1.3(b) and 1.3(c) above:
 - a. Determined whether to amend any proposal prior to implementation.
 - b. Determined 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
 - c. Where a decision was taken not to proceed with any proposal then alternative proposal(s) would be brought forward for consideration.
- VII. In relation to savings proposals that were significantly cross cutting across more than one service, authorised 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.
- VIII. Noted in relation to above, that where appropriate any key decisions would be brought back to Cabinet.

- IX. Noted the latest Medium-Term Financial Strategy (MTFS) for 2023/24 to 2026/27.
- X. Approved £46.368m of revenue growth for 2023/24 (paragraph 5.2.2) and authorised 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.
- XI. Noted 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

- XII. Approved the schedule of fees and charges for 2023/24.

Council Tax

- XIII. Considered and recommended to Full Council an increase of 2% for the Social Care Precept and an increase of 2.99% for Council Tax in 2023/24.

Council Tax Reduction Scheme

- XIV. Noted the changes to the current Council Tax Reduction Scheme as approved by Cabinet on 7 December 2022 for recommendation to Full Council on 8 March 2023.
- XV. Noted that Cabinet is being asked to approve the distribution of the additional Council Tax Support Fund for 2023/24.

Council Tax Empty Property Premium Charge

- XVI. Approved 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.

Business Rates Discount

- XVII. Approved (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 were, 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 .

- XVIII. Authorised 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

- XIX. Noted the outcome of 2023/24 School Funding Formula changes as agreed in consultation with Schools Forum and authorised 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.
- XX. Approved the Dedicated Schools Grant (DSG) Early Years Funding Formula Factors for 2023/24.

Housing Revenue Account (HRA)

- XXI. Noted the HRA revenue budget for 2023/24, as presented to Cabinet on 25 January 2023.

Capital Programme 2023/24 – 2027/28

- XXII. Noted 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.
- XXIII. Noted the capital programme additions relating to the HRA that were considered as part of the HRA Business Plan by Cabinet on 25 January 2023.

- XXIV. Endorsed and approved the following recommendations to Full Council, on 8 March 2023, that it:

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

- XXV. Considered and approved the Revenue Budget for 2023/24 as summarised in Appendix 1.
- XXVI. Considered 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.
- XXVII. Noted the financial risks and pressures set out in the report.

XXVIII. Approved the Parking Account 2023/24.

XXIX. Approved 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 were delegated to the Strategic Director of Children's following consultation with the Strategic Director of Corporate Resources (Section 151).

XXX. Approved 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.

XXXI. Noted that the General Fund balance is scheduled to remain the same at £15.919m for 2022/23 and noted the forecast levels of earmarked reserves.

Capital Programme 2023/24 – 2027/28

XXXII. Approved the new General Fund capital programme additions totalling £12.850m and £12.574m of budgets to be decommissioned.

XXXIII. Approved the updated profile of the current Capital Programme.

Capital Strategy, Treasury Management and Pension Fund

XXXIV. Approved the Treasury Management Strategy including the associated Prudential Indicators and Annual Investment Strategy.

XXXV. Approved the Treasury Management Policy Statement.

XXXVI. Noted the Strategic Director of Corporate Resources (Section 151) will implement the Treasury Management Strategy under existing officer delegated powers.

XXXVII. Approved the Minimum Revenue Provision (MRP) policy.

XXXVIII. Noted that the Council manages cash on behalf of the Pension Fund and West London Waste Authority in accordance with the Treasury Management Strategy.

XXXIX. Approved the Capital Strategy.

XL. Approved 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.

XLII. Authorised 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.

Council Tax and Business Rates

XLIII. Approved 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.

XLIV. Noted the Greater London Authority (GLA) Band D precept of £434.14 for 2023/24.

XLV. Noted 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.

XLVI. Noted the forecast Collection Fund position for 2022/23.

XLVII. Noted 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).

XLVIII. Approved 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.

XLIX. Noted the revised Local Council Tax Reduction Scheme for the financial year 2023/24 as approved by Cabinet on 7 December 2022.

L. Noted that elsewhere on this agenda Cabinet is being asked to approve the Additional Council Tax Support Fund for 2023/24.

L. Noted 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.

REASON FOR DECISION AND OPTIONS CONSIDERED:

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.

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.

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.

Any consultation in relation to proposals will be carried out as required and in accordance with the Council's legal duties and responsibilities.

9 Additional Council Tax Support 2023.24

RESOLVED:

- i. Approved the recommendations set out in section 3 for distribution of additional Council Tax Support funding 2023/24.
- ii. Approved 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.
- iii. Delegated authority to the Strategic Director for Corporate Resources in respect of decisions on individual applications for reducing Council Tax payable.

REASON FOR DECISION AND OPTIONS CONSIDERED:

On 23 December 2022, the government announced funding and guidance for its Council Tax Support Fund for 2023/24. This allowed 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.

This was following the revised Council Tax Reduction report being considered by Ealing's Cabinet on 7 December.

The government had 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 recommended an amendment to the Council's existing 13A(1)(c) policy provided as Appendix 1 to this report.

The government advice regarding the funded scheme for 2023/24 would be found here: [Council Tax Support Fund guidance - GOV.UK \(www.gov.uk\)](https://www.gov.uk/guidance/council-tax-support-fund-guidance)

Ealing funding allocation for the additional Council Tax Support funding was: £630,896

10 Community School Admissions Arrangements 2024/25

RESOLVED:

- I. Approved the admissions arrangements 2024/25 for Ealing community schools
- II. Approved the published admission numbers for all Ealing community schools including a reduction of 15 places at Oldfield Primary School.
- III. Approved Ealing's scheme for co-ordination of admissions to Year 7 and Reception/Junior in 2024/25 as part of Pan London co-ordination.

REASON FOR DECISION AND OPTIONS CONSIDERED:

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 were set out in paragraph 1.49 of the School Admissions Code.

11 Housing Delivery Update

RESOLVED:

- I. Noted the progress made to date on the sites listed below and as shown on the plans for proposed redevelopment to provide 306 new homes at:
 - a. Lexden and Steyne Road
 - b. Northolt Grange Community Centre
 - c. Sussex Crescent.

- II. Noted and agreed 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.
- III. Noted the outcome of the tender exercise for the main construction contracts for the redevelopment of the Sites and approved the award of the contracts.
- IV. Delegated authority to the Strategic Director of Housing and Environment to:
- V. 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).
- VI. Award a Design and Build JCT contract for the construction of 92 new affordable homes at Northolt Grange.
- VII. Award a Design and Build JCT contract for the construction of 26 new affordable homes at Sussex Crescent.
- VIII. (a) Agreed in principle for the Sites to be appropriated for planning purposes and then for housing purposes.
- IX. (b) Delegated authority to the Strategic Director of Economy and Sustainability to undertake the appropriation processes for each Site as, and when, necessary.
- X. (a) Noted 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.
- XI. (b) Delegated 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.
- XII. Agreed 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.
- XIII. Noted 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.

REASON FOR DECISION AND OPTIONS CONSIDERED:

Tranche 2 Delivery Programme

Ealing Council had 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.

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.

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.

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.

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.

Approval to enter into Pre-Construction Services Agreement (PCSA) contracts for these sites was given by Cabinet in December 2022. The

presented report sought approval to award Design and Build JCT contracts to progress developments on time and according to schedule.

Lexden and Steyne Road

Unit type	Number	Affordable (LAR)	Shared Ownership
1b/2p flat	36	0%	16%
1b+ flat	71	37.8%	0%
2b/4p flat	72	0%	31.9%
3b/5p flat	9	0%	0%
Total	188	71 37.8%	90 47.9%

Lexden and Steyne Road (or the Steyne Estate) was an existing Council estate at the junction of Lexden and Steyne Roads in Acton Central ward and within Acton District Town Centre. The estate consisted 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.

The proposed project would deliver three new buildings on the estate in addition to accessible landscaping and play improvements, a podium car park, and improvements to the under crofts of existing towers.

The scheme included 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).

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.

Approval to enter into a PCSA contract for this site was given by Cabinet in December 2022.

This report sought approval to award a Design and Build JCT contract as below to progress development on time and according to schedule.

Following a compliant tender process, it was proposed to enter into a JCT Design and Build (2016) Contract.

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 disconnections
Main Works Contract Signed		13/03/2023	
Main Build Phase		27/10/2025	

In addition, confirmation was 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.

Northolt Grange C.C. Scheme

Unit type	Number	Affordable (LAR)	Shared Ownershi
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%

This scheme involved redeveloping the Northolt Grange C.C. to provide 92 new affordable homes and new community open space.

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.

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.

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.

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.

Following a compliant tender process, it was 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

Proposed programme:

Item	Start	End	Notes
PCSA signing		01/02/2023	Approved by Cabine 07/12/2022
Portakabin contract		01/02/2023	Approved by Cabine 07/12/2022

signing			
Asbestos removal from Community Centre	16/02/2023	01/03/2023	Triggers Start on Site funding – dependent Contractor’s program
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’
Licence swapped land back to RCDoW/School		29/03/2023	For land transferred – to last until temp cl installed
JCT Contract signed		22/03/2023	Triggers Start on Site from GLA
Enabling works on LB Ealing and RCDoW/School land	09/03/2023	18/08/2023	Commencing under 1 and Portakabin contract dependent on Contractor programme
Drainage installation	03/04/2023	21/04/2023	Triggers acceptance Regs application under 2022 building regulations dependent on Contractor 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 holidays

Remaining groundworks commence	21/08/2023	27/10/2023	
Project completion		08/2025	Two-year build progr

adjacent school (St Raphael's Roman Catholic Primary School) which required 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.

As part of ongoing discussion with the Department for Education there was a likely requirement for the council to agree to lease some playing field land to the school in place of a proposed licence.

Authority was 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.

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.

In order to mitigate this risk several actions had been taken: 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. Works which are eligible for GLA grant to be claimed can be undertaken on LB Ealing owned land in order to mitigate any delays. 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.

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.

2.8 Lexden and Steyne Road

Unit type	Number	Affordable (LAR)	Shared Ownership
1b/2p flat	36	0%	16%
1b+ flat	71	37.8%	0%
2b/4p flat	72	0%	31.9%
3b/5p flat	9	0%	0%
Total	188	71 37.8%	90 47.9%

The site was 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.

The scheme consisted of a single four storey block, 26 flats at London Affordable Rent.

Planning permission for the scheme was granted in October 2022.

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.

The development was tendered between May and July 2022 and two competitive tenders were returned.

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.

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.

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 disconnections
Main Works Contract Signed		13/03/2023	
Main Build Phase		27/10/2025	

Golf Links Phase 3

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.

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.

12 Property Insurance Procurement

RESOLVED:

- I. Authorised 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.

- II. Delegated 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 were received.

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 criterion 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.

13 Replacement of Gurnell Leisure Centre

RESOLVED:

- I. Authorised 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 and further informed by the optimised Site Strategy contained within the Feasibility Study Plus addendum to the Feasibility Study. Further authorised 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.

- II. Agreed with the professional advice contained within the Feasibility Study included at Appendix 1 to this report, inclusive of
 - a. 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. Authorised 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
- III. Authorised 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.
- IV. Delegated 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.
- V. Agreed 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
- VI. Agreed 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.
- VII. Agreed that the Council should continue to engage and consult via the Gurnell Sounding Board through the next phase of the project.

Recommendations for NOTING

- I. Noted 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.

- II. Noted 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. Noted 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.
- III. Noted 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.
- IV. Noted 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.

REASON FOR DECISION AND OPTIONS CONSIDERED:

Gurnell Leisure Centre had 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.

The proposed redevelopment of Gurnell Leisure Centre features in both the Council Plan 2022-26 and also was 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.

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.

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.

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.

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.

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.

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 were 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 were 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 were requests to keep the green space and expand outdoor activities
- There were 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

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 were developed. An independent Chair has been appointed to oversee the Sounding Board and there have been 4 sessions held to date.

The Chair provided a summary report on the key matters arising from the Sounding Board sessions and his full report is attached. This noted the following were 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*

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

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.

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 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?*

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.

14 Sale of Minority Shareholding in BSF Project company'

RESOLVED:

- I. Approved the sale of the shares to Amber Infrastructure on the terms set out in confidential Appendix 1
- II. Authorised 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.

Recommendations for NOTING

1. Noted the consequences of selling the shares outlined in the report.

REASON FOR DECISION AND OPTIONS CONSIDERED:

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.

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.

The Council has appointed Asteros Advisors Limited, who were 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.

15 Special Education Needs Statutory and Capital Approvals - Mandeville statutory and capital proposals and John Chilton contract award

RESOLVED:

- I. Noted 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. Authorised 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. Authorised 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. Noted that there will be a further report to Cabinet for determining the statutory proposal and award of contract.
- V. Authorised 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.

REASON FOR DECISION AND OPTIONS CONSIDERED:

The decisions were 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.

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.

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.

16 Violence Against Women and Girls Strategy

RESOLVED:

- I. Cabinet approved the implementation of the Council's refreshed *Male Violence Against Women and Girls* strategy for the period 2023-2027.

Recommendations for NOTING

- I. Cabinet noted the priorities 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.

REASON FOR DECISION AND OPTIONS CONSIDERED:

Ealing and the Safer Ealing Partnership were 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 included 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 were suffered disproportionately by women.

This included 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 was 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 had expanded to recognise misogyny, behaviours, and offences that were not explicitly identified in our previous strategy. Examples of this were 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 were:

- 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 were universal and affect nearly all women and girls in Ealing, while others were more prevalent in a specific group who were 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 was 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 were 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 were overwhelmingly male. A number of other local authorities, community safety partnerships and constabularies were beginning to adopt this term.

The adoption of the term MVAWG did 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 were 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 was 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 were unacceptable and that it is our collective responsibility to protect women and girls and support them in feeling safe.

17 Date of the next meeting

The date of the next meeting will be 29 March 2023

Meeting commenced: 7.00 pm

Meeting finished: 8.34 pm

Signed:

Dated: Wednesday, 29 March 2023

P Mason (Chair)



<p>Report for: ACTION</p> <p>Item Number:</p>
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Contains Confidential or Exempt Information	NO
Title	Ealing Cultural Manifesto 2023-2028
Responsible Officer(s)	Sandra Fryer, Interim Strategic Director for Economy and Sustainability
Author(s)	Jan De Schynkel, Arts & Culture Manager
Portfolio(s)	Cllr Jasbir Anand, Cabinet Member for Thriving Communities
For Consideration By	Cabinet
Date to be Considered	29 March 2023
Implementation Date if Not Called In	(Day after Call-In expiration date, or most appropriate date after Call-In expiration date) 31 March as agreed.
Affected Wards	All
Keywords/Index	Culture, Manifesto, Art, Strategy, Action Plan

Purpose of Report:

This report seeks Cabinet approval of the Ealing Cultural Manifesto 2023 – 2028 and the associated action plan. The manifesto has been co-developed with the Ealing cultural sector, following a rigorous methodology incorporating creative consultation and a process of co-authoring; to ensure input of a wide range and diversity of people.

1. Recommendations for DECISION

1.1 It is recommended that Cabinet:

Agrees to adopt Ealing’s Cultural Manifesto 2023-2028 as provided in Appendix 1 and the associated action plan as provided in Appendix 2.

2. Recommendations for noting

None

3. Reason for Decision and Options Considered

3.1. In 2021, Ealing Council recognised the need for the Arts & Culture Service (ACS) to engage with communities, the sector, and internal working groups to co-develop

a 'cultural manifesto' and 'action plan', following key principles of Thriving Communities, such as establishing collaborative processes and empowering/supporting communities to make local decisions.

3.2. In consultation with Ealing's creative sector, it was agreed that a cultural manifesto and action plan was developed.

3.3. Why the need for a Cultural Manifesto?

This Council's previous Ealing Arts & Cultural Strategy 2013-18 needed updating. (See background information). In the 10 years since the previous strategy was developed, there have been significant changes in the cultural landscape in London that this new Cultural Manifesto will reflect.

Scrutiny Review Panel 4 – 2019/2020: Leisure, recommended (R 11): 'Ealing Council should proactively work with the local arts and culture organisations including young people in devising the new Culture Strategy for the borough.'

The results of the Council's 2022 Arts & Culture Survey evidenced opportunities, gaps, needs and barriers for our communities and for the creative sector that would be best served by setting out in a strategic framework.

As culture cuts across many areas and priorities of the council (for example, around regeneration, economic recovery, health & wellbeing, bringing diverse communities together), such a framework will also aid collaborative working across departments and provide a focus for the council, the creative sector, whilst sending a strong signal of the council's ambitions to key agencies such as Arts Council England and the GLA.

The development of a Culture Manifesto and Action Plan, will support the growth of our borough's cultural sector in a more joined-up and strategic way, realising long term benefits, addressing inequalities, and better evidencing the significant impact of arts & culture on people and places.

The adoption of a Cultural Manifesto for Ealing will ensure Ealing Council is in a much stronger position to apply for London Borough of Culture (LBOC) for 2025 or 2027, as set out in the Council Plan. (In 2017, Ealing council unsuccessfully applied to become a LBOC. LBOC puts culture at the heart of local communities, illuminating the character and diversity of London's boroughs and showing culture is for everyone. Previous awards went to Waltham Forest, Brent, Lewisham and Croydon. The scheme is likely to be opened up for applications again this year, 2023.)

3.4. Aims

The manifesto will provide a vision and action plan for Ealing that achieves a step-change in the growth, resilience and sustainability of our creative economy and skills sectors; to promote excellence and accessibility in our arts, culture and heritage offer and to ensure creativity permeates our sense of place and identity.

As the manifesto is co-created with and co-owned by the cultural sector, the aim is that all creatives and cultural organisations recognise themselves in the cultural manifesto, that it relates to them and their practice, and that they can identify actions they can enact. It should also support their 'businesses', for example giving greater visibility, showing funders the wider strategic vision and ambitions their work forms part of, helping to connect with new partners and using the cultural manifesto logo.

3.5. Principles

The principles set out in the manifesto are:

- Recognising cultural democracy/democracy of cultures: reflecting all cultures of Ealing/protected characteristics/geographic equity.
- Co-authored and co-owned by the culture sector.
- The inclusion of Youth Voice to inform the Cultural Manifesto.
- To encourage localism, local decision making and empower grassroots.

Delivery of the manifesto will require ongoing activism. We will commission and enable activations, installations and artistic expressions around the manifesto across each of the seven towns after the approval of the Cultural Manifesto. The action plan will be a rolling action plan that is continuously updated and when new sources of funding are obtained.

3.6. The role of engagement in establishing the Cultural Manifesto

The following outlines the eight steps of the engagement and consultation approach that were implemented in the forming of the Cultural Manifesto.

Step 1: Mapping through updating the GLA Cultural Infrastructure Plan

Step 2: Consultation and engagement through our arts and culture survey 2022, an online survey that was widely publicised through various council channels and networks.

Step 3: To democratically inform the manifesto and in order to ensure that we don't just reach 'the usual suspects' with a council consultation, we also reached out through:

- 3 pilot Youth Collectives in Acton, Greenford and Northolt. To reach a more diverse range of youth voice and young people that the council would otherwise not reach.

- a creative installation that travelled to all seven Towns and Park Royal, acting as an icebreaker, a conversation starter, an innovative intervention to reach people that would otherwise not engage.

Step 4: To ensure that the cultural manifesto is informed by a wide range of voices, we set up a Culture Task Group, a diverse group of external stakeholders who act as a steering group to co-develop the manifesto. The group consists of large and

small organisations as well as individual artists and creative practitioners from across all Ealing towns.

The purpose of the Culture Task Group was to co-decide on processes and to steer the content of the Cultural Manifesto. The group is a task-and-finish group, i.e., set up solely to support and steer the development of the Cultural Manifesto.

Step 5: A cross Council group was set up to feedback and input in the drafting, in particular to ensure that the action plan is owned across service areas and directorates, not just the ACS. (Please see named individuals in 'consultation' section.)

Step 6: Further feedback and consultation: During the drafting stages, further feedback was sought from external specialists, including a panel of academics at University of West London and external specialist/consultant Adriana Marques, Head of Cultural Strategy for Thamesmead at Peabody. They were unanimously impressed with the quality and creativity of the document.

Step 7: During drafting, five further focus groups were set up in January 2023, with the South Asian, Somali and Arab community in Southall; African Caribbean group in Acton; Syrian and Afghan groups in North Acton and West Ealing; young people group in Northolt/Greenford; Polish community group.

Step 8: A schools' video competition was launched in January 2023 around the relevance of the Cultural Manifesto for young people. 1 minute video submissions invited on 'how does the manifesto relate to me, my generation, my school'. This is delivered through our Cultural Education Partnership.

4. Key Implications

4.1. The Cultural Manifesto sets out how to address geographic inequity across our seven towns, and how to turbocharge the multiple impacts of culture through the creation of seven Culture Hubs across our towns. This will address inequality, address barriers and bring communities together. Culture Hubs will create and support a local community of practice and change-makers to drive decisions around arts and culture in their locality, informed by local need and relevance. At least one fit-for-purpose space will be identified in each town where creatives can meet, make and show. (This could be anything from one room to a whole building, depending on local context.)

It is important that in the creation of the Culture Hubs, they link or are integrated with Community Enterprise Hubs, Town Forums, 20-minute neighbourhoods, Community Charter, Community Access Guarantee, Community Champions, Family Hub model, Love Ealing Love Local, the learning zones in each of the four libraries.

4.2. Applying to become a London Borough of Culture will require time, capacity and match funding. The aim of this manifesto is to show a strong contribution to three key criteria:

- Support for diverse grassroots organisations and young talent
 - Strong support for arts and culture at Member and Executive level at the council
 - Evidence that arts and culture are included in Council planning and policies.
- Therefore, ensuring requirements for culture are embedded in CIL will be essential to having a strong chance of success with a London Borough of Culture bid.

4.3. Ealing is the third largest London borough in population, yet we have limited traditional cultural infrastructure such as arts centres or music venues. The Cultural Manifesto calls for creating and protecting affordable creative workspaces and arts venues.

4.4. Officers recommend that Cabinet notes the request to support the principle of securing future CIL contributions towards delivery of this cultural manifesto, in accordance with the development of the Councils CIL Charging Schedule.

5. Financial

Financial impact on the budget

An announcement on whether the Mayor's London Borough of Culture scheme will continue is expected in March 2023. If continuing, guidelines may be expected in April 2023. It is for noting, at this point in time, that following the work to develop the Cultural Manifesto, it is understood that the Council should apply to become a London Borough of Culture in 2025, where the Council would need to commit to match funding. For past schemes, the main funding award was £1.0m and match funding requirement was 30%. Therefore, the Council would need to commit to £0.300m match funding, if the guidelines are in line with previous awards.

There are no other financial implications as projects identified in the Action Plan (Appendix 2) will only be delivered with either existing funding or when external sources of funding have been obtained and match funding is approved.

6. Legal

6.1 The council is not legally required to produce an Arts and Cultural Strategy or Cultural Manifesto, although it is good practice to do so. Any proposals implemented pursuant to the Cultural Manifesto will require separate consideration and approval; approval will not be implied solely by reason that a proposal complies with the Cultural Manifesto.

7. Value For Money

7.1. Central to Ealing's role in cultural provision is promoting access to a wide range of opportunities for all sections of the community, especially those for whom cost is a barrier. This Cultural Manifesto will help deliver value for money by forging stronger links with arts and cross-sector partners and developing a more ambitious framework that will help external funding bids.

Value for Money principles are key to ACS delivery and procurement arrangements. Robust contract monitoring ensures that there is an on-going review of costs and service delivery in line with contract specifications

Projects will only be delivered when funding is in place.

8. Sustainability Impact Appraisal

N/A

9. Risk Management

N/A

10. Community Safety

N/A

11. Links to the 3 Key Priorities for the Borough

11.1. The council's administration has three key priorities for Ealing. They are:

- fighting inequality
- tackling the climate crisis
- creating good jobs.

The Cultural Manifesto and action plan will strongly contribute to 'fighting inequality' and 'creating good jobs'.

Fighting inequality: by increasing the diversity of the art that is made and seen, the diversity of the creators and the diversity of the decision-makers. The local Culture Hubs in each of the seven towns will increase community empowerment, activism, and cohesion by responding to local need and talent. The action plan has specific projects around breaking down barriers and inequity.

Creating good jobs: Our Cultural Education Partnership has structures in place with Ealing schools, skills providers and employers to create flexible entry and progression routes into the Creative Industries. Our New Gen Youth festival is providing employment opportunities in the Creative Industries, through upskilling workshops with high-calibre industry professionals. The action plan has several career and business start-up support programmes in collaboration with different services. **Tackling the Climate Crisis:** The action plan includes place-making projects that consider biodiversity. We are providing guidance for our festivals and events on environmental sustainability.

12. Equalities, Human Rights and Community Cohesion

12.1. The methodology and the various consultation strands (see 3.6) are examples of best practice to try and reach a wide a range and diversity of communities as possible.

Community cohesion and equality are integral to the Cultural Manifesto. Culture develops social capital by strengthening local networks, and personal capital by developing people’s skills, health, and confidence. The ACS engages the whole community, bringing people together and breaking down barriers. The Cultural Manifesto will help services tackle social divisions by making facilities available to all, where necessary by targeting specific provision at hard-to-reach and/or under-represented groups.

13. Staffing/Workforce and Accommodation implications:

13.1. As per 5a) Financial Impact on the Budget, it is recommended that a 1 year Fixed Term post is recruited to the Arts and Culture team, with option to extend if impact has been achieved (fundraising target will be set for the post holder.)

14. Property and Assets

N/A

15. Any other implications:

15.1 Measuring success and evaluation:

This Cultural Manifesto has been produced to enable the development of cultural infrastructure, capacity and skills within the borough; to be provided for by the council and the cultural sector in a planned and coordinated way that meets the needs of Ealing’s population and satisfies areas of greatest demand.

It is proposed that the Culture Task Group, that was set up to co-develop the Cultural Manifesto, is asked to review the Cultural Strategy Action Plan on an annual basis. The findings of this review will be reported to the wider Ealing Arts & Culture Network and to the Council. Each review will compare achievements against priorities, taking account of changes in circumstances and potential new opportunities. An annual review will allow any slippage to be recognised and priorities re-timetabled accordingly.

A comprehensive review of the Cultural Manifesto and Action Plan will also need to be undertaken in 2027 to allow sufficient time for a subsequent strategy/manifesto to be produced.

16. Consultation

16.1. Please see 3.6 The role of engagement in establishing the Cultural Manifesto

17. Timetable for Implementation

Start	Deliverable	measure
January 2023	Recruitment of new FT post	March 2023, post in place
March 2023	Adoption and launch of Cultural Manifesto	Adoption and launch completed
March 2023	Recruitment of Festivals & Events Administrator and Festivals & Events Development Manager	September 2023: Current external Park Hires service delivered by external contractor, replaced by 2 internal posts

March 2023	Procurement process for Ealing Summer Festivals delivery	Summer 2024: New contractor procured for Ealing Summer Festivals
April 2023	Cultural Infrastructure Plan commissioned	April 2024: Based on recommendations, a type, model and location for a state-of-the-art arts centre is identified
May 2023	Steering groups set up to decide on format and delivery mechanisms for Culture Hubs	December 2023: format, structures, locations, and delivery mechanisms of Culture Hubs confirmed
April 2023	Ensure culture is one of the requirements on the Charging Schedule for CIL	2024: CIL implemented and requirements/contributions for culture detailed in planning.
May 2023	Ealing creative sector signs up to the manifesto; granular conversations with key stakeholders re. how they can contribute; ongoing manifesto activations	December 2023: a minimum of 40 sign ups to the Cultural Manifesto. A table showing how sector partners will contribute. A minimum of one activation in each of the seven towns around the Cultural Manifesto
Autumn 2023	Ambassadors and steering groups for London Borough of Culture (LBOC) application	December 2023: steering group for co-authoring the LBOC application formed
December 2023	Arts Council funding applied for	April 2024: outcome of Arts Council funding confirmed
January 2024	Action plan updated	April 2024: updated action plan implemented
2023/2024	If LBOC scheme is announced, develop an application for Ealing	2024: Ealing application for LBOC 2025 or 2027 submitted

18. Appendices

Appendix 1: Cultural Manifesto

Appendix 2: Action Plan

Appendix 3: Arts and Culture Survey 2022 results summary

19. Background Information

https://www.ealing.gov.uk/downloads/download/237/cultural_strategy

Consultation (Mandatory)

Name of consultee	Post held	Date sent to consultee	Date response received	Comments appear in paragraph:
Internal				
Cllr Jasbir Anand	Cabinet Member for Thriving Communities			Throughout
Sandra Fryer	Executive Director for Economy & Sustainability			Throughout
Helen Harris	Director, Legal and Democratic Services			5. Legal
Yalini Gunarajah	Chief Finance Officer			4. Financial
Chris Bunting	Assistant Director Leisure			Throughout
Internal cross-council group (Anurag Munshi, Bryony Henson, Carol Sam, Catherine Howe, Chris Bunting, Connor McDonagh, Cristi Gonzalez, Diana Skwarczowska, Evelyn Gloyn, Fiona Crehan, Francis Moss, Isabel Elder, Joanne Mortensen, Kitty Eyre, Maddy Gupta-Wright, Manny Manoharan, Naseem Kauser, Robin Das, Sophie Beagles, Yogesh Dattani)				Action Plan
External				

Culture Task Group (Alan Granley, Annemarie Flanagan, Andrea Bath, Clare Gough, David Bowler, Doug King, Ellie Lewis-Nunes, Fiona Hawthorne, Harpreet Nandha, Howard Shepherdson, Jane Arnold-Forster, Mandie Wilde, Peter Gould, Philippa Norman, Priya Jethwa, Rachel Pepper, Rajinder Kalsi, Rebecca weeks, Shani Crawford, Sulaiman Othman, Tajinder Singh, Tejinder Padam, William Rees)				Throughout
University of West London (Krishna Maroo, John Charlton, Prof. Robert Sholl, Prof. Justin Paterson, Prof. Dennis Olsen, Marc Owen, Alka Sharma, Maia Leilani Dutoit)				Throughout
Adriana Marques	consultant			Throughout

Report History

Decision type:	Urgency item? No
EITHER: Key decision OR Non-key decision OR For information (delete as applicable)	Yes [
Report no.:	Jan De Schynkel, Arts & Culture Manager

367,100 Creatives

Ealing's Manifesto for Creative Change

Turbocharging arts, culture and creative industries

inspiring

more creative people,

more creative communities and

more creative places



CONTENT

- 1. Foreword by Cllr Anand**
- 2. The speed read**
- 3. How we got here (methodology)**
- 4. What is... (definitions of art, culture, creativity)**
- 5. WE HEARD (Arts and Culture Survey 2022 summary results)**
- 6. WE KNOW (value and impact of culture)**
- 7. WE HAVE (our building blocks: significant people, places, art works, events, practice, organisations)**
- 8. WE WANT (our Cultural Manifesto)**
- 9. WE WILL (our action plan)**
- 10. Thank you**

11. Glossary of acronyms

1) FOREWORD BY CLLR. JASBIR ANAND, Cabinet Member for Thriving Communities

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Ealing's art and culture is both historic and cutting edge. Both rich and incredibly diverse. Imbibing the talent and traditions of the wonderfully diverse communities that make our seven towns what they are.

Ealing was many things: the home of British film (Ealing Studios); the home of Loud (the iconic Marshall amp); the home of London Mela and the centre of its Bhangra scene; the cradle of British Rock Music (the Ealing Club).

Since then and in the 10 years since our previous cultural strategy was developed, there have been significant changes impacting the cultural landscape. And so, to ensure that Ealing will still be at the forefront of British arts and culture in the future, we have developed this dynamic Cultural Manifesto and Action Plan.

Ealing has much to be proud of. Our diverse communities (54% population from ethnic minorities/160 languages spoken), vibrant town centres, excellent schools, transport links, parks and open spaces make it a great place to live, work and visit.

Ealing is amazing, but we know it can change for the better too. Our priorities are, bringing good well-paid jobs back to the borough; real climate action; and relentlessly tackling the inequalities that hold people back from achieving their aspirations. We want to secure a new economy for, and a new relationship with the people of the borough, to unlock the potential and the creativity of our communities and our towns.

How we will meet those ambitions is articulated in our council Plan 2022-2026. And this Cultural Manifesto will further support that. Because we know that arts and culture cuts across many areas of the council (regeneration, economic growth, health & wellbeing, bringing diverse communities together).

Why a manifesto? We didn't want a glossy brochure that would gather dust on shelves, rather a bold and ambitious statement that inspires continuing activism and change. Therefore, we created '367,100 Creatives' for all of our 367,100 residents, for our creatives and for the creative sector; to send a strong signal to our partners and funders; and to show the rest of the world the creativity of Ealing, Southall, Hanwell, Greenford, Acton, Perivale and Northolt.

The council's role will be to convene, connect, enable, facilitate, broker, support capacity and skills, and to provide oversight and the bigger picture; to make it easier for the arts and culture sector and communities to make things happen for themselves.

Through an evidence-based approach, the Cultural Manifesto seeks to optimise the contribution of arts and culture towards bringing people and pride to our highstreets; supporting local businesses; creating jobs in the creative and digital industries; inspire education; support place making, place shaping, place keeping and regeneration; contribute to health wellbeing and happiness; and foster understanding and connections between communities. But as a council, we also stand up for the intrinsic value of the arts, not just the instrumental benefits.

Over the past years we have already achieved great things and this Cultural Manifesto will only accelerate that step change, with support from our partners and funders.

With support from Arts Council England, English Heritage and National Lottery Heritage Fund, the council invested in its heritage buildings Gunnersbury Park Museum and Pitzhanger Manor and Gallery. With funding from A New Direction's Challenge London fund, we set up a Cultural Education Partnership to ensure all our children and young people have access to great art. We now have an Arts Charter for our schools. During the pandemic, we distributed £0.5m in grants, specifically to support our creative and digital industries sectors. Last year, the Mayor of London announced a new accredited Creative Enterprise Zone in North Acton & Park Royal.

Arts and culture are important to us. Which is why our overall Council Plan already has some ambitious deliverables: diversify our festivals and events programmes, a state-of-the-art arts centre, and becoming a London Borough of Culture.

This Cultural Manifesto will further help with cross-council working and it will turbocharge the multiple impacts of culture.

This Culture Manifesto and Action Plan will result in more creative people, more creative places and more creative communities. It will help address geographic and other inequalities across our seven towns. It will support the growth of our borough's cultural sector in a more joined-up and strategic way, realising long term benefits.

I hope you are as impressed and inspired by it as I am.

A handwritten signature in black ink, appearing to be 'A. M.', enclosed in a simple oval shape.

2) **The speed read**

A Cultural Manifesto and action plan for the next five years

Through this Cultural Manifesto, Ealing wants to start acting like and being a ‘borough of culture,’ by weaving culture through everything we do based on localised decision-making. Based on our values of inclusivity and community empowerment, our ambitious plans were developed together with the arts and culture sector; specifically with a Culture Task Group of diverse sector representatives, recruited through an open call. The manifesto and our action plan also respond to findings of our borough-wide arts & culture survey 2022. Rather than ask people to come to us, we travelled with a creative installation to each of our seven towns, to encourage local communities to respond to the survey. We brought focus groups together, including young people, people with learning difficulties, and a snapshot of our wonderfully diverse communities, including groups whose first language is Punjabi, Arab, Somali or Polish.

How the Cultural Manifesto responds to the Council Plan

The Cultural Manifesto and Action Plan provide a framework for achieving the council’s ambitions around arts and culture articulated in the Council Plan 2022-26:

- Turbocharge the creative spirit of Ealing, by securing and investing at least £1m in community and grassroots art, music, dance and culture, secure our status as west London’s leading borough of culture and work with the community and creative industries to deliver a new state of the art performing arts centre within the borough.

- Bring even greater diversity to our festivals and events, ensuring that there is something for everyone in our borough, bringing communities from all backgrounds together, involving community organisations and deliver a major festival to celebrate the Queen's Platinum Jubilee.

The Cultural Manifesto also strongly links to the borough's three key priorities:

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

Empowering local people and activism

Our flagship project is to set up seven Culture Hubs, to address geographic inequity across our seven towns, and to turbocharge the multiple impacts of culture. This means creating and supporting a local community of practice. You may call them ambassadors, activists, catalysts or change-makers, to drive decisions around arts and culture in their locality, informed by local need and relevance.

We commit to each of our seven towns having at least one a fit-for-purpose space to make and see art and to act as a local Culture Hub.

Collaboration

This manifesto is about enhancing connections and enhancing capabilities.

Culture should influence all our services and be embedded in everything we do. This includes culture-led regeneration; culture to be key in economic recovery and bringing people and pride back to our high streets; requirements for culture embedded in council planning and policies such as Community Infrastructure Levy. Turbocharging Ealing's creative capabilities will be achieved by working together across council departments; build connections between creative employers and the education sector; local communities and the creative sector working together with the council; the creative sector collaborating better with each other; and all of us connecting with and influencing national agencies and organisations.

We will work with the developer community to provide affordable creative workspaces, contribute to cultural capacity-building, create Culture Hubs and realise the state-of-the art arts centre that Ealing deserves.

A 'new heritage'

Ealing has a cultural heritage of national importance, including the iconic Ealing Film Studios; Sir John Soane's Pitzhanger Manor; the largest community theatre in Britain The Questors Theatre (the first theatre to be newly built in England after the Second World); The Ealing Club where The Rolling Stones was formed; the roots of British Bhangra in Southall; Martinware pottery; The Huntleys Bogle L'Ouverture publishers and bookshop in West Ealing promoting Black and Asian writing; and Gunnersbury Park Museum, recently becoming an Arts Council National Portfolio Organisation.

Whilst celebrating all that this manifesto is about creating a 'new heritage' for Ealing, based on community pride, and raising the profile of arts, culture, creativity and the creative and digital industries, to create a buzz to attract people across our diverse and exciting communities to experience the rich cultures. A dynamic example is our new Creative Enterprise Zone in North Acton and Park Royal, helping to make visible an almost 'underground' innovative interchange between industry and creatives.

Equality and diversity

This manifesto will ensure that the wonderful diversity of Ealing is reflected in the art, culture and creativity that is visible and accessible. We will ensure our festival and events offer is more than Jazz and Blues and encompasses a range of art forms and genres that are both innovative, of the highest calibre and relevant to our communities. Our Cultural Education Partnership aims to ensure that all children and young people, whatever their background or whichever town of Ealing they live in, have access to high quality cultural experiences.

One of those children who grew up and went to school in Ealing is the celebrated, award-winning film maker Sir Steve McQueen. This manifesto wants to make sure that if there is a young Sir Steve out there, that their talent is spotted, supported, and given all the chances to flourish.

3) HOW WE GOT HERE (methodology)

Why?

The council's previous Ealing Arts and Cultural Strategy 2013-18 needed updating.

Some of the things we want to achieve for arts and culture in Ealing include:

- Policies for ensuring affordable creative workspaces and ensuring delivery of affordable creative workspace across the borough, building on the recommendations set out in the Industrious Ealing Affordable Workspace Study.
- Establishing hubs for collaboration, culture/community and for local cultural decision-making:
 - To support creative re-use of vacant or underutilised properties across our seven towns.
 - To support meanwhile use activities that build momentum and pave the way for permanent cultural activity and uses.
 - To work with developers and planning regulations to create new cultural spaces.
- Having an evidence base of cultural, social and economic impact of arts and culture to support inclusion in the new Ealing Council Local Plan with requirements for new developments to contribute through CIL to local arts and culture
- A budget would allow us to better empower, connect, upskill and support our wonderful wealth of community arts organisations and community festivals, for example with a small grants scheme
- Being in a strong position to apply for London Borough of Culture for 2025 (if the scheme is still ongoing)
- Being a better advocate for and make visible the great work that is currently happening (for example a dedicated What's On website, newsletters, social media, etc)

- A cultural education that is of high quality and accessible to all and ensuring all children and young people, regardless their background or where they live, can have access to high-quality local arts opportunities and are supported to pursue careers in the arts. For example, through further developing the work of our Cultural Education Partnership (with a network of schools' art leads, a schools' arts charter for schools to sign up to, youth hubs in each Ealing town).

To achieve these, we need to build our evidence-base and articulate the strong ambitions of Ealing's creative sector so that there is clear visibility, focus and direction for residents, the Ealing Creative sector and the council.

COVID-19 has had a devastating impact on culture and the creative and night-time industries but has also shown the invaluable contribution that culture can make to revitalise places, support economic recovery and bring connection and solace to our communities.

We therefore decided to develop a cultural manifesto and cultural renewal plan/action plan, rather than a cultural strategy that might sit on the shelves as a glossy brochure. The manifesto should mean ongoing activism; the launch is just beginning. We want continuing activations, installations and artistic expressions of the manifesto across each of the seven towns after the cultural manifesto launch.

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Aims

- A vision and action plan for Ealing that achieves a step-change in the growth, resilience and sustainability of our creative economy and skills sectors. Support localised growth in our seven towns and achieve community togetherness through a more joined-up and strategic way of working.
 - to promote excellence and accessibility in our arts, culture and heritage offer and
 - to ensure creativity permeates our sense of place and identity.
- As the manifesto is co-created with and co-owned by the cultural sector, the aim is that all creatives and cultural organisations recognise themselves in the cultural manifesto,
 - that it relates to them and their practice,
 - that they can clearly see their place within it and the actions they can enact.
- It should also support the organisations' 'businesses, for example giving greater visibility, showing funders the wider strategic vision and ambitions their work forms part of, helping to connect with new partners and using the cultural manifesto logo.

Principles

- Cultural democracy/democracy of cultures: reflecting all cultures of Ealing/protected characteristics/geographic equity
- Co-authored and co-owned by the culture sector
- Inclusion of Youth Voice

Methodology

The following outlines the eight steps of the engagement and consultation approach in the forming of the Cultural Manifesto.

Step 1: Mapping through updating the GLA Cultural Infrastructure Plan

Step 2: Consultation and engagement through our arts and culture survey 2022

Step 3: To democratically inform the manifesto and to ensure that we don't just reach 'the usual suspects' with a council consultation, we also reached out through:

- 3 pilot Youth Collectives in Acton, Greenford and Northolt. To reach a more diverse range of youth voice and young people that the council would otherwise not reach.

- a creative installation that travelled to all seven Towns and Park Royal, acting as an icebreaker, a conversation starter, an innovative intervention to reach people that would otherwise not engage.

Step 4: To ensure that the cultural manifesto is informed by a wide range of voices, we set up a Culture Task Group, a diverse group of external stakeholders who act as a steering group to co-develop the manifesto. The group consists of large and small organisations as well as individual artists and creative practitioners from across all Ealing towns.

The purpose of the Culture Task Group was to co-decide on processes and to steer the content of the Cultural Manifesto. The group is a task-and-finish group, i.e., set up solely to support and steer the development of the Cultural Manifesto.

Step 5: A cross council group was set up to feedback and input in the drafting, to ensure that the action plans reads across service areas and directorates.

Step 6: Further feedback and consultation: During the drafting stages, further feedback was sought from external specialists, including a panel of academics at University of West London and external specialist/consultant Adriana Marques, Head of Cultural Strategy for Thamesmead at Peabody.

Step 7: During drafting, five further focus groups were set up in January 2023, with the South Asian, Somali and Arab community in Southall; African Caribbean group in Acton; Syrian and Afghan groups in North Acton and West Ealing; young people group in Northolt/Greenford; Polish community group.

Step 8: A schools' video competition was launched in January 2023 around the relevance of the Cultural Manifesto for young people. 1 minute video submissions invited on 'how does the manifesto relate to me, my generation, my school'.

Measuring success and evaluation:

This Cultural Manifesto has been produced to enable the development of cultural infrastructure, capacity and skills within the borough; to be provided for by the council and the cultural sector in a planned and coordinated way that meets the needs of Ealing's population and satisfies areas of greatest demand.

It is proposed that the Culture Task Group, which was set up to co-develop the Cultural Manifesto, will review the Cultural Strategy Action Plan on an annual basis. The findings of this review will be reported to the wider Ealing Arts & Culture Network and to the council. Each review will compare achievements against priorities, taking account of changes in circumstances and potential new opportunities. An annual review will allow any slippage to be recognised and priorities re-timetabled accordingly.

A comprehensive review of the Cultural Manifesto and Action Plan will also need to be undertaken in 2027 to allow sufficient time for a subsequent strategy/manifesto to be produced.

4) What is... (definitions of art, culture, creativity, creative and digital industries)

ART

- Something that is created with imagination and skill and that is beautiful or that expresses important ideas or feelings.
- A diverse range of human activity, and resulting product, which involves creative or imaginative talent expressive of technical proficiency, beauty, emotional power, or conceptual ideas.

THE ARTS

- Cultural business sector: The arts and culture sector refer to those areas of activity associated with the following artforms: collections, combined arts, dance, libraries, literature, museums, music, theatre and the visual arts.
- Painting, sculpture, music, theatre, literature, etc, considered as a group of activities done by people with skill and imagination

ART AND CULTURE

ART is the vehicle for human activity to create and experiment, be bold and innovative, inspire, make people think and lift spirits, and CULTURE is the environment in which all that can take place – it's the unique petri dish in which art can flourish, a place that can itself be developed, nurtured, cherished and invested in.

CULTURE

- Culture is the result of that creative process: we encounter it in the world, in museums and libraries, theatres and galleries, carnivals and concert halls, festivals and digital spaces. (ACE)
- The term culture is broad and means many things to different people. Definitions include “the manifestation of human intellectual attainment,” and the “total of the shared aims and values of a group of people.”
- the beliefs, customs, arts, etc., of a particular society, group, place, or time (“today’s youth culture”)
- A particular society that has its own beliefs, ways of life, art, etc. (“ancient culture, other cultures”)
- A way of thinking, behaving, or working that exists in a place or organization (“a culture of success”)
- Artistic activities (music, theatre, painting, etc.)
- Appreciation and knowledge of music, theatre, painting, etc. (“she is a person of culture”)

Creativity

Creativity is the process by which, either individually or with others, we make something new: a work of art, or a reimagining of an existing work.

THE CREATIVE AND DIGITAL INDUSTRIES

Creative and Digital Industries business sector: Those industries which have their origin in individual creativity, skill and talent and which have a potential for wealth and job creation through the generation and exploitation of intellectual property (DCMS)

There are thirteen sub-sectors under the term ‘creative industries’ and these are: advertising; architecture; the art and antiques market; crafts; design; designer fashion; film and video; interactive leisure software; music; the performing arts; publishing; software and computer games; and television and radio.

QUOTES ABOUT ART

- The world is only as free as it allows its artists to be.

Rick Rubin

- Art is not a mirror held up to reality, but a hammer with which to shape it.

Karl Marx/Berthold Brecht, 1898-1956

- You can't use up creativity. The more you use, the more you have.

Maya Angelou

- A true artist is not one who is inspired but one who inspires others

Salvador Dali

- Take the risk or lose the chance

Tupac Shakur

- Art is anything you can get away with

Andy Warhol

- Inhale possibility, exhale creativity

Laura Jaworski

- The most honest form of filmmaking is to make a film for yourself

Peter Jackson

- Art is the journey of a free soul

Jenna Webb

- The Eye is not satisfied at seeing

Jennifer Packer

- I don't listen to what art critics say. I don't know anybody who needs a critic to find out what art is

Jean Michel Basquiat

- Be who you are and say what you feel because those who mind don't matter and those who matter don't mind."

Dr. Seuss

- Art enables us to find ourselves and lose ourselves at the same time.

Thomas Merton

- Art is chaos taking shape

Pablo Picasso

- Every time I have had a problem, I have confronted it with the axe of art.

Yayoi Kusama

- Every child is an artist; the problem is staying an artist when you grow up

Pablo Picasso

- Learn the rules like a pro so you can break them like an artist

Pablo Picasso

- Life is art. Art is life. I never separate it.

Ai Weiwei

- Art isn't everything. It's just about everything.

Gertrude Stein

- Art is accusation, expression, passion.

Günther Grass

- If you ask me what I came to do in this world, I, an artist, will answer you: I am here to live out loud.

Emile Zola.

- Art is not what you see, but what you make others see.

Edgar Degas

- Creativity is contagious, pass it on.

Albert Einstein

- Artists are just children who refuse to put down their crayons.

Al Hirschfeld

- It is only when we are no longer fearful that we begin to create.

J. M. W. Turner

5) WE HEARD (Arts and Culture Survey 2022 summary results)

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AC survey results
visual updated.pdf

Arts and culture 2022 survey summary

Large majority of survey respondents finds arts extremely important - Majority reason: benefits my wellbeing

Cinema, workshops, community art is what most are engaged in

Majority consumed culture outside borough apart from festivals, participatory/community/after schools

Suggestions for festivals: Children festival, more broader family festival, wider music genres, theatre, open air cinema

Music performing opportunities in pubs, restaurants etc. good suggestion

78.7% of participants take part in Arts, culture and creative activity.

The most common reason why people don't take part in any arts, cultural or creative activities is due to lack of time.

The most popular artform is Music.

The majority of participants take part in arts and culture as part of an audience in comparison to participation or as a creator.

More people participate in Arts outside of the borough than within the borough.

54% of respondents attend Ealing Summer Festivals (ESF), Jazz being the most popular followed by Comedy and Blues.

Top improvement suggestions for ESF:

- Diversity (e.g., race, class, interest and music style).
- Price of Tickets.
- Marketing/comms.

Top reasons why people don't attend ESF:

- Lack of time
- Unaware
- Not interested

The survey respondents felt only 'moderately' informed about arts and culture in Ealing.

The survey respondents find Arts and culture 'moderately' important.

The majority of survey respondents find out about arts and culture in Ealing through word of mouth followed by Ealing Council publications and social media.

Over 70% of survey respondents strongly agree with the following:

- Arts, culture, and creativity are important to inspire and bring diverse communities together.

- Young people should have more opportunities to engage in arts, culture, and creativity.
- Cultural education should be supported more in schools.

The Majority category (36%) of survey respondents is 'somewhat satisfied' with arts and culture in Ealing

Top things currently missing from the creative and leisure offer in Ealing:

- More venues (e.g., cinema/theatre).
- creative/performance space/hub for artists.
- Calendar of events/more events.
- More opportunities to participate.
- opportunities for children and young people
- More diversity.
- Need for a what's on website

69% of survey respondents think Ealing should apply to become a London Borough of Culture, the Mayor of London's award programme.

Top 3 areas in which survey respondents would like Ealing's Borough of Culture programme to make the most difference:

- Celebrate and bring together people from Ealing's diverse communities.
- Provide financial support to local artists and arts organisations so they can organise events/ activities locally.
- Help schools to provide more opportunities for pupils to attend live music, theatre, art exhibitions, etc.

Strongest message through the survey: lack of diversity

There is geographic inequity as well

More needs to be done for disabled, elderly, unwaged

6) WE KNOW (value and impact of culture)

Arts and culture can illuminate our inner lives and enrich our emotional world as well as positively impact on our economy, health, wellbeing, society and education. It is important we recognise this impact to help people think of our arts and culture for what they are: a strategic national resource.

[The value of arts and culture to people and society an evidence review.pdf \(artscouncil.org.uk\)](https://www.artscouncil.org.uk/publications/the-value-of-arts-and-culture-to-people-and-society-an-evidence-review.pdf)

COUNCIL PRIORITY FIGHTING INEQUALITY:

CULTURAL LEARNING

statistically significant examples of arts and culture having a positive impact on: Education: by increasing cognitive abilities, improving early language attainment, and improving attainment in literacy and maths.

Instrumental outcomes that cultural learning delivers:

- Participation in structured arts activities can increase cognitive abilities by 17%
- Learning through arts and culture can improve attainment in Maths & English
- Learning through arts and culture develops skills and behaviour that lead children to do better in school.
- Students from low-income families who take part in arts activities at school are three times more likely to get a degree

- Employability of students who study arts subjects is higher and they are more likely to stay in employment
- Students from low-income families who engage in the arts at school are twice as likely to volunteer
- Students from low-income families who engage in the arts at school are 20% more likely to vote as young adults
- Young offenders who take part in arts activities are 18% less likely to re-offend
- Children who take part in arts activities in the home during their early years are ahead in reading and Maths at age nine
- People who take part in the arts are 38% more likely to report good health

(Key Research Findings: the case for Cultural Learning – Cultural Learning Alliance)

HEALTH AND WELLBEING

Statistically proven positive impact on health and wellbeing: by improving subjective wellbeing, reducing loneliness, alleviating depression and anxiety, and having a positive impact on specific health conditions including dementia and Parkinson’s disease
(A 2014 impact study and evidence review by Arts Council England)

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Those who had attended a cultural place or event in the previous 12 months were almost 60 per cent more likely to report good health compared to those who had not.

- People who engage in the arts, or visit heritage sites, libraries or museums are all more likely to report good health, and that this translates into annual savings to the NHS from reduced GP visits and reduced use of mental health (psychotherapy) services.
- Arts engagement can improve mental health, help with the self-management of long-term health conditions, promote healthy ageing, tackle health inequalities and begin to address obesity.
- Arts on prescription is a vital part of social prescribing, providing participatory creative activities that help to restore people’s mental and physical health and generate cost savings.

[All-Party Parliamentary Group on Arts, Health and Wellbeing \(culturehealthandwellbeing.org.uk\)](http://culturehealthandwellbeing.org.uk)

SOCIETY/COMMUNITY

Statistically proven positive impact on civic society: by increasing volunteering, reducing social exclusion and increasing community cohesion.

(A 2014 impact study and evidence review by Arts Council England)

- Strong evidence that participation in the arts can contribute to community cohesion, reduce social exclusion and isolation, and/or make communities feel safer and stronger. Employability of students who study arts subjects is higher and they are more likely to stay in employment.

COUNCIL PRIORITY CREATING GOOD JOBS:

PLACE

Statistically significant impact on local economies: by revitalising places, drawing in visitors, attracting and retaining businesses, creating jobs, and developing skills and talent

- One local authority evidenced that festivals make a significant contribution both to promoting the place where they occur and to developing audiences for other cultural events. As a result of attending festival events, 64% of audience members felt more positive about the place where the festivals took place
 - Positive impact of creative workspace on local residential property values:
 - Values in creative clusters outperformed the London average by 4.4% per annum over ten years.
 - Values in creative clusters in the Thames Estuary outperformed the area average by 3.3% per annum over five years.
- [210047_210915_CreativeWorkspace_FinalReport_LowRes_Spreads-1.pdf \(creativelandtrust.org\)](#)

CREATIVE INDUSTRIES-economy and jobs

- The creative economy is estimated to provide one in six jobs in London and the creative industries generate around £47 billion for the London economy. It is also one of London's fastest growing sectors.
[Supporting Culture and Creative Industries | LGOV \(london.gov.uk\)](#)
- for every £1 of turnover that art and culture generate 51p of gross value is added to the economy (2015 report)

- In addition: London's creative industries boost the capital's economy by spending £40bn per year within their supply chain
[Multi-billion impact of London's creative industries | London City Hall](#)
- Every job in London's creative industries supports an additional 0.75 of a job in the wider economy
- In terms of percentage of growth, the CDI sectors show the biggest growth potential of all sectors in West London. The current 6-year forecast to 2025 is 1.4% growth, against an average of 0.5%: the highest of all sectors! (Oxford Economics report for WLA 2020)
[Impact of Coronavirus on West London, Oxford Economics, June 2020 - West London Alliance \(wla.london\)](#)
- 2018 figures show the Creative industries are now worth over £111.7bn in Gross Value Added (GVA) to the UK – more than £35 billion more than the automotive, life sciences, aerospace and oil and gas industries combined.
It grew by 7.4% in real terms over the 2017-2018 period, compared to a 1.4% rate of growth for the economy as a whole. More than double!
- According to the latest estimates the creative economy is generating £9.6m an hour.
- Research from Nesta concluded that creative employment, constituting around 24 per cent of the workforce, and of these jobs, found that 87 percent are at low or no risk of automation
- Creative industry jobs increased by 5 per cent in 2016 – four times faster than the national average – and now account for 6 per cent of all UK jobs

FILM

- The UK's Film and TV industry grew 9% year-on-year in the 3 months to August 2019 whilst the overall economy grew just 0.3%.
Overall
- Growth of TV, film and animation industry: By 2032, there is an estimated need in the UK of between 800,000 - 1.2 million square feet of additional studios.
- Inward Investment into animation has doubled in the past three years alone and is worth around £29 million per year.

COUNCIL PRIORITY TACKLING CLIMATE CHANGE
HOW CULTURE IS COMBATting CLIMATE CHANGE

- Organisations are making sustainable energy choices – 54% have installed energy efficient lighting and controls and 32% of purchased electricity is on a green tariff contract.
 - A new, creative ecology is emerging – 47% are trailing sustainable production or exhibition methods and 30% are with banks that invest in social and environmental projects
 - Sustainability is powering creative expression – 50% developed new creative or artistic opportunities as a result of environmental initiatives and 49% have produced, programmed or curated work on environmental themes.
 - Business communication is changing – 70% actively promote virtual communications technology as an alternative to travelling
- [How culture is combating climate change | Arts Council England](#)

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7) **WE HAVE (our building blocks: significant people, places, art works, events, practice, organisations)**

Part 1:

Snapshot of significant people, places, art works, events, practice - past and present

People

Steve McQueen (Hanwell)

Award winning British filmmaker and video artist. Of Grenadian and Trinidadian descent. Grew up and attended school in Hanwell.

Gurinder Chadha (Southall)

Grew up in Southall. Film director (Bend it like Beckham)

John McVie (Ealing)

English bass guitarist, best known as a member of the rock band Fleetwood Mac. Born in Ealing and attended Walpole Grammar School

Jay Kay (Ealing)

Founding member and lead vocalist of the jazz-funk band Jamiroquai. Attended school in Acton. Played some of his first gigs in Ealing.

Murray Perahia (Ealing)

American pianist and conductor and is widely considered as one of the greatest living pianists. Lives in Ealing.

Julian Clary (Ealing)

English comedian, actor, presenter and novelist. Went to School in Ealing. Regular contributor to Ealing Comedy Festival.

Shappi Khorrsandi (Ealing)

Stand-up comedian and author. Grew up in Ealing after leaving Iran.

Sanjeev Bhaskar (Ealing)

English comedian, actor and television presenter, best known for his work in the BBC Two sketch comedy series Goodness Gracious Me and star of the sitcom The Kumars at No. 42. Born in Ealing.

Jim Marshall (Hanwell)

Creator of Marshall amps

Mel Giedroyc

Actor, comedian and TV presenter. Lives in Ealing

The Magic Numbers (Hanwell)

British band that met while growing up in Hanwell. Their debut album was shortlisted for the Mercury Music Prize in 2005.

Konnie Huq (Ealing)

Comedian and actor. Lives in Ealing

Television and radio presenter; screenwriter and children's author. The longest serving female presenter of Blue Peter! Lives in Ealing with husband Charlie Brooker.

Charlie Brooker (Ealing)

Presenter, writer and producer. Lives in Ealing with wife Konnie Huq.

Eric and Jessica Huntley (Hanwell)

Activists, campaigners, educators and authors. Established one of the first Black publishing houses (Bogle L'Ouverture) and bookshops (The Walter Rodney Bookshop) in Ealing. The Huntleys also set up a supplementary school in the area to address the educational inequalities between white children and children of colour.

Kuljit Bhamra (Southall)

Producer, Composer and Tabla player. Best known as one of the record producers who pioneered the British Bhangra sound. Grew up Southall.

The Rolling Stones (Ealing)

Ealing Club, originally opened in January 1959 as the 'Ealing Jazz Club', changing its name when it became London's first regular rhythm and blues venue. It was here that Mick Jagger and Keith Richards were introduced to Brian Jones, which led to the formation of The Rolling Stones who first played here in April 1962.

The Who (Acton)

Considered one of the most influential rock bands of the 20th century.
Birthplace of all members. All except Keith Moon went to school in Acton.

Jamal Edwards (Acton)

Music entrepreneur, DJ and founder of online R&B/Hip-Hop platform SB.TV. Attended Acton High School and later Ealing Green College.

Freddy Mercury (Ealing)

Born Farrokh Bulsara in Zanzibar to Parsi-Indian parents. Lead vocalist of the rock band Queen and regarded as one of the greatest rock music singers. Studied at Ealing Art College.

Dusty Springfield (Ealing)

Leading British soul singer of the twentieth century. Lived in West Ealing during the 1950s; attended School in Northfields and later worked at a department store in Ealing Broadway.

Sid James (Ealing)

A character and comic actor born into a Jewish family in then-British South Africa, best known for his numerous roles in the Carry On series. Lived in Gunnersbury Avenue.

Alan Rickman (Acton)

English actor and director. Had an illustrious career, including as Severus Snape in Harry Potter. Born and raised in Acton.

Earl Cameron (Acton)

A Bermudian actor who, along with Cy Grant, was one of the first Black actors to break the "colour bar" in the United Kingdom. With his appearance in 1951's Pool of London, Cameron became one of the first Black actors to take up a starring role in a British film after Paul Robeson, Nina Mae McKinney and Elisabeth Welch in the 1930s. Lived in west Acton in the mid-1960s.

William Perkin (Greenford)

Perkin was the inventor of the first artificial purple dye in 1856. Had a factory in north Greenford where this crucial ingredient for the fashion industry was produced.

John Soane (Ealing)

Architect who designed the only grade I secular building in the borough, Pitzhanger Manor, as his country house.

Marion Wallace-Dunlop (Ealing)

Scottish author and artist. She was also the first and most well-known Suffragette to go on hunger strike. Lived in Ealing.

MISTY IN ROOTS

A British roots reggae band formed in Southall, London, in the mid-1970s. Their first album was 1979's Live at the Counter Eurovision, a record full of Rastafarian songs. It was championed by BBC Radio 1 DJ John Peel, helping to bring roots reggae to a white audience.

Premi Johal

A Southall-based bhangra band founded by singer/poet Johal Premi in 1981 with toombi player and poet Pali Cheema.

Places

Pitzhanger Manor (Ealing)

Sir John Soane was an apprentice for architect Charles Dance at Pitzhanger Manor and subsequently bought it for his family home in 1800 for £4,500. He walked regularly from Ealing to his central London home. The house stayed in private hands until it was sold in 1900 to Ealing Council. It then housed a public library, and later a gallery. A major conservation project restoring grade I listed Pitzhanger Manor and Gallery to Soane's original designs was completed in 2019.

Gunnersbury Park Museum (Acton)

Gunnersbury Park was a landed estate owned by the Rothschild family in the nineteenth and early twentieth centuries and composed of two mansions as well as parkland. Redeveloped in 2019, currently comprises of a local history museum for Ealing and Hounslow, 22 Grade II listed buildings, sports hub, park land.

The Questors Theatre (Ealing)

The largest community theatre in Britain. The first theatre to be newly built in England after the Second World War to a then revolutionary design.

The Ealing Club

From 1962-1966 a small basement room opposite Ealing Broadway Station was at the centre of the British rock scene, The Ealing Club, also known as Ealing Jazz Club and Ealing Blues Club. The Rolling Stones met and played their second gig at the club, which also hosted The Who, Cream, Fleetwood Mac, Manfred Mann, Jimi Hendrix Experience. Larger venues quickly took over the venue was converted into a casino and then a nightclub, now known as The Red Room.

Bogle l'Ouverture bookshop (Ealing-West Ealing)

This bookshop in West Ealing was owned and run by Eric and Jessica Huntley and was one of the first bookshops in Britain to sell books about Black history, culture. It was named after a Haitian revolutionary, later renamed The Walter Rodney bookshop.

Ealing Studios

Based at the famous white house in Ealing since 1910, it is the oldest film studios still in operation in the world and the birthplace of thousands of recorded hours of creativity and entertainment. At the forefront of media innovation, the Studios have launched many of Britain's greatest dramas. Today, the Studios have stages, workshops and all the facilities to support modern content creation.

Southall Manor House (Southall)

Southall's oldest building

Wharncliffe Viaduct (Hanwell)

Designed by Brunel, this viaduct allows the Great Western Railway to pass over the Brent Valley between Hanwell and Southall.

Windmill Bridge (Hanwell)

Known as Three Bridges. After a plan by Brunel. It may be unique in the fact that it is the junction of road, rail and canal, with the railway line on the flat, then a bridge for the canal over it and another bridge over the waterway (two bridges in all).

Hanwell Community Centre (Hanwell)

Also known as the Cuckoo School. Charlie Chaplin was at the school between 1896 and 1898. Now a community centre.

Hoover building (Perivale)

Built in the art deco style on the Western Avenue.

Northala Fields (Northolt)

Opened in 2008. The site includes four conical mounds that were made from waste from the original Wembley stadium and White City developments.

Practice

Roundcourse (Ealing)

An experimental art foundation created by Roy Ascott at Ealing Art College. Infamous methods included students being subjected to continuous flashes of extreme light and darkness in the lecture theatre and let loose to stumble over a floor covered with marbles. Graduates include Stephen Willats and Pete Townshend.

The Martin brothers (Southall)

Four remarkable craftsmen, Robert, Wallace, Edwin and Charles, who worked in Southall from 1877 in a pottery by the canal. They created hand crafted and highly artistic pottery for sale in their shop in Brownlow Road, Holborn. One of their most famous creations are the grotesque owl shaped tobacco jars called Wally Birds, after Robert Wallace Martin, the elder brother.

Southall style of Bhangra with the group Alaap (Southall)

The success of Teri Chinni De Sitare has been linked to the emergence of professional British Bhangra bands that along with Alaap have been dubbed the 'Southall sound', such as Herra and Holle. Their songs were used in the films Yari Jatt Di (1984), Dil, and Hatya.

Hanwell Carnival (Hanwell)

A candle-lit cycle procession in 1898 was the first Hanwell Carnival, now believed to be the oldest in London.

DesiHits (Acton)

Terry Mardi's studios Trust Towers in Acton where the who's-who of Desi music came to record media and podcasts and launch music to be heard in 80 countries around and world. It was called DesiHits! It was also where the first ever Asian iTunes store in the world was born; uploading over 250,000 bhangra, Bollywood and Urban Desi songs.

Artwork and events

Acton Mural Trail

A trail of 23 artworks by international and local artists.

Ealing Summer Festivals

Ealing Jazz & Blues Festivals began in the 1980s in Walpole Park and have now expanded to include other entertainment such as comedy, the Ealing Beer Festival and the New Gen youth Festival; all under the umbrella of Ealing Summer Festivals.

Hanwell, Greenford and Acton Carnivals

These carnivals include street processions culminating in entertainment in local parks.

Vaisakhi, Eid, Diwali, London Mela

These Asian festivals have been celebrated locally with street parades and gatherings in parks from at least the 1970s.

Hanwell Hootie

The largest free one-day music festival in London

Part 2: Ealing's current cultural infrastructure

WE have:

Hundreds of creative spaces

Thousands of professional artists

Hundreds of thousands of creatives

167,100 residents – 167,100 creatives

Actone cinema

Ealing Project

Artification

OPEN Ealing

Ealing Club CIC

The Questors Theatre

Gunnersbury Park Museum

Pitzhanger Manor & Gallery

Hanwell Cavern

Impact Theatre

Ealing Symphony Orchestra

Ealing Writing Trail

UFO Steelband

Punjabi Theatre Academy

Talking and Exploring

Innovation Dance

Ealing Chamber Music Club (Perivale)

Ealing Choral Society
Ealing Common Choir
Ealing Youth Orchestra
Ealing Youth Jazz Orchestra
Petros Singers
Northfields Morris
Music at ST MARY'S Perivale
Rebels & Pilgrims
A Look Into
JG Gallery
Acton Unframed
Ealing Street Dance
Ealing Society Academy Dance
Elevate Arts
Russell Maliphant Dance Company
Cody Studios
Bhangra Dance London
West London Art Factory
Gorst Road Studios
Killa Studios
Queensrollahouse
Standard Studios
The Old Substation Makers
Artistic Spaces
Excelsior Studios
Stewkley House
SET affordable creative workspaces

Open Havelock
St Bernard's Chapel
Ealing Studios
Black Island Studios
Ever Shot Studios AKA Warple Studios
LH2 Studios
Versa Studios
Garden Studios
Ravenor Farm Studios
Sunrise radio
Westside radio
Desi radio
Blue Box Studios
Cooking Vinyl
Far Out Recordings
Konnnect Studios
Panic Music
UWL London School of Film, Media and Design
UWL London College of Music
MET Film School
West London College
A.P.P.L.E
Bollo Brook Youth Club
Descendants
Jamal Edwards Delve
WAPPY
Hanwell carnival

Greenford carnival
Acton carnival
Hanwell Hootie
Ealing Summer Festivals (Jazz, Blues, comedy, beer festival)
Ealing Film Festival
Ealing Music and Film Festival
Eid, Diwali, Vaisakhi,
Cultural Education Partnership
Park Royal Design District
Republic of Park Royal (a grouping of creative studios)
BEAT arts trail
Ealing Arts and Leisure
Ealing Arts & Culture Network

8) WE WANT

LAYER 1 - OUR SLOGANS		LAYER 2 - WE KNOW, WE HEARD, WE WANT	LAYER 3 – WHAT WE WILL DELIVER
<p>1. more access</p>	<p>for arts in Ealing</p>	<p>1. DIVERSE, INCLUSIVE, RELEVANT Ealing is the third most ethnically diverse area in the country with around 160 languages spoken. This is a strength that needs to be reflected and represented in our creative activities.</p> <p>WE WANT TO FIGHT INEQUALITY</p> <ul style="list-style-type: none"> • Rise up against inequality: prevent discrimination and promote equality and diversity for people from all protected characteristic groups defined in the Equality Act 2010 – including age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation. • Promote greater diversity in terms of artistic outputs, audiences and workforce • Against geographic inequity: no cultural deserts in any of our seven towns <p>WE WANT YOU TO KNOW HOW TO GET INTO THE ARTS</p>	<ul style="list-style-type: none"> • Work with key organisations like Pitzhanger Manor & Gallery, Gunnersbury Park Museum, London Transport Museum Acton Depot towards borough-wide outreach and outposts • Diversify Ealing’s festivals and events programme by supporting diverse community festivals • Together with our cultural sector partners: Targeted initiatives to remove barriers for the unwaged, people with disabilities, elderly, young, global majority • Reach out to special interest groups <ul style="list-style-type: none"> • Further establish our Ealing Cultural Education Partnership so that all children and young people (0-25), in and out of school contexts, regardless of background and where in Ealing they live, have access to high quality cultural experiences, can develop their talent and are supported to pursue careers in the creative and digital industries. <p>(Cultural Education Partnership (CEP) Cultural Education Partnership (CEP) Ealing Council)</p> <ul style="list-style-type: none"> • Improve working together across council departments, to better reach those that face barriers • Better advertise diverse career pathways through formal and informal routes, including a volunteer offer • Scope collaborative opportunities and funding for creative wellbeing projects and social prescribing

		<ul style="list-style-type: none"> • Accessible inroads for all at any age • Demand an exceptional creative education <p>WE WANT to empower everyone to be creative- 367,100 artists of Ealing</p> <ul style="list-style-type: none"> • Empower all our 367,100 residents to see creativity as an everyday exercise and not something out of reach. Empower and energise communities to drive creative interventions locally • Enable a cultural democracy regarding who decides what kind of art is seen and by whom. 	<ul style="list-style-type: none"> • Work with our arts organisations and festivals to grow, measure, segment and diversify audiences through Audience Agency surveys and reports, so that smarter audience development plans can be developed by our cultural sector to attract more people, people new to the arts/people that currently don't engage, a wider range of people • In each of Ealing's seven towns, set up and support a Culture Hub: a community of practice for local co-creating and decision-making; to encourage local leadership and activism and make sure the offer responds to local needs and is relevant to local communities. Work with partners to broker at least one fit-for-purpose space per town to act as a physical Culture Hub focal point. A local workshops, skills and employment offer relevant to local communities.
<p>2. more places</p>	<p>for arts in Ealing</p>	<p>2. ART ON PEOPLE'S DOORSTEPS</p> <p>Ealing is the third largest London borough in population, yet we have limited traditional cultural infrastructure such as arts centres or music venues. This means people travel out for cultural consumption. We want to flip this by making sure art can happen everywhere in Ealing.</p> <ul style="list-style-type: none"> • Build a cultural offer in less-usual spaces such as shopping centres, empty premises, roof tops, car parks, outdoor spaces. • Cultural activation events to grow the role of arts and culture towards bringing people and pride back to our high streets; further kickstart a thriving and safe 24-hour economy; support economic recovery. • Elevate Ealing as the major festivals' borough 	<ul style="list-style-type: none"> • In each of Ealing's seven towns, set up and support a Culture Hub: a community of practice for local co-creating and decision-making; to encourage local leadership and activism and make sure the offer responds to local needs and is relevant to local communities. Work with partners to broker at least one fit-for-purpose space per town to act as a physical Culture Hub focal point. Transform local spaces with cultural interventions and activation. • Work with partners to develop plans for a state-of-the-art arts centre/music venue for Ealing, working with developers on possible mixed uses (e.g., leisure centre, residential and film production studios) • Ensure high-level political and executive support for culture-led regeneration; culture to be key in economic recovery; requirements for culture being embedded in council planning and policies such as Community Infrastructure Levy. • Ensure the work of the council is informed by research and data, providing a case for the multiple impacts of culture; economic, wellbeing, social. Provide evidence and examples that creative places create wider value for communities and developers. • Search out funding sources for smaller-scale artistic activations and interventions, particularly around town centre regeneration, through an open call for proposals • Encourage public art, including murals, installations, window vinyl, projections, sculpture parks, light installations • Make murals an Ealing USP and expand the Acton Mural Trail to other areas

<p>3. more support</p>	<p>for arts in Ealing</p>	<ul style="list-style-type: none"> • Call for creating and protecting affordable creative workspaces and arts venues • Protect and let thrive heritage assets 	<ul style="list-style-type: none"> • Initiate closer collaboration with TFL and Network Rail regarding art around stations • Revise Ealing’s events policy and diversify the Ealing Summer Festivals offer beyond Jazz, Blues and Comedy. Reconsider what festivals should be directly delivered by the council. Advertise a year-round festivals calendar of national renown whilst supporting our wealth of community festivals through a formalised support offer (that may include equipment hire at reduced rates, marketing and funding support, access to volunteer groups, guidance around environmental sustainability and audience development) • Develop an affordable workspace policy to include creative workspaces • Map free/underused/meanwhile spaces that can be used for arts and culture • Map demand for creative spaces and develop a brokerage system between the two • Scope funding sources to preserve and let thrive heritage assets • Scope opportunities for consortia activating buildings like Hanwell Community Centre and Southall Manor House and locations in Southall, Northolt and Greenford in particular
		<p>3. ADVOCATE, COMMUNICATE, CELEBRATE</p> <p>We want to build a better evidence base to show the different ways arts and culture add value to help attract external cross-sector and internal cross-departmental council funding.</p> <ul style="list-style-type: none"> • Passionately instil better understanding in the value of creativity (including health & wellbeing, social value, community value, cultural capital, economic impact, academic learning) • Advocate for the recognition of the strategic value of investing in culture and highlight the key role the creative and digital industries have for the future success, diversity and resilience of Ealing’s local economy 	<ul style="list-style-type: none"> • Better track and communicate impact, achievements and change • Develop metrics for Audience segmentation, economic impact reports and social value measures • Develop narrative collation that shows wide range of impacts of creativity on health and well-being. • Capitalise on cross-sector funding opportunities by building capacity for the Arts & Culture team to research and apply for funding opportunities (for example around arts and health projects, disadvantaged young people, climate emergency, community cohesion, diversity in the public realm) as well as capacity to raise funding • Widely distribute this Cultural Manifesto and action plan • Publish the results of our Arts & Culture survey 2022 • Align with priorities of other council departments and the Council Plan to pool resources • Work with relevant council departments to ensure requirements for culture are part of planning obligations for new developments; through CIL and demanding cultural anchor tenants for major developments. • Consider the current festival & events delivery model and optimise commercial, grants and sponsorship income from Park hires • Apply to ACE and GLA for funding that benefits to whole cultural sector growth

		<ul style="list-style-type: none"> • Arts and culture to be embedded in council planning and policies • Support our cultural sector to better fundraise and develop resilient business models • Attract funding sources for the council to help grow and boost the Ealing creative sector. • Seeing is believing - shout louder and prouder: make sure residents know about what's on offer, through a variety of formats, media and languages • Celebrate Ealing's unique heritage and identity and lay solid groundwork for a flourishing, unique and spectacular 'new heritage' 	<ul style="list-style-type: none"> • Continue to sensitively build the groundwork for a Mayor of London 'London Borough of Culture' application • Work with partners to find a solution to advertise the borough-wide cultural offer via a one-stop shop website, dedicated social media campaigns, regular newsletters and video messages. • Make Ealing an official 'Music City' Music Cities Resilience Handbook — Sound Diplomacy • Organised art tours across the borough for inward investment stakeholders • Quarterly Arts & Culture Service video messages • Better synergy with platforms such as Good for Ealing (new inward investment brand) • Develop an interactive arts map of Ealing's past and current creativity through the ages • Develop a borough-wide diverse histories-heritage project to include all periods and practices (can be boards, exhibitions, murals, vinyl art, maps, walking tours, YouTube and Tik Tok videos, projections, plaques, trails, a pack/brochure, events), showing rich history and heritage including diverse Ealing people, places, events, art works, art form and practice
<p>4. more collaboration</p>	<p>for arts in Ealing</p>	<p>4. CONNECT, GALVANISE, COLLABORATE</p> <p>Many good things are happening in Ealing, yet too often in isolated silos. We want great things to happen through collaboration.</p> <ul style="list-style-type: none"> • Galvanise and better connect artistic organisations and communities through brokerage and networks. (Including connecting outside Ealing and across sectors) • Encourage collaborative working to increase both individual and communal impact 	<ul style="list-style-type: none"> • In each of Ealing's seven towns, set up and support a Culture Hub: a community of practice for local co-creating and decision-making; to encourage local leadership and activism and make sure the offer responds to local needs and is relevant to local communities. Work with partners to broker at least one fit-for-purpose space per town to act as a physical Culture Hub focal point. Better connect local culture change-makers with local communities to ensure a co-developed, relevant arts offer. The 7 hubs collectively complete the jigsaw and form Ealing's creative web. • Generate opportunities for arts groups to connect meaningfully with each other by further developing and growing the Ealing Arts & Culture Network (EA&CN) as a genuine peer support, skills development, signposting network • Scope opportunities with partners to develop a culture brokerage site (connecting offer and demand) • Further grow and energise the Ealing Cultural Education Partnership's 'Network of Ealing Arts Leads' (NEAL) in collaboration with University of West London's Teacher Lates (add website link to CEP) • Explore projects that can physically connect places (such as an Uxbridge Road Festival, a Canal Festival) • Culture Café coffee mornings of the Arts and Culture team for external creative sector people and council employees

			<ul style="list-style-type: none"> • Capitalising on the arts & Culture team’s strong sector knowledge, networks and connections, build capacity of the Arts & Culture service to further grow its role as a connector and enabler, particularly with national organisations and ACE NPOs • Collaborate across sectors, particularly with the health sector to support arts & health/creative wellbeing projects
<p>5. more sustainability</p>	<p>for arts in Ealing</p>	<p>5. GOOD GROWTH, RESILIENCE, HAPPY AND HEALTHY COMMUNITIES</p> <p>The creative and digital industries (CDI) is a wide-ranging sector taking in music, performing arts, visual arts, crafts, film, TV, animation, visual effects, video, radio, photography, video games, virtual and extended reality, museums, galleries and heritage, publishing, libraries, design, architecture, advertising.</p> <p>In terms of percentage of growth, the CDI sectors show the biggest growth potential of all sectors in West London.</p> <p>We want the CDI sectors to become key drivers to stimulate economic growth, thriving places and happy and healthy communities</p> <ul style="list-style-type: none"> • Maximise opportunities towards a sustainable cultural economy and creative industries that are environmentally responsible 	<ul style="list-style-type: none"> • Scope the commission of a Creative and Digital Industries (CDI) mapping report including supply chains, leading to a CDI sector and space plan for a more dynamic and diverse Ealing economy, inform inward investment planning and look at potential of clustering • Work with the North Acton and Park Royal Creative Enterprise Zone (CEZ) to develop a pipeline of learning, skills development and employment within and outside traditional routes (shadowing, internships, volunteering, work placements, mentoring, apprenticeships, formal education, other routes) • Set up a series of film panel events with employers and trainers, to further develop Ealing’s film and TV sector, and further support career development and networking. • Collaborate with Creative and Cultural Skills, ScreenSkills and Film support organisations such as BFI, Into Film and Film London to develop a clear skills pipeline in the TV/film industries • More cross-council linking up and pooling of resources to build on existing business support schemes and business sector forums, to better support career pathways • Ensure the sustainability of the CEP past 2025 • Further expand on and distribute the CEP career videos

		<ul style="list-style-type: none"> • Communicate that jobs in the Creative and Digital Industries can be a genuinely attractive career choice 	
<p>6. more ambition</p>	<p>for arts in Ealing</p>	<p>6. INNOVATIVE, INSPIRING, AUTHENTIC</p> <p>Ealing can celebrate a unique heritage, not least around film and music. We want to build on that with a ‘new heritage,’ achieved through empowering our seven Ealing towns with local decision making.</p> <ul style="list-style-type: none"> • Build on excellence by growing local knowledge and capacity to deliver high-quality, cutting-edge and relevant cultural activities. • Attract ambitious cultural innovators and talent and collaborate with national institutions 	<ul style="list-style-type: none"> • In each of Ealing’s seven towns, set up and support a Culture Hub: a community of practice for local co-creating and decision-making; to encourage local leadership and activism and make sure the offer responds to local needs and is relevant to local communities. Work with partners to broker at least one fit-for-purpose space per town to act as a physical Culture Hub focal point. Local and world class art works. • Apply to the Mayor’s London Borough of Culture Scheme • Incubate new projects that put Ealing on the cultural map • Offer practice and business support • Build capacity of the Arts & Culture service to optimise its brokerage role with national organisations and agencies • Arts & Culture service twice-yearly Ealing Arts and Culture network meetings to upskill, connect to national initiatives and encourage peer learning • Support aspiring Ealing-based organisations to become Arts Council England (ACE) National Portfolio Organisations (NPO) and attract outside NPOs to be based in Ealing
<p>ASPIRATION</p>			

United in our diversity of EALING CULTURES	Let Ealing Create	Galvanise, energise, support, revolutionise our grassroots for a strong Ealing Borough of Culture – create a diverse, relevant and sustainable ‘new heritage’ for future generations	With strong political and executive buy-in and grassroots activism, we will apply to the Mayor of London to become a future London Borough of Culture to help us achieve all of the above creative ambitions!
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9) WE WILL

How the Cultural Manifesto responds to the Council Plan

Ealing Council’s Delivery Plan sets out the activity that the council will deliver to help meet the commitments we have made in the council Plan 2022-26. It contains two very specific deliverables pertinent to arts and culture:

- TC5: Turbocharge the creative spirit of Ealing, by securing and investing at least £1m in community and grassroots art, music, dance and culture, secure our status as west London’s leading borough of culture and work with the community and creative industries to deliver a new state of the art performing arts centre within the borough.

- TC9: Bring even greater diversity to our festivals and events, ensuring that there is something for everyone in our borough, bringing communities from all backgrounds together, involving community organisations and deliver a major festival to celebrate the Queen's Platinum Jubilee.

The Cultural Manifesto and Action Plan provide a framework for how the above council Plan ambitions will be actioned.

The Cultural Manifesto also strongly links to the borough's three key priorities:

- **Fighting inequality:**

By increasing the diversity of the art that is made and seen, the diversity of the creators and the diversity of the decision-makers. Local Culture Hubs in each of the seven towns will increase community empowerment, activism and cohesion by responding to local need and talent.

- **Creating good jobs:**

Through our Cultural Education Partnership structures with Ealing schools, skills providers and employers.

Stimulate business growth and create flexible entry and progression routes into the Creative Industries through upskilling workshops and career videos (Creative Enterprise Zone, New Gen festival).

- **Tackling the climate crisis:**

Cultural place-making projects consider biodiversity. We are providing guidance for our festivals and events on environmental sustainability.

Download our [Cultural Manifesto Action Plan](#) ↗ or scan this QR code:

10) Thank you

Culture Task Group:

Alan Granley,

Annemarie Flanagan

Andrea Bath

Clare Gough
David Bowler
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Ellie Lewis-Nunes
Fiona Hawthorne
Harpreet Nandha
Howard Shepherdson
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Mandie Wilde
Peter Gould
Philippa Norman
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Rachel Pepper
Rajinder Kalsi
Rebecca weeks
Shani Crawford
Sulaiman Othman
Tajinder Singh
Tejinder Padam
William Rees

The Mayor's Culture team at the GLA

University of West London (Krishna Maroo, John Charlton, Prof. Robert Sholl, Prof. Justin Paterson, Prof. Dennis Olsen, Maia Leilani Dutoit, Marc Owen, Ben Dunning)

Adriana Marques

Participants and facilitators in our focus groups in Acton, Southall, West Ealing, Ealing, and Perivale with Descendants, Acton Youth Association, Southall Community Alliance, Afghan Library, Polish Saturday School, and Impact Theatre.

The title is a nod to David Mickleham's 64 million artists: <https://64millionartists.com>

(We want to empower all our 367,100 residents to see creativity as an everyday exercise and not something out of reach. Hence 367,100 Creatives.)

11) Glossary of acronyms

ACE Arts Council England

CDI Creative and Digital Industries

CEP Cultural Education partnership

CEZ Creative Enterprise Zone

CIL Community Infrastructure Levy

CTG Culture Task Group

DCMS Department for Digital, Culture, Media and Sport

EA&CN Ealing Arts & Culture Network

GLA Greater London Authority

NPO National Portfolio Organisation

UWL University of West London

Acknowledgement

Ealing Council would like to thank Jan De Schynkel, Arts & Culture Manager, for his dedicated work and creativity in shaping and delivering this ambitious Cultural Manifesto.

Map page...

If you would like to get involved or for further information, please contact Culture@Ealing.gov.uk

This is for every person across the seven towns in the borough of Ealing.



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367,100 Creatives

Ealing's Manifesto for Creative Change

Access Places Collaboration

Support Sustainability Ambition

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**Action Plan
2023-28**

Turbocharging arts, culture and creative industries. Inspiring more creative people, more creative communities and more creative places.

1 - More Access for Arts in Ealing

DELIVERABLES/STEPS/ACTIVITIES/PROJECTS	RATIONALE/RESEARCH/DATA/EVIDENCE	LONG TERM CHANGE	COUNCIL PRIORITIES
<p>Co-curated through the Culture Hubs, scope a decision and delivery system for a year round series of smaller events, activations, animations that link with 20-minute neighbourhood plans/projects, high streets activations and the Love Ealing Love Local approach to grow local business</p>	<p>To ensure local relevance and that all communities see themselves reflected. Recommendations as highlighted in the 2020 commissioned festivals and events review. Feedback form the 2022 arts and culture survey. Evaluation from Welcome Back To The Highstreet-funded activations in 2021 showed that:</p> <ul style="list-style-type: none"> £24,045 was spent by attendees on the day per event. 29 events were delivered across the 7 towns. Total additional spend, due to the events was therefore £697,305, against a cost of only £55,000. 71% said that they looked more favourably on high-street locations visited as a result of their event attendance. 60% said that they are more likely to return to the high street areas visited over the course of the event 61% said that they are more likely to shop at local shops and restaurants following their attendance of the event 61% said that the Love Ealing Love Local Map made them more likely to explore parts of the borough they had not visited before, or recently. 66% said that they visited shops or restaurants in the high street areas where the event was held, before or after the event. 	<p>A Thriving series of events is creating a buzz in our town centres, creating community pride, bringing people to our high streets, encouraging economic growth in all our towns and boosting 24-hour economy. Local people are engaged and active to make things happen in their local area.</p>	<p>Creates Jobs Fights Inequality</p>
<p>Further develop and grow New Gen festival to:</p> <ul style="list-style-type: none"> reach a representative section of Ealing's youth population; become a familiar fixture of Ealing's cultural calendar that young people feel ownership of; Scope feasibility of setting up a yearly Youth Takeover 'weekend across the borough, with young people in charge, building on the example of 'Who We Are, Who We Aren't' Bollo Brook-curated exhibition at Pitzhanger Manor & Gallery and the New Gen Youth Festival ethos become a space for empowering youth voices, building communities, and boosting skills and career prospects. 	<p>The Arts and Culture Survey 2022 highlighted that 1) children and young people wanted more opportunities to engage with arts and culture and 2) needed the offer to be more diverse and relevant to them</p>	<p>Regular fixture in event calendar, widespread awareness among Ealing's youth, develops a more connected creative youth culture. New Gen is a London-wide recognised festival.</p>	<p>Creates Jobs Fights Inequality</p>
<p>Informed by the Health and Wellbeing Strategy 2022-2027 - to be published in March 2023 - work with public health colleagues to develop specific actions around arts and health/wellbeing. Scope opportunities and funding for creative wellbeing projects and social prescribing</p>	<p>Commitment in the Health and Well-being Strategy around inclusion through structural change - tackling racism and discrimination in systems</p>	<p>Measurable reduction in barriers to engage in arts</p>	<p>Fights Inequality</p>
<p>Work with ActForEaling or Ealing Transition to integrate climate/eco focus into festivals or other cultural events in the borough</p>	<p>Better knowledge retention and sharing across the council in order to reach target groups. ETI have a 1200 person mailing list to reach "eco-motivated" residents; AFE have grown social media reach in their first year of existence</p>	<p>More effective information gathering and knowledge retention/sharing across the council in order to reach target groups</p>	<p>Tackles Climate change</p>

DELIVERABLES/STEPS/ACTIVITIES/PROJECTS	RATIONALE/RESEARCH/DATA/EVIDENCE	LONG TERM CHANGE	COUNCIL PRIORITIES
<p>In January 2023 the CEP will launch the Ealing Schools' Arts Charter, co-created by the Cultural Education Partnership and teachers, to show a commitment from Ealing schools to the creative experiences for every child. Across 2023 and beyond, we will implement and deliver a support plan for schools to work towards the commitments of the Arts Charter.</p>	<p>Based on the findings from a Schools Arts Survey in Ac Yr 2021/22 over 85% of schools did not have a specific arts policy in place.</p>	<p>Ealing schools collectively show advocacy for and commitment to arts education. Arts education is highly valued and visibly advocated for by schools and families.</p>	<p>Fights Inequality</p>
<p>Create a digital platform to connect to, families and schools to activities and events across the borough.</p>	<p>Promotion of the creative offer for young people is not held in a central location, but with each provider. A one stop shop for all arts activity will help young people, families and schools find opportunities they want to engage with and discover new things.</p>	<p>Digital platform created to meet needs of the community in terms of arts provision for young people. Used by schools, families and young people themselves.</p>	<p>Fights Inequality</p>
<p>Develop a 'Careers in the Arts' toolkit to raise awareness of the arts as a viable career option, increase the visibility of career pathways and work towards creating a diverse workforce reflective of the local demographic</p>	<p>Widely acknowledged lack of representation in the arts industry.</p>	<p>Creative careers recognised as a viable option by young people, schools and families. Strong connections between schools and employers offering work experience, shadowing, mentoring. Creative workforce reflects the local demographic.</p>	<p>Fights Inequality</p>
<p>In collaboration with Economic Growth, Regeneration, Community Engagement and Public Health (including NHS Borough Based Partnership colleagues), to set-up initial Culture Hub pilots and scope out potential locations, potentially starting in Southall, Greenford/Perivale, Northolt, Acton. Set up local community of practice meetings; decide frameworks for decision-making and outputs. Scope collaborative working and synergies with the health and well-being strategy 2022-2027 and existing plans/structure such as town forums, Community Design Centre, Community Enterprise Hubs, 20-minute neighbourhoods, Community Charter, Community Access Guarantee, Community Champions, Family Hub model, Love Ealing Love Local. Also explore links with the learning zones in each of the four libraries managed by Ealing to see how these spaces could also be part of the hub concept, for example as satellite centres or similar.</p>	<p>To ensure localised decision making based on initial needs analysis and 20-minute neighbourhood frameworks. Appropriate and relevant support mechanisms/infrastructure put in place based on local need. To contribute to all 6 manifesto demands. To increase inclusion, wider community reach, diversity To lay the groundwork and local movements for a LBOC application</p>	<p>Ealing is building a 'new heritage', achieved through empowering our seven Ealing towns with local decision making.</p>	<p>Creates Jobs Fights Inequality</p>

2 - More Places for Arts in Ealing

DELIVERABLES/STEPS/ACTIVITIES/PROJECTS	RATIONALE/RESEARCH/DATA/EVIDENCE	LONG TERM CHANGE	COUNCIL PRIORITIES
<p>Develop a brief for and commission a Cultural Infrastructure Study and Plan</p> <ul style="list-style-type: none"> Identify what already exists, including neighbouring cultural amenities and transport reach Set out current audiences and demographic profiles set out the demand and desire for future cultural spaces working with local cultural providers, residents and members. <p>Recommending a range of sites/opportunities for cultural facilities with practical business models for delivery, including types of tenants/operators, leases, and rents.</p> <ul style="list-style-type: none"> consider how local audiences will change over the next 5 – 20 years, based on development and trends set out a list of high level costed infrastructure to align with the planning process and CIL and that makes it clear to developers what the cultural need is. Recommending a range of sites/opportunities for cultural facilities with practical business models for delivery, including types of tenants/operators, leases, and rents. Ensure all new infrastructure is specified from the outset to deliver strong environmental performance (energy, water, nature, active travel) <p>align with/build upon Community- led Regeneration Charter; Industrious Ealing; Southall Reset; Visions for Northolt; ‘20 Minute Neighbourhood’ plans for Northolt, Greenford, Perivale, and Acton and beginning work on the Hanwell and Ealing Metropolitan Town Centre town plans; Development Infrastructure Funding study; Infrastructure Delivery Plan; draft Local Authority Community Infrastructure Levy (CIL) and Charging Schedule (for adoption in 2024) as part of Local Plan.</p>	<p>Comparison with other boroughs shows that Ealing has limited cultural infrastructure. A state-of-the-art arts centre is a commitment in the Council Plan.</p> <p>As per the Arts & Culture survey 2022, one of 5 things currently missing in Ealing was: a creative/performance space/hub for artists, participants and audiences.</p> <p>The arts & culture survey 2022 showed that the majority of residents consumed culture outside Ealing. Having a focal point arts centre will stimulate local footfall and spend and stimulate the 24-hour economy. A thriving cultural scene will also attract further inward investment.</p> <p>Evidence- and research-based approach to inform space needs - To inform the Local Plan and specifically, the Infrastructure Delivery Plan (IDP)</p>	<p>Creative people leads to creative communities leads to creative places: As requirements for culture and affordable creative workspaces are embedded in planning, places are transformed into vibrant ecosystems with mixed uses in which culture has a key role. (Building on examples of good practice such as the Friary Park development as a standard for future developments - developing a community arts strategy; plans in place for before, during and after build; collaborative approach with communities and creatives; ensuring at least one cultural anchor tenant: provider such as Creative Land Trust leasing commercial spaces to provide affordable creative workspaces)</p>	<p>Creates Jobs Tackles Climate change Fights Inequality</p>
<p>Based on recommendation of above Cultural Infrastructure Plan, develop a plan for specific spaces including a state of the art arts/music venue/centre (explore opportunities around Percival House, Hanwell Community Centre, Southall Green Quarter, Ealing Club/British Land, new music venue Park Royal and CEZ...); spaces for participation and grassroots; affordable creative workspaces.</p>	<p>The arts and culture survey 2022 showed that the majority of respondents engaged in community art. Within the 5 things that are currently missing, respondents listed: more opportunities to participate, more opportunities for children and young people, more diversity.</p> <p>Fit-for-purpose local spaces are a requirement to address the above.</p>	<p>Less people travelling out of Ealing to consume culture (and spend money elsewhere). Instead, increased consumption within Ealing, leading to increased footfall and spend (economic impact)</p>	<p>Creates Jobs Tackles Climate change Fights Inequality</p>
<p>Develop an evidence base and toolkit for developers to encourage embracing cultural uses in planning (use info from Government levelling up paper, creative land trust) https://publications.parliament.uk/pa/cm5803/cmselect/cmcomeds/155/summary.html 210047_210915_CreativeWorkspace_FinalReport_LowRes_Spreads-1.pdf (creativelandtrust.org)</p>	<p>In addition to exploring cultural requirements though CIL charging and capital funding projects, to ensure that major new developments consider cultural anchor tenants that engage with local communities</p>	<p>Creative people leads to creative communities leads to creative places: As requirements for culture and affordable creative workspaces are embedded in planning, places are transformed into vibrant ecosystems with mixed uses in which culture has a key role. (Building on examples of good practice such as the Friary Park development as a standard for future developments - developing a community arts strategy; plans in place for before, during and after build; collaborative approach with communities and creatives; ensuring at least one cultural anchor tenant: provider such as Creative Land Trust leasing commercial spaces to provide affordable creative workspaces)</p>	<p>Fights Inequality</p>

<p>Scope funding opportunities for town centre activation events. Utilise thee funds with an open call for proposals. As per under 1. More Access for Arts in Ealing - Co-curated through the Culture Hubs, scope a decision and delivery system for a year round series of smaller events, activations, animations that link with 20-minute neighbourhood plans/projects, high streets activations and the Love Ealing Love Local approach to grow local business. Link with future Night Time Economy plans and build these into UKSPF planning.</p>	<p>The Oxford Economics report for West London Alliance (WLA); June 2020; makes special mention that the CDI sectors already feature prominently in West London's overall strategic ambition. The report also articulates increasing economic activity by boosting consumer and business confidence, making a strong case for culture and events.</p>	<p>Culture is key in economic recovery and bringing people and pride back to our high streets A more diverse festivals and events programme that includes smaller local activations and interventions The cultural vibrancy and innovation of Ealing attracts outside visitors</p>	<p>Creates Jobs Fights Inequality</p>
<p>Meet ambitions related to arts and culture in the Visions for Northolt strategic document. For example Northolt Art Stops; Northolt High Street Signage Competition; Northolt public art programme; Racecourse Together</p>	<p>Projects and actions identified in the Visions for Northolt strategic document; 20-min Neighbourhood Frameworks; response to Sussex Crescent Planning Application/ Petition that stressed need for new community space on the estate</p>	<p>Increased space for community groups and creatives. Space for enterprise/ start ups 'Launch pad' for local creatives to deliver future public art. Supporting vitality of high streets, driving footfall. Employing freelance local creatives and helping them to build their portfolio to secure future commissions.</p>	<p>Fights Inequality</p>
<p>NLHF application for Hanwell Community Centre</p>	<p>Ensure the grade 2 listed building is restored to its full glory and an asset for communities.</p>	<p>Restoration of grade 2 listed Hanwell Community Centre and a sustainable business model that benefits the community</p>	<p>Creates Jobs ackles Climate change Fights Inequality</p>
<p>Through the initial steering groups for Culture Hubs, explore space needs and composition of possible consortia to occupy new and vacant units with balanced business models that can be cross-sector and with partners from other Ealing towns and outside Ealing.</p>	<p>To start with social movements and people who can then activate and run buildings according to local need- as opposed to starting with buildings and then looking for usage and users. Contribute to thriving high streets and night time economy.</p>	<p>7 Culture hubs consist of local change makers that deliver from well-run buildings to meet local need.</p>	<p>Creates Jobs</p>

3 - More Support for Arts in Ealing

DELIVERABLES/STEPS/ACTIVITIES/PROJECTS	RATIONALE/RESEARCH/DATA/EVIDENCE	LONG TERM CHANGE	COUNCIL PRIORITIES
Update the GLA Cultural Infrastructure Map	Comprehensive mapping to identify gaps and opportunities and inform future cultural infrastructure needs.	A more useful and up-to-date map of cultural infrastructure in Ealing	
Execute Cultural manifesto distribution plan (digital, print, zines, posters, collectable memorabilia, podcast, schools' video competition, YouTube focus group videos, launch party, ongoing activations...). After publishing, set up granular conversations with key stakeholders and across the council to continuously inform actions and accordingly update the action plan.	The manifesto should mean ongoing activism through commissioning local artists across all 7 towns to create memorabilia.	Ealing's Cultural manifesto is a live document that keeps engaging people	<p>Creates Jobs</p> <p>Tackles Climate change</p> <p>Fights Inequality</p>
Include a visual representation of the 2022 arts and culture survey results in the Cultural Manifesto and thereafter, add to the council's Arts, Culture and Creativity pages.	Widely share resident's opinions, needs and barriers re. arts and culture to show the council has heard and is acting.	Progress can be measured by assessing the gaps, needs and barriers that have been addressed	<p>Creates Jobs</p> <p>Tackles Climate change</p> <p>Fights Inequality</p>
Ongoing relationship management, narrative building and speaker invites with GLA. Prepare council working groups, external grassroots and ambassadors for LBOC bid. See also under 6. More Ambition for Arts in Ealing: Apply to the Mayor's London Borough of Culture Scheme	Becoming a Mayor's London Borough of Culture brings funding, visibility, recognition and will put Ealing on the cultural map. I will enable us to achieve all the ambitions in the Cultural Manifesto through the Culture Hubs and thus, provide a lasting decision/delivery structure and legacy. However, to have a chance of being successful with our application (Ealing's 2017 application was not successful), we need to start behaving like a LBOC with support across the council and at executive and member level. Our policies and planning framework need to evidence our ambitions.	Ealing is in a strong position to submit a competitive bid for LBOC	<p>Creates Jobs</p> <p>Tackles Climate change</p> <p>Fights Inequality</p>
Integrate UWL students recording the development and delivery process - generating social media content to support place promotion. (EG Service agreed project model agreed with John Charlton and Faculty Heads).	Support learning and development of relationships between UWL and local communities and invest in employability of HE students and raises aspirations of local residents ink young people.		
Commission Sound Diplomacy to develop a music strategy https://www.sounddiplomacy.com/better-music-cities	A Music Strategy and making Ealing a 'Music City' will contribute to creating good jobs, stimulate night time economy, specify inward investment, support start ups and will inform what type of infrastructure is needed and in what locations.	Ealing's rich music heritage is built upon with new forms and infrastructure. Ealing can be again the cradle for new genres and/or groups.	<p>Creates Jobs</p>
Based on the Cultural Manifesto research of significant Ealing people, places, events, art works, art form, practice, commission an Unheard Voices/Hidden Histories type of interactive map (including oral histories) with local community researchers.	An innovative and creative approach to highlighting he vibrancy of Ealing's creativity.	Heritage and creativity past and present is spotlighted and celebrated	<p>Creates Jobs</p> <p>Fights Inequality</p>
Cultural Manifesto research and above map to inform relevant and diverse, borough-wide public art interventions, informed and co-curated by the Culture Hubs.	Create vibrant and empowered places as well as employment and showcasing opportunities for local artists and organisations	Ealing has a vibrant, ambitious, diverse and well-supported grassroots arts scene that gives us a strong change to become a LBOC	<p>Creates Jobs</p> <p>Tackles Climate change</p> <p>Fights Inequality</p>

4 - More Collaboration for Arts in Ealing

DELIVERABLES/STEPS/ ACTIVITIES/PROJECTS	RATIONALE/RESEARCH/ DATA/EVIDENCE	LONG TERM CHANGE	COUNCIL PRIORITIES
Arts & Culture service twice-yearly Ealing Arts and Culture network meetings to upskill, connect to national initiatives and encourage peer learning. Deliverables under 6 focus on upskilling. Deliverables under 4 focus on networking and connecting.	To encourage networking and collaborative working.	Community wealth building and increasing social connection.	Creates Jobs Fights Inequality
Create an enrichment programme for teachers to increase confidence in delivery and opportunities for students to experience a broad range of creative activities early in life to cultivate a life-long love for the arts	Provide support for teachers to deliver a diverse and high quality arts curriculum and to support schools in meeting the commitments of the Arts Charter	Strong and prioritised arts programmes in schools. Partnership working with local practitioners and organisations across the borough. Underserved schools engaging and delivering more. Highly engaged schools supporting and staff mentoring others.	Fights Inequality

5 - More Sustainability for Arts in Ealing

DELIVERABLES/STEPS/ ACTIVITIES/PROJECTS	RATIONALE/RESEARCH/ DATA/EVIDENCE	LONG TERM CHANGE	COUNCIL PRIORITIES
Develop a governance structure owned by a group of organisations and move outside of the council	Cultural Education Partnership will grow further from the solid foundations in the council to become a more agile body based in an arts organisation or as it's own entity.	CEP impact is embedded in the community and young people in particular feel ownership on it's direction.	Fights Inequality
Further expand on and distribute the CEP career videos	Raise awareness and understanding of Creative career options	Workforce in the arts industry is reflective of the local community	Fights Inequality

6 - More Ambition for Arts in Ealing

DELIVERABLES/STEPS/ACTIVITIES/PROJECTS	RATIONALE/RESEARCH/DATA/EVIDENCE	LONG TERM CHANGE	COUNCIL PRIORITIES
Set up Culture Hub visioning group (internal and external stakeholders)	Ensure cross-departmental synergies, sector buy-in and wider Ealing Culture sector input	A range of supporters and ambassadors that can also be called upon for developing a LBOC bid	Fights Inequality
Relationship building and advocacy with GLA and ACE started in 2020. Ongoing. Continuing the narrative that there is a step change happening in Ealing in the creative sector. Empowering grassroots through the Culture Hubs is key. High level political and executive buy-in and messaging is also key. Evidence that culture is embedded in council planning and policies was a past assessment criterium! By the time of applying, this will need to be in place, for example through CIL.	To achieve and catalyse all of the objectives in the Cultural Manifesto. To put Ealing on the cultural map. To further empower grassroots.	Culture-led regeneration is resulting in thriving places with happy and healthy residents. The calibre of Ealing's grassroots culture has become a benchmark for others. High calibre arts and culture is attracting visitors and contributing to economic impact for our businesses and high streets. High streets continue, post LBOC year, to be vibrant places where culture is central to economic recovery and growth, place-making and form part of a mixed leisure and retail offer.	Creates Jobs Tackles Climate change Fights Inequality
Co-developed and co-delivered by Community Enterprise Hubs and Culture Hubs - activating high streets, adding to cultural offer and enable access to affordable work space. Ensure that projects listed above are bold, innovative and ambitious: under 2. More Places for Arts in Ealing: Search out funding sources for smaller-scale artistic activations and interventions, particularly around town centre regeneration. Utilise these funds with an open call for proposals. Encourage public art, including murals, installations, window vinyl, projections, sculpture parks, light installations	To ensure public events and public art is of the highest calibre. 20-min Neighbourhood Frameworks	High quality public art is attracting tourism, footfall and local spend	Creates Jobs Tackles Climate change Fights Inequality
UKSPF Business Support projects ink: start-up enterprises support and sector-based business engagement and support ink for Creative & Media sector. Also business engagement under Creative Enterprise Zone (CEZ) delivery ink Hub Space and online Platform.	Sector-based approach maximises reach of business engagement led by Economic Growth and capture market intelligence on sector needs and opportunities to create good new jobs. Investing in creating assets to enable business engagement in CEZ area - this will be developed to become a borough-wide resource	Sharing of best practice and a well-advertised and accessible business support offer to start-up and existing creative enterprises	Creates Jobs Fights Inequality
Set up winter and Summer conferences with guest speakers, hosted by a different organisation each time and focusing on a different topic.	Advocacy with GLA and ACE. Encourage peer learning, networking and a more collaborative sector. Upskill and inform organisations to become more resilient, sustainable and thriving, thus being able to provide good jobs. Community wealth building and increasing social connection.	Community wealth building and increasing social connection.	Creates Jobs Fights Inequality
Create a list of available spaces to attract NPOs. Work with developers. Work with ACE Strategic Partnerships team to offer our spaces. Continued national networking. Work with ACE, The Questors and Pitzhanger on strategic planning for ACE applications post 2026. Conversations with The Questors, re. business planning and Governance.	To bring cultural capacity of a high level. Ealing is one of very few London boroughs without an NPO (Gunnorsbury Museum becomes an NPO in 2023-jointly owned with Hounslow. London Transport Museum has a depot in Acton)	The national and international flavour of our arts and culture scene is noted. Ealing is home to more than 1 NPO	Creates Jobs Fights Inequality
VCFS capacity building support and a portion (TBC) of an annual fund (£50k) to attract engagement with communities where statutory services are not 'trusted', enabling expressions of new heritage, cutting edge and relevant cultural activities, that enhance their sense of wellbeing	The findings from a DHLUC funded community support matrix project conducted in 2022 (as part of the borough's Community Champions programme) recognise that community focussed and motivated individuals need ongoing support to build their confidence and skills capability to become effective leaders and then they can go on to develop and promote their projects, to galvanise and govern their own groups and to independently secure resources and funding and ultimately, self-sustaining	Fostering of a 'helping hand' community spirit enabling new groups to share and pass on their knowledge and expertise	Creates Jobs

Aspiration

United in our diversity of EALING CULTURES	Let Ealing Create	Galvanise, energise, support, revolutionise our grassroots for a strong Ealing Borough of Culture – create a diverse, relevant and sustainable ‘new heritage’ for future generations.	With strong political and executive buy-in and grassroots activism, we will apply to the Mayor of London to become a future London Borough of Culture to help us achieve all of the above creative ambitions!
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This Action Plan works in conjunction with the Ealing Cultural Manifesto, 367,100 Creatives

[Ealing cultural strategy](#)

If you would like further information or would like to get involved, please contact Culture@Ealing.gov.uk



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MAJORITY CONSUMED OUTSIDE BOROUGH APART FROM FESTIVALS, PARTICIPATORY/COMMUNITY /AFTER SCHOOLS

THE LARGE MAJORITY FINDS ARTS EXTREMELY IMPORTANT - MAJORITY REASON: BENEFITS MY WELLBEING

THE MAJORITY STONGLY AGREE WITH THE FOLLOWING:

- ARTS, CULTURE, AND CREATIVITY ARE IMPORTANT TO INSPIRE AND BRING DIVERSE COMMUNITIES TOGETHER.
- YOUNG PEOPLE SHOULD HAVE MORE OPPORTUNITIES TO ENGAGE IN ARTS, CULTURE, AND CREATIVITY.
- CULTURAL EDUCATION SHOULD BE SUPPORTED MORE IN SCHOOLS.

THE MAJORITY OF PARTICIPANTS TAKE PART IN ARTS AND CULTURE AS PART OF AN AUDIENCE IN COMPARISON TO PARTICIPATION OR AS A CREATOR.

MUSIC PERFORMING OPPORTUNITIES IN PUBS, RESTAURANTS ETC.



THE PARTICIPANTS ARE 'MODERATELY' INFORMED ABOUT ARTS AND CULTURE IN EALING.

THERE IS A NEED FOR A WHAT'S ON SITE

THE MAJORITY OF PARTICIPANTS FIND OUT ABOUT ARTS AND CULTURE IN EALING THROUGH WORD OR MOUTH FOLLOWED BY EALING COUNCIL PUBLICATIONS AND SOCIAL MEDIA.

NEED FOR ART SPACES/MUSIC VENUE/ THEATRE/ART CENTRE

ARTS AND CULTURE SURVEY HIGHLIGHTS

TOP 5 THINGS CURRENTLY MISSING FROM THE CREATIVE AND LEISURE OFFER IN EALING:

- MORE VENUES (E.G. CINEMA/THEATRE).
- CREATIVE/PERFORMANCE SPACE/HUB FOR ARTISTS.
- CALENDAR OF EVENTS/MORE EVENTS.
 - MORE OPPORTUNITIES TO PARTICIPATE.
 - OPPORTUNITIES FOR CYP.
 - MORE DIVERSITY.

THE MOST COMMON REASON WHY PEOPLE DON'T TAKE PART IN ANY ARTS, CULTURAL OR CREATIVE ACTIVITIES IS DUE TO LACK OF TIME.

TOP IMPROVEMENTS FOR EALING SUMMER FESTIVALS:

- DIVERSITY (E.G. RACE, CLASS, INTEREST AND MUSIC STYLE).
- PRICE OF TICKETS.
- MARKETING/COMMS.

GEOGRAPHIC INEQUITY/NEED MORE IN ALL TOWNS

TOP 3 AREAS IN WHICH PARTICIPANTS WOULD LIKE EALING'S BOROUGH OF CULTURE PROGRAMME TO MAKE THE MOST DIFFERENCE:

- CELEBRATE AND BRING TOGETHER PEOPLE FROM EALING'S DIVERSE COMMUNITIES.
- PROVIDE FINANCIAL SUPPORT TO LOCAL ARTISTS AND ARTS ORGANISATIONS SO THEY CAN ORGANISE EVENTS/ ACTIVITIES LOCALLY.
- HELP SCHOOLS TO PROVIDE MORE OPPORTUNITIES FOR PUPILS TO ATTEND LIVE MUSIC, THEATRE, ART EXHIBITIONS, ETC.

FESTIVALS SUGGESTIONS: CHILDREN FESTIVAL, MORE BROADER FAMILY FESTIVAL, WIDER MUSIC GENRES, THEATRE, OPEN AIR CINEMA

THE MAJORITY OF PARTICIPANTS ARE 'SOMEWHAT SATISFIED' WITH ARTS AND CULTURE IN EALING

MORE NEEDS TO BE DONE FOR DISABLED, ELDERLY, UNWAGE

CINEMA, WORKSHOPS, COMMUNITY ART IS WHAT MOST ARE ENGAGED IN

TOP REASONS WHY PEOPLE DON'T ATTEND ESF:

- LACK OF TIME
- UNAWARE
- NOT INTERESTED



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Report for:
ACTION

Item Number:

Contains Confidential or Exempt Information	No
Title	Greener Ealing Business Plan 2023/24
Responsible Officer(s)	Darren Henaghan and Earl McKenzie
Author(s)	Earl McKenzie
Portfolio(s)	Deputy Leader and Climate Action
For Consideration By	Councillor Deirdre Costigan
Date to be Considered	29 th March 2023
Implementation Date if Not Called In	10 th April 2023
Affected Wards	All
Keywords/Index	Waste, refuse collection, recycling, street cleaning, grounds maintenance, parks and open spaces, burials, vehicles and contracts.

Purpose of Report:

Greener Ealing Ltd (GEL) commenced the provision of environmental services to the Council on 5th July 2020 following extensive preparations. This report seeks approval of the Greener Ealing Business Plan for April 2023 to March 2024.

Authority has been delegated by Cabinet to the Council’s shareholder representative to agree or vary the Business Plan. The Strategic Director of Housing and Environment wishes for the decision to be made by Cabinet given its significance.

1. Recommendations

It is recommended that Cabinet:

- 1.1 Agree the appended Greener Ealing Business Plan for 2023/24.
- 1.2 Note that the related Council budget for the total GEL scheduled works contract sum of £23.102m for 2023/24 is subject to approval of the contract inflation of £0.567m which is delegated to the Strategic Directors of Resources and Housing and Environment in-year.
- 1.3 Note that the remaining GEL scheduled works budget gap is to be mitigated in-year either through other efficiencies and/ or use of reserves.

1.4 Note the acceleration of the approved GEL FE1 savings from 2024/25 to 2023/24.

1.5 Note the non scheduled GEL works and emerging cost pressures risk to the Council budget which will need to be managed in year.(see para 4.2 for further details)

2. Reason for Decision and Options Considered

The attached Business Plan for 2023/24 supports the short to medium term GEL objectives agreed with the Council in line with performance requirements and affordability.

Greener Ealing was established following a detailed options appraisal which recommended the creation of a Local Authority Trading Company (LATCO) as the optimal value for money means of delivering the Council's environmental services. As stated in previous related reports to the Cabinet, Greener Ealing has been created with the necessary supporting infrastructure, legal and governance arrangements – together with a significant financial commitment from the Council (including an entirely new fleet of waste collection, street cleansing and grounds maintenance vehicles) to ensure that the business is positioned to fully deliver on the Council's objectives.

Greener Ealing has a public service ethos, and this is reflected in the nature of support given to its staff. All staff have benefited from an uplift in salary and are now paid more than the London Living Wage. All staff have access to an improved pension scheme and a number of former Ealing employees have admitted body access to the Local Government Pension Scheme.

Although the use of temporary staff is commonplace in the services covered by Greener Ealing, the company has reduced the reliance on agency workers In line with the Council's good jobs objectives, prioritising the provision of permanent local employment opportunities. Greener Ealing provides training and development opportunities for staff, identifying opportunities for advancement for front line staff to Drivers and beyond to Supervisory and Managerial levels and improve in areas where skills development has been neglected or left behind e.g. horticultural skills, vehicle fitters or HGV training – the company will grow its own. Greener Ealing is also developing a new apprenticeship programme.

The significant investment by the Council and by Greener Ealing in people and infrastructure, has resulted in a dramatic improvement in performance across all key contract services in comparison to the previous contractor. This is demonstrated in the tables later in this report.

Greener Ealing and its senior management team is held transparent and accountable to the Council with performance measured against robust key

performance indicators. These are governed by monthly Board meetings in addition to management meetings and fit for purpose contract monitoring arrangements.

3. Key Implications

3.1

Greener Ealing is a Local Authority Trading Company (LATCO), incorporated 2nd August 2019 following the approval of the full Business Case by the Cabinet in July 2018. It has approximately 350 employees, many of whom transferred from the previous service provider under TUPE.

The Business Plan (at Appendix 1) sets out the commercial and operational approach to business, within the LATCO structure that has the opportunity to deliver 100% of the benefits to Ealing Council on behalf of residents and local businesses.

3.2

Greener Ealing is responsible for the delivery of the services specified below.

- Waste & Recycling;
- Street Cleansing;
- Parks and Open Spaces

The objective of Greener Ealing is to take ownership of the services with the aim of improving the quality of services delivered. Within the current scope of services, Greener Ealing delivers investment in better waste collection infrastructure, safer and more efficient waste collection rounds, clean streets and green spaces at the same time as controlling costs and emissions to achieve improved operating efficiency and reduced environmental impact. These aims have been supported by provisions detailed in para 2.

Greener Ealing is a partner of Ealing Council, in place to deliver services in line with Council policy and achieve best value and quality in relation to the portfolio of services specified by the Council and within the agreed budget. Any future Business Plan proposals for investment into Greener Ealing will be presented to the Board for validation to ensure they are robust and represent the best return to the public, with full justification for the allocation of funding agreed.

The establishment of a LATCO provides the opportunity for the Council to transfer business appropriate services to GEL where there is a value for money and operational business case. Since its establishment, GEL has demonstrated its ability to deliver value for money services, improve working practices and staff morale whilst significantly improving contract performance. In view of this, the Council has taken the decision to add Graffiti removal and Parking Enforcement services to the GEL portfolio. These services will be delivered by GEL from June 2023 and April 2024 respectively.

To support desired business growth, the Council has commissioned Eunomia Consulting to carry out a review of the GEL operation in preparation for further expansion. Eunomia carried out the independent options appraisal in 2019 that informed the Council's decision to create the LATCO. This review looks at company structure, capacity and commercial opportunities/risks, to ensure that GEL is best placed to take advantage of its trading status whilst ensuring cost control and continuous improvement in all contracted services.

3.3

Contract Performance

Since its creation in 2020, Greener Ealing has consistently delivered services to a significantly higher standard than the level delivered under previous contractual arrangements. This performance is particularly impressive given the operational restrictions created by the pandemic and the nationally recognised shortage of HGV drivers. During this time the GEL business continuity plan agreed with the Council along with a committed workforce supported by improved management and working conditions, has ensured minimal disruption to priority scheduled services over this period. Whilst there remains room for improvement, the tables below show the considerable improvement in performance across all services included in the GEL contract.

Performance from 2019 to 2023

Table 1 looks at the GEL performance in key areas from 2019, under the previous contractor AMEY, to date. Across all services there has been significant improvement which has continued in to 22/23.

Table 1,

KPI	Target	19/20 Amey	20/21 GEL	21/22 GEL	22/23 GEL
Missed Rectification %	100% within 24 Hours	73%	91%	100%	100%
Right First Time %	-	99.84%	99.95%	99.96%	99.97%
Assisted Missed Collections	Zero	30	9	10	9
Missed per 100k by Service					
<i>Refuse</i>	< 100	263	56	42	45
<i>Recycling</i>	< 100	284	57	35	40
<i>Food</i>	< 100	114	44	47	43
<i>Garden</i>	< 100	578	158	233	37
Bulky Waste Service	100%	94%	99%	92.00%	98.88%
Number of Complaints	-	170	167	62	27
Flytips SLA	95%	96%	84%	95.00%	98.08%
Combined Streets A & B Inspection %	85%	67%	81.10%	91.92%	94.74%

National Indicator 195

Table 2 shows the outturn of the NI195 inspections carried out through the year. This is the independent, externally assessed measurement of street environment conditions carried out over 3 inspections (tranches) across the year (lower is better).

Under challenging circumstances (legacy COVID/HGV driver shortage) this performance is particularly good, an improvement on 21/22 with targets for litter and detritus being met or exceeded.

Table 2,

	2021/22 NI 195 RESULTS			22/23 NI 195 RESULTS	
	NI 195A	NI 195B		NI 195A	NI 195B
	LITTER	DETRITUS		LITTER	DETRITUS
TRANCHE 1	3%	5%	TRANCHE 1 22/23	3%	2%
TRANCHE 2	5%	3%	TRANCHE 2 22/23	6%	4%
TRANCHE 3	6%	6%	TRANCHE 3 22/23	5%	3%
TOTALS	5%	5%	TOTALS	5%	3%
TARGETS	6%	8%	TARGETS	6%	8%

3.4

Business Plan

GEL has been operating since 2020 and services are now fully bedded in. Legacy workforce issues have been resolved and there has been a successful change in culture, The services are now ultimately under the Council's control and there is transparency and a non-adversarial relationship that facilitates expeditious problem resolution, with confidence in service change and contract efficiency proposals based on sound knowledge of resource base. The attached Business Plan supports the short to medium term GEL objectives agreed with the Council, sets out the next steps for the company for 2023-24 and provides an overview of the financial situation for the business. There have been notable achievements in 22/23 that have supported business objectives.

Operational and Contract Performance – overall contract performance has been very good and customer complaints have reduced significantly. There have been no major issues or concerns raised by the Council throughout 2022/23.

Collections Service – delivered outstanding performance throughout the year, established the annual Collections Team of the Year Award.

Streets – impressive and continuously improving NI195 results (independent assessment of the quality of street environment). GEL has rolled out Whitespace digital mapping technology to the street's teams enabling scheduled work performance to be effectively monitored with complete digital records retained.

Grounds Maintenance – awarded Gunnersbury Park contract from 1st April 2022. In addition, awarded the Elderly and Disabled Gardening contract for Ealing Housing. GEL supported Ealing Council in achieving 24 Green Flags for 2022. London in Bloom – Large City Award Ealing Gold Award. Awarded Employer of the Year for work with Spring Hallows School, supporting their students with work experience and on-site environmental improvements through volunteer activity.

Transport and Compliance – As a valuable contribution to the Council's air quality improvement and carbon reduction objectives, GEL has achieved its CO2 reduction target for 2022 and reduced CO2 by 7.3% and has taken delivery of the first 3.5t Electric Vehicle on the contract for Gunnersbury Park. The entire fleet will be increasingly electrified in line with improvements in technology and affordability.

HGV Driver shortage – this proved to be a challenge throughout the year and has been an ongoing pressure. An increase in the financial package to GEL Drivers was agreed in 2021 to help with staff retention, this was enhanced again in 2022. The aim is now to create an internal, home grown spare pool of HGV Drivers. The Business has however demonstrated a high level of resilience throughout.

HSEQ accreditations - attained BSI- ISO full accreditation under all three ISO standards ISO 14001:2015 Environmental, ISO 9001:2015 Quality and ISO 45001:2018 H&S for the Collections and Streets services.

Personal Protective Equipment – introduced an automated PPE ordering App including a PPE recycling programme. This helps to reduce waste and avoids waste going to landfill, promotes a circular economy – with a full audit trail of recycled PPE.

4. Financial impact on the Council budget

4.1 Scheduled work by GEL

The GEL business plan 2023-24 currently budgets a 2023-24 loss of £0.161m, which GEL are exploring how to turn to a profit in the medium term.

The table below represents the Scheduled works GEL contract price between years.

Annual Scheduled works Contractual Costs for GEL and Council Budget	22/23	23/24		Note
	Amount £m	Amount £m	Growth £m	
Scheduled works cost of GEL contract				
Annual Contract cost	22.088			
22/23 FE Savings	(0.253)			
Annual Scheduled works cost	21.835	23.102		1
Rent payable to Council	(1.137)	(1.137)		
Net Cost of Scheduled works excluding rent	<u>20.698</u>	<u>21.965</u>	1.267	
22/23 Scheduled works budget gap			1.089	2
23/24 Contract Inflation			0.567	3
FE1-2329 Weed spraying saving approved			(0.022)	
23/24 advance delivery of 24/25 Efficiency Savings – recommendation 1.4 refers			(0.367)	4
Total 23/24 Scheduled works GEL contract cost increase			1.267	
To be Funded by:				5
General Fund growth approved			0.492	
Contract inflation to be funded subject to a bid – recommendation 1.2 refers			0.567	
HRA			0.055	
Total Available Funding 23/24			1.114	
Council Scheduled works 23/24 Budget Gap to be mitigated – recommendation 1.3 refers			0.153	

The recommendation in this Cabinet report re this (£0.153m) budget gap notes for it to be mitigated through other efficiencies and/ or use of reserves.

Explanatory Notes

1. £21.835m is prior year contract price adjusted for £0.253m FE1 savings in 2022/23.
2. This £1.089m is the current in year Council budget gap for 2022/23 as noted above, which includes pay award £0.340m, leafing cost £0.255m, HGV market supplement £0.239m and rent increase £0.255m, from the prior year

3. This £0.567m inflation re 2023/24 represents contractual inflation of 2.5% excluding service charge increase of £0.255m
4. £0.367m saving accelerated (from 2024/25 in Council budget) to 2023/24 in GEL's Business Plan comprises Commercial Waste Collection - reduce collection teams by one £0.067m, Household Waste & Recycling Centre £0.098m, reduce food waste collection by one round £0.097m and Collections - flats reduce loader by one per team £0.097m. For these savings 2.5% inflation has been applied as they are part of the scheduled contract price.
5. Funding for GEL scheduled work contract growth has been allocated between the HRA and the General Fund as approved by Cabinet. These are £0.492m General Fund growth and £0.055m HRA growth. The contract inflation growth is subject to approval following an efficiency review in-year by Strategic Director of Resources and Strategic Director of Housing and Environment. The remaining gap of £0.153m is to be identified through efficiencies during the year.

4.2 Other Financial Risks and Opportunities within the Contract

In addition, GEL have noted they are seeking jointly with the Council to agree actions to cover emerging cost pressures over and above existing assumptions which include pay costs, fuel, fleet maintenance, insurance and interest costs for loans. These will also be managed to the fullest extent possible but clearly there is some risk that additional claims may be made.

The fleet vehicles lease extension over the past year has resulted in savings which have been used to meet some cost pressures being faced by GEL and may to an extent be used to meet some of the emerging cost pressure risk identified in this section.

5. Legal

The July 2020 Greener Ealing Service agreement with the Council provides for:

1. the Supervising Officer making clear by beginning October before the relevant next financial year the amount the Council wishes to pay for that year (Clause 11.1),
2. Greener Ealing providing the Council with its proposals for the provision of the Services by end October before the relevant next financial year (Clause 7.5),

The October 2019 Cabinet report, Appendix 3 noted the Shareholder Reserve Matters, including

'Delegation to the shareholder representative (Director of Environment) to facilitate responsive and timely business operation (Shareholder

representative may decide not to exercise their delegation and refer to Cabinet. This may occur where for example the change proposed is substantial)

The Council's shareholder representative is the Strategic Director of Housing & Environment. The shareholder representative is responsible to exercise the Council's responsibilities as sole shareholder of GEL.

These delegations included *'agreeing or amending the Company's periodic business plan'*.

Cabinet may decide to approve the Business Case itself, notwithstanding that it has delegated the power to do so to the Shareholder Representative.

In relation to the transfer of Graffiti removal and parking enforcement services to GEL, contracts can be awarded by the Council directly to a 'controlled company' without the need for a competitive tendering exercise by virtue of Regulation 12 of the Public Contract Regulations 2015. The characteristics of a controlled or "Teckal" company are that:

- a. the Council exercises over the company a control which is similar to that which it exercises over its own departments (the "Control Test");
- b. more than 80% of the activities of the company are carried out for the Council (the "Function Test"); and
- c. there is no direct private capital participation in the company

The Council exercises control over the company similar to that which it exercises over its own departments where it exercises a decisive influence over both strategic objectives and significant decisions of the company.

GEL is 100% owned by Ealing Council, and this satisfies the Control Test.

6. Value For Money

All procurement supporting the establishment of GEL has been via transparent competitive tender, ensuring best value and using established frameworks where appropriate. The establishment of Greener Ealing as a company wholly owned by the Council, has enabled transparent analysis of resource utilization and productivity delivered by the environmental services contract. This has resulted in ongoing efficiencies and optimization, ensuring that services costs are controlled, providing a baseline to support the validated identification of scope for efficiencies and savings required by the Council.

7. Sustainability Impact Appraisal

Greener Ealing is an essential partner in helping to deliver Ealing's sustainability aspirations. Through the delivery of the Council's frontline services in accordance with the service contract, the very latest thinking has been applied to environmental issues, incorporating the Council's waste reduction, transport, air quality and carbon reduction policies. In addition to this Greener Ealing has identified development of a Carbon Reduction plan as one of its Key Objectives for 2021/20. Greener Ealing is finalising the procurement of 10 electric services support vehicles and will work with the Council to increase this number, introduce the greenest fleet possible, improve recycling rates, and work with the community on behaviour change and awareness programmes.

8. Risk Management

The Business Plan sets out the processes by which risk will be managed. This has been agreed by the Greener Ealing Board and the Board has agreed that this will be reported to every Board meeting. Greener Ealing's risks also form a part of the Housing & Environment risk register and will appear on the Corporate risk register should they meet the necessary criteria.

Greener Ealing's Business plan notes managing certain risks that are unquantified in the business plan by charging the council, so these will need to be covered.

In response to risks presented by the COVID pandemic, Greener Ealing has a business continuity plan (BCP) which ensures delivery of priority services, mitigating against any possible impact on staffing levels. To protect all staff, operational and office based, GEL have introduced COVID specific working practices, supported by the necessary occupational PPE in accordance with national guidance and employer duty of care. The BCP is designed to cover unprecedented events that might impact on the delivery of scheduled services.

9. Community Safety

None.

10. Links to the 3 Key Priorities for the Borough

Greener Ealing's payment of more than the London Living Wage to all staff, reduction in the use of agency workers and focus on the creation of permanent jobs, is in line with the Council's priority to provide opportunities and a living income. The delivery of important frontline environmental services supported by low emissions fleet and plant, contributes to the Council's priority to make Ealing a great place to live.

11. Equalities, Human Rights and Community Cohesion

The Council is required to comply with the Public Sector Equality Duty which is set out in S.149 Equality Act when making decisions regarding the future delivery of public services. S.149 requires the Council to have "due regard" to:

- the need to eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010 (section 149(1)(a)).
- the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it (section 149(1)(b)). This involves having due regard to the needs to:
- remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;
- take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it (section 149(4)); and
- 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.

Schedule 19 of the Equality Act 2010 provides a list of public authorities that must comply with the Public Sector Equality Duty. Local authority controlled companies such as Greener Ealing are not contained within that list. However, the general equality duty also applies to other organisations that exercise public functions in their own right or on behalf of the Council.

The Act defines a public function as a function of a public nature for the purposes of the Human Rights Act 1998.

In line with the Council's equalities objectives and having completed workforce and operations analysis over the first 9 months of the contract, the GEL board has finalised its equalities objectives. Included in objectives, is the aim to address the underrepresentation of women in the workforce and of BAME employees in supervisory and management positions.

12. Staffing/Workforce and Accommodation implications:

There are no business plan implications for staff.

13. Property and Assets

Greener Ealing operates out of two depot sites at Greenford and Acton, occupying space previously used by AMEY. This includes office accommodation, fleet parking, vehicle washdown facilities and other areas required to support the delivery of services to the Council. The necessary formal lease agreements are in the course of being finalised and await finalising the impact of other changes in tenants on the space. The related rental has been finalised, based on a review of space required for

the base of operations. A licence was required to accommodate the vehicle maintenance service provider, pending the lease agreements being finalised.

15. Any other implications:

None

16. Consultation

None other than with staff where relevant.

17. Timetable for Implementation

The Business Plan sets out strategic objectives to be delivered from April 2023 to March 2024.

18. Appendices

Appendix 1 – Greener Ealing Business Plan 2023/24.

19. Background Information

Report to Cabinet 20th March 2018
 Report to Cabinet 10th July 2018
 Report to Cabinet 23rd April 2019
 Report to Cabinet 15th October 2019
 Report to Cabinet 17th March 2020
 Report to Cabinet 16th June 2020
 Report to Cabinet 9th February 2021
[Report to Cabinet 9th February 2022](#)

Consultation

Name of consultee	Post held	Date sent to consultee	Date response received	Comments appear in paragraph:
Internal				
Darren Henaghan	Interim Strategic Director Housing & Environment Director of Place	8 March 2023		
Cllr Deirdre Costigan	Deputy Leader and Climate Action	13 March 2023		
Emily Hill	Interim Chief Finance Officer	9 March 2023		
Helen Harris	Director of Legal and Democratic Services			

Russell Dyer	Assistant Director Accountancy, Finance	8 March 2023	15 March 2023	4
Yalini Gunarajah	Finance Manager, Place	9 March 2023	15 March 2023	4
Chris Neale	Principal Accountant, Place	9 March 2023	15 March 2023	4

Report History

Decision type:	Urgency item?
Key decision (ear)	No
Report no.:	Earl Mckenzie, Assistant Director (Street Services) author and contact for queries: 0208 825 5194

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Report for:
ACTION

Item Number:

Contains Confidential or Exempt Information	No
Title	Land and Property Strategy 2023-2027
Responsible Officer(s)	Emily Hill, Strategic Director of Corporate Resources
Author(s)	Jessica Tamayao, AD of Strategic Property and Investment
Portfolio(s)	Cllr Manro, Member for Good Growth and New Housing Cllr Anand, Member for Thriving Communities Cllr Donnelly, Member for Inclusive Economy
For consideration by	Cabinet
Date to be Considered	29 th March 2023
Implementation Date if Not Called In	13 th April 2023
Affected Wards	All
Keywords/Index	Property, Land, buildings, community space, property purchase

Purpose of Report:

This report requests the adoption of the Council’s Land and Property Strategy 2023-2027 and Property Purchase Policy.

1. Recommendations for DECISION

- 1.1. Approve the Land and Property Strategy 2023-2027, as set out in Appendix 1.
- 1.2. Delegate authority to the Strategic Director of Corporate Resources to make minor amendments prior to publishing the final version of the Land and Property Strategy 2023-2027 following consultation with the Cabinet Member for Good Growth and New Housing.
- 1.3. Approve the Property Purchase Policy and proposed governance process set out in Appendix 2.
- 1.4. Approve the creation of a one-off £50m Property Purchase Capital Fund for use only in line with the Property Purchase Policy as set out in Appendix 2, with any individual property purchase price capped at £20m.
- 1.5. Delegate authority to the Cabinet Member for Good Growth and New Housing, following consultation with the Leader, the Cabinet Member for Inclusive Economy, the Strategic Director of Corporate Resources and the Director of Legal and Democratic Services to authorise individual purchases and the inception of

the associated budget within the Capital Programme, subject to meeting the criteria in the Property Purchase Policy (Appendix 2) and the purchase not exceeding the funding available as set out in 1.4 above.

2. Recommendations for NOTING

2.1. None.

3. Reason for Decision and Options Considered

Land and Property Strategy “the Strategy”

- 3.1. Ealing Council owns around **18,000 housing stock** assets and **760 non-residential assets**, comprising of land, buildings and infrastructure that are used for a wide range of purposes to deliver services to our communities. These uses include children’s centres, schools, leisure centres, libraries, car parks, community centres, adult services centres, parks, sports facilities, highways, shops and offices.
- 3.2. Historically, the Council has managed the land and property portfolio through individual services holding strategic ownership and responsibility for their operational sites. As a result, different property strategies across the Council were created, each with service specific goals. While this approach has proved successful for some services, opportunities for efficiencies are missed in this process and with ever increasing demand for Council assets, the Council needs to revisit how it manages the entire land and property portfolio.
- 3.3. The Council has always adapted how it uses land and property to meet the needs of the borough, and previous strategies reflect this. Since 2010 Ealing’s core government grant was cut by over 64%, and aligned to this, the 2010 Property Strategy focused on rationalising the portfolio, reducing operating costs and realising capital receipts to support the budget.
- 3.4. In 2018 the Council prioritised delivering services, followed by generating genuinely affordable housing to meet the local housing crisis, and the Council was awarded over £209m of funding from the Greater London Authority for this purpose.
- 3.5. The Council is now in a position to launch a new strategy, to improve how we manage our land and property, and deliver much needed services to our residents and communities.
- 3.6. The **Mission** for the Strategy is:
- “Ensuring that we use current and future land and property assets for the maximum benefit of our residents.”

3.7. The **Aim** of the Strategy is:

“To deliver a balanced, efficient and effective portfolio that enables delivery of the commitments in the Council Plan, enables transformation of public services and empowers our communities to create a lasting legacy for our borough.”

3.8. The Land and Property Strategy 2023-2027 has been designed with 5 key objectives and associated principles that will shape how we look at our land and property in order to achieve our Aim and Mission.

3.9. The five key objectives in the Strategy are:

- To plan and manage the property portfolio as a corporate resource to enable service delivery from fit-for-purpose, accessible, resilient properties and achieve the Council's corporate priorities
- To manage and maintain land and property effectively and efficiently, together with optimising financial return, social value and commercial opportunities
- To use land and buildings in an efficient, inclusive way to create social infrastructure that supports local community needs and empowers and strengthens communities
- To use land and buildings to stimulate development and growth and encourage new jobs and businesses to the area
- To use land and buildings to support the delivery of our net zero carbon goals, ensuring our land and properties become increasingly sustainable through improved design, use, operation and redevelopment

3.10. All five objectives are intended to be considered for each asset and will enable the Council to consider its broad range of commitments in its decision-making around land and property to ensure that it maximises the benefits from limited resources.

Property Purchase Policy

3.11. Historically, the Council has missed opportunities to purchase property in order to meet our objectives due to the challenges of a fast-moving property market. Specific difficulties encountered include a consistent way of appraising purchases, identification of capital funding for purchase and identification of a revenue fund for feasibility and due diligence which may be abortive if the acquisition is not successful.

3.12. The Property Purchase Policy in Appendix 2 identifies the governance approach for approving property and land purchases which are time critical, whilst ensuring a clear, robust and consistent framework for risk assessment, management and mitigation during the decision-making process.

3.13. It is proposed that a one-off £50m Property Purchase Capital Fund is created with individual acquisitions using this fund having a purchase price cap of £20m. A revolving corporate feasibility fund has been identified to explore potential opportunities.

3.14. The Property Purchase Policy will take a similar approach to Council's Temporary Accommodation Framework that was approved by Cabinet in February 2020, which similarly has its own funding pot and governance process to enable timely acquisitions.

4. Key Implications

Land and Property Strategy

4.1. The Strategy outlines how the Council will approach property management and decision making across all of the Council's Land and Property.

4.2. The Strategy seeks to create overarching objectives and principles to enable delivery on the Council Plan 2022-26 commitments around land and property.

4.3. The Council will commence a series of engagements with communities across our Seven Towns to develop action plans to improve access, visibility and quality of community spaces in line with our Community Access Guarantee, ensuring that community groups, start-ups and social enterprises can easily find accessible and affordable space to meet, work and run activities in all parts of the borough.

Property Purchase Policy

4.4. The Property Purchase Capital Fund and the corporate feasibility revolving fund will enable the Council to purchase properties efficiently using a robust governance structure, when required.

4.5. Property purchase may be considered if there is not a suitable or viable alternative within the existing portfolio and one or more of the following:

- i. there is a specific Council priority/objective that is delivered through the purchase
- ii. the purchase is considered to be strategic to the way the Council intends to deliver services in the future
- iii. a purchase facilitates the delivery of financial savings for the council, for example, it mitigates payments made to third parties to provide property or land for council use

4.6. The Property Purchase Policy proposes a one-off £50m Property Purchase Capital fund with a cap of £20m on any individual property purchase where acquisitions have to cover their own cost of borrowing after accounting for any operational costs.

4.7. A revolving corporate feasibility fund has been identified to explore potential opportunities in case of abortive acquisitions (for example, if a building condition survey reveals a serious structural issue). If acquisitions are successful, all costs will be capitalised.

4.8. The final decision to proceed with individual acquisitions under this Property Purchase Policy will be undertaken by an Individual Cabinet Member Decision (ICMD) which will agree the purchase of the property in line with the business case and the budget incepted into the Capital Programme.

4.9. Pre-conditions for any decision to purchase of land or property under this Policy are:

1. Prudent financial modelling showing that the borrowing costs and any other financial hurdles are likely to be met for the purchase so there is no additional impact on the Medium Term Financial Strategy (MTFS) and/or Capital and Treasury strategies
2. Consultation with relevant members and officers
3. Appropriate due diligence and risk assessment (including evidence of good title) proportionate to the amount of capital being invested and purpose of the purchase
4. Compliance with the relevant Council financial guidelines
5. Sufficient funding being available in the capital programme and revenue budget

4.10. This Property Purchase Policy is not intended to be used for:

1. Purchases where Cabinet process timescales are acceptable
2. Purchases where the sole purpose is to generate income for the Council
3. Large scale regeneration purposes
4. Purchases which are speculative and highly risky
5. Acquisitions that include an additional financial commitment from the Council which requires a separate decision and, were this decision not to be successful, would make the existing purchase commitment void
6. Purchases which are unlikely to be able to cover their own borrowing costs after accounting for operational costs, within the MTFS period and beyond
7. Purchases over £20m

It is intended that these kinds of purchases are still required to go through the existing Cabinet process.

5. Financial

Land and Property Strategy

5.1. Budget will be required to develop the corporate landlord model and resourcing around this. This funding will subject to a separate decision.

Property Purchase Policy

5.2. As detailed above, a new one-off capital pot of £50m to will be made available in accordance with the governance process outlined in the Property Purchase Policy set out in Appendix 2, with individual property purchase price capped at £20m. A feasibility fund has been identified to explore potential opportunities.

5.3. Funding will only be drawn down and incepted into the capital programme when the requirements are met and therefore there is currently no budgetary impact forecast as no sites have been identified.

5.4. A one-off feasibility fund has been identified in 2023/24 to explore potential opportunities.

5.5. The full financial implications of each purchase will be included in the ICMD which will provide both spend and budget approval.

6. Legal

6.1. There are no direct legal implications from the actions arising in this report.

7. Value For Money

7.1. The Land and Property Strategy and Property Purchase Policy will deliver better value for money across the Council's portfolio, improving how we use our buildings, optimising service delivery and improving environmental efficiency.

8. Sustainability Impact Appraisal

8.1. The Strategy seeks to ensure Council properties become increasingly sustainable through improved design, construction, and operation, to deliver our net-zero carbon goals and outlines the development of a delivery programme across the Council's portfolio to achieve this.

8.2. The Strategy links to the Council's Climate and Ecological Emergency Strategy (2021) and will support delivery of identified actions relating to land and property.

9. Risk Management

9.1. There are no specific risks arising directly from the adoption of the Land and Property Strategy. Projects initiated following the adoption of the Strategy will have their own governance structures established to managed risk.

9.2. Risks and issues raised in the Property Purchase Policy will be managed through the identified Gateway process.

10. Community Safety

10.1. There are no direct impacts from this report.

11. Links to the 3 Key Priorities for the Borough

11.1. The Land and Property Strategy and Property Purchase Policy seek to deliver outcomes on all three of the Council administration's key priorities outlined:

- **Fighting inequality** – development of community spaces
- **Tackling the climate crisis** – driving the climate agenda through improving land and property
- **Creating good jobs** – encouraging growth and development through the use of our land and property

12. Equalities, Human Rights and Community Cohesion

12.1. The Land and Property Strategy and Property Purchase Policy seek to ensure the Council is delivering services that residents and communities need. As part of this process, there will be engagement with residents and communities and individual projects will have equalities impacts assessed.

13. Staffing/Workforce and Accommodation implications:

13.1. There are no immediate direct impacts noted by the Strategy or Policy.

14. Property and Assets

14.1. The decision in this report impacts the Council's property and assets and is set out throughout the report, Land and Property Strategy and Property Purchase Policy.

15. Any other implications:

15.1. None.

16. Consultation

16.1. The Land and Property Strategy and Property Purchase Policy were developed in consultation with, Portfolio holders, Strategic Directors, Assistant Directors and Service Managers.

17. Timetable for Implementation

17.1. The timetable for implementation of recommendations within this report is as follows:

Month	Activities
13 th April 2023	Adopt and publish Land and Property Strategy
13 th April 2023	Adopt and publish Property Purchase Policy

18. Appendices

18.1. Appendix 1 – Land and Property Strategy

18.2. Appendix 2 – Property Purchase Policy

19. Background Information

19.1. 2010 Property Strategy:

<https://ealing.moderngov.co.uk/ceListDocuments.aspx?MeetingId=4324&DF=14%2f09%2f2010>

19.2. Cabinet report, July 2018 - Future Ealing: Property Assets and Neighbourhood Offer Programme:

<https://ealing.moderngov.co.uk/ceListDocuments.aspx?MeetingId=481&DF=10%2f07%2f2018%2c%2019%3a00>

Consultation

Name of consultee	Post held	Date sent to consultee	Date response received	Comments appear in paragraph:
Internal				
Emily Hill	Strategic Director of Corporate Resources	23/02/23	Multiple dates	Throughout
Shabana Kausar	Assistant Director Strategic Finance	23/02/23	16/03/23	Throughout
Jackie Adams	Head of Legal Services (Commercial)	23/02/23	Multiple dates	Throughout
Cllr Mason	The Leader of the Council	03/03/23	Multiple dates	Throughout
Cllr Manro	Member for Good Growth and New Housing	03/03/23	Multiple dates	Throughout
Cllr Donnelly	Member for Inclusive Economy	03/03/23	Multiple dates	Throughout
Cllr Anand	Member for Thriving communities	01/03/23	Multiple dates	Throughout

Report History

Decision type:	Urgency item?
Key decision	No
Yes	
Report no.:	Report author and contact for queries: Jessica Tamayao, extension: 5783

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LAND AND PROPERTY STRATEGY

2023-2027



FOREWORD

In Ealing, we want to ensure economic growth and wealth creation is far reaching, covering every corner of the borough. We saw over the pandemic how important neighbourhoods and communities were to our residents, as we all started to spend more time working, exercising and socialising closer to home. We are seven towns, each with a sense of purpose, identity, and pride. Seven places with history, culture and opportunity for the communities that make them special. This strategy has an essential role to play in helping all of those seven towns to thrive.

We know that we need to think positively and strategically about the future of community assets in the borough. We want to make sure that council services are properly dispersed across our seven towns, and that the services people use in this borough are delivered sustainably, so that they can serve the residents of Ealing for years to come.

We are committed as a council to being open, inclusive and transparent, and this strategy helps us to extend those values to how we run our property assets. It will enable us to

take a responsive, balanced and intelligence-led approach to how we handle our property assets so we can maintain, improve and where necessary acquire property to help us better serve Ealing residents. We are committed to engaging and working in partnership with our residents, to help us set our priorities and we hope in the longer term, to partner with us to own and manage community spaces.

As a council, we need to address the historic inefficiencies and gaps in our data when it comes to managing the property that we own in the borough, including community spaces. Through this strategy, we will continue to collect and analyse detailed data around this land and property, and use that to inform decisions about our portfolio.

In the past, the council has focussed too much on the disposal of council assets, and we want to change that. While sometimes, it might be the right thing to do to sell council-owned property or land, we want to ensure that there is a proper balance between investment in and disposal of council assets, to ensure that no part of the borough is left underserved.

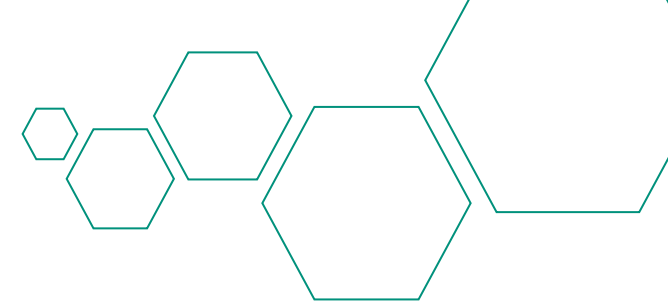
Our property assets are key to delivering on the promises we made to residents in the Council Plan. The council continues to work in a resource-constrained environment, so this new land and property strategy is about effectively and efficiently utilising all of the available resources the council has at its disposal to create good jobs, tackle the climate crisis and fight inequality, and therefore to improve the lives of everyone in Ealing.



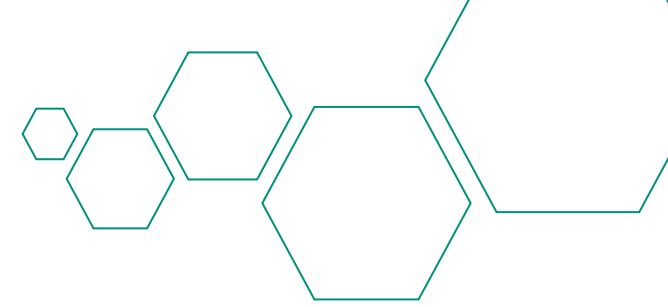
**Councillor
Peter Mason,
Leader of Ealing
Council**



**Councillor
Shital Manro,
Cabinet Member
for Good Growth**



MISSION AND AIM



Ealing has much to be proud of. Our diverse communities, vibrant town centres, excellent schools, transport links, parks and open spaces make it a great place to live, work and visit. The Council is building on these strengths as we move into the future, based on creating a thriving economy and a new and enhanced relationship with communities.

We are responding to the rapidly changing needs of our communities and businesses, reduced government grant, as well as adapting to a turbulent economic environment. The pandemic has hit hard, particularly amongst our black, Asian and ethnic minority communities with further hardships for our residents from rising costs of living.

In order to meet these challenges, the Council Plan 2022-2026 sets out three cross-cutting strategic objectives and our ten priorities.

Council Plan strategic objectives

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CREATING GOOD JOBS

We want growth in Ealing to be inclusive, where people can both contribute to and benefit from growth and economic development. We want to create good quality jobs in our borough and deliver an ambitious programme of building more genuinely affordable homes.



TACKLING THE CLIMATE CRISIS

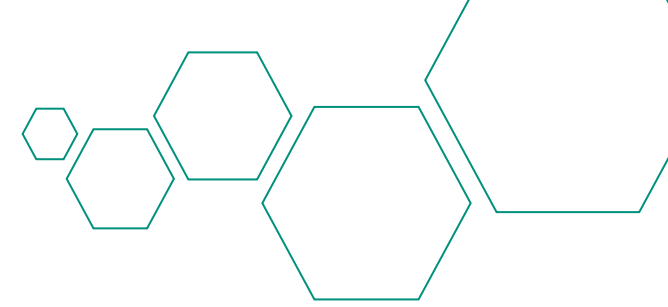
We will work to keep Ealing clean and green and take leadership in ensuring the borough we build is sustainable. We will take leadership on tackling the ramifications of the climate crisis, by aiming for the highest environmental standards as we grow new jobs and homes.



FIGHTING INEQUALITY

We want to create a borough where we work hard to address inequalities in all its forms, to ensure that no-one is left behind in achieving their potential. Crime and antisocial behaviour is dealt with effectively so residents feel safe.



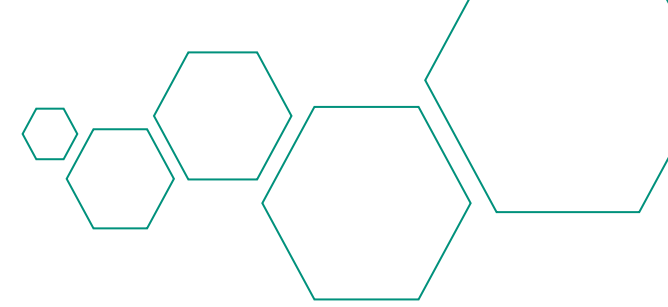


Council Plan ten priorities

 <p>Tackling inequality and crime</p>	<p>Relentlessly focusing on reducing poverty and inequality for those that most need support and promoting wellbeing and safety for all.</p>
 <p>Climate Action</p>	<p>Greening and keeping Ealing clean, achieving net zero carbon, and ensuring our parks, open spaces and nature are protected and enhanced.</p>
 <p>Healthy lives</p>	<p>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.</p>
 <p>A fairer start</p>	<p>Ensuring all our children and young people get the best start in life, from their earliest years through to a great education.</p>
 <p>Decent living incomes</p>	<p>Bringing new and well-paid jobs back to Ealing and ensuring good businesses can thrive.</p>

 <p>Inclusive economy</p>	<p>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.</p>
 <p>Genuinely affordable homes</p>	<p>Delivering our radical programme of social rent council house building, affordable homes and ensuring our tenants are empowered and have ownership of their communities.</p>
 <p>Good Growth</p>	<p>Making sure the growth that takes place in Ealing enhances its character, conserves its future and makes a great place, where people want to live.</p>
 <p>Thriving Communities</p>	<p>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.</p>
 <p>Organisational Priorities</p>	<p>Focusing relentlessly on getting the basics right, ensuring we are well run and make best use of resources. We will also drive change to deliver a new culture of public service where we engage and work in partnership with our communities.</p>





This Land and Property Strategy (the Strategy) sets out objectives and principles for the council's land and property assets in line with our wider vision for Ealing. It deals with the strategic use and direction of all council-owned buildings and land including highways, schools, office space, libraries, parks, housing and development sites in order to ensure that the whole portfolio is optimised in a holistic manner. It is intended to feed into the strategies of different departments and work in conjunction with them to deliver the commitments in the Council Plan.

Our mission is simple but challenging: to secure the maximum benefit for our residents when we consider our land and property assets.

MISSION

Ensuring that we use current and future land and property assets for the maximum benefit of our residents

Like all local authorities, the council is facing multiple challenges with limited resources and so the effective use of our diverse land and property portfolio is vital. This means that we will need to focus on locating high quality services in the areas they are needed, in fit-for-purpose, accessible, resilient buildings. The council needs to look at its land and property portfolio in a holistic, strategic way; interdependent and interlinked, to optimise benefits and ensure buildings and spaces are able to respond to a variety of needs. In addition, these benefits need to be secure and sustainable into the future. This is therefore a strategy which enables us to take a responsive, balanced, intelligence-led approach to our property assets. We sum this up in our aim.

AIM

To deliver a balanced, efficient and effective portfolio that enables delivery of the commitments in the Council Plan, enables transformation of public services and empowers our communities to create a lasting legacy for our borough

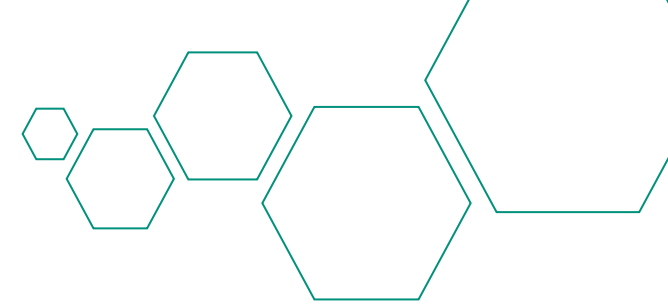
Viewing our seven towns as linked but individual is integral to the Council Plan and is at the centre of the approach taken in this Land and Property Strategy. We saw during the pandemic that people valued their local areas more than ever and we want to build prosperous, inclusive and sustainable neighbourhoods that each have the amenities needed for their community to thrive.

The council needs to strike a careful balance in order to meet its various objectives and statutory obligations in relation to public service delivery, revenue generation, sustainability, encouraging economic growth, empowering communities and enhancing social value. We believe that engagement and partnership with residents is key to helping us prioritise use of assets in our borough's seven towns to create vibrant, supportive communities and sustainable economic growth and prosperity.

This is by no means a small task. The council will need to change the way it thinks and operates in property to deal with the new world we now live in. We are asking residents to come on this journey with us and be our partners in transforming Ealing.



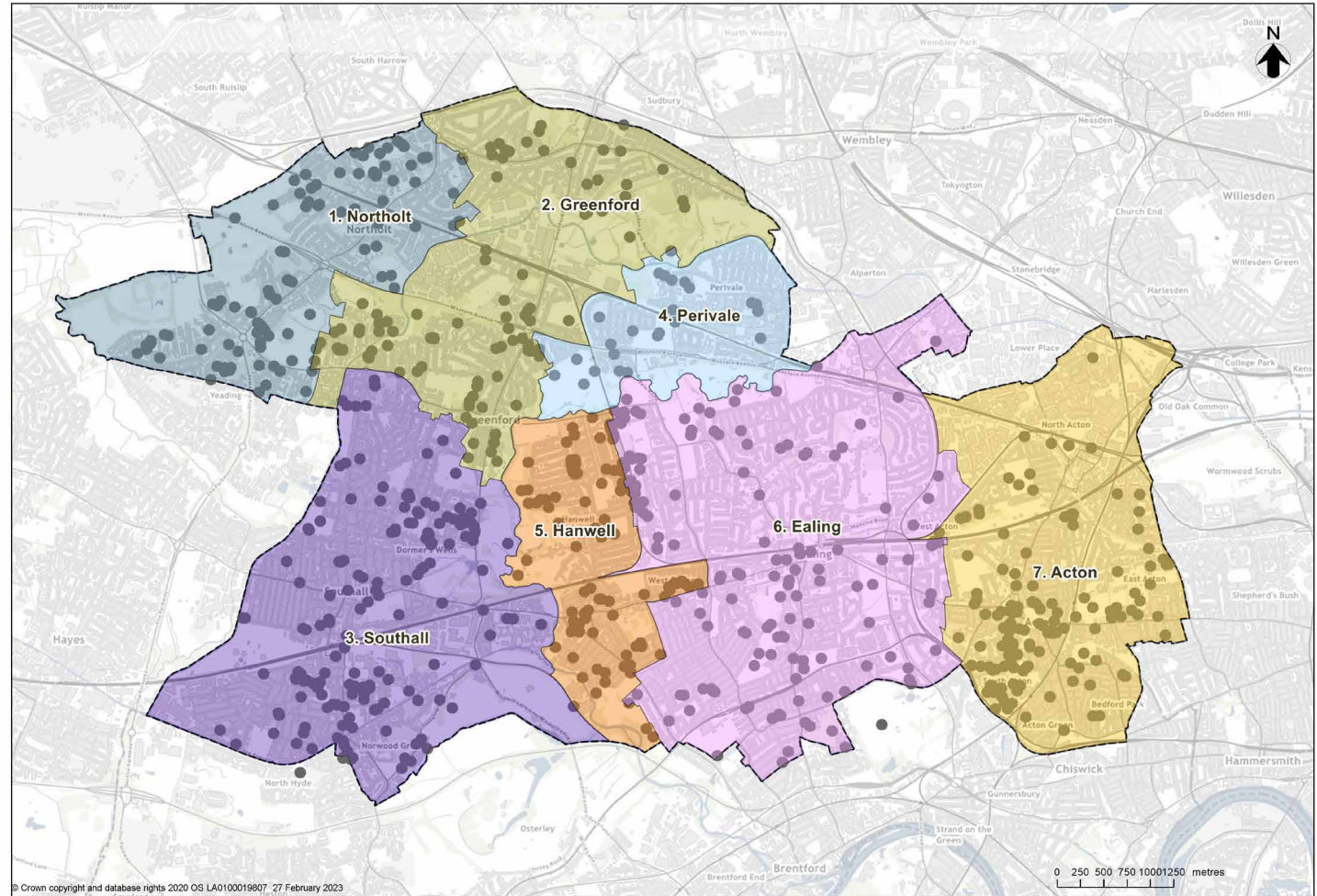
EALING'S PROPERTY PORTFOLIO



The effective use of our land and property assets is vital to the well-being of Ealing. The council owns around 365 miles of road, 18,000 housing assets and 760 non-housing assets, comprising of land, buildings and infrastructure, the vast majority of which are used to provide services directly to our residents and communities.

The types of land and property the council owns cover a wide range of uses and include:

- Page 132**
- Shops
 - Housing
 - Highways
 - Office space
 - Heritage sites
 - Commercial units
 - Community facilities and libraries
 - Adults' day and residential centres
 - Schools, children's centres and youth centres
 - Parks, leisure centres, allotments and open space
 - Industrial spaces hosting the waste management facilities for the borough



EACH YEAR OUR PORTFOLIO DELIVERS:



460,000 visits to children's centres



660 visitors to local regeneration workshop events



15,000 visits to our older adults' day centres



800,000 visits to our libraries



123,000 visits to council-run community centres



1,957,200 visits to our leisure facilities



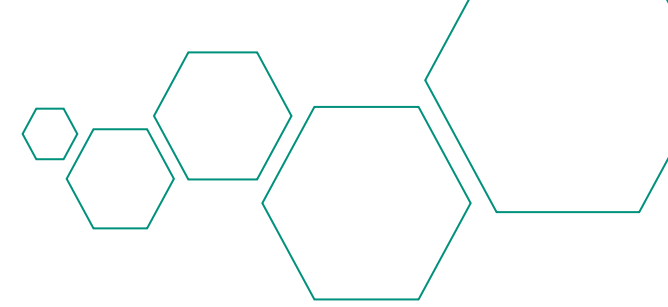
20,000 visits to our youth centres



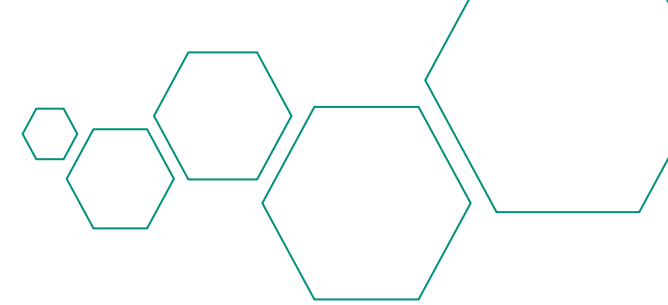
29,000 tonnes of waste recycled in our depots



25,000 children are educated in Ealing owned schools



OBJECTIVES AND PRINCIPLES



Using a 'one-council' approach, overseen through a corporate landlord model, we will look to meet our aim of delivering a balanced efficient and effective portfolio that enables delivery of the commitments in the Council Plan, enables transformation of public services and empowers our communities to create a lasting legacy for our borough.

This is an ambitious, whole council programme to re-imagine and change the way the council works with residents of Ealing dealing with everything from greening the borough to delivering inclusive and empowering community spaces, supporting families to ensure that our children have the best possible start in life and bringing more good jobs and businesses into the borough.

The first stage of this process is a thorough review of our assets and how they are used, working with communities to think carefully about how we provide public services in this post-pandemic world and developing action or asset plans to get there. Some of these plans will be short term projects and others will be developed alongside other council programmes in the medium and long term.

As the council looks to create a balanced and effective portfolio, we will utilise five strategic objectives in our decision-making around land and property. These are cross-cutting and each of them will need to be assessed and optimised on a case-by-case basis for individual assets.

Under each of our objectives, we have embedded a set of principles to govern how we approach each decision related to that objective. These principles will provide a consistent approach for decision making across the portfolio and shape our property related policies so that we can deliver the overarching Mission and Aim of this Strategy.

OUR OBJECTIVES

To plan and manage the property portfolio as a corporate resource to enable service delivery from fit-for-purpose, accessible, resilient properties and achieve the council's corporate priorities

To use land and buildings to support the delivery of our net zero carbon goals, ensuring our land and properties become increasingly sustainable through improved design, use, operation and redevelopment

To manage and maintain land and property effectively and efficiently, together with optimising financial return, social value and commercial opportunities

To use land and buildings to stimulate development and growth and encourage new jobs and businesses to the area

To use land and buildings in an efficient, inclusive way to create social infrastructure that supports local community needs and empowers and strengthens communities





OBJECTIVE A

To plan and manage the property portfolio as a corporate resource to enable service delivery from fit-for-purpose, accessible, resilient properties and achieve the council’s corporate priorities

The council has a multitude of competing priorities and objectives it seeks to deliver through limited property resources and budget. A building utilised for a social or public service need may need to be balanced by another building let for a rental income. Investments in property may need to be balanced by the disposal of other council assets. The council will need to review, plan and make decisions on its land and property portfolio in a holistic manner in order to deliver a balanced, efficient and effective portfolio.

PRINCIPLES

1. Decisions should be made on land and property based on an overall view of the council’s commitments and priorities, with statutory services prioritised for asset use
2. Decisions should be evidence-led, taking into account the socioeconomic needs and profiles across the seven towns
3. Council sites for public access should be easily accessible to all
4. Utilisation of buildings should be maximised, considering co-location of services or community use considered where suitable
5. Properties should be as flexible in use as possible
6. Portfolio planning should match service delivery transformation strategies

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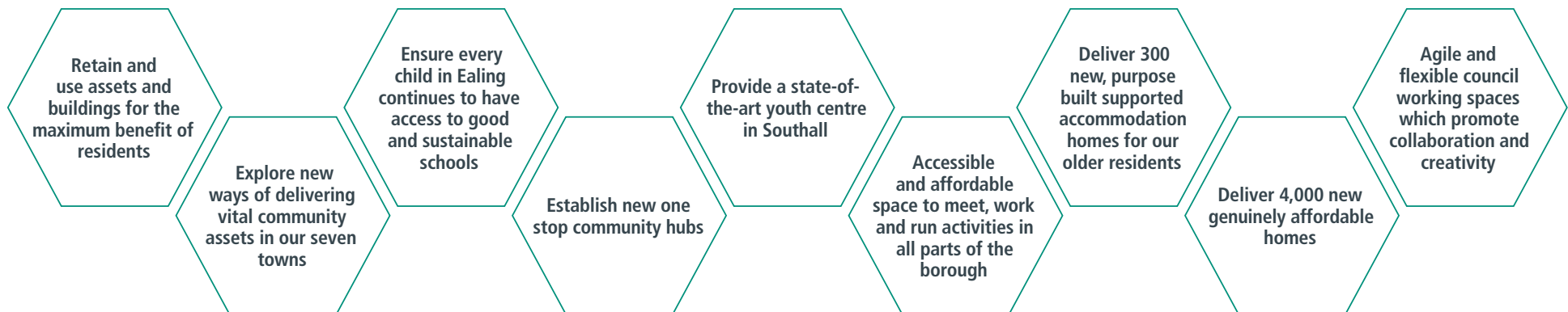
DELIVERY

The council is undertaking a review of the suitability of its assets against how it provides public services and how this might change under an ambitious transformation programme. We aim to maximise opportunities to move towards multi-use, accessible and flexible buildings that are fit-for-purpose and have the ability to respond to changing service and community requirements as time goes on. Where necessary and affordable, we will look to acquire land or property in order to deliver our commitments or objectives.

We will review and plan our portfolio in a joined-up manner, ensuring that suitable services have opportunities to co-locate in order to improve the customer experience when residents access our buildings, such as our community hubs pilots.

This will involve a programme of projects around improving inefficiencies and immediate opportunities to deliver commitments around our property assets and a medium-term programme of projects as we re-design how services are delivered post-pandemic and the implications for assets.

COMMITMENTS AND PRIORITIES



ONE-STOP COMMUNITY HUBS

The council is committed to establishing new community hubs located within our seven towns. We are currently piloting four community hubs around the borough that can support those most impacted by the cost-of-living crisis.

The Dominion Centre in Southall is one such family-friendly community hub (the “Hub”). This is a large, recently refurbished building in the heart of Southall town centre that houses the library as well as a study area, exhibition space and community centre.

Within the library section, there are a wide range of books in different languages and has a dedicated children’s corner where story sessions are hosted.

The Hub also provides access to public computers and free WiFi for its users and residents. Additionally, new Service Advisors have been established at Customer Access Points to offer assistance with council taxes, benefits, and other council-related enquiries.

Residents can go to the Hub to meet with friends or community groups, hire spaces for activities, borrow books and study, access the internet, search for jobs and talk to our Service Advisors or simply relax in a warm, comfortable space for a while.

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The Dominion Community Centre and Library, Southall



OBJECTIVE B

To manage and maintain land and property effectively and efficiently, together with optimising financial return, social value and commercial opportunities.

The council aims to follow best practice asset management principles in line with the relevant professional body, the Royal Institute of Chartered Surveyors (RICS). This means a planned programme of building condition and maintenance works, targeting a safe, secure and well-maintained portfolio, and a consideration of other options such as disposal of property where the cost of maintaining properties may outweigh the benefits.

Our commercial rented portfolio has played an important role in the delivery of income generation to fund vital public services. By looking at these assets in enterprising and innovative ways, we aim to also secure additional social value benefits such as bringing new jobs and businesses to the area, creating new community spaces and securing external investment into our assets.

DELIVERY

We will continue to follow best practice asset management principles, collecting and analysing more detailed data around our land and property and utilising this data to drive informed, evidence-based portfolio decisions. As part of this work, we will undertake asset condition surveys to create a programme of works, including works to meet our climate commitments across our portfolio and will repeat this on a cyclical basis.

We will assess how effectively our land and property is used to deliver services and priorities and seek to identify opportunities for rationalisation and delivering commitments from the space we unlock.

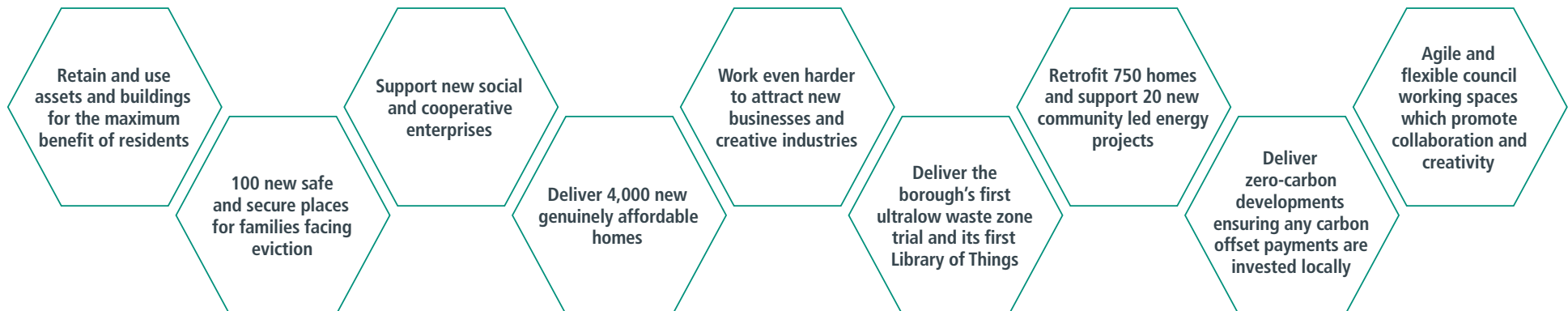
The council optimises sustainable financial return on its commercial portfolio but will also seek social value from potential tenants. We will invest wisely on a commercial basis and take advantage of commercial opportunities where appropriate to deliver best value. However, the council may wish to target social value where it is needed in order to meet certain council commitments or priorities. In this case, we would look to specify this in the marketing particulars or develop this as a social infrastructure project. We will apply any public subsidy only where it is necessary to deliver the required outcomes.

PRINCIPLES

1. Decisions around land and property should be evidence-based and data driven
2. The council should seek to optimise financial return and commercial opportunities where suitable as part of its duty to obtain best value for taxpayer's money
3. Social value should be assessed as well as financial return and deliverability when letting property
4. Different social value benefits may be prioritised according to area needs, suitability of asset and existing social value provision
5. Best practice asset management principles should be embedded in all portfolio management

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COMMITMENTS AND PRIORITIES



NEW LIFE FOR OLD FARM BUILDINGS

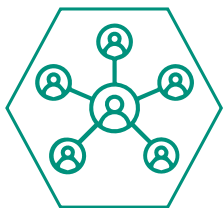
Ravenor Farm is made up of an old set of farm buildings in Greenford that were in poor condition.

The council undertook a competitive marketing exercise and let the site to a new tenant who carefully restored these buildings and turned them into a state-of-the-art recording studio, delivering new business, school visits, community outreach and around 35 jobs and 25 work placements to the area.

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Ravenor Farm, Greenford



OBJECTIVE C

To use land and buildings in an efficient, inclusive way to create social infrastructure that supports local community needs and empowers and strengthens communities.

The council understands the importance of available, accessible community space, providing opportunities for residents to meet and share common interests, including for social, economic, learning and training purposes. These spaces need to support local priorities for our seven towns and bring people together to create inclusive, thriving communities. Part of this social infrastructure is provided by the council and part of it lies outside; sometimes provided by voluntary, faith and charitable groups and other times secured by the council through the planning system on new developments.

An initial review of the council's portfolio identified more than 270 council assets that provide access to communities. The table below indicates council-owned social infrastructure in each of Ealing's seven towns.

The council is in the process of identifying community spaces that are owned by a third party which also support our residents. We aim to bring together both council and non-council owned assets to create a comprehensive understanding of social infrastructure available for each of our seven towns and work with our communities to improve and strengthen the offer.

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Town	Libraries	Community Centres / spaces	Children's Centre & Play Centre	Adult Centres	Leisure Sites	Parks	Youth Centres and Scout Huts	Town Totals	Population (2021 Census)
Acton	1	3	4	2	3	26	1	40	67,756
Ealing*	4	5	6	6	3	28	4	56	91,149
Greenford	1	2	2	5	3	23	2	38	47,107
Hanwell	1	3	2	11	2	17	2	38	30,177
Northolt	2	5	5	3	4	22	3	44	33,905
Perivale	1	2	1	-	3	7	1	15	16,208
Southall	2	3	6	3	3	25	5	47	80,881
Grand Total	12	23	26	30	21	148	18	278	367,183

* includes Gunnersbury Park that is jointly owned by the Ealing Council and Hounslow Council

DELIVERY

The council is looking to explore new ways of delivering community spaces across our seven towns, acknowledging that each of our towns has its own distinct character, needs and opportunities.

We will engage with local residents to understand what is important to them and help them maximise the benefits from council-owned and other community spaces within the area. As part of this, we will work with the community to:

- Develop and deliver action plans to improve and strengthen community spaces
- Deliver a new Community Access Guarantee, ensuring that community groups, start-ups and social enterprises can easily find accessible and affordable space to meet, work and run activities in all parts of the borough
- Establish new one-stop community hubs in each of our seven towns
- Explore new ways of delivering vital community assets in our seven towns, ensuring every town has access to libraries, community centres, public toilets, and places to meet, eat and be together

Empower communities to take ownership of and manage resilient and financially sustainable community spaces

We will look to deliver this with a two-phase approach, set out in more detail in Annexe 1.

The first phase will identify community spaces and set up a single online place to help residents find available spaces to meet, work and run activities. We will consult with the community through Town Forums and online surveys to understand demand and opportunities for community spaces in our seven towns. Pilot projects will be planned and delivered to improve and strengthen community spaces.

PRINCIPLES

1. Residents and communities should be able to identify both council-owned and other community spaces
2. Demand, supply and utilisation of available community spaces should be monitored in order to improve social infrastructure for each of the seven towns
3. Social infrastructure should be shaped in consultation and partnership with communities
4. Community spaces should be inclusive, efficient and effectively used to encourage communities to thrive together
5. Communities should be empowered to own and manage resilient and financially sustainable community spaces
6. Community spaces should be considered in new developments and refurbishments

The second phase will take the experience and lessons learnt from the first phase and will identify, assess, plan, implement and monitor further projects and develop any necessary policies around community spaces. Demand, supply and utilisation of spaces will continue to be monitored and the council will work with community groups to provide training on running buildings and help to develop robust business plans.

COMMITMENTS AND PRIORITIES



ACCESSIBLE SPACE FOR LOCAL COMMUNITY GROUPS

Open Havelock transformed 36 abandoned garages and 2,000 square metres of undercroft and green space on the Havelock Estate in Southall into accessible space for the community and local enterprises. The site will operate for the next 5-10 years while wider estate regeneration is completed and will provide a platform to fill the permanent community spaces when constructed.

The project received over £600,000 in funding and was delivered in partnership with Catalyst Housing Association, the Canal and River Trust, and multiple project funders, including the Mayor of London.

The spaces were co-designed with the community through multiple engagement events and a specially formed community steering group. Units are available for individual operators on a long-term basis or there are shared spaces hired out on an hourly basis.

This flexibility and diversity creates a vibrant atmosphere and means the space is useful to a broad range of the community.

Each operator has to deliver social value outcomes on the site and all have to demonstrate connection to the local area and community. The site is also fully self-sufficient with running costs covered by the operators.

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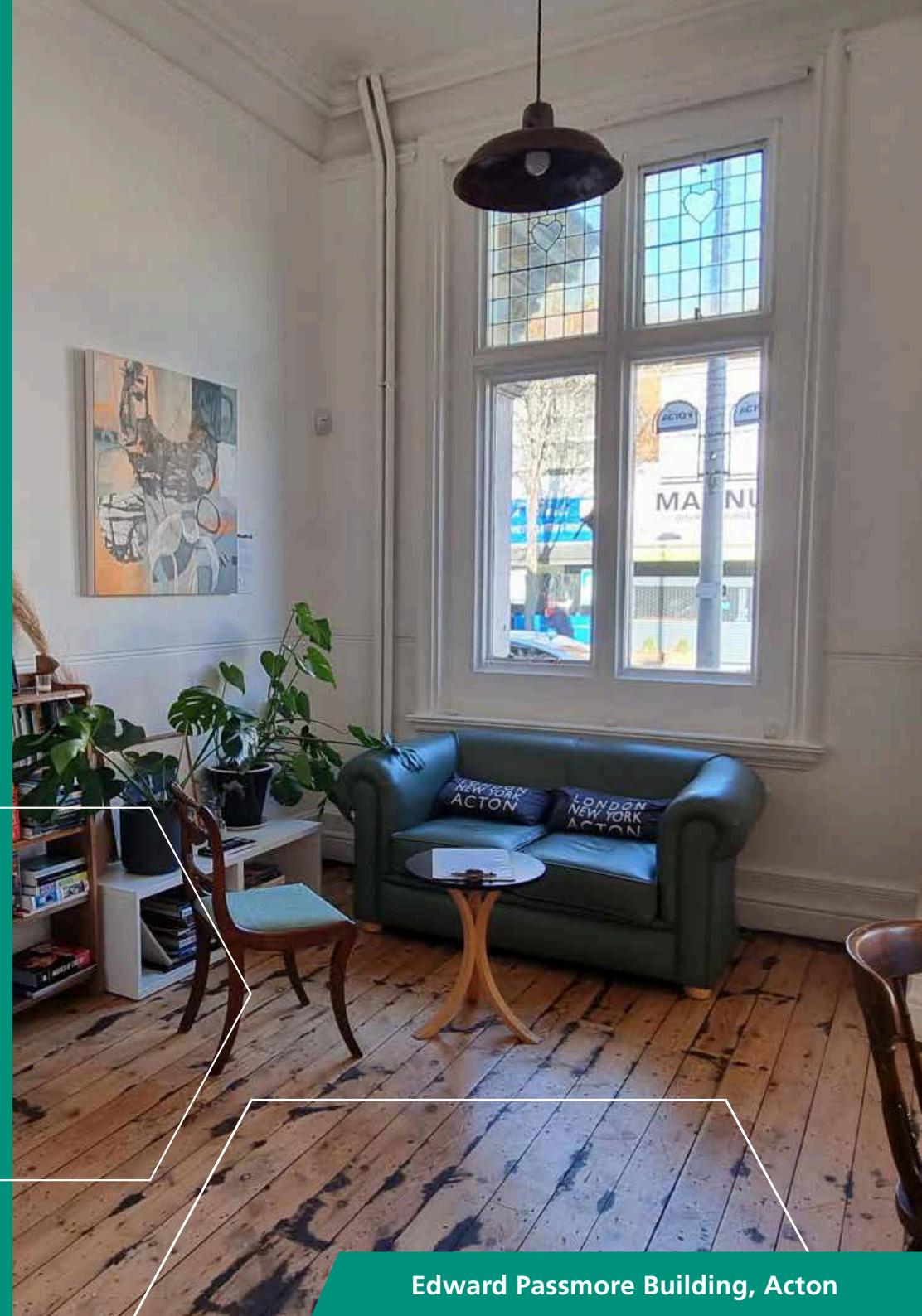
EMPOWERING COMMUNITIES

The council worked with a community group to help bring the Edward Passmore Building in Acton back into use to provide a community cinema, café, art space and adult education services.

The council sought social value outcomes for the site and identified a community organisation who successfully raised funds from various sources to deliver the ambitions on the site and partnered with an adult education provider in the upper floors of the building to maximise the buildings use.

The result is a vibrant cultural hub that has reinvigorated the high street in this location for the benefit of the local community and beyond.

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Edward Passmore Building, Acton



OBJECTIVE D

To use land and buildings to stimulate development and growth and encourage new jobs and businesses to the area

As part of the council's capital projects programme, the council has delivered significant capital investment into community infrastructure projects over the past decade. This has been achieved in collaboration with multiple different partners including the Heritage Lottery Fund, Sports England, Historic England, Arts Council England, Highways England, the Greater London Authority, central government grants and many others. The council has also delivered a schools expansion programme, creating an additional 32 forms of entry in primary schools through extensions and new school buildings.

Part of our capital programme included the transformative restoration of heritage buildings such as Pitzhanger Manor as a museum, gallery and community space and the Gunnersbury Park Large Mansion as a museum, situated in enhanced parklands also hosting community growing spaces and a new café.

The council also works with development partners on strategic long term regeneration projects, involving communities to creating new neighbourhoods. These partnerships are providing new homes, community and social infrastructure across a range of sites including Copley Close and Sherwood Close Estate in Ealing, Green Man Lane Estate and Havelock in Southall, High Lane Estate in Hanwell, Golf Links Estate in Greenford, Rectory Park Estate in Northolt and South Acton Estate in Acton.

The council's newly launched inward investment brand, 'Good for Ealing' aims to encourage inward investment into the borough to fulfil its objectives of becoming the optimum place in which to live, work and play and maximise on social values, business growth and work opportunities for residents and businesses.

Under Shaping Ealing, the council's engagement process to shape the new Local Plan, consultation focused on what residents and businesses want to see happen in the borough, and ultimately shape the Local Plan which is due to be published in 2024.



PRINCIPLES

1. Where appropriate, our land and property should be used to stimulate development and growth
2. Assets may be utilised to encourage new businesses to set up in the borough, bringing in new jobs for local people
3. The creation of new jobs will be factored into relevant property decision-making
4. Land may be utilised to deliver development objectives around genuinely affordable homes and other council priorities
5. The council should seek trusted partners to regenerate areas and promote growth using both council owned and non-council owned assets

DELIVERY

The Council Plan 2022-2026 sets out an ambitious pipeline of future development projects and community infrastructure, including leisure centres, a new lido, new community sports facility and young adult facilities.

The council will continue to develop and deliver existing projects and commence a phased strategic review of our land and property to seek opportunities for:

- Development and growth and in line with all our objectives and Council Plan commitments
- Encouraging new jobs and businesses into the borough
- Wider area-based regeneration opportunities
- New genuinely affordable homes

Land assembly opportunities, including through One Public Estate

In addition, we will work with partners to seek opportunities to transform areas and spaces, encourage investment through the council's 'Good for Ealing' brand and utilise grant funding to deliver our objectives and commitments.

COMMITMENTS AND PRIORITIES



GENUINELY AFFORDABLE HOMES

The council has set out an ambitious target of delivering 4,000 new genuinely affordable homes in the borough within the next 4 years. We are already building on a number of sites across the borough and working with developers to provide residents with safe, good-quality homes.



Wood End Library is being rebuilt to include 11 new genuinely affordable homes, alongside a brand-new community library



The council recently acquired a block of 31 residential units including 16 that are family sized. The block in Acton is near a transport hub and forms part of our housing strategy to provide safe and secure places for people to stay



In Northolt, 92 new genuinely affordable homes and 11 sheltered accommodation apartments were completed at Seasprite Close in September 2022



LEISURE FACILITIES FIT FOR EALING

Ealing's young people, families and future athletes deserve world-class facilities. We want to create places where residents can stay fit and healthy, both mentally and physically.

The Gunnersbury Park Sports Hub was completed and opened to the public in April 2021. The Sports Hub represents over £14 million of investment into sports and leisure facilities in the park and was funded by Ealing Council and Hounslow Council as well as through investment from a range of partner organisations including Sport England, the English Cricket Board and the Lawn Tennis Association. The indoor facilities include a gym, two fitness studios and a large sports hall for badminton, handball, futsal, basketball, netball and volleyball. Outdoor facilities include eight floodlit tennis courts, two full-size all-weather football pitches, nine adult and junior grass football pitches, a rugby pitch and three grass cricket wickets.

We're looking to deliver a number of additional leisure projects including Gurnell Leisure Centre, Dormers Wells Leisure Centre, Warren Farm Sports Ground and a new lido for residents.

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OBJECTIVE E

To use land and buildings to support the delivery of our net zero carbon goals, ensuring our land and properties become increasingly sustainable through improved design, use, operation and redevelopment

In 2019, the council declared a climate emergency and subsequently launched the Climate and Ecological Emergency Strategy (2021) that sets out a plan to reduce the council's emissions and states a commitment to use its position as the local authority to influence a reduction in the emissions released across the borough.

Our aim is to become carbon neutral, as a borough and an organisation by 2030; this included a commitment to achieve net zero for our residential and commercial properties by 2030. Energy used to heat and power our corporate buildings is the biggest contributor to the council's emissions (3,353 tonnes, or 94% in 2021/22).

We have used a targeted approach for reducing the carbon output of our buildings by addressing sites with the highest consumption first and have led the West London Green Homes Grant initiative since 2020, retrofitting over 700 homes across West London, including 141 in Ealing.

The Covid 19 pandemic highlighted the importance of our green spaces for mental health and well-being and that they are places which should be treasured and protected. Alongside the decarbonisation of our buildings, we recognise that other parts of our land portfolio have an important role to play in the council's commitment to climate action, including our green spaces and highways. We have a detailed Biodiversity Action Plan, we planted 37,000 trees between 2018-2022, and we are already well on our way to

planting 50,000 more by 2026. Our trees are critical to our efforts to capture and store carbon. We also have plans to develop 10 new parks, to rewild 800,000 square metres of the borough and to develop 10 new community food growing spaces on housing estates and new developments.

Council teams have worked collaboratively to support the transition to sustainable transport modes by offering cycle confidence training, building segregated cycleways and improving the town centre experience for pedestrians. In addition to rolling out new

PRINCIPLES

1. The council should seek to improve energy efficiency in our properties including the reduction of energy demand and decarbonisation of heating to reduce carbon emissions
2. Retrofit options should be considered first when undertaking redevelopment
3. New build projects should be targeting net zero carbon from design stages
4. Opportunities for sustainable food growth should be provided
5. Opportunities for a circular economy to flourish should be provided
6. Green infrastructure and biodiversity should be expanded on our land

COMMITMENTS AND PRIORITIES



bike hangars across the borough, a network of electric vehicle charging points have been delivered and the council remains committed to growing this network quickly and equitably.

DELIVERY

The Council Plan outlines climate change as one of the top three priorities for the organisation, and our land and property plays an important role in delivering on our commitments.

Our continued focus will be on retrofitting residential and commercial buildings within our control to reduce carbon emissions from our buildings. A comprehensive carbon reduction plan will be actioned across the property portfolio, prioritising sites with the highest carbon emissions and building on the success of our grant funded work to further support implementation. We will also test innovative technologies and continue to work with neighbouring boroughs on strategic, cross-boundary projects such as energy infrastructure planning, leveraging investment and delivering collaborative retrofit programmes.

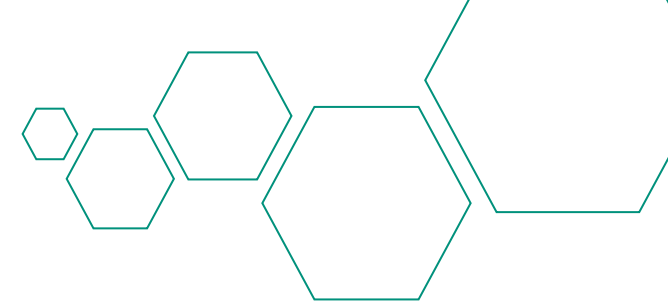
The council is looking at ways to draw carbon from the atmosphere and locking it away by greening spaces;

expanding parkland, meadows, hedgerows and the tree canopy, which in turn will enhance biodiversity across the borough.

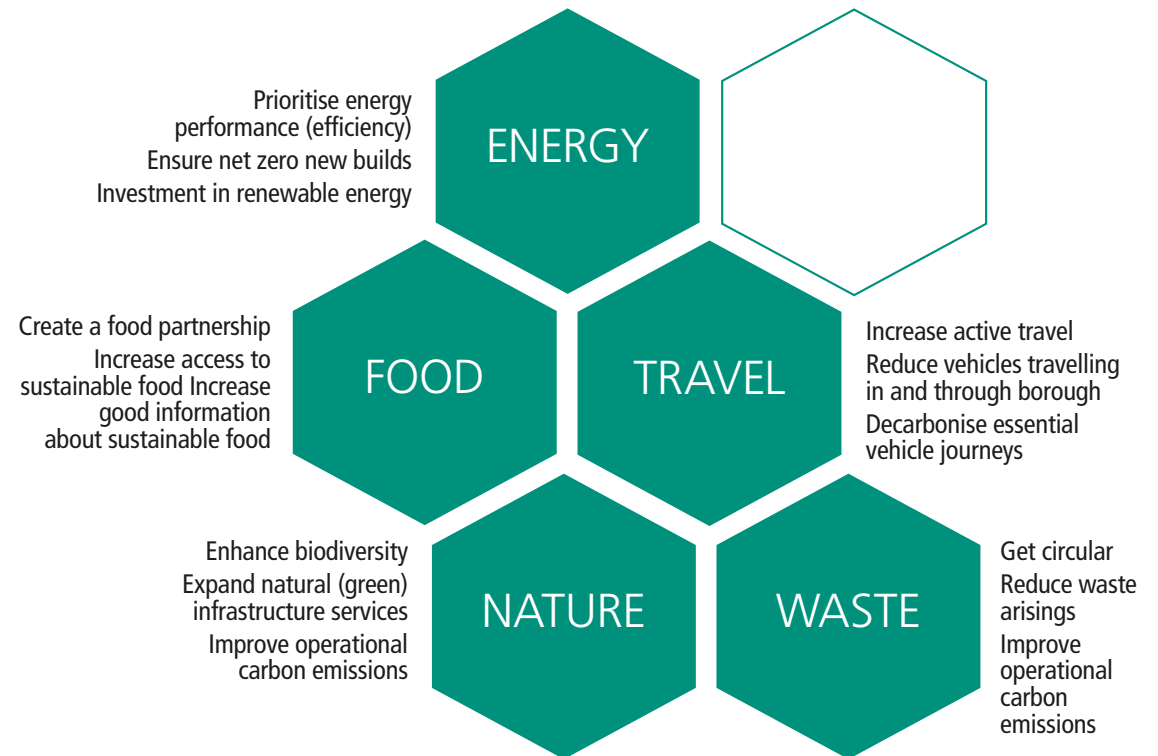
Working in partnership with communities, initiatives will be developed to support the borough's circular economy to reuse, repair and maximise the life of materials and to facilitate sustainable food growth and community growing spaces.

The council will support initiatives for increasing safer space for active transport so that walking and cycling emerge as the preferred way to make short journeys within our seven towns. It will also seek opportunities to meet the council's target for all residents to be within a five-minute walk of an electric vehicle charging point.

This objective seeks to ensure that our decision-making processes use our land and property assets to support opportunities to deliver our climate commitments and embed best practice principles across the organisation. We will demonstrate leadership and support to the borough's residents and businesses through knowledge sharing and making grants available to encourage and support new community carbon reduction ideas.



OUR CARBON NEUTRAL 2030 OBJECTIVES AT A GLANCE



TACKLING THE CLIMATE CRISIS THROUGH ENERGY EFFICIENCY

Throughout 2021, we delivered 15 projects to improve community and educational buildings. This included: improving insulation at Hanwell Community Centre, renewable heat and power at Greenford depot, Acton Vale community centre, and the Dominion Centre. These projects have achieved around 350 tonnes of annual carbon savings.

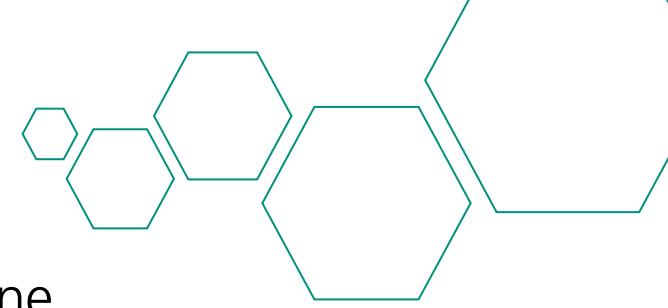
In 2022, we secured further external funding through the Public Sector Decarbonisation Scheme to deliver energy efficiency projects at 12 high-consumption sites in Ealing. Works are underway at eight schools, and four residential projects, and we aim to achieve significant carbon savings as these projects complete.

In addition, 44 residential properties are being retrofitted on the Village Park Estate. The improved homes will have insulation and ventilation, low-carbon heating systems, and solar panels for on-site energy generation to target an 80% reduction in energy and carbon.



ANNEXE 1

Community Spaces Delivery Plan – Process and indicative timeline



Phase 1

Stage 1 – Identify

The first stage will collate information on council and non-council owned community spaces and publish this information, identifying spare capacity where possible.

- Stage 1a – Help communities identify available spaces by building a map of council-owned community spaces and create a single place to access information on how to use these assets including contact details, facilities available, hire prices and hire agreements
- Stage 1b – Build and publish a database of non-council owned community spaces and look to create signposting
- Stage 1c – Collect and monitor data on utilisation of council community spaces and information on gaps and opportunities

Stage 2 - Plan

In Stage 2, we will seek to understand demand from the community using newly formed Town Forums and online surveys.

- Stage 2a – Develop any necessary policies around community spaces collaboratively through engagement with the community, looking at better maintained, fit-for-purpose community spaces that are used more efficiently in support of a strong local community
- Stage 2b – Analyse demand for spaces from the community using newly formed Town Forums and online surveys
- Stage 2c – Plan and develop first projects for council owned spaces to improve community spaces including funding sources

Stage 3 – Deliver first projects

Deliver first community spaces projects alongside community partners to create or improve sustainable, good quality, accessible spaces that are flexible, support working together and maximise use and benefits for the local community.

Phase 2

Following community engagement in Phase 1, we will launch any necessary policies.

Ongoing delivery of social infrastructure

We will implement a new ‘steady state’ of reviewing the council’s land and property and ensuring that we continue to develop and deliver action plans with the community to improve and strengthen community spaces, monitoring the delivery of these and applying lessons learnt. The council will also seek to empower communities to own and manage resilient and financially sustainable community spaces through training on building management and support to deliver robust business plans.

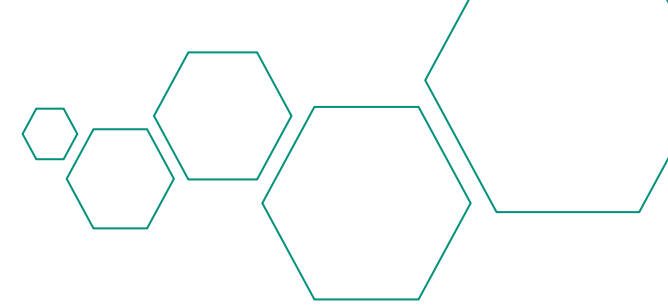
The community space review process:

The council will adopt a five stage approach to reviewing community spaces commencing with Phase 2.

This process will ensure that each land or property opportunity will be evaluated in a uniform process against the council’s and community’s requirements:

1. **Identify** the need for community space and/or inefficient existing community space
2. **Assess**, review and analyse identified sites considering local demand (usage and community feedback) and wider borough requirements
3. **Plan** projects developed for shortlisted sites
4. **Implement** delivery of the identified projects
5. **Monitor** social benefits, objectives and utilisation to understand the success of the project over time

ANNEXE 1 Community Space – Draft process and timeline

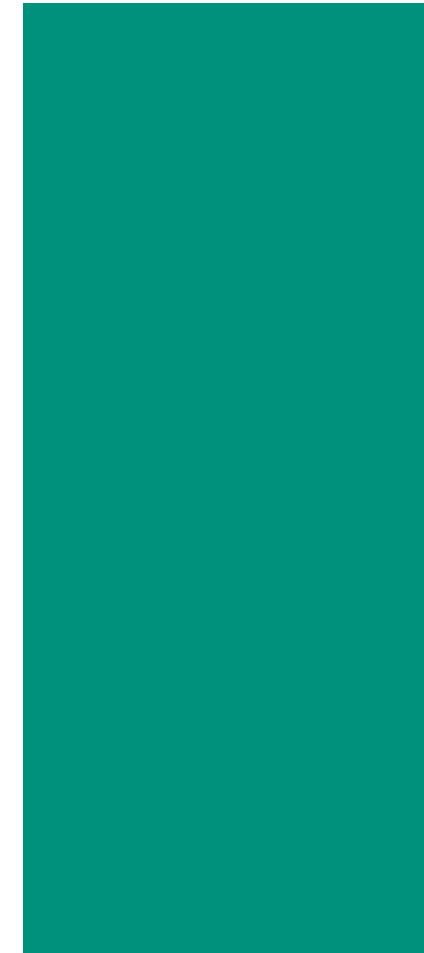


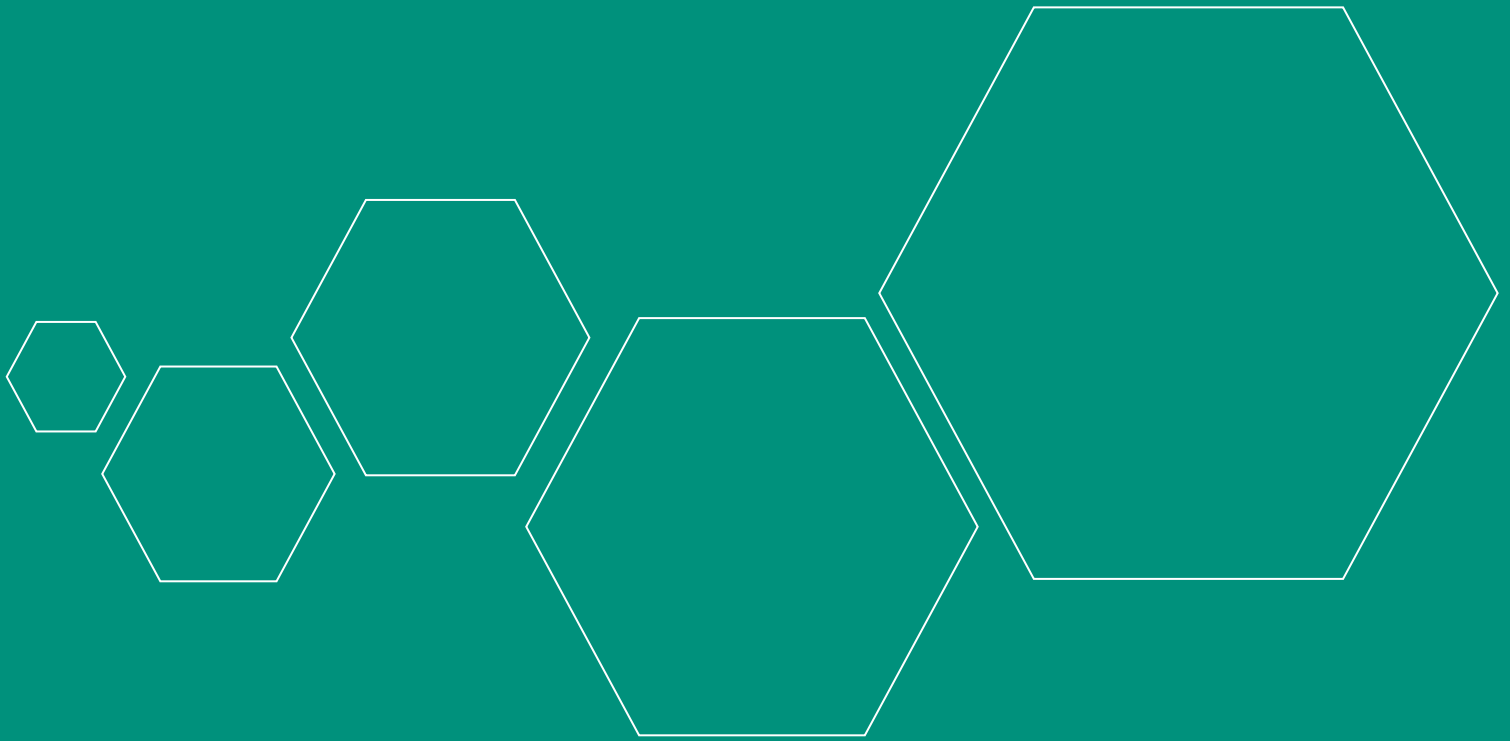
Community Spaces Indicative Timeline

Below is an indicative timeline for the phases and stages in financial year quarters (Qtr) for the next two financial years

		Qtr1 2023/24	Qtr 2 2023/24	Qtr3 2023/24	Qtr4 2023/24	Qtr1 2024/25	Qtr2 2024/25	Qtr3 2024/25	Qtr4 2024/25
Phase 1	Stage 1a	█	█						
	Stage 1b		█	█					
	Stage 1c			█	█	█	█	█	Ongoing
	Stage 2a			█	█	█			
	Stage 2b			█	█	█			
	Stage 2c				█	█	█		
	Stage 3				█	█	█	█	Ongoing
Phase 2							█	Ongoing	

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Appendix 2: Property Purchase Policy

1. Introduction

Where the council requires land or property in order to meet its objectives but does not have a suitable or viable alternative within its portfolio, it can consider acquisition as a possible option.

Acquiring property in a competitive market can be fast moving and therefore our approval process will need to respond accordingly to maximise opportunities. This policy identifies the governance approach for approving property and land purchases which are time critical whilst ensuring a clear and robust framework for risk assessment, management and mitigation during the decision-making process.

Property purchase may be considered if there is not a suitable or viable alternative within the existing portfolio and one or more of the following:

- i. there is a specific council priority/objective that is delivered through the purchase
- ii. the purchase is considered to be strategic to the way the council intends to deliver services in the future
- iii. a purchase facilitates the delivery of financial savings for the council, for example, it mitigates payments made to third parties to provide property or land for council use

This Property Purchase Policy supplements existing governance arrangements by identifying funding and establishing an expedited process where:

- The purchase is time-critical and cannot be put through the normal Cabinet process
- The purchase is reasonably straight-forward, for example, it is not dependent on a large procurement exercise or requires a further large investment by the council
- Prudent financial modelling shows that the borrowing costs and any other financial hurdles are likely to be met for the purchase so there is no additional impact on the Medium Term Financial Strategy (MTFS), Capital and Treasury Management strategies

The Property Purchase Policy has not been designed for:

- Purchases where Cabinet process timescales are acceptable
- Purchases where the sole purpose is to generate income for the council
- Large scale regeneration purposes
- Purchases which are speculative and highly risky
- Acquisitions that include an additional financial commitment from the council which requires a separate decision and, were approval not granted, would make the initial purchase commitment void
- Purchases which are unlikely to be able to cover their own borrowing costs after accounting for their own operating costs within the MTFS period and beyond
- Individual purchases over £20m

It is intended that these kinds of purchases are still required to go through the existing Cabinet process.

Appendix 2: Property Purchase Policy

2. Property Purchase Capital Fund and Revenue Budget

A new £50m Property Purchase Capital Fund will be established and has been included as an envelope in the budget. A maximum purchase price of £20m per individual property transaction has been set and this will be drawn down as required.

A revolving corporate feasibility fund has been identified to explore potential opportunities in case of abortive acquisitions (for example, if a building condition survey reveals a serious structural issue). If acquisitions are successful, all costs will be capitalised.

3. Governance

3.1 Property Acquisition Board

A new Property Acquisition Board (“the Board”) will be established to provide a robust decision-making framework.

The Board will meet when required to ensure that the council can react to the demands of a competitive market. Papers may need to be sent by email if diaries cannot be accommodated.

The Board will be chaired by the Strategic Director of Corporate Resources.

The Board will comprise of representatives from: Legal, Finance, Strategic Property and relevant Service representatives. Appropriate Directors and/or Strategic Directors may be invited if the acquisition is for their Service.

The Board will not have decision making powers itself but the individuals on the Board will include an officer (the Strategic Director of Corporate Resources) who has the ability to make a decision at each of the Gateway stages outlined below, and the relevant officer consultees needed to inform the ICMD decision making process.

3.2 Decision Making Process

The decision-making process is designed for potential property acquisitions to pass 4 key gateways:

1. **Gateway 0 Opportunity screening** – basic assessment of the suitability of the opportunity and shortlisting by officers
2. **Gateway 1 Project Mandate** – Property Acquisition Board approval required for spend in next stage to further assess opportunity against the completed Project Mandate template and early due diligence
3. **Gateway 2 Business Case Approval** – Property Acquisition Board approval required for business case which includes the completed financial assessment tool with confirmation of funds from Finance and commensurate due diligence and evidence of good title

Appendix 2: Property Purchase Policy

4. **Gateway 3 Individual Cabinet Member Decision** - there will be a final decision to proceed with the acquisition by the Individual Cabinet Member for Good Growth following consultation with:
- the Leader of the council,
 - the Cabinet Member for Inclusive Economy,
 - the Strategic Director of Corporate Resources and
 - the Director of Legal and Democratic Services.

The process chart in Annexe A details the actions around the Gateways.

Due to the financial commitment required the following may apply for acquisitions under this process:

- Compliance with the key decision process including listing on the Forward Plan, publication of a report 5 clear days in advance and potential call-in (unless urgency procedures are required)
- Timelines for decision may shift if required

Conditions for purchase of land or property under this policy are:

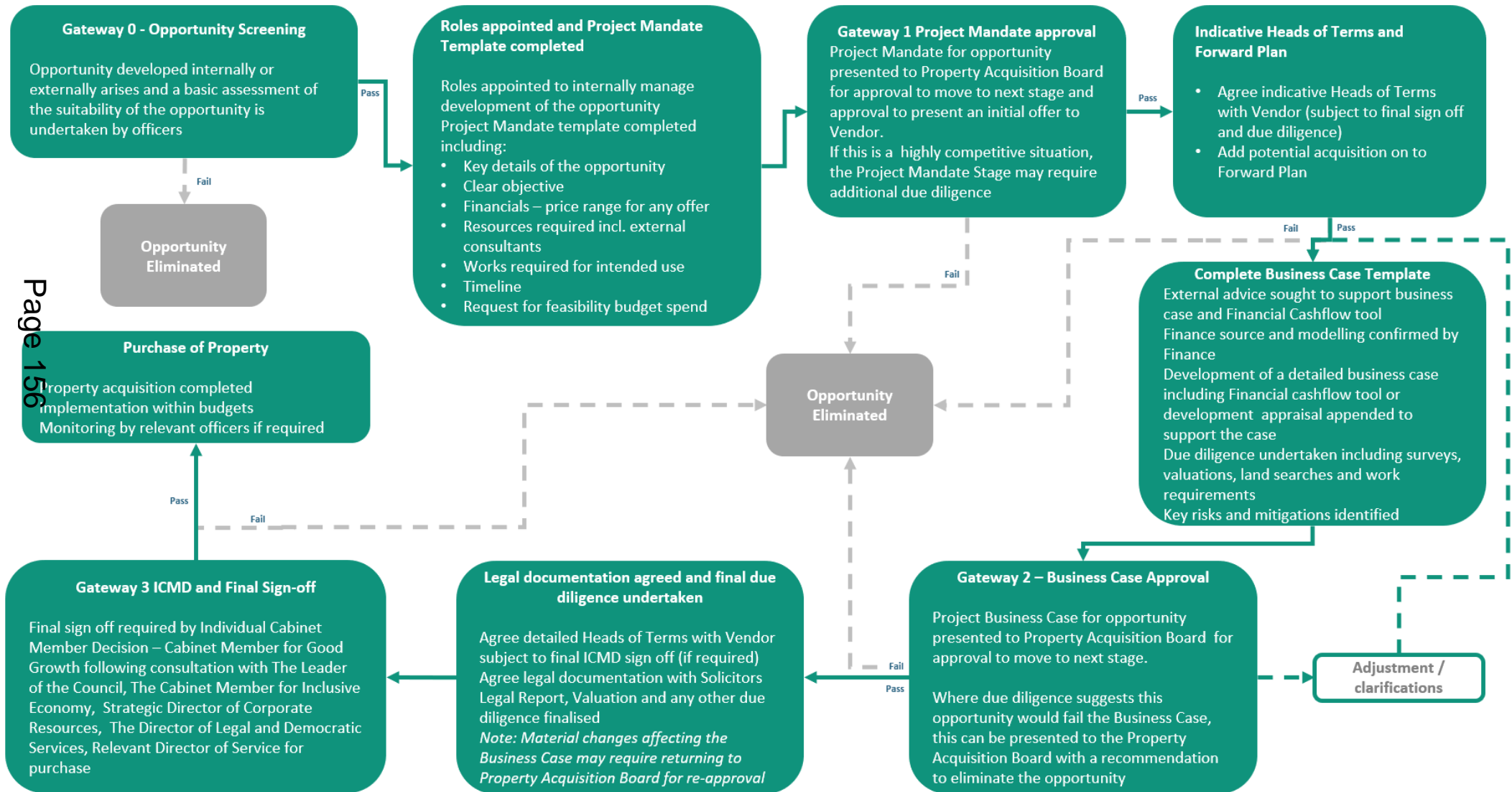
1. Prudent financial modelling and sensitivity analysis shows the financial hurdles are likely to be met for the purchase including the costs of borrowing being met over the MTFS period and beyond
2. Consultation with relevant members and officers
3. Appropriate due diligence and risk assessment (including evidence of good title) proportionate to the amount of capital being invested and purpose of the purchase
4. Compliance with the relevant council financial guidelines
5. Sufficient funding being available in the capital programme and revenue budget

3.3 Due diligence for property purchases


Due diligence should be appropriate and commensurate to the type and size of the purchase. Where appropriate, external advice should be sought to provide assurance around the business case.

1. Either a Red Book Valuation or Development Appraisal from an external valuer
2. Building condition survey
3. An assessment of works and potential costs to bring the property to net carbon zero in line with our climate emergency targets
4. A clean title report
5. Site and environmental surveys including flood surveys
6. Checks around planning and land constraints
7. Assessment of the effect on MTFS (considering all applicable service costs)
8. Internal modelling using professionally sourced inputs where required
9. Sensitivities/scenario testing

Appendix 2: Property Purchase Policy



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		Report for: Action
		Item Number:
Contains Confidential or Exempt Information	No	
Title	Transport and Highways: LIP Programme 2023/24 and Development of a New Transport and Active Travel Strategy	
Responsible Officer(s)	Darren Henaghan, Strategic Director of Housing and Environment	
Author(s)	Eugene Minogue, Service Improvement Lead for Highways and Transportation Chris Cole, Head of Transport Planning Service Tony Singh, Head of Highways	
Portfolio(s)	Cllr Deirdre Costigan, Deputy Leader and Cabinet Member - Climate Action Cllr Josh Blacker, Cabinet Member - Healthy Lives	
For Consideration By	Cabinet	
Date to be considered	29 March 2023	
Implementation Date (If Not Called In)	10 April 2023	
Affected Wards	All	
Area Committees	All	
Keywords/Index	Active Travel, Air Quality/Pollution, Bike Hangar, Climate and Ecological Emergency Strategy, Cycling, Elizabeth Line/Crossrail, Electric Vehicle, Local Implementation Plan (LIP), Public Realm/Placemaking, Recovery, Road Safety, Sustainable Transport, School Travel, Traffic, Walking, West Ealing Liveable Neighbourhood	

<p>Purpose of Report:</p> <p>This report sets out the proposals and seeks approval for;</p> <p>The Transport and Highways – LIP Programme 2023/24, including:</p> <ul style="list-style-type: none"> • Local Implementation Plan (LIP) grant and other Transport for London (TfL) grant funded programmes. • Capital Programme on Infrastructure Renewal Programme, Sustainable Drainage (SuDS), School Safety Schemes and CPZs. • Authority to ringfence funding from School Streets PCNs for the delivery of School Streets. <p>The £0.492m revenue expenditure budget and £5.023m additional capital budget for Transport and Highways – LIP Programme 2023/24 as set out in Section 6 & 7.</p> <p>The School Streets capital budget of £2.523m for three years from 2023/24 to 2025/26 as</p>

set out 7.20 and to be from the Parking Revenue Account, where School Street PCNs are collated.

Delegated authority for the Transport and Highways – LIP Programme 2023/24 as set out 7.5, 7.7 & 7.9.

and;

To commence a wide-ranging strategic review to develop a new Transport and Active Travel and strategy to provide a clear, strategic, and sustainable approach to inform effective future investment into infrastructure and services.

1. Recommendations

It is recommended that Cabinet approve:

- 1.1 The Transport and Highways – LIP Programme 2023/24, including:
 - Local Implementation Plan (LIP) grant and other Transport for London (TfL) grant funded programmes.
 - Capital Programme on Infrastructure Renewal Programme, Sustainable Drainage (SuDS), School Safety Schemes and CPZs.
 - Authority to ringfence funding from School Streets PCNs for the delivery of School Streets.
- 1.2 The £0.492m revenue expenditure budget and to incept into the capital programme an additional capital budget of £5.023m for Transport and Highways – LIP Programme 2023/24 as set out in Section 6 & 7.
- 1.3 To incept into the capital programme a School Streets capital budget of £2.523m for three years from 2023/24 to 2025/26 as set out at para 7.19, to be funded from the Parking Revenue Account where School Street PCNs are collated.
- 1.4 To delegate authority to the Strategic Director of Housing and Environment to approve a revised Transport and Highways Programme 2023/24, should the level of confirmed TfL grant for the Council be lower than expected, following consultation with the Chief Finance Officer and the Portfolio Holder(s).
- 1.5 To delegate authority to the Strategic Director of Housing and Environment to take the necessary steps to implement the schemes identified in the programme (which includes those schemes funded through S106) amend the programme within available funding should any of the proposed projects not be possible to be implemented) as set out in Appendices a), b) and c) following consultation with the Portfolio Holder(s), subject to relevant detailed design and approvals and the outcome of any statutory consultation that may be required.
- 1.6 To delegate authority to the Strategic Director of Housing and Environment following consultation with the Portfolio Holder(s) and the Strategic Director of Finance, to authorise the ringfencing of funding for the delivery of the School Streets from 2023/24 to 2025/26.

and;

- 1.7 To commence a wide-ranging strategic review to develop a new Transport and

Active Travel strategy to provide a clear, strategic, and sustainable approach to inform effective future investment into infrastructure and services.

2. Background/Context

- 2.1 As set out in the [Travel in Ealing Charter](#), the Council is determined to shape Ealing for the better, and tackle the big challenges we know we face in the years ahead, like the climate emergency and the growing inequalities that hold too many people back from leading happy and healthy lives.
- 2.2 The Council is committed to being open, transparent, and inclusive. However, historically this hasn't always been achieved and we are being honest about our mistakes. We've listened and learned and are committed to improving how we engage with local people, including on transport and active travel projects.
- 2.3 We've worked with hundreds of residents and stakeholders from across the Borough to produce the Travel in Ealing Charter, and to reset our relationship so we can move forward together.
- 2.4 How we travel is incredibly important. Almost all of us travel every day, for a wide range of purposes, to a huge variety of places, for different distances, and at different times. Some residents have more travel options than others, and it's easy to think that the choices we make (or have to make) only affect us. But that's not the case. How we travel affects others, too. For example, the more we use cars, the more congestion, air pollution, carbon emissions and road danger there is; and the less exercise we get. The negative effects of our current travel patterns are increasingly well understood, especially in relation to our health. It's clear that what's needed most to reduce the negative effects of travel, is for as many of us as possible to change how we get around. Because travel is so much part of our everyday lives, changing how we do so can be hard to contemplate, let alone achieve. That said whether it's in relation to congestion, pollution, road danger, carbon emissions, inactive lifestyles, or social isolation, the transport status quo is acceptable and unsustainable, and doing nothing is not an option. Accordingly, Ealing Council unanimously declared a Climate Emergency in 2019.
- 2.5 Changing how we travel is necessary, it's also achievable. Road transport accounts for over a quarter of the Borough's carbon emissions, with car travel being the main contributor. But huge numbers of the car trips that start in Ealing are short enough to be walked or cycled. Of these 216,000 daily car trips, around 35,000 could be walked in under 15 minutes and around 145,000 could be cycled in under 20 minutes at a gentle pace. Ealing is also well served by buses, tubes, and trains; and the Elizabeth Line has made public transport an even better alternative to driving, especially for longer trips. There's huge potential for positive change, and the Council is committed to do as much as possible to make walking and cycling easier, more convenient, and safer for all – including as a means of getting to and from bus stops and tube/rail stations. This isn't just about making things better for those who already travel on foot or by cycle, it's about making 'active travel' an attractive choice for people who currently don't think it is. Bearing in mind that people in 40% of Ealing's households don't have access to a car, it's also about fairness. Cars are necessary for some journeys, of course, especially for people with mobility challenges. But the more people who walk or cycle short trips, and who use public transport, the better that is for those who still need to drive or be driven. So, enabling more people to feel they can leave their car at home for more journeys is a win-win for everyone.

2.6 The Council plan for 2022/23 set out the following commitments:

- a) investing £35m in improving our roads, tracks, and pavements, and continuing to implement controlled parking zones;
- b) investing at least £10m to increase cycling, walking, running, and scooting and reduce polluting vehicles through active travel schemes and School Streets;
- c) enhancing our high streets and enabling our seven towns to have everything they need for residents within a 20-minute walk;
- d) investing £100m in the next four years to enable people to live healthy, active, and independent lives from day one;
- e) rapidly expanding the number of bike hangars and electric vehicle charging points;
- f) campaigning to win the powers we need to enforce 20mph speed limits and ramp up fines for idling vehicles;
- g) delivering our 'Shaping Ealing' Local Plan to give residents and businesses confidence that our borough can change for the better in the coming decades;
- h) making our streets and open spaces beautiful and resilient; and
- i) putting good design and heritage at the heart of how we enhance our Borough.

3. Reason for Recommendation and Options Considered

3.1 The Council's existing [Transport Strategy \(2019\)](#) sets out the transport priorities for the Council in accordance with the Mayor's Transport Strategy 2018 (MTS) and focused on the initial 2019-22 period.

The strategy has three core objectives which are as follows:

- 1) Mode Shift to more sustainable travel
- 2) Reducing the Environmental Footprint of Transport
- 3) Improving Road Safety

These three objectives are underpinned by four main principles:

- improve health and well-being
- improve air quality and the environment
- provide a more efficient and safe active transport network
- support good growth and enhance the Borough's economy

3.2 The Vision for the current Transport Strategy is:

Within the context of good growth, to improve streets and transport infrastructure to reduce dependency on cars to prioritise active, efficient, and sustainable travel modes, making Ealing a healthier, cleaner, safer, and more accessible place for all.

3.3 The Strategy's objectives and principles will be implemented by ten specific transport policies covering encouraging active travel modes, improving accessibility, to implement Sustainable Urban Drainage Schemes (SuDS), reducing vehicle emissions, noise, and congestion, enhancing public transport, improving road safety, to designing streets for people and to ensure that economic growth and new developments contribute to increasing active travel.

3.4 The existing Transport Strategy supports the work of the entire Council and has had significant input including from the Highways, Parking, Regeneration, Planning, Pollution, Public Health teams as well as the Transport Planning team.

3.5 A Local Implementation Plan (LIP) followed the existing Transport Strategy and is the statutory document to implement the MTS contains details including a delivery plan and performance indicators for transport projects and initiatives, such as specific 'Mode Plans' for specific areas such as parking and cycling. The LIP is required to be consistent with the MTS together with other emerging strategic transport initiatives across London and how we implement these at the local level.

4. Key Implications

4.1 Therefore, the Council's current transport priorities are informed by the existing Transport Strategy (2019), the LIP, and the Council Plan (2022-2026) including the associated annual delivery plan. These currently provide the rationale for the Council's proposed spending decisions.

4.2 The proposed Transport and Highways - LIP Programme 2023/24 is set out in section 7 and is further detailed in Appendices a) and b) which have been devised to meet the Council's current transport priorities.

5. Policy Implications

5.1 The Council has three core objectives outlined in the existing Transport Strategy and LIP which are:

- a) Mode Shift to more sustainable travel
- b) Reducing the Environmental Footprint of Transport
- c) Improving Road Safety

5.2 These three objectives are underpinned by four main principles:

- a) improve health and well-being
- b) improve air quality and the environment
- c) provide a more efficient and safe active transport network; and
- d) support good growth and enhance the Borough's economy.

5.3 The existing Transport Strategy and LIP also support the MTS goals, which are to support Healthy Streets, better public transport, and facilitate good growth.

5.4 In support of the Climate Change Emergency and the Ealing Climate and Ecological Emergency Strategy 2021, these transport projects and programmes will contribute towards net zero carbon emissions in Ealing by 2030.

5.5 The outline Transport and Highways - LIP Programme 2023/24 is focused on enhancement of the Borough highway network to increase active travel, reduce emissions, and support public transport and includes:

- a) A focus remains the completion of the Uxbridge Road active travel corridor, which seeks to make Uxbridge Road as safe as possible for pedestrians and cyclists following the Council Motion agreed in December 2017.
- b) A range of infrastructure and behavioural change projects which stretch across the Borough which have been chosen based on a range of data including TfL buses data, active travel, traffic volumes and speeds, collision stats, and more to choose the corridors or locations in most need of improvement, whilst keeping within budget.

- c) Delivery of the Sustainable Drainage Systems (SuDS) will mitigate the risk of flooding and supports the Council priority to tackle the climate crisis as well as providing multiple benefits. The Council has worked in partnership with other key organisations that have flood risk management responsibilities, including the Environment Agency and Thames Water. Following the flood studies, the Council has identified flood mitigation measures that can be implemented for the three areas to reduce the risk of flooding and sought 'part' funding from external partners for a collaborative approach to managing flood risk (Cooperative Working Between Flood Risk Management Authorities).
 - d) Several existing Controlled Parking Zones (CPZs) have been identified for review. These are zones which have long-standing concerns or are experiencing new parking issues because of changes in the local area. (Drayton Green, South Acton, Gunnersbury Park.) In addition, one new area has been put forward because of a petition from residents. (Fraser Road and surrounding area, Perivale.)
 - e) The 'condition rating' score indicates the road or footway in the worst condition (highest defect value). The most recent Condition Survey was undertaken in 2022-23 for sections of non-principal footways and carriageways (non 'A' class roads). This prioritised listing of the condition of footways and carriageways is carried out by an independent specialist surveyor and passed to the London Borough of Ealing. The survey process was updated in 2022-23 and whilst considering structural condition it now also puts more emphasis on value for money with more emphasis on the road or footway within its environment. Together with this prioritised listing, indicative costs, and the proposed type of renewal work for each section of road are prepared. The Council is then able to decide (consistent with its statutory duties and within the priorities and available budgets) on which sections of roads should receive renewal works as shown in Appendix (c)
- 5.6 The proposed Transport and Highways - LIP Programme 2023/24 will contribute towards net zero carbon emissions in Ealing by 2030 and also play an important role in contributing to the [Ealing Climate and Ecological Emergency Strategy](#) (2021) - Travel Objectives:
- a) Reduce number of vehicles travelling in and through Ealing
 - b) Increase active travel (mode shift); and
 - c) Encourage cleaner motor vehicles
- 5.7 As the Council's existing Transport Strategy (2019) focused on the initial 2019-22 period, it is now an opportune time to commence a wide-ranging strategic review to develop a new Transport and Active Travel strategy.
- 5.8 The development of a new Transport and Active Travel strategy will be shaped, informed, and underpinned by the Engagement Toolkit, set out in the Travel in Ealing Charter and the 'whole streets approach'.
- 5.9 A new strategy will build upon the successes to date, such as the implementation of Schools Streets, cycle hangars, electric vehicle charging points, as well as routine maintenance (such as gully repairs, line marking) and improvement works (such as pavement and road surface replacement) and more.

- 5.10 However, despite such positive investment, achievement and collective effort, significant challenges remain. Some areas of our Borough currently present less attractive, less supportive, and less permissive environments to walk, wheel or cycle – as one example we currently do not have as many cycle paths as other London boroughs and as such we need to further improve the integration of the cycle network across the Borough.
- 5.11 We cannot achieve these changes alone. Therefore, we recognise that no single department or organisation can, on its own, significantly increase and sustain the active travel levels of our population. It will require the involvement and commitment of our residents, communities, partners, and stakeholders to achieve this common goal.
- 5.12 Reaching that goal will require persistence, patience, and resolution, therefore it is not just about doing the same things more efficiently – at times a fundamentally more innovative, radical, and bold change will be required, and we want to ensure that there is an openness to explore new options to create a borough where walking, cycling, and wheeling is the natural choice for local, everyday journeys.
- 5.13 The Council will work collaboratively with residents, communities, partners, and stakeholders to encourage innovation and share best practice, particularly through applying the principles and practical learning of behaviour change.
- 5.14 The development of a new strategy will provide a new bold, ambitious framework which will build on the positive achievements made to date and help us work collaboratively to better address our key challenges. The strategy will not be developed in isolation and will be co-designed and developed on a place-based and ‘whole system’ basis to facilitate impact, and not simply to sit on a shelf. It will set out clearly our ambitions for Transport and Active Travel and how we will work together to achieve these ambitions.
- 5.15 Furthermore, a new strategy will also provide a clear, strategic, and sustainable approach to inform effective future investment into infrastructure and services that support, facilitate, and enable Transport and Active Travel in Ealing.

6. Resource Implications

- 6.1 In September 2022, TfL confirmed LIP funding for 2023/24 would be £1.297m for Safer Corridors and Neighbourhoods, with other discretionary allocations to be confirmed.
- 6.2 LIP funding for all London boroughs is significantly below pre-pandemic levels when the Council would typically receive around c.£3m per annum.

7. Financial Implications

- 7.1 The proposed Transport and Highways - LIP Programme 2023/24 will be funded by TfL grant, Parking Revenue Account, S106 contributions and other external funding sources as set out below.
- 7.2 The budget changes the existing Highways capital budget, increases the budget by £5.023m and is made up of:
- a) TfL grant funded budget £2.722m

- b) Other capital grants £1.101m
- c) S106 funded budget £0.870m
- d) Parking Revenue Account £0.330m

- 7.3 The £0.492m increase in the revenue expenditure budget for Place Transport Planning projects in 2022/23 which is funded from the TfL grant of £0.492m.
- 7.4 TfL have not currently provided any funding to maintain the Principal Road network. A bid submitted to TfL in February 2020 for a grant to carry out re-surfacing works on the Council's Principal Roads resulted in an allocation of £0.200m. However, for the last couple of years no allocation from TfL has been forthcoming. Additionally, the 2020 allocation was well below the level required to keep the principal roads in good condition. Unless sufficient funding is provided by TfL, the principal roads will enter a state of managed decline.
- 7.5 This report seeks approval to delegate authority to the Strategic Director of Housing and Environment to approve a revised Transport and Highways Programme 2023/24, should the level of confirmed TfL grant for the Council be lower than expected, following consultation with the Chief Finance Officer and the Portfolio Holder(s).
- 7.6 The allocation of £6.250m for the Highways Improvement Programme in 2023/24 as outlined in Table 47.15.
- 7.7 This report seeks approval to delegate authority to the Strategic Director of Housing and Environment to take the necessary steps to implement the schemes identified in the programme (which includes those schemes funded through S106) amend the programme within available funding should any of the proposed projects not be possible to be implemented) as set out in Appendices a), b) and c) following consultation with the Portfolio Holder(s), subject to relevant detailed design and approvals and the outcome of any statutory consultation that may be required.
- 7.8 The report seeks approval for the School Streets three-year capital budget of £2.523m from 2023/24 to 2025/26, which is proposed to be funded by ringfencing income from School Streets PCNs within the Parking Revenue Accounts.
- 7.9 This report seeks approval to delegate authority to the Strategic Director of Housing and Environment following consultation with the Portfolio Holder(s) and the Strategic Director of Finance, to authorise the ringfencing of funding for the delivery of the School Streets from 2023/24 to 2025/26.
- 7.10 The outline Transport and Highways – LIP Programme 2023/24, schemes include the following:
- Uxbridge Road (Hanwell to Iron Bridge section) - continuation of the Walking and Cycling Corridor
 - Horn Lane - improving walking and cycling, reducing congestion, and improving bus journey reliability
 - Gunnersbury Lane/Bollo Lane - safety improvement at Acton Town station
 - School Streets
 - Bike hangar installations
 - Electric vehicle charging points (EVCPs) - network rollout
 - Active Travel communications
 - Cycle routes & cycle services (cycle training and Dr Bike)
 - School travel - behavioural change projects

- Data and monitoring
- Bus network priority
- Bridge management / structures
- SuDs
- CPZs
- Highway improvements / resurfacing / repaving

More detailed descriptions of the schemes are contained in Appendix a).

7.11 Schemes being funded by S106 are detailed in Appendix b).

7.12 The schemes detailed in Appendix c) will be integrated with schemes detailed in the LIP and the Highway Investment Programme to provide economies of scale and value for money.

7.13 The condition rating score indicates the road or footway in the worst condition (highest defect value). The most recent Condition Survey was undertaken in 2022/23 for sections of non-principal footways and carriageways (non 'A' class roads). This prioritised listing of the condition of footways and carriageways is carried out by an independent specialist surveyor.

7.14 The survey process was updated in 2022/23 and whilst considering structural condition it now also provides more emphasis on value for money with more emphasis on the road or footway within its environment. Together with this prioritised listing, indicative costs and proposed type of renewal work, the Council is then able to decide (consistent with its statutory duties and within the priorities and available budgets) on which sections of roads should receive renewal works as shown in Appendix c).

7.15 The tables below set out the proposed Capital and Revenue Expenditure programme, including external funding.

Table 1 - Capital Expenditure

Place Capital Programme	Proposed Capital Budget 2023/24	Existing Approved Capital Budget 2023/24	Proposed 2023/24 Budget Changes to be approved
	£m	£m	£m
Uxbridge Road Walking & Cycling Corridor	0.470	0.000	0.470
Gunnersbury Lane/ Bollo Lane Safety scheme	0.100	0.000	0.100
Horn Lane (whole street approach)	0.100	0.000	0.100
Borough Cycling	0.860	0.000	0.860
Levelling Up Northolt	5.999	5.919	0.080
Sustainable Drainage Schemes (Deans, Northfields, Carr)	1.121	0.000	1.121
Bridge Management (Structures)	0.100	0.000	0.100
Northala Fields / CPZ Review Programme	0.330	0.000	0.330
New Bus Priority	1.092	0.000	1.092
New S106 Works	0.770	0.000	0.770
Total Capital Expenditure Budget	10.942	5.919	5.023
External Funding:			
TfL*	(2.722)	0.000	(2.722)
Dept of Levelling Up and Housing Communities	(5.999)	(5.919)	(0.080)
Parking Revenue Account	(0.330)	0.000	(0.330)
Environment Agency	(0.700)	0.000	(0.700)
Thames Water	(0.321)	0.000	(0.321)
S106 Works	(0.870)	0.000	(0.870)
Total Funding	(10.942)	(5.919)	(5.023)

Table 2 - Proposed Revenue Budget

Place Programme	Proposed 2023/24 Revenue Budget (Changes to be approved)
	£m
Active Travel Infrastructure	0.034
Cycle Services	0.058
School Travel	0.200
WestTrans contribution	0.025
Data and Monitoring	0.100
Active Travel Communications & Promotion	0.075
Total Revenue Expenditure Budget	0.492
External Funding:	
TfL*	(0.492)
Total Funding	(0.492)

Table 3 - Road Carriageway and Footway Re-Surfacing

Project	23/24 Budget £m
Proposed carriageway resurfacing works prioritised in order of condition rating	3.515
Proposed footway renewal works prioritised in order of condition rating	2.335
Active travel & junction improvements	0.100
Structures	0.050
Drainage	0.125
Signs and Lines	0.125
Total	6.250

School Streets Schemes:

7.16 As part of the Council Plan, there is an objective to deliver 50 School Streets by 2026. There are currently 21 School Streets in the Borough, with a further 29 to be delivered in the coming 3 years; the expected programme is 9 schemes in 2023/24 and 10 schemes in 2024/25 and 2025/26.

7.17 In May 2022, funding was approved for School Streets in 2023/24, which saw 4 School Streets implemented. To fund and deliver the School Streets programme for future years this report is seeking approval to ringfence funding from School Streets PCNs.

7.18 The average cost of delivering a School Street, based on the 21 currently implemented, is c.£0.087m at current price. Based on the average cost, the amount of funding required for the next 3 years to deliver a further 29 School Streets is estimated to be:

- a) 2023/24 - 9 schools - £0.783m
- b) 2024/25 - 10 schools - £0.870m
- c) 2025/26 - 10 schools - £0.870m

7.19 Funding will come from the Parking Revenue Account, where School Street PCNs are collated. Analysis of PCNs shows that this income is likely to be achieved and is sustainable over the next three years.

8. Legal

8.1 Under S159 of the Greater London Authority Act 1999, TfL may give financial assistance to the Council where they consider it would be conducive to the provision of safe, integrated, efficient and economic transport facilities or service to, from or within Greater London. This financial assistance is bound by terms and conditions that funds can only be spent on projects that contribute directly towards the goals of the MTS. TfL guidance also specifies that London boroughs are required to provide cycle training services using this financial assistance.

- a) Money paid to the Council pursuant to a S106 obligation can only be applied for the purposes set out in the relevant agreement.
- b) Money held on the Parking Revenue Account can only be applied in accordance with the requirements of section 55 of the Road Traffic Regulation Act 1984.

8.2 The Highways Act 1980 places a duty on highways authorities to improve highway safety, and the Greater London Authority Act 1999 requires authorities to implement projects and programmes that contribute to the MTS. The Road Traffic Regulation Act

1984 and the Traffic Management Act 2004 give powers and duties on the Public Highway to manage traffic (including pedestrians and cycles) to secure safe and expeditious movement of traffic. The West Ealing Liveable Neighbourhood (WELN) programme will deliver improvements in line with these duties and powers. Under the Traffic Management Act 2004, TfL has the power to approve or reject changes on Uxbridge Road that impact on capacity and buses.

8.3 The Highways Act 1980 also places a duty on highway authorities to maintain the highway asset or network and a Code of Practice for Maintenance Management (Delivering Best Value in Highway Maintenance) gives information about the standards to be achieved. There are various Audit Commission Performance Indicators that give monitoring information of highway conditions.

8.4 Where schemes are introduced by exercising powers under the Road Traffic Regulation Act 1984 by virtue of section 122 of the Act, the Council must exercise such functions *'(so far as practicable...) to secure the expeditious, convenient and safe movement of vehicular and other traffic (including pedestrians) and the provision of suitable and adequate parking facilities on and off the highway...'* and having regards to matters including the desirability of securing and maintaining reasonable access to premises and the effect on the amenities of any locality affected and any other matter appearing to the Council to be relevant.

9. Value for Money

9.1 The Council's framework consultants and term contractors, who were engaged on the basis of competitive tendering, would carry out the design and implementation works.

10. Risk Management

10.1 Such operations have been carried out annually and it is not expected that there are potential major risks associated with the proposals in this report. The main risks to schemes arise from formal objections received at the statutory consultation stage that cannot be justifiably overturned, delays preventing implementation during the time frame of available funding, and/or unforeseen problems on site. Processes are in place to mitigate the impact of any such eventualities.

10.2 A residual risk is the potential non-delivery of schemes that may result in loss of funding, although LIP funding can be potentially reallocated to other schemes with TfL's agreement.

11. Community Safety

11.1 Transport Strategy and LIP have an objective to improve road safety. Transport schemes, including new pedestrian and cycle infrastructures, are a part of planned interventions that would improve safety in the community.

11.2 In addition, the Council has a statutory duty to investigate road traffic collisions and work to prevent future road casualties. Advice from TfL is that incorporating safety schemes within the LIP schemes will satisfy this requirement.

12. Links to the 3 Priorities for the Borough

12.1 Creating good jobs: Transport links throughout the Borough will be improved, particularly sustainable modes and orbital journeys. This will help local people access jobs and employers attract local people more effectively.

12.2 Tackling the climate crisis: As part of all transport schemes the Council will ensure that transport emissions, road safety, and personal security issues are fully considered. The LIP will manage traffic by supporting and promoting sustainable modes. This will reduce emissions of carbon and other pollutants. Appropriate maintenance and improving the quality of the street environment are key components of schemes to encourage active travel, walking and cycling. Transport links throughout the Borough will be targeted for improvement, particularly sustainable modes (walking, cycling and public transport), and orbital journeys. The focus on sustainable modes will not substantially increase wear on highways, therefore maintaining an adequate lifespan of these Council assets before replacement is required.

12.3 Fighting inequality: Transport links throughout the Borough will be further improved, particularly sustainable modes and orbital journeys. This will further enable local people access education, health, and other services more easily. Transport links throughout the Borough will be targeted for improvement, particularly sustainable modes, and orbital journeys. This will further enable local businesses and people to access jobs and markets more effectively. This will also provide people with access to jobs, education, and services more effectively including those with disabilities and without access to a car. As part of all transport schemes the Council will ensure that road safety and personal security issues are fully considered and mitigated.

13. Equalities and Community Cohesion

13.1 An Equality Impact Assessment has been undertaken on the proposed programme of works. Additionally, all schemes detailed in this report will be designed in accordance with current disability and equality guidelines.

13.2 An Equalities Impact Assessment has been completed for the LIP 2019/22 which covers all projects contained within this report and was included within the Cabinet Report on 12 February 2019.

14. Staffing/Workforce and Accommodation implications

14.1 There are no staffing/workforce and accommodation issues as the design and works involved are carried out by consultants and contractors employed by the Council.

15. Property and Assets

15.1 This Report is concerned with the refurbishment, enhancement, and improvement of highways and parks in the Borough, which are a significant and key asset of the Council.

16. Any other implications

16.1 By investing in the infrastructure, we will ensure that our highways are fit for purpose, now and in the future, and lead to a reduced need for reactive maintenance of those items.

17. Consultation

17.1 We're determined to ensure that the decision-making processes for future transport proposals enable participation by as many people as possible from all ages, backgrounds, and circumstances.

17.2 We will be open, transparent, and inclusive and will work as hard as we can to engage as well as we can with the people likely to be affected by the proposals we bring forward, so that the outcomes are the best they can be for as many people as possible.

17.3 The methods we'll use for engaging with people will depend upon the nature of the transport proposal in question. Some proposals will be small, simple, and local; others will be more complex and/or may affect a large area; and some may even cover the whole Borough. Many proposals will be about physical changes to streets, while some may be more about how traffic is managed and not involve much in the way of visible change. From time to time, we will also consult on things like our transport strategy and policies. We therefore need to have a range of engagement approaches that give us the right tools for each proposal we bring forward and enable us to meet the commitments we've set out in the Engagement Toolkit, set out in Travel in Ealing Charter.

17.4 As set out in the Engagement Toolkit, when providing information and communicating about proposals, we will use some or all the following methods:

- Letters and/or leaflets delivered to each household and business in the area
- Street notices
- Email
- The Council's website
- Our social media channels
- Online briefings, partnership with local community groups, businesses and shops and other networks, including faith groups
- Public exhibitions, pop-up events, etc

17.5 The emergency services and bus operators are consulted where appropriate during scheme development.

17.6 Specific schemes developed through the LIP programme would be subject to further public consultation during their development and prior to any approved implementation.

17.7 The development of a new Transport and Active Travel strategy will be shaped, informed, and underpinned by the Engagement Toolkit, set out in Travel in Ealing Charter.

18. Timescale for Implementation

18.1 The indicative timescales below detail the milestones for schemes that are funded to the end of the 2023/24 financial year. Where schemes extend beyond one financial year, the date of each project lifecycle will be increased accordingly, reflecting the size and complexity of each project.

Typical Project Timescale	Date
Request new project budgets and associated cost codes	April 2023
Set up cost codes and budgets on finance systems	April - May 2023
Preliminary design	July - September 2023
Consultation	September - November 2023
Design	November - December 2023
Works commencement on site	December 2023 - January 2024
Works completion	March 2024

18.2 The proposed programme is indicative and may vary subject to:

- constraints that may be identified at the preliminary design stage requiring additional study to obtain scheme approvals
- issues raised by Members or the public at consultation stage which may require design changes
- unresolvable objections being received at the statutory consultation stage
- approvals by other boroughs on cross Borough schemes
- approvals required by TfL where relevant; and
- alterations to the programme of works or mutual agreement with TfL

18.3 The Transport and Highway Schemes listed in Appendix a) are at varying stages of development across their respective project lifecycles. Some are at relatively early concept stages whereas others have already been designed and are merely awaiting funds for construction.

19. Appendices

- a) Transport and Highways Schemes 2023/24
- b) S106 Schemes 2023/24
- c) Highways Improvement Programme 2023/24

20. Additional Background Information

- Mayor's Transport Strategy (MTS) - Mayor of London, 2018
- Transport Strategy (2019)
- Local Implementation Plan (Transport) 2019-2022
- [London Streetspace Plan](#), TfL 2020
- Ealing Climate and Ecological Emergency Strategy (2021)
- Travel in Ealing Charter (2022)
- Council Plan 2022-2026
- Highways Improvement Programme 2022-23 - ICDM, May 2022
- 2022/23 Budget Amendment - Cabinet Report, May 2022
- Relevant S106 Agreements

21. Report Consultation

Name of consultee	Department	Date sent to consultee	Response received from consultee	Comments appear in report para:
Cllr Dierdre Costigan	Deputy Leader and Cabinet Member for Climate Action			
Cllr Josh Blacker	Cabinet Member for Healthy Lives			
Darren Henaghan	Strategic Director of Housing and Environment			
Gina Cole	Assistant Director Parking, Highways and Transport	22 Feb 2023		
Earl McKenzie	Assistant Director Streets and Direct Services	22 Feb 2023		
Jackie Adams	Head of Legal (Commercial)	22 Feb 2023	2 Mar 2023	1 and 2
Russell Dyer	Assistant Director, Accountancy	22 Feb 2023		
Yalini Gunarajah	Senior Finance Business Advisor	22 Feb 2023	7 Mar 2023	1 and 6

Report History

Decision type: Key decision	Urgency item? No
Report no.:	Report author and contact for queries:
	Chris Cole, Head of Transport Planning Service x8017
Report no.:	20230312 - Redraft
	Eugene Minogue, Service Improvement Lead for Highways and Transportation

Appendix (a - Transport and Highways Schemes 2023/24

Safer Corridor & Neighbourhood Schemes	
Gunnersbury Lane/ Bollo Lane Safety scheme (feasibility study)	Data collection, optioneering, consultation and design of scheme to improve pedestrian and cycle safety. Subject to feasibility, the initial proposal is to convert roundabout to "Dutch style roundabout", convert refuge to raised zebra on Gunnersbury Lane and investigate other safety concerns.
Horn Lane (feasibility study)	Whole street/healthy streets approach to improve active travel/safety of vulnerable road users, accessible bus stops and consider congestion issues/air quality. Potential measures include removing parking and moving loading to side roads to add segregated cycle lanes and improve bus journey times, potential for additional pedestrian crossings across Horn Lane (desire lines to be investigated), side-road junctions to be tightened/level pedestrian crossings, assess bus stops with new TfL accessibility criteria, investigate taxi rank at Acton Main Line station.
Uxbridge Road cycle route: Hanwell to Iron Bridge	Continuation of Uxbridge Road cycle scheme; segregated cycle lanes and footway from Hanwell Bridge (link to Boston Road) and Iron Bridge (link to Windmill Lane) to make active travel more accessible and easier. Opportunity to improve bus lanes and bus stops/waiting experience at Ealing Hospital.
Ruislip Rd/Lady Margret Road roundabout - safety	Pedestrian crossing improvements; add zebra and cycle lanes to Lady Margaret Road branch of turbo roundabout.
Cycle Hangars	Installing cycle hangars on residential streets across the Borough, prioritising areas whose housing tenure means residents lack access to safe cycle storage.
Active Travel Infrastructure	Cycle parking (including Sheffield Stands.)
Cycle Services	Cycle support measures including cycle training for schools, children and adults, and Dr Bike sessions.
School Travel	Borough-wide activities including supporting active travel campaigns, i.e., walk to school week, big walk and wheel; bespoke active travel maps for the school journey; active travel training sessions – scooting and balance bike; road safety skills training; supporting Junior Travel Ambassadors; STARS workshops; Air Quality lessons.
School Streets	Implementation of 8 school streets: the Council has a data-led approach to prioritising schools for school streets based on a wide range of factors. Schools are offered the chance to join the scheme based on this priority. There will be 2 tranches of implementation - 4 in summer 2023 and 4 at Easter 2024. 4 schools have been offered a school street for summer implementation (Downe Manor, Northolt; Blair Peach, Southall; St Raphael's, Northolt; and Ravenor, Greenford). If any decline, we will offer the next prioritised school.
WestTrans contribution	WestTrans contribution.

Data and Monitoring	Data collection to support optioneering, consultations, and design of schemes. We will collect data on pedestrian activity, desire lines, safety, and healthy streets criteria to support walking schemes, and data on Borough-wide cycling activity to support cycling schemes. We will also collect data on parking, to inform and support EV charge points, bike hangars and school streets, as well as a potential kerbside strategy in future. To ensure schemes are delivering as expected, we will monitor after implementation and gather data (quantitative and qualitative) on successes and lessons learned. We also aim to gather wider data, e.g. on health, air quality and economic indicators, to build a stronger data-led foundation for our schemes.
Active Travel Communications & Promotion	Ealing has new ambitions for communicating on active travel, linked to the Travel in Ealing Charter which promises meaningful engagement with residents. We aim to ensure that behaviour change schemes are implemented alongside a coordinated campaign of comms and promotion, linking the scheme to its benefits for air quality, health, climate change, and cost of living. Comms and promotion will also be undertaken at local events and festivals, promoting active travel and EVs to the public through accessible activities. We will also be linking comms and promotion to our cycle training and school travel programmes to get residents on board.
Bus Priority Schemes	
Popes Lane Lights	Popes Lane/South Ealing Rd to add RHT filter on Little Ealing Lane and Popes Lane.
Greenford Road Northbound Bus Lane between Costons Lane and Cowgate Road	Provision of a new northbound bus lane in Greenford Road between Costons Lane and Cowgate Road. Conversion of the existing zebra crossing near Cowgate Road into a signalised crossing to improve pedestrians' safety.
Zebra crossing Greenford Road (north of the A40)	Conversion of the zebra crossing into a signal crossing, to include footway widening and provisions for cyclists.
Broadmead Road j/w Ruislip Road	Review of the junction layout, which include a provision of an eastbound bus lane through the junction, reconfiguration of eastbound bus stops, improvements of pedestrians' facilities.
Twyford Abbey Road	Bus gate enforcement including bus gate upgrade to allow bus rerouting/removal of gyratory (bus route 224).
Norwood Road, between Harewood Terrace and Norward Green Road (feasibility study)	Location identified by Jacobs, with input from LBE and TfL, as having potential for achievable bus priority measures.
Old Oak Common Lane (feasibility study)	Location identified by Jacobs, with input from LBE and TfL, as having potential for achievable bus priority measures.
Ruislip Road, between Broadmead Road and White Hart Roundabout (westbound only) (feasibility study)	Location identified by Jacobs, with input from LBE and TfL, as having potential for achievable bus priority measures. Potential for a new westbound bus lane.

Uxbridge Road, between Arden Road and Bond Street (feasibility study)	Location identified by Jacobs, with input from LBE and TfL, as having potential for achievable bus priority measures. Potential extension of existing westbound bus lane.
Lady Margaret Road, between Denbigh Road and Somerset Road (feasibility study)	Location identified by Jacobs, with input from LBE and TfL, as having potential for achievable bus priority measures.
Western Road, between The Common and Manor Way (feasibility study)	Location identified by Jacobs, with input from LBE and TfL, as having potential for achievable bus priority measures.
Uxbridge Road, between Twyford Avenue and Birkbeck Road (feasibility study)	Location identified by Jacobs, with input from LBE and TfL, as having potential for achievable bus priority measures.
Southall Broadway/Lady Margaret Road Junction (feasibility study)	Location identified by Jacobs, with input from LBE and TfL, as having potential for achievable bus priority measures.
The Vale/Old Oak Road junction (feasibility study)	Location identified by Jacobs, with input from LBE and TfL, as having potential for achievable bus priority measures.
Cycle Routes	
Park Royal "Big X" (feasibility study)	Upgrade of difficult junction between ASDA and Central Middlesex Hospital to improve cycling facilities and safety.
Boston Road	Implementation of cycle route - segregated where possible along length of Boston Road to tie in with existing facilities in LB Hounslow.
Uxbridge Road (West Ealing Liveable Neighbourhood)	Cycle improvements through West Ealing town centre.
Greenford Road Southbound	Implementation of segregated cycle route from the town centre to Uxbridge Road. (Northbound scheme already implemented.)

SuDS Schemes	
Dean Gardens SuDS	A joint project between Ealing and Thames Water to divert surface water run-off on the existing highway, from the Thames Water surface water sewer and into a rain garden/attenuation system in Dean Gardens before being discharged back into the Thames Water surface water sewer further downstream. This will reduce flooding on The Broadway, West Ealing and increase capacity of the Thames Water sewer network.
Northfields Flood Alleviation	Lammas Park, Ealing. A joint project being led by Ealing and part funded by the Environment Agency and Thames Water to reduce the flood risk within the Northfields Critical Drainage Area Catchment. Thames Water surface water sewer overflows will be drained into a series of swales and detention basins in Lammas Park which should reduce the flood risk within the catchment and create capacity within the Thames Water surface water sewer network.
Carr Road Flood Alleviation	Roxeth Park, Harrow. The primary aim of the project is to reduce flood risk within Ealing by disconnecting an existing watercourse/Thames Water surface water sewer into a series of detention basins upstream to attenuate flooding in large storm events. Ealing has adopted a catchment-wide approach (flooding has no boundaries) for this critical drainage catchment area by applying the principle of attenuating upstream for flood benefits downstream and are working collaboratively with Harrow Council and the Environment Agency.
School Safety Schemes	
Ada Lovelace School	The installation of a zebra crossing on Hillcrest Road, W5, close to its junction with Park View Road. This will provide a crossing facility to improve the safety of all road users, especially vulnerable groups – pedestrians, cyclists, children, and the elderly.
CPZ Schemes	
Gunnersbury Park Review	An increase in number and popularity of events at Gunnersbury Park, as well as Brentford FC Community Stadium, has generated additional parking pressures at weekends. Review to establish whether there is a need and/or demand from residents to extend operational days/times.
South Acton Review	Located next to South Acton train station, there have been requests for an extension to operating times. Substantial redevelopment in the area, and a review will provide the opportunity to make amendments/improvements where necessary.
Drayton Green Review	Located by West Ealing Station. Consultation with residents already programmed, but funding sought to implement expected changes to operating times and parking provision, following the opening of the Elizabeth Line.
Old Oak Review	Located adjacent to HS2 site. Resident requests for an extension of operating times.
Fraser Road, Perivale	Petition received from residents for controlled parking. Area located adjacent to Perivale Industrial Park.
Borough-wide Parking Survey	Surveys provide valuable data that help the Council take an evidence-led approach to parking schemes. Owing to the pandemic, it has been a few years since the Council has been able to carry out a survey programme. The data collected will be used to inform future CPZ programmes.

Appendix (b - S106 schemes 2023/24

Agreement	Name	Description	Amount
S50A	Highway Works	Highway works at Beaconsfield/Trinity/Woodlands Road	£85,000
A102	Gibbon Road	Towards highways improvements, crossing facilities	£30,000
PR65	Trinity Road	Highways improvements	£84,000
A103	Kathleen Ave	Highways and parking review	£18,681.64
A56	Bromyard Ave	Highways improvement including public realm	£167,795.35
E137	Castle House & Home House, Gordon Road	Highways improvements including ped/cycling/ public realm	£158,658.60
G46	Rockware Ave area	Highways and junction improvements	£62,002.90
A72	South Acton / Bollo Bridge Area	Towards improvements to the footways and carriageway including traffic calming and provision of a raised zebra crossing to Bollo Bridge Road and improvements to the railway footbridges within the vicinity	£45,000
G42	Ruislip Road, Greenford	Towards improvements to the pedestrian and cycle links between Ruislip Road and the Grand Union Canal	£35,000
G47	New GSK Greenford Road	Highways Improvements along Oldfield Lane in the vicinity of Greenford Station	£250,000
S84	Armstrong Way/Windmill Lane, Southall	Towards modelling and adjacent junctions of Windmill Lane with Uxbridge Road, Windmill Lane and review of accident remedial scheme for pedestrians and cyclists on Windmill Lane including a speed table, and double yellow lines at junction of Glade Lane and Collett Way	£59,106.14

Appendix c) - Highways Improvement Programme 2023/24

Prioritised in Order of Condition Rating, Plane and Lay Carriageway Surfacing					
Road Name	From	To	Ward	Condition Rating	Budget Allocation £'m
Greenford Roundabout	Greenford Road	Greenford Road	Central Greenford	100	£141,200
Hamilton Road	Uxbridge Road	Hanger Lane	Ealing Common	100	£114,020
Belvue Road	Width Restriction	End (Industrial Estate)	Northolt Mandeville	96	£102,500
Lillian Avenue	Gunnersbury Lane	Carberry Avenue	Ealing Common	96	£69,800
Horsenden Lane North	Canal bridge	Ballot Box	North Greenford	95	£207,000
The Avenue (Sutherland to Gordon)	Sutherland Avenue	Gordon Road	Ealing Broadway	92	£64,800
Stephenson Street	Goodhall Street	End	North Acton	92	£46,250
Sutherland Avenue	Argyle Road	The Avenue	Ealing Broadway	91	£66,250
Alliance Road	Saxon Drive	Kendal Avenue	North Acton	91	£50,450
Goldsmith Close	East Acton Lane	To End	East Acton	91	£26,250
Twyford Crescent	Hale Gardens	Uxbridge Road	North Acton	91	£31,700
Conningsby Cottages	Conningsby Road	End	Walpole	90	£14,520
Allenby Road	Dormers Wells Lane	Kings Avenue	Lady Margaret / Dormers Wells	89	£191,500
Lady Margaret Road	Windemere Road	Ascot Gardens	Dormers Wells	89	£216,600
Popes Lane	Lionel Road	Olive Road	Northfield / Ealing Common	87	£101,650
Park Royal Road	Victoria Road	Lower Park	North Acton	86	£124,420
Parkfield Drive	Church Road	Rectory Park	Northolt Mandeville	86	£59,240
Ruislip Road East	Argyle Road	Gurnell	North Hanwell	86	£99,650
South Parade	Fisher's Lane	The Avenue	Southfield	86	£115,200
Crawford Gardens	Ruislip Road	To End	Greenford Broadway	85	£26,950
Burwell Avenue	Berkeley Avenue	Horsenden Lane North	North Greenford	85	£82,400

Northfield Avenue	Leighton Road	Elers Road	Walpole	85	£178,000
Prioritised in Order of Condition Rating, Micro-Surfacing					
Road Name	From	To	Ward	Condition Rating	Budget Allocation £'m
Whitehall Gardens	King Edwards Gardens	Hillcrest Road	South Acton	100	£25,646
Townholm Crescent	Boston Road	Boston Road	Hanwell Broadway	100	£80,162
Hobbayne Road	High Lane	End	North Hanwell	100	£38,562
Winscombe Crescent	Brentham Way	Woodfield Crescent	Hanger Hill	97	£33,490
Brentvale Avenue	Wharncliffe Drive	End	Norwood Green	97	£26,570
Wharncliffe Drive	Uxbridge Road	Brentvale Avenue	Norwood Green	96	£23,250
Blackmore Avenue	Wharncliffe Drive	End	Norwood Green	96	£21,570
Belvue Road	Ealing Road	Summit Road	Northolt Mandeville	96	£23,000
Trinity Way	Bromyard Avenue	Boundary with Housing	East Acton	95	£38,120
Avenue Road	Acton Lane	Langley Drive	South Acton	93	£74,300
Colebrooke Avenue	St Stephens Avenue	College Road	Ealing Broadway	89	£30,728
Queen Annes Gardens	Ascott Avenue	End	Ealing Common	87	£37,176
Chamberlain Road	Midhurst Road	Marder Road	Northfield	86	£27,936
Bowes Road Service Road	Gibbon Road	Foster Road	East Acton	85	£34,000
College Road	Colebrook Avenue	The Avenue	Ealing Broadway	84	£23,172
Church Path	Fletcher Road	Acton Lane	Southfield	84	£72,025
Northcroft Road	Hessel Road	Belsize Avenue	Northfield	83	£86,712
Belsize Avenue	Northcroft Road	Northfield Avenue	Northfield	83	£48,582
Creswick Road	Mayfield Road	Horn Lane	North Acton	83	£81,240
Osterley Lane	Norwood Road	Borough Boundary	Norwood Green	82	£30,027
St Stephens Avenue	Argyle Road	The Avenue	Ealing Broadway	79	£29,892
Temple Road	Weston Road	Rothschild Road	Southfield	79	£27,222

Whitton Avenue West	Petts Hill Roundabout	Keble Close	North Greenford	78	£95,100
York Road	Julien Road	Bramley Road	Northfield	78	£20,250
Maple Grove	Olive Grove	Chestnut Grove	Ealing Common	76	£36,230
Fletcher Road	Acton Lane	Church Path	Southfield	74	£37,042
Boston Vale	Wellmeadow Road	End	Northfield	72	£13,172
Cowgate Road	Greenford Road	Hicks Avenue	Central Greenford	72	£75,000
Greenford Road	Whitton Ave. West	Horsenden Lane North	Central Greenford / North Greenford	72	£80,000
Ruislip Road East	Costons Lane	Greenway Bridge	North Hanwell	72	£60,000
Church Avenue	King Street	End	Southall Green	71	£28,254
Victoria Road	Castlebar Hill	Castlebar Park	Pitshanger	64	£26,570

Total £3,515,150

Prioritised in Order of Condition Rating, Footway Repaving						
Road Name	From	To	Ward	L/R	Cond. Rating	Budget Alloc. £'m
Cedar Grove	Westbury Avenue	End	Lady Margaret	Both	92	£30,060
Byron Way	Ruislip Road	Wayfarer Road	Northolt West End	Both	90	£98,000
Kingshill Avenue	Yeading Lane	Gurney Avenue	Northolt West End	Both	89	£128,000
Hawthorn Farm Avenue	Church Road (A312)	Canford Road	Northolt West End	Both	88	£49,040
Sudbury Heights Avenue	From shops No. 24	The Rise	North Greenford	Both	88	£133,200
Greenford Avenue	Framfield Road	Shopping Parade (No.115)	North Hanwell	Both	88	£51,200
Kenton Avenue	Oakwood Avenue	Longford Avenue	Dormers Wells	Both	88	£69,200
Ruskin Road	The Broadway	Alma Road	Southall West	Both	88	£77,440
Leopold Road**	Gunnersbury Avenue	Uxbridge Road	Ealing Common	Both	86	£73,760
Vyner Road	Perryn Road	Friars Place Lane	North Acton	Both	86	£105,200
Highfield Road	Northfields Road	Canada Crescent	North Acton	Both	86	£54,400

Mansell Road	Hurley Road	Allenby Road	Dormers Wells	Both	86	£102,050
Grove Road*	The Grove	End	Ealing Broadway	Both	86	£43,660
Hillside Road	Lady Margaret Road	Enmore Road	Lady Margaret	Both	86	£86,080
Alma Road	Livingstone Road	Stanley Road	Southall West	Both	86	£49,360
Derwent Road	Somerset Road	Allandale Avenue	Lady Margaret	Both	85	£76,320
Hart Grove	Somerset Road	End	Lady Margaret	Both	85	£29,760
Gordon Road*	St Leonards Road	Carlton Gardens	Ealing Broadway	Both	84	£46,500
Boyd Avenue	Avenue Road	Park Entrance	Southall Broadway	Both	84	£58,240
Minterne Avenue	Sherborne Avenue	Tentelow Lane	Norwood Green	Both	84	£129,760
Westbury Avenue	Selby Gardens	Somerset Road	Lady Margaret	Both	83	£110,320
Conningsby Cottages*	Conningsby Road	End	Walpole	Both	82	£8,760
Moyne Place*	Twyford Abbey Road	End	Hanger Hill	Both	81	£79,360
Maple Grove*	Olive Road	Chestnut Road	Ealing Common	Both	81	£74,960
Bowes Road Service Road	Gibbon Road	Foster Road	North Acton	Both	78	£25,100
Scotts Road	Sussex Road	Caxton Road	Southall Green	Both	77	£70,400
Burwell Avenue*	Horsenden Lane North	Berkeley Avenue	North Greenford	Both	75	£78,400
Mattock Lane	Culmington Road	Dane Road	Walpole	North	75	£22,000
Lillian Avenue	Gunnersbury Lane	Gunnersbury Gardens	South Acton	Both	75	£56,800
Pitshanger Lane	Princes Gardens	Woodfield Road	Pitshanger	Both	78	£68,500
Horsenden Lane North	Burwell Avenue	Linden Crescent	North Greenford	Both	85	£68,500
Wood End Gardens	Whitton Avenue West	Russell Road	Notholt Mandeville	Both	65	£92,320
Church Road	Tennyson Road	Cherrington Road	North Hanwell / Hanwell Broadway	Both	60	£88,000

Total: £2,334,650

All schemes are Artificial Stone Paving (ASP) unless indicated otherwise

* Indicates Dense Bitumen Macadam

** Indicates Dense Bitumen Macadam on north side, ASP paving on south side

In summary, there are a total of 85 schemes.

- a) 22 Plane and lay surfacing schemes
- b) 33 Micro-surfacing schemes
- c) 32 Footway repaving schemes



Report for: ACTION

Item Number:

Contains Confidential or Exempt Information	No
Title	Grant agreement with GLA for Ealing's UKSPF core grant allocation
Responsible Officer(s)	Sandra Fryer, Interim Strategic Director, Economy & Sustainability
Author(s)	Fiona Crehan, Interim Head of Business Growth & Inward Investment
Portfolio(s)	Cllr Bassam Mahfouz, Cabinet Member for Decent Living Incomes
For Consideration By	Sandra Fryer, Interim Strategic Director, Economy & Sustainability - Key Officer Decision (KOD)
Date to be Considered	29 th March 2023
Implementation Date if Not Called In	6 th April 2023
Affected Wards	All wards
Keywords/Index	UK Shared Prosperity Fund, UKSPF, Ealing allocation, GLA grant

Purpose of Report:

This report seeks approval to enter into a grant funding agreement with the Greater London Authority (GLA) and accept Ealing's UK Shared Prosperity Fund (UKSPF) core grant allocation of £2.08M, including £1.060M capital and £1.022M revenue funds, and progress delivery of projects under this agreement.

1. Recommendations for DECISION

It is recommended that the Strategic Director for Economy & Sustainability, following consultation with the Director of Finance and Portfolio Holder for Decent Living Incomes, authorises the Council

1.1 to

- i. accept the £2.08M UKSPF core grant allocation from the GLA and progress deliver of projects under the grant funding agreement to 31 March 2025.
- ii. utilise the grant in compliance with associated Government guidance, ensuring oversight, governance and monitoring of the programme to March 31, 2025

- iii. Enter into the necessary grant agreement with the GLA necessary to secure the funding.

1.2 Incept the UKSPF capital budget of £1.06m in the capital programme to be funded by UKSPF capital grant subject to accepting the £2.08m UKSPF grant from GLA (see section 5 for more details).

2. Recommendations for NOTING

- i. that the council will engage with Ealing's High Street Taskforce in the design, implementation and delivery of relevant UKSPF projects under the Community & Place Investment strand.
- ii. that the council has submitted a competitive bid requesting £500,870 to the GLA under its UKSPF Open Call programme, if successful a further Key Officer Decision will be necessary.

3. Reason for Decision and Options Considered

3.1 It is necessary for Ealing Council to enter into a grant funding agreement with the GLA in order to draw down the borough's total allocation of £2.08M under the GLA's £144M UKSPF programme for London.

3.2 The delivery timescale for the UKSPF funding is from 1st of April 2022 to end of March 2025. While some costs have been incurred during 2022/23, the majority of spend is expected to be re-profiled into 23/24 and 24/25 once the funding agreement is signed.

3.3 No other options were considered or necessary.

Background

3.4 The UKSPF was launched on 13 April 2022 as part of the Government's Levelling Up agenda and replaces European Structural & Investment Funds (ESIF).

3.5 The UKSPF is unlike other Levelling-Up funds as a core grant allocation is made to each area in the UK based on an assessment of local need and population density and not through a competitive bidding process.

3.6 The UKSPF delivery programme is from 1st of April 2022 to 31 March 2025 with activities and projects under three investment strands:

- Communities and Place;
- Supporting local business;
- People and Skills. (Not in scope of this report as the delivery is managed by the West London Alliance)

3.7 In summer 2022 the GLA submitted an Investment Plan (IP) for London's £144M allocation with delivery based on priorities and strategies for London.

The IP included £78M core grant to be allocated directly to each London council to enable a place-based response to local needs and opportunities.

3.8 The GLA's IP for London was approved in December 2022 and a draft funding agreement issued to each council in London in January 2023.

3.9 The GLA is issuing a final funding agreement to Ealing Council with schedules setting out delivery targets for Ealing in February/March 2023.

3.10 The council is required to sign the grant funding agreement in order to draw down the UKSPF funding and progress delivery of projects set out in the agreement.

3.11 It is not possible to amend Ealing's annual budget profile before signing the grant agreement as this financial profile was informed by the GLA's London-wide financial profile agreed with government.

3.12 Once the funding agreement between Ealing Council and the GLA is signed, the funding profile can be amended to reflect Ealing's actual spend figures in 22/23, and the balance of funds reprofiled into 23/24 and 24/25.

3.13 The projects to be delivered under Ealing's UKPSF core grant programme were developed by a cross council working group and engagement with high street and local business stakeholders via Ealing's High Street Task Force, which will be engaged in supporting the development and delivery of relevant UKSPF projects.

3.14 The projects agreed with the GLA with a total budget of £1.06M capital and £1.08M revenue include:

A. Community & Place Investment Strand (£1.060M cap and £520K rev):

Community Enterprise & Culture Hubs

- Offering support with access to training, start-up and developing enterprise and events and other activities, including support for culture projects.

Public realm improvements to support local high streets:

- Year-round festive lighting to celebrate diverse community festivals.
- Artwork, planting and seating created with local communities, particularly young people, with the process recorded by students in University of West London (UWL) and featured in place promotion.

Events programme

- Year-round events programme on local high streets, with programme created with Ealing's High Streets Taskforce and local communities and promoted on a dedicated platform.

B. Supporting Local Business Investment Strand – (£500K rev only):

- Start-up enterprise support targeting local women and help address under-employment among women in the borough.
- Food Hygiene officer to work with hospitality businesses and deliver training to prepare for regrading and improve their rating to 4+*.
- Support in testing trading opportunities.
- Sector business forums to better understand their needs and enable business growth and the creation of good local jobs.
- How to Guides for high street businesses.

- 3.15 The deliverables included in Ealing's UKSPF programme 2022-2025 include:
- 3 x Community, Enterprise & Culture Hubs to be set-up in underused or vacant spaces
 - 2,000 SQM of public realm improvements
 - 35+ events on local high streets
 - 35+ volunteering opportunities
 - 100 potential entrepreneurs supported (80+ are women)
 - 600 businesses supported
 - 70 jobs safeguarded
 - 70 new jobs created
 - 20 new enterprises set-up

Governance of Ealing UKSPF programme

- 3.16 A UKSPF Project Board, chaired by the Assistant Director for Economic Growth, has been set-up with officers from a range of services to support the delivery of UKSPF projects.
- 3.17 Working groups under Ealing's High Street Taskforce will support delivery of projects linked to local high streets under the Community & Place Investment strand.
- 3.18 The selection of Community Enterprise & Culture Hub locations will be in consultation with Leisure, Strategic Property and other key services.
- 3.19 Monitoring and reporting requirements are included in the UKSPF grant funding agreement, with quarterly progress reports to be submitted to the GLA.
- 3.20 The procurement of all goods works and services under the UKSPF programme with spend thresholds that are set by UK Government that need to be adhered to, and conditions around audit and monitoring of delivery that set out in the funding agreement.
- 3.21 The Portfolio Holder for Decent Living Incomes will receive regular updates on monitoring and delivery.

4. Key Implications

4.1 The UKSPF allocation to Ealing is a grant with funding eligible spend from 1 April 2022 to 31st of March 2025.

4.2 Some costs have been incurred in 2022/23, which the funding will fully offset once the grant funding agreement is signed, including staff costs related to the development of projects and agreeing the programme with the GLA.

5. Financial

Financial impact on the budget

5.1 The UKSPF funding is a one-off grant allocation and will bring local investment that would not otherwise take place.

5.2 Ealing has a total allocation of £2.08M, including £1.02M revenue and £1.06M capital funding.

5.3 Existing staff will manage delivery of the project and the UKSPF budget will offset some staff costs, including managing and monitoring delivery and reporting to the GLA on spend, outputs and outcomes.

5.4 The allocations of capital and revenue under each of three years are set out in the table and based on figures provided by the GLA. As the issuing of the funding agreement was delayed, Ealing Council will agree with the GLA the re-profiling of the expenditure to reflect actual spend in 22/23 and beyond and ensure that the revised funding profile matches the funding allocation and expenditure profile over the three years.

Investment Strands	UKSPF Funding for Year (2022 - 2025)						Total	
	22/23 000		23/24 000		24/25 000		22-25 000	
Community & Place	Cap	Rev	Cap	Rev	Cap	Rev	Cap	Rev
		£160.0	£123.0	£220.0	£155.0	£680.5	£235.1	£1,060.5
Supporting Local Business	£0.0	£80.0	£0.0	£200.0	£0.0	£229.8	£0.0	£509.8
Total	£160.0	£203.0	£220.0	£355.0	£680.5	£464.9	£1,060.5	£1,022.9
Total (capital and revenue)								£2,083.4

6. Legal

6.1 Funds provided under the UK Shared Prosperity Fund are provided pursuant to section 50 of The United Kingdom Internal Market Act 2020.

6.2 The GLA has powers under Sections 30 and 34 of the Greater London

Authority Act 1999 to do anything it considers will facilitate or which is conducive or incidental to the promotion of economic, social development and wealth creation in Greater London and proposes to provide funds to the Council for the selected projects as detailed in this report on the terms set out in the grant agreement.

6.3 In entering into the agreement the Council will be committing to meet targets and milestones which if not met might lead to recovery of the grant (or part by the GLA).

7. Value For Money

7.1 The UKSPF core grant allocation will support local businesses to recover, particularly Ealing's high street businesses, hospitality, creative and other sectors impacted by the pandemic and cost of living crisis.

7.2 Investment will be targeted in parts of the borough that are most deprived, hardest hit and that have not benefited from significant levels of investment recently.

8. Sustainability Impact Appraisal

8.1 Ealing's UKSPF delivery includes projects under the Community & Place investment strand that promotes civic pride and action to support the climate agenda including:

- Set-up 3 x Community Enterprise & Culture Hubs
Activating vacant and underused spaces and buildings to optimise the use of existing resources and assets and reduce the need for building new assets.
- Planters and seating on high streets
Street furniture made from materials linked to the circular economy and managed and maintained by local businesses and the local community.
- Year-round festive lighting
Working with architectural lighting designers to source innovative products that integrate solar power for festive lights.

8.2 The projects under the Supporting Local Business investment strand will capture information from existing and start-up businesses about support they need to be more sustainable, including to reduce energy use and improve waste management.

9. Risk Management

- Risk 1 – Delay in delivery, particularly in year 1 (2022/23)
Joint working with stakeholders and council teams commenced six months ago and is ongoing ensure delivery can be expedited once the grant funding agreement is signed with the GLA.

- Risk 2 – Loss of funding due to underspend in year 1 (22/23)
The government has recently indicated that budget underspend to be reprofiled into future years. Ealing Council's Economic Growth Service will liaise with the GLA regarding how funds will be reprofiled, ensuring Ealing's projects keep within the parameters of the funding agreement, including procurement thresholds.

9. Community Safety

N/A

10. Links to the 3 Key Priorities for the Borough

Fighting inequality

- Start-up enterprise support for local women will help address female unemployment, particularly in BAME communities. Women taking-up this support who do not set-up a business will be given advice to explore training and job opportunities.
- Business support will target the 90+% of local businesses employ <10 people and help develop plans to enable their recovery from the pandemic and rise in overheads.

Tackling the climate crisis

- The scope of design proposals, products and works carried out with funding under Ealing's UKSPF capital budget will seek to maximise the use of sustainable materials and support the growing circular economy.

Creating good jobs

- High street improvements and support for local businesses will support local recovery and help unlock local jobs.
- The support for businesses includes develop plans to improve sales and support recruitment, including apprenticeships.

11. Equalities, Human Rights and Community Cohesion

11.1 An Equality Analysis Assessment (EAA) is being prepared.

12. Staffing/Workforce and Accommodation implications:

12.1 Officers in the Economic Growth Service will manage delivery of the UKSPF programme for Ealing, with staff costs part-funded by the UKSPF budget and in line with UKSPF grant conditions.

12.2 There are no jobs at risk under this programme.

13. Property and Assets

13.1 The locations to be considered for the creation of Community Enterprise & Culture Hubs include Council-owned assets on local high streets and in areas that have not yet benefited from regeneration.

13.2 The long listing of potential sites is being compiled by the Economic Growth Service with the support of Strategic Property.

14. Any other implications:

N/A

15. Consultation

15.1 The development of Ealing's UKSF programme included:

- A multi-service working group to develop the UKSPF delivery plan projects
- Engagement with local business community stakeholders
- Engagement with Ealing's High Street Taskforce and its stakeholders through monthly meetings
- Consultation with the Cabinet Member for Decent Living Incomes

15.2 The scope of the UKSPF delivery projects was also shared with Scrutiny Panel in January 2023.

16. Timetable for Implementation

16.1 The table below summarises key delivery milestones for Ealing's UKSPF programme.

Milestones	Key dates
Sign Grant agreement with GLA	By early April 2023
Launch RFQs to commit budgets	From April '23
Delivery of start-up business support	From April/May '23
Sector business Forums meet	November '22 and from March '23
Delivery of support for sector SMEs	From May '23
Public realm improvement works	From June '23
Events programme	From December '22
Programme Delivery Working Group	Monthly / Bi-monthly to March '25
Monitoring reports to GLA	Quarterly
Completion and evaluation	March 2025

17. Appendices

Appendix 1 - Funding Agreement between the GLA and Ealing Council

Consultation (Mandatory)

Name of consultee	Post held	Date sent to consultee	Date response received	Comments appear in paragraph:
Internal				
Sandra Fryer	Strategic Director			Throughout
Connor McDonagh	Assistant Director	23/02/23	23/02/23	Throughout
Helen Harris	Director, Legal and Democratic Services			e.g. 5. Legal
Emily Hill	Chief Finance Officer			e.g. 4. Financial
Cllr Bassam Mahfouz	Cabinet Member for Economic Growth			
External				
N/A				

Report History

Decision type:	Urgency item?
Key decision	Yes
Report no.:	Report author – Fiona Crehan, Interim Head of Business Growth & Inward Investment Contact for queries: crehanf@ealing.gov.uk

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Report for:
ACTION/INFORMATION* (delete as appropriate)

Item Number:

Contains Confidential or Exempt Information	NO
Title	Update on Equality Diversity & Inclusion Workforce Action Plan
Responsible Officer(s)	Sue Evans Interim HR Director Amanda Askham – Strategic Director – Strategy & Change
Author(s)	Samantha Whittick – Assistant Director – Equality Diversity & Inclusion (EDI) and Organisational Development
Portfolio(s)	Cllr Steve Donnelly
For Consideration By	Cabinet
Date to be Considered	29 th March 2023
Implementation Date if Not Called In	10 th April
Affected Wards	None
Keywords/Index	Workforce, Equality Diversity, Inclusion, Tackling Inequality

Purpose of Report:

This report updates progress on EDI activities, specifically in relation to the workforce. The council has supported several development interventions which were designed to help embed EDI into the fabric of the organisation, co-ordinate and progress the mainstreaming of EDI.

It also sets out a two year (EDI) Action Plan which describes the work to be undertaken with managers and staff required to demonstrate the council’s commitment to the EDI agenda.

1. Recommendations for Decision

1.1 To note and agree the implementation of the 2-year corporate EDI Action Plan 2023- 25 (Appendix 1).

2. Recommendation for NOTING

2.1 To note the following key corporate EDI actions and activities delivered to date, outlined in paragraphs 3.7- 3.9.

3. Reason for Decision and Options Considered

- 3.1 Tackling inequality is one the council's three strategy priorities. The Council Plan 2022-26 sets out commitments to address inequality and in particular racial inequalities. Ensuring we have a diverse workforce that reflects the diversity of the community we serve, where we can attract and maximise the talents of a diverse range of staff contributing to the council's success. In 2020, the council held 'A Big conversation' with staff to understand their views on equality and followed up by implementing several actions in response including the development of the Corporate Action Plan (Appendix 1).
- 3.2 The Corporate EDI Strategy reinforces the commitment of the organisation to pace, leadership and accountability on this agenda. The attached corporate action plan represents a whole organisation approach to address these concerns, at the same time as recognising that each directorate must bear responsibility for addressing the specific issues relevant to their immediate workforce, at pace.
- 3.3 The council has therefore committed to placing a 'high priority and high ambition' on its priority of tackling race inequality and ensuring race equality is central to all we do internally with our workforce and externally in communities in delivering our responsibilities as a local authority. Inaction would not add sufficient value to the council's business objective nor meet the principles established by the public sector equality duty. The alternative option considered was not to develop an action plan which was discounted in view of the level of importance attached to this agenda.
- 3.4 Our increased focus on EDI coincided with the events following the death of George Floyd, including the world-wide and national Black Lives Matter protests. Another crucial factor was the disproportionate impacts that covid-19 has on different minority ethnic communities. Recognising the sensitivities associated with the EDI agenda, we sought external support and advice to progress our actions and the strategic leadership team committed to identifying resources and holding all stakeholders to account.
- 3.5 The staff engagement approach included Trade Union representatives to gain rich information about employees' lived experiences in Ealing Council. Over two hundred staff took part, and some sessions were specific to the Equality Act 2010 protected characteristics. The outcome of this exercise has been considered by the strategic leadership team and consolidated into the corporate action plan (Appendix 1). In addition, elected members across the political divide attended a session as part of a separate commissioning arrangement.
- 3.6 There was also a significant engagement with senior managers across all directorates, HR and L&D, trade union representatives and the various 'equality groupings' across the council.

Progress

- 3.7 The council formally established dedicated senior Equality Lead positions, the Assistant Director for EDI & organisational development role and the Assistant Director Equality and Engagement roles were created in Spring 2022. An EDI Administration role was created summer 2021.
- 3.8 We formalised an EDI Governance Framework and Terms of Reference. The resulting Corporate Equality Board - held its first meeting in February 2022, chaired by then interim CEO and subsequent meetings followed in June 2022, October 2022, and January 2023 chaired by the current Chief Executive.
- 3.9 The organisation has supported the formation of Staff Equality Groups (SEG) to encourage communication and involve staff in co-producing the EDI strategy. The SEGs include Women's, LGBTQ, Disability Health, and Wellbeing, BAME, All Faiths, and an Adults and a Children's directorate staff groups. The SEGs are established and hold regular meetings, senior managers are invited to speak, details of how to contact the group are available on the council OneSpace intranet. The council has given a commitment to staff for Protected Time to attend SEG meetings (1.5hrs for member and 2.5hrs for chairs – monthly). SEG Chairs were recruited or nominated themselves (there was no formal election process), this is being addressed and plans have been laid for democratic elections later in the year.
- 3.10 SEGs have been supported by the corporate EDI Lead to facilitate events and identify keynote speakers for key awareness events (Lord Simon Woolley, Patrick Vernon, Meera Spillett, Mohamed Ilyas). We have also facilitated the identification of cultural celebration dates which have been incorporated into the corporate awareness calendar and raised awareness on the use of pronouns via guidance to staff following dialogue with the LGBTQ+ group and CEB.
- 3.11 The council has supported talent identification and development and launched the Positive Action Leadership Programme Level 5 (Institute of Leadership and Management) in 2021 for BAME staff. Twenty-three staff applied and were accepted for the programme, the target date for completion of their qualification is summer 2023. The programme is funded using the apprenticeship levy. Evaluation, ROI (return on investment), and participant career progression will be reviewed and reported.
- 3.12 To further support talent development, the HR and OD department launched an Inclusive Mentoring Scheme last year (2022) in support of the council's Equality Diversity and Inclusion commitment. There are twenty-seven mentoring partnerships now. Our vision is to support the creation of mentoring partnerships, bringing together staff and managers from across the council to enable them to develop a mentoring relationship underpinned with sharing knowledge, skills and experience and exploring ways to resolve work related challenges and achieve ambitions.
- 3.13 Our presence on the London Councils regional circuit has proved essential to keeping abreast of what is happening elsewhere, learning from others and benchmarking

against good practice. Our creative use of the apprenticeship levy to support our positive action programme has created significant interest from other councils. Ealing is also taking part in the London Council's pilot of a new EDI standard; our involvement will enable us to benchmark our approach and progress against other councils.

3.14 The council has reflected the importance of tackling inequalities in the indicators reported to Cabinet as part of the corporate performance indicator suite. For 2022/23 the following indicators are included:

- Percentage of the top paid 5% of local authority staff who are from an ethnic minority (excluding those in maintained schools)
- Percentage of the top paid 5% of local authority staff who have a disability (excluding those in maintained schools)
- Percentage of the top paid 5% of local authority staff who are female (excluding those in maintained schools)
- Mean disability pay gap within the Council
- Mean ethnicity pay gap within the Council
- Mean gender pay gap within the Council
- % of ethnic minority residents among those supported into employment through Council schemes (NB not all will move into employment with the council)

3.15 Directors have been supported to engage staff and enable them to identify priority areas for action and bring forward Directorate action plans.

EDI Action Plan

3.16 Notwithstanding the significant activity outlined above there is a need to continue to drive forward action to ensure the council provides an inclusive place to work and makes sure all staff understand the level of EDI ambition we have. The Corporate EDI Action Plan is a 2 year plan, covering the period 1st April 2023- 31st March 2025. The plan sets out the actions, success measures and designated responsible officers. The Action Plan will be reviewed and monitored at Corporate Equality Board (CEB) on a quarterly basis (See Appendix 1). The strategic leadership team will receive Corporate EDI reports in advance of them being presented to CEB. Directors and their senior management teams will hold responsibility for monitoring progress on Departmental Action plans and reporting progress to the CEB.

3.17 The corporate AD EDI lead will continue to work with the leaders from each directorate to ensure their action plans accurately reflect the issues and concerns identified at both corporate and directorate level. Progress and accountability will continue to be reported and monitored by the CEB as part of the governance arrangements on a quarterly basis.

3.18 Cabinet has endorsed an additional investment via the budget process for 2023/24 to ensure that there is sufficient resources to drive forward the interventions that will be required to deliver the strategy. Key areas include development support for senior

leaders, mandatory EDI training for managers, EDI awareness sessions for staff and support for the staff equality groups.

Data Dashboards and EDI Requirements

3.19 Equality and diversity data collection and monitoring is a necessity for assessing the impact our policies and practices have on different people, including levels of satisfaction and other outcomes. Work has been done to establish a summary of data requirements (See Appendix 2). Power BI has enabled us to begin the process of creating a data dashboard of EDI metrics. The first iteration of the dashboard is now complete and will be reviewed quarterly at CEB.

4. Financial

4.1 As part of the 2022/23 budget process, £0.585m of growth was approved to create capacity to deliver the equalities priorities. A further net £0.104m was approved as part of the 2023/24 budget process with £0.150m to create additional capacity and drive forward progress for the activities set out in this report. Effective delivery will mean that workforce budgets across the council have increased focus on EDI considerations via recruitment, development, and other management decisions.

The table below sets out the approved budget over the current Medium Term Financial Strategy period.

Programme Budget - Cumulative	2022/23 (£M)	2023/24 (£M)	2024/25 (£M)	2025/26 (£M)	2026/27 (£M)
New Equality & Engagement Function	0.335	0.289	0.289	0.289	0.289
Learning & Development Programme	0.050	0.050	0.050	0.050	0.050
Deliver on our commitment to tackle race inequality - Schools	0.150	0.150	0.150	0.150	0.000
Civil Leadership Programme	0.050	0.050	0.050	0.050	0.050
Equalities Workforce Programme	0.000	0.150	0.000	0.000	0.000
Gross Budget	0.585	0.689	0.539	0.539	0.389
Contribution from HRA	0.000	(0.057)	(0.057)	(0.057)	(0.057)
Contribution from Public Health Grant	0.000	(0.030)	(0.030)	(0.030)	(0.030)
Net Budget funded from General Fund	0.585	0.602	0.452	0.452	0.302

5. Legal

5.1 The activities proposed in this action plan comply with the requirement of the Equality Act 2010 and the provisions of the Equality Duty place upon public authorities. The broad purpose of the equality duty is to integrate consideration of equality and good relations into the day-to-day business of public authorities. If there is no consideration of how a function can affect diverse groups in different ways, this can contribute to greater inequality and poor outcomes. The general equality duty therefore requires organisations to consider how they could positively contribute to the advancement of

equality and good relations. It requires equality considerations to be reflected into the design of policies and the delivery of services, including internal policies, and for these issues to be kept under review.

5.2 The equality duty was developed to harmonise the equality duties and to extend it across the protected characteristics. It consists of a general equality duty, supported by specific duties which are imposed by secondary legislation. In summary, those subject to the equality duty must, in the exercise of their functions, have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
- 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.

5.3 A robust EDI policy helps the council to meet its legal obligations and avoid discrimination claims, which can be costly and damaging to its reputation. Compliance with the general equality duty is a legal obligation and makes good business sense.

6. Value for Money

6.1 Value for money will be achieved through efficiencies in the way we work – the plan includes a combination of quick, medium, and long-term wins. Awareness of the inequality gaps that exist and having an action plan to address them will promote an awareness of the multiple forms of inequality/intersectionality and enables us to nurture an inclusive workforce helping to build a culture of trust and accountability.

6.2 The activities and action set out in this report contributes to mitigating the direct and indirect costs of discrimination. An organisation that can provide services to meet the diverse needs of its users should find that it conducts its core business more efficiently. A workforce that has a supportive working environment tends to be more productive. It should also result in better informed decision-making and policy development. Overall, it can lead to services that are more appropriate to the user – more effective and cost-effective. This can lead to increased satisfaction with the public services the council provides.

6.3 Budget and cost management disciplines will be maintained via:

- Monitoring and reviewing costs will include scrutiny by the Corporate Equality Board
- EDI/HR&OD Departmental management team will undertake internal reviews
- Care will be taken to estimate cost of each proposed action and cost indicators and drivers / quality of services subject to scrutiny by SEGs and council's internal financial controls

- All activities are subject to cost-benefit evaluations and comply with risk management guidance

7. Sustainability Impact Appraisal

7.1 A sustainability impact appraisal is not required for this report.

8. Risk Management

8.1 It is essential that public sector organisations take the time to assess the potential risks and benefits of implementing an EDI policy and take steps to ensure that their activities are comprehensive, well-implemented, and effectively monitored. Every effort will be made to mitigate all potential risks associated with this report. The responsibility for each activity in the action plan has been designated to the appropriate accountable individual/department. Leaders are required to be accountable where actions are not achieved.

8.2 The priority areas for mitigating risk are as follows, and if not completed will have an impact on our success:

- Senior leadership representation at Corporate Equality Board – needs to be maintained for risk of drift to be avoided
- Beyond 2025 needs early consideration of resources and early commitment to funding to meet the increased workload generated by raised expectations in the current period
- Directorate action required to finalise departmental action plans – inaction concerns mitigated by support from corporate EDI team
- SEGs – Election of group Chairs in Spring/Summer 2023, identify contingency plan in the event of no nominations
- Training and development – review systems to ensure non-attendance to mandatory training is visible and managed
- Data collection – Campaign to encourage staff to provide personal data and understand the benefits – currently 15% of staff do not provide this information
- Work with the Communications Team to achieve success through messaging
- Work closely with the directorates to identify the actions/projects that directly overlap

9. Community Safety

9.1 Implementation of the action plan has an indirect impact on community safety. Raising workforce awareness will have a positive impact on relations with customers and communities served by the council. Frontline staff will also be better supported to serve our residents.

10. Links to the 3 Key Priorities for the Borough

10.1 **Fighting inequality:** delivery of the actions outlined in Appendix 1 of this report will have a direct impact of fighting inequality and closing the race and inequality gap. The activities listed will make a significant contribution to:

- **Improving Employee Morale:** when employees feel valued and respected, they are more likely to be engaged, productive and motivated in their work. This can lead to improved morale and a positive work environment, reducing staff turnover and absenteeism.
- **Increased Innovation and Creativity:** a diverse workplace brings together a range of perspectives, experiences, and skill sets, leading to increased creativity and innovation. This can help the organisation stay ahead of competitors and improve overall performance.
- **Positive action:** training and development of Black & Minority Ethnic staff helps to overcome artificial barriers to their advancement.
- **Better Reputation:** the activities here present the council more favourably to diverse employees, customers, and other stakeholders, which can lead to increased reputation and customer confidence.

10.2 Tackling **the climate crisis:** in 2023-25 consideration will be given to making and strengthening the linkages between EDI activities and climate change. This will emerge as a clear thematic consideration in 2026 onward.

10.3 Creating **good jobs:** fair recruitment increases access to good jobs for under-represented communities. Without an EDI policy, organisations may struggle to attract and retain a diverse workforce, reducing the benefits of diversity and potentially limiting the organisation's ability to innovate and succeed.

11. Equalities, Human Rights and Community Cohesion

11.1 A robust EDI policy provides the foundation for a workplace culture that values and respects all employees, their human rights, and cultures. The activities set out in this report are designed to create a supportive and inclusive environment where everyone feels valued and engaged. It is anticipated that the actions within will have a direct positive impact on the council's equalities intention especially those from a Black, Asian, Minority and Ethnic communities.

11.2 Consideration has also been given to the human right and community cohesion implications of the activities presented in this report. There is a clear correlation between diverse and inclusive workplaces and a council's ability to better understand and meet the needs of the communities they serve. The activities set out here are designed to equip the organisation with the lived experience to that better meet the needs of its diverse communities.

11.3 Equality Assessment consideration will be given to the proposal and recommendations and reviewed by stakeholders as they are rolled out.

12. Staffing/Workforce and Accommodation implications:

12.1 There are no foreseeable accommodation implications. This will be kept under review as the workforce equality action plan is rolled out. Currently there is adequate desk space to accommodate the EDI/OD team.

13. Property and Assets

13.1 None

14. Any other implications:

14.1 The EDI work being undertaken internally has links and implication for the work being undertaken by colleagues advancing the findings of Ealing's Race Equality Commissions (EREC) whose report was published in January 2022 and accepted by the Council in February 2022. The action plan was agreed by Cabinet in November 2022 and has achieved a key objective to recruit and appointment ten independent tribunal members who will hold the council and partners to account.

14.2 The Race Equality Commission concluded that race inequality is in crisis requiring an urgent response and called upon Ealing Council, public institutions, and the borough's employers to be bold and make a clear commitment in response to the report findings. This ambition mirrors the work that is being done internally with the workforce set out in this EDI Action Plan. There are several EREC priorities which have made specific demands with regards to workforce representation, career development and progression. It should also be noted that many council staff live in the borough and are therefore direct beneficiaries of the work being done to advance race equality externally.

14.3 Regular strategy meetings are scheduled between the Assistant Director - Equality Diversity & Inclusion and Organisational Development and the Assistant Director Equalities and Engagement to ensure that the most is made to synergise and bolster race equality work being conducted within the council and outside in the community.

15. Consultation

15.1 The action plan has been socialised with the staff equality groups and trade union representatives. The overwhelming response is support for equalities being a whole organisational responsibility.

15.2 Questions/concerns raised by Overview and Scrutiny Committee 08/04/2021, with regards, disabled representation, diverse representation at senior level, disciplinary data, recruitment outcomes and representation of diverse staff of contractors, concerns have been addressed in the corporate action plan. Minutes can be accessed

[Agenda Document Pack - Overview and Scrutiny Committee - 08-04-2021.pdf \(moderngov.co.uk\)](#)

16. Timetable for Implementation

16.1 The action plan covers a two-year period 2023-25. Priority and quick win actions have been identified for year one. Quarterly progress updates will be provided to the CEB.

16.2 The corporate EDI project lead will agree directorate plans/priorities which will be reviewed at CEB.

17. Appendices

Appendix 1 – Corporate Action Plan

Appendix 2 – Summary of Data Requirements

18. Background Information

Appendix 3 – [Agenda Document Pack - Overview and Scrutiny Committee - 08-04-2021.pdf \(moderngov.co.uk\)](#)

Consultation

Name of consultee	Post held	Date sent to consultee	Date response received	Comments appear in paragraph:
Internal				
Amanda Askham	Strategic Director Strategy and Change	23/2/2023	6/3/2023	
Helen Harris	Director, Legal and Democratic Services	23/2/2023	7/3/2023	5. Legal
Emily Hill	Interim Strategic Director, Corporate Resources	23/2/2023	9/3/2023	4. Financial
Cllr Steve Donnelly	Cabinet Member for Inclusive Economy	23/2/2023	9/3/2023	
Sue Evans	HR Director	23/2/2023	6/3/2023	
External				

Report History

Decision type:	Urgency item?
EITHER: Key decision OR Non-key decision OR For information (Delete as applicable)	For Information
Report no.:	Report author and contact for queries:
	Samantha Whittick, Assistant Director EDI and Organisational Development

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Appendix 1

Corporate EDI Action Plan 2023-25

Theme	Actions	Desired Outcome	Timeframe	Owner	RAG
Recruitment Processes are robust and free from unlawful discrimination	<ul style="list-style-type: none"> Focused attention on senior level opportunities and increasing the pool of diverse candidates 	Recruitment outcomes are representative, and analysis is shared with the wider workforce	Ongoing	HRR&OD	
	<ul style="list-style-type: none"> All recruiting managers to attend face to face compulsory recruitment and selection training 	100% of managers complete the mandatory training before panel duty	Ongoing	HR&OD/SLT	
	<ul style="list-style-type: none"> Updated guidance on diverse panels to be re-issued to managers (exceptions must be open to challenge) 	Recruiting managers are clear about the requirements and their responsibilities	Immediately	HR&OD/recruiting managers	
	<ul style="list-style-type: none"> Consider monitoring/reporting arrangement for the 'make up' of interview panels 	90% of panels are diverse (2023/24) 95% (2024/25)	31/12/2024	HR&OD	
	<ul style="list-style-type: none"> Create pool of diverse panel members for reference and development to enable them to challenge unfair practices in real time 	Diverse panel members can be called upon to support the recruitment process	31/3/2024	HR&OD	
Theme	Actions	Desired Outcome	Timeframe	Owner	RAG
Diverse Representation – attract, recruit, and retain and progress a	<ul style="list-style-type: none"> Identify key recruitment campaigns/key roles (Strategic Director) and consider whether performance/diversity targets 	A more representative workforce profile particularly at senior level	Ongoing	HR&OD/SLT	

diverse range of employees	<p>should be applied with recruiting agents</p> <ul style="list-style-type: none"> Research and establish process to 'identify and support' future Black Asian, Minority Ethnic talent for opportunities at senior levels e.g. London Council projects Work in partnership with Legal to provide managers with clear advice and guidance on Positive Action interventions Managers encouraged to coach and develop staff from under-represented groups and an appropriate reward system established to reward progress 	<p>A robust pathway exists to encourage Black Asian Minority Ethnic applicants both internal and external to apply for roles</p> <p>Clear statement is available outlining what is lawful/unlawful practice</p> <p>At least 50% of staff taking part in the inclusive mentoring scheme are from an under-represented group</p>	<p>31/3/2025</p> <p>31/7/2023</p> <p>31/03/25</p>	<p>HR&OD</p> <p>HR&OD/Legal</p> <p>HR&OD</p>	
Theme	Actions	Desired Outcome	Timeframe	Owner	RAG
Data drives meaningful performance targets and actions	<ul style="list-style-type: none"> Create a dashboard metric for target setting, performance reporting and benchmarking enabling senior leaders review data on a quarterly basis Dashboard datasets (phase 1) to be made available to the Strategic Leadership team (SLT) to include establishment and workforce profile review 	<p>Data is easily accessible, understood and used effectively to make informed decisions about EDI related issues and set targets where appropriate</p> <p>SLT can confidently access and interpret data for their service area and use the data to inform staff briefings and service actions</p>	<p>31/03/2024</p> <p>31/03/2023</p>	<p>SLT, HR&OD, Strategy and Performance</p> <p>HR&OD/SLT</p>	

	<ul style="list-style-type: none"> Review data/dashboards (phase 2) and set SMART targets for 2023/24 and 2024/25 Launch campaign to encourage staff to complete personal data (unknown status – currently 15%) 	<p>SLT are clear about data requirements at management, corporate and sub/regional level (WLA/London Councils)</p> <p>An increase to 90% (2023/24) completion of personal data increasing to 95% (2024/25)</p>	<p>31/03/2024</p> <p>31/03/2024</p>	<p>HR&OD/SLT</p> <p>HR&OD/SLT</p>	
Theme	Actions	Desired Outcome	Timeframe	Owner	RAG
Corporate EDI Strategy to demonstrate our robust understanding of our workforce and have identified/responded to areas of improvement that align with the themes highlighted at directorate level	<ul style="list-style-type: none"> All directorate EDI leads to provide quarterly updates to the Corporate Equality Board on their directorate action plans, priorities for implementation and details of their staff engagement and monitoring approach 	The corporate EDI action plan helps to maintain focus on the EDI agenda and stakeholders can see progress at quarterly reviews	Ongoing	HR&OD/SLT/EDI Leads	
	<ul style="list-style-type: none"> EDI leads to finalise directorate action plans and share with CEB and service teams 	Stakeholders understand key priorities for the service and feel involved in the collaboration process	31/07/2023	EDI Leads/HR&OD	
	<ul style="list-style-type: none"> Corporate EDI Lead to monitor and undertake quarterly reviews of the plan in compliance with governance arrangements and the Public Sector Equality Duty 	Progress is reported and actions to mitigate issues are confirmed and or escalated to key stakeholders	Ongoing – quarterly/annual review	HR&OD/SLT	
Theme	Actions	Desired Outcome	Timeframe	Owner	RAG
Effective Communication Strategy to raise awareness and tackle inequality	<ul style="list-style-type: none"> Agree sign-off and implementation of Cultural Awareness Calendar 	All stakeholders are clear about the events that are celebrated and ways to get involved	31/5/2023	Communications/HR&OD	
	<ul style="list-style-type: none"> Develop a communication strategy in partnership with the 		31/5/2023	HR&OD/Communications	

	<p>Communications Team for the year ahead (2023/24)</p> <ul style="list-style-type: none"> • Advertise the optional use of gender pronouns 	<p>Staff are clear about the council's approach to EDI, what to expect, interventions and achievements</p> <p>Greater tolerance and understanding of difference</p>	Ongoing	Communications	
Theme	Actions	Desired Outcome	Timeframe	Owner	RAG
Learning and Development including clear Talent Management frameworks and understanding barriers to achievement	<ul style="list-style-type: none"> • Explore options for compulsory EDI training for all staff and managers for consideration by SLT/CEB 	All staff are clear about expectations and mandatory training. Involvement in the training will raise cultural awareness, understanding and improve tolerance	31/03/2023	HR&OD	
	<ul style="list-style-type: none"> • Develop and implement a New Ealing Manager Induction to include clear responsibilities/expectations with regard the EDI agenda 	The attributes and skills of the Ealing Manager are explicit, improve understanding of expectations and accountability across the organisation, and managers are clear where to access development and support	31/07/2023	HR&OD/SLT	
	<ul style="list-style-type: none"> • Recruit the second cohort for the Aspiring Leaders programme for Black, Asian, Minority Ethnic staff and develop process to track their progress 	We have a clear pipeline of staff from under-represented groups who are being developed as future managers/leaders	31/07/2023	HR&OD/SLT	
	<ul style="list-style-type: none"> • Recruit and launch the 'Rise Up' programme for front line Black, Asian, Minority Ethnic staff with aspirations to become managers 		31/03/2024	HR&OD/SLT	
	<ul style="list-style-type: none"> • Research options to enhance the current inclusive mentoring 	The tools and support mechanisms are in place and facilitate a mentoring culture	31/03/2025	HR&OD	

	programme to include reciprocal mentoring arrangements	respected by staff – confirmed by staff survey			
Theme	Actions	Desired Outcome	Timeframe	Owner	RAG
Management practices for Cultural Change	<ul style="list-style-type: none"> Review HR policies and guidance to ensure they are relevant and meet EDI requirements (action plan and priority list for 2023/24 is under consideration) 	HR policies and guidance are robust, up to date and have been assessed for EDI compliance and good practice	31/03/2025	HR&OD/SLT	
	<ul style="list-style-type: none"> Raise awareness of performance appraisal conversation process improvements and set completion targets 	Staff feedback on their experience of the process and quality of appraisal conversation. Staff and managers' report improvements to performance outcomes	31/03/2024	HR&OD	
	<ul style="list-style-type: none"> Appraisal compliance dashboard reports will be supplied to SLT/directorate management teams on a quarterly basis for review and follow up 	Appraisal completion improves to 90% (2023/24) and 95% (2024/25). Stakeholders are held to account for non-compliance and performance improvements are noted through an agreed plan	31/03/2024	HR&OD/SLT	
	<ul style="list-style-type: none"> Develop and administer an EDI specific pulse survey for the workforce to evaluate engagement, organisational culture, leadership, access to opportunities 	To have a current picture of progress, perception and areas for future focus and development	31/03/2024	HR&OD	
	<ul style="list-style-type: none"> Explore options for a reward and recognition system for directorates/departments with exemplary positive inclusive culture 	A clear system/approach exists to identify, share, and celebrate good inclusive practice	31/03/2025	HR&OD/SLT	

Theme	Actions	Desired Outcome	Timeframe	Owner	RAG
Staff Equality Group (SEG) to help enable an inclusive and collaborative environment	<ul style="list-style-type: none"> Promote SEGs and clarify support and commitment to protected time as set out in Terms of Reference 	Staff are aware of the groups and membership/allyship increases, options to join and protected time entitlement	Ongoing	HR&OD/SEG Elected Chairs	
	<ul style="list-style-type: none"> Monitor and review the demands (time/resources request) being made of SEG 	Self-managed groups who feedback that they are actively involved in CEB, directorate, departmental engagement sessions and feel they can contribute to decision making	Ongoing	HR&OD/SEG Elected Chairs	
	<ul style="list-style-type: none"> Facilitate SEG development sessions in preparation for future meetings or as requested by the Chair/admin team 	SEG report they feel supported, and their development needs are met	Ongoing		
	<ul style="list-style-type: none"> Review end of year progress report and priorities for each SEG as set out at the last CEB 	SEG can demonstrate, celebrate, and share their achievements with the wider workforce	31/03/2024		
	<ul style="list-style-type: none"> Work in partnership with SEG to organise Cultural Awareness Days events as agreed in the cultural calendar 	Cultural awareness days are advertised and attended by staff and proven to show a clear link with improving cultural tolerance and competence	Ongoing		
	<ul style="list-style-type: none"> Design, develop and facilitate SEG Election Process for chair/s and other support roles as appropriate 	A democratic process exists to support the appointment of group Chairs	31/3/2024		

Theme	Actions	Desired Outcome	Timeframe	Owner	RAG
Pan London Presence and involvement in Pilot of anti- racist statement and EDI Standard	<ul style="list-style-type: none"> Participate in the pilot of the draft EDI standard Launched by London Councils – undertake a self and peer assessment against the framework and incorporate findings into the corporate action plan 	Ealing has a clear measure and can benchmark our progress against other London councils	31/03/2024	HR&OD	
	<ul style="list-style-type: none"> Council officers to remain active on the regional scene and contribute to discussions on EDI and projects e.g., Career development and progression 	Understand and share best practice approach and learn lessons for implementation of future EDI interventions	31/03/2025	HR&OD	
	<ul style="list-style-type: none"> Explore and apply for EDI Awards 	External recognition in recognition of good practice and achievements	31/03/2025	HR&OD	

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<p>Report for: INFORMATION</p> <p>Item Number:</p>

Contains Confidential or Exempt Information	NO
Title	Report by the Local Government and Social Care Ombudsman – Complaint reference 21 013 463
Responsible Officer(s)	Carolyn Fair – Acting Strategic Director for Children’s Services
Author(s)	Sam Bailey, Head of Democratic Services
Portfolio(s)	Cllr Kamaljit Kaur Nagpal, Cabinet Member for A Fairer Start
For Consideration By	Cabinet
Date to be Considered	29 March 2023
Implementation Date if Not Called In	None – report is to note
Affected Wards	This information is confidential
Keywords/Index	LGO, complaint, social care

Purpose of Report:

The Local Government Ombudsman has completed a complaint investigation which found in favour of the complainant. Occasionally the LGO asks the Council to formally report its findings on a complaint that has been upheld to members, and has done so in this case.

1. Recommendations

That Cabinet:

1. Notes the findings of the Local Government and Social Care Ombudsman (LGO), attached as Appendix 1 to this report.
2. Notes that the Council accepts the recommendations and has issued an apology to the complainant and paid her £500 as suggested by the LGO as a remedy.
3. Notes that the other recommendations that the LGO has made have either been completed or are underway.

2. Reason for Decision and Options Considered

- 2.1 The LGO completed its investigation into a complaint made against the Council in June 2021. The full details of the complaint and LGO's findings can be found in appendix 1 to this report.
- 2.2 The Council has accepted the LGO's findings and recommendations and has actioned, or in the process of actioning all of the recommendations.
- 2.3 The LGO asked the Council to report its findings to an appropriate body of Council as it found that the complainant had suffered injustice as a result of maladministration. The Council is required to comply with this request by Section 31 (2) of the Local Government Act 1974.
- 2.4 The Council is also required to place two public notices in local newspapers or local newspaper websites notifying the public of the existence of a report of injustice as a result of maladministration made by the LGO. This requirement has also been completed.
- 2.5 The complainant has received a formal apology and been paid the £500 remedy.
- 2.6 The Council has also agreed to obtain the missing information referred to in the report, and investigate the stage two complaint without further delay.
- 2.7 A review of information sharing arrangements with the National Fostering Agency and other Fostering Agencies is currently underway. This exercise should improve information sharing and prevent a repeat of this issue in the future.

3. Key Implications

4. Financial

The Children's Services department has funded the £500 compensation paid to remedy the complaint from their budget. This is a small amount compared to the department's overall budget and is unlikely to have a material impact on the department's budgetary position at the end of the financial year.

5. Legal

The Council is required to consider this report under Section 31 (2) of the Local Government Act 1974.

6. Value For Money

It is considered value for money to pay a remedy and accept the recommendations of the LGO as they act as a remedy for injustice, and also a learning opportunity in order for the Council to improve its processes. This will improve services for residents and therefore improve value for money overall.

7. Sustainability Impact Appraisal

Not applicable.

8. Risk Management

Not applicable.

9. Community Safety

None.

10. Links to the 3 Key Priorities for the Borough

Ensuring that the council acts openly, transparently and learns from any upheld complaints assists the authority in delivering all three of the administration's key priorities for the Borough which are:

- fighting inequality
- tackling the climate crisis
- creating good jobs.

11. Equalities, Human Rights and Community Cohesion

An Equalities Analysis Assessment is not required for this report as it is only for noting. Equalities issues will have been considered thoroughly as part of the investigation process for the complaint both within the Council's complaints department and by the LGO.

12. Staffing/Workforce and Accommodation implications:

Accepting the recommendations will have a small impact on training within the workforce. However this will help the Council to improve its procedures.

13. Property and Assets

None.

14. Any other implications:

None.

15. Consultation

None.

16. Timetable for Implementation

The LGO has asked that an apology is made, compensation paid and a report made to Councillors within 3 months of the issue of the report. This deadline has been met through this report being considered by Cabinet.

17. Appendices

Appendix 1 – LGO Report on Complaint Reference 21 013 463

18. Background Information

None

Consultation

Name of consultee	Post held	Date sent to consultee	Date response received	Comments appear in paragraph:
Internal				
Helen Harris	Director of Legal and Democratic Services	23.01.2023	23.01.2023	
Heather Dickie	Complaints Manager – Adults and Children’s Services	23.01.2023	23.01.2023	
Cllr Kamaljit Kaur Nagpal	Cabinet Member for Healthy Lives	23.01.2023	23.01.2023	Throughout
Carolyn Fair	Acting Strategic Director for Children’s Services	13.01.2023	13.01.2023	Throughout
Emily Hill	Interim Strategic Director, Corporate Resources	15.03.2023	17.03.2023	
External				
None				

Report History

Decision type:	Urgency item?
For information	Yes
Report no.:	Report author and contact for queries: Sam Bailey, Head of Democratic Services
	Baileysa@ealing.gov.uk
	Tel: 020 8825 7497

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**Report by the Local Government and Social Care
Ombudsman**

**Investigation into a complaint about
London Borough of Ealing
(reference number: 21 013 463)**

5 January 2023

The Ombudsman's role

For more than 40 years the Ombudsman has independently and impartially investigated complaints. We effectively resolve disputes about councils and other bodies in our jurisdiction by recommending redress which is proportionate, appropriate and reasonable based on all the facts of the complaint. Our service is free of charge.

Each case which comes to the Ombudsman is different and we take the individual needs and circumstances of the person complaining to us into account when we make recommendations to remedy injustice caused by fault.

We have no legal power to force councils to follow our recommendations, but they almost always do. Some of the things we might ask a council to do are:

- > apologise
- > pay a financial remedy
- > improve its procedures so similar problems don't happen again.

Section 30 of the 1974 Local Government Act says that a report should not normally name or identify any person. The people involved in this complaint are referred to by a letter or job role.

Key to names used

Mrs X The complainant

Report summary

Education and Children's Services – statutory complaint procedure

Mrs X complained about the Council's decision to remove two foster children from her care. The Council has been unable to complete the statutory complaint procedure in this case. The Council claimed the fostering agency commissioned to place the children says it cannot provide all the information requested. This has caused Mrs X and her family injustice due to uncertainty and frustration at the lack of an outcome to their complaints.

Finding

Fault found causing injustice and recommendations made. The Council has failed to apply itself fully to obtaining information from the fostering agency and taking a robust approach to completing the statutory complaints process.

Recommendations

The Council must consider the report and confirm within three months the action it has taken or proposes to take. The Council should consider the report at its full Council, Cabinet or other appropriately delegated committee of elected members and we will require evidence of this. (*Local Government Act 1974, section 31(2), as amended*)

To remedy the injustice caused, we recommend the Council:

- apologises to Mrs X for the delay in responding to her complaints;
- pays Mrs X £500 to recognise the distress, time, trouble and frustration caused by the delay;
- arranges to obtain the outstanding information from the National Fostering Agency and the Independent Review Mechanism Panel to enable investigation of Mrs X's stage two complaints without further delay; and
- review its information sharing arrangements with the NFA and other fostering agencies about unfettered access to personal data relating to children it has placed in foster care. The Council should take whatever formal steps it can to encourage the organisation responsible to make any appropriate changes to the cross-borough independent foster care contract the Council uses to strengthen the information sharing clauses.

The Council has accepted our recommendations.

The complaint

1. Mrs X complained about the Council's handling of her concerns about its decision to remove two foster children from her care. The Council has failed to complete its stage two investigation under the statutory complaint process and Mrs X believes this is due to the fostering agency involved. The fostering agency has not provided the Council with the information needed to complete its investigation. The lack of conclusion and delay in progressing Mrs X's complaint has caused her and her family significant distress and uncertainty.

Legal and administrative background

The Ombudsman's role and powers

2. We investigate complaints about 'maladministration' and 'service failure'. In this report, we have used the word 'fault' to refer to these. We must also consider whether any fault has had an adverse impact on the person making the complaint. We refer to this as 'injustice'. If there has been fault which has caused an injustice, we may suggest a remedy. (*Local Government Act 1974, sections 26(1) and 26A(1), as amended*)
3. We investigate complaints about councils and certain other bodies. We cannot investigate the actions of bodies such as The National Fostering Agency. (*Local Government Act 1974, sections 25 and 34A, as amended*)
4. Under the information sharing agreement between the Local Government and Social Care Ombudsman and the Office for Standards in Education, Children's Services and Skills (Ofsted), we will share this decision with Ofsted.

Children's Social Care Complaints

5. Section 26(3) of the Children Act 1989 says all functions of the local authority under Part 3 of the Act may form the subject of a complaint under the statutory complaints procedure.
6. The law sets out a three-stage procedure for councils to follow when looking at complaints about children's social care services. The accompanying statutory guidance (the guidance), '*Getting the best from complaints*', explains councils' responsibilities in more detail.
7. The first stage of the procedure is local resolution. Councils have up to 20 working days to respond.
8. If a complainant is not happy with a council's stage one response, they can ask that it is considered at stage two. At this stage of the procedure, councils appoint an investigator and an independent person who is responsible for overseeing the investigation. Councils have up to 65 working days to complete stage two of the process from the date of request.
9. If a complainant is unhappy with the outcome of the stage two investigation, they can ask for a stage three review by an independent panel. The council must hold the panel within 30 days of the date of request, and then issue a final response within 20 days of the panel hearing.
10. The guidance says once a complaint has entered stage one, the council must ensure the complaint continues to stages two and three if the complainant wishes apart from in very limited circumstances when the council can make an early

referral to us after stage two. (*Department for Education, Statutory guidance for local authority children's services on representations and complaints procedures, 2006*)

11. The guidance lists who may complain using the statutory procedure. The council does not need consent from the child or young person to investigate a complaint from a person on this list. However, it may need consent from the child or young person to disclose information about them to the person making a complaint.
12. Section 24D of the Children Act 1989 states that a local authority foster carer, including those caring for children placed through independent fostering agencies, is eligible to complain under the Children Act statutory process.
13. The guidance also states that:

“Section 119 of the Health and Social Care (Community Health and Standards) Act 2003, makes an amendment relevant to the complaints functions to Section 31 of the Data Protection Act 1998. This is that people charged under the regulations with consideration of complaints are exempt from the subject information provisions of the Data Protection Act 1998 to the extent to which application of these provisions would prejudice considering the complaint. The subject information provisions of the Data Protection Act allow for individuals to obtain information which is held on them by others. Section 31 of the Data Protection Act provides an exemption from these provisions by reference to a number of different categories of regulatory function exercised by public bodies...”

and,

“The Complaints Manager should arrange for a full and considered investigation of the complaint to take place without delay. He may also request (in writing) any person or body to produce information or documents to facilitate investigation, and consideration should be given to matters of disclosure and confidentiality. Consideration of the complaint at Stage 2 should be fair, thorough and transparent with clear and logical outcomes...”
14. While guidance refers to the Data Protection Act 1998, this has since been replaced by the Data Protection Act 2018 and the sections relevant to this case can now be found in Schedule 2, Part 2, paragraph 10(2) of the Data Protection Act 2018 (function of considering complaints under ss.24D and 26 of the Children Act 1989).

How we considered this complaint

15. We produced this report after speaking to the complainant and examining relevant documents from the Council and the National Fostering Agency.
16. The National Fostering Agency (NFA) is a third party to this investigation and, while we have chosen to name it in this report given the wider public interest, we are clear any fault we have found is attributable solely to the Council.
17. Mrs X, the Council and the NFA all had an opportunity to comment on our draft report. We considered any comments made before issuing this final report.

What we found

What happened

18. Mrs X and her husband were registered as foster carers by the NFA since 2010. In March 2015, two children were placed with them by the Council. These children

were removed from Mrs X's care in December 2019 following a safeguarding referral.

19. Mrs X complained to the Council in June 2020 about its decision to remove the foster children from her care and the lack of support she had received from NFA while fostering. The Council responded under stage one of the statutory complaints process and explained it could not investigate any complaints Mrs X had about the actions of NFA.
20. Following further correspondence with the Council, Mrs X eventually brought her concerns to us at the end of 2020, when the Council declined to take Mrs X's concerns through the rest of the statutory complaints process.
21. In April 2021, we upheld Mrs X's complaint (case reference [20 009 341](#)). We asked the Council to finish considering Mrs X's complaints under stage two and if requested by the complainant, consider it under stage three of the statutory procedure. We asked the Council to also consider the impact of the delay in progressing Mrs X's complaints and to provide an appropriate remedy to her for this.
22. In early May 2021, the Council appointed an Investigating Officer (IO) and Independent Person (IP) to complete the stage two complaint investigation of Mrs X's concerns. The IO and IP spoke by telephone with Mrs X and her husband at the end of May 2021 and obtained an agreed statement of complaint from them on 12 July 2021. On the same date, the IO submitted a list of information they needed from the Council and NFA to complete their investigation.
23. On 20 July 2021, the Council contacted NFA to request the information the IO had asked for. On 6 August 2021, NFA told the Council it could not provide the information requested without consent from Mrs X and her husband. The Council and NFA had further correspondence during August 2021 about obtaining Mrs X and her husband's consent. Mrs X and her husband gave their consent to NFA on 18 August 2021.
24. There was further correspondence between the Council and NFA following this because the Council required unredacted information from NFA. NFA told the Council it was processing the request for information as a subject access request under the General Data Protection Regulations. As a result, NFA said it could not disclose third party personal data to the Council without consent or an explicit lawful basis for disclosure. NFA also advised the Council that some of the information it had requested was held by the Independent Review Mechanism (IRM) Panel that reviewed decisions relating to Mrs X and her husband's status as foster carers.
25. The Council's contact with NFA to obtain the information needed for the stage two complaint investigation concluded on 1 November 2021. The Council referred Mrs X's complaint back to us because it claimed it was unable to complete the statutory complaint process as it could not access the necessary information from NFA.

Our enquiries

26. We made enquiries with the Council and NFA about their respective handling. The Council told us it made repeated unsuccessful requests to NFA for the information needed before referring the matter back to us.
27. NFA explained in its response to our enquiries that it had received legal advice which prevents it from disclosing unredacted material about the two foster

children to the Council without having a lawful basis to do so. It maintains the view that Mrs X and her husband cannot give valid legal consent as they did not have parental responsibility for the two children placed in foster care with them in March 2015.

28. NFA also says the Council has not provided an explicit lawful basis to enable disclosure of the information it has requested. NFA states it believes the Council had received copies of all the information it had originally requested in unredacted form. NFA has also confirmed that it has not sought guidance from the Information Commissioner's Office (ICO) during its handling of the Council's requests.

Conclusions

29. There is a clear and explicit statutory basis under which councils should investigate complaints under the Children Act 1989. Consequently, processing of relevant personal data is permitted under articles 6(1)(c) (legal obligation of data controller) or 6(1)(e) (performance of a public task) of the General Data Protection Regulations and Schedule 2 Part 2 paragraph 10(2) of the Data Protection Act 2018. Foster carers are covered by this statutory guidance and as such are entitled to complain to the Council about its handling. This would in our view include investigating any complaints relating to the handling of any services the Council commissions another organisation to undertake on its behalf, such as NFA in this case. This statutory basis is separate to any subject access right the Council may also be able to exercise to the extent that it holds parental responsibility for a child.
30. NFA states Mrs X and her husband did not hold parental responsibility for the children in question and as such cannot provide valid consent for the disclosure of their personal data. While this is correct, the children are the subject of a care order which meant parental responsibility for them was shared by the Council and their birth parents. We do however note that NFA was not made aware of the care order when the Council made its requests.
31. Given the Council holds shared parental responsibility, it could and had provided valid consent to access information about the children from NFA when it originally made its request. It is unclear why the Council have not been alert to this. In any event, parental responsibility would only be relevant if the Council was making a subject access request. Consent is not relevant to the Council's contractual and/or statutory rights and obligations to investigate complaints under the Children Act 1989 and wider duties.
32. It is equally unclear why the Council appears not to have made requests for information from the IRM Panel when NFA advised it that some of the information it had asked for was held elsewhere. This was fault by the Council as it has not pursued all available avenues for obtaining information the IO had requested.
33. The protracted and ultimately fruitless interaction between the Council and NFA has meant Mrs X has been left in a situation where her complaints have still not been fully investigated by the Council. Mrs X has been waiting since July 2020 for the Council to consider her complaints under stage two (and if needed stage three) of the statutory complaint procedure; a process which at stage two should take a maximum of 65 working days to complete.
34. The significant delay in progressing this complaint has caused distress, uncertainty and frustration for Mrs X and her family. This was fault by the Council,

as was its failure to robustly, promptly and effectively deal with the difficulties it encountered with obtaining information from NFA, including its inability to consider its own contractual and/or statutory rights to the information.

35. As there appears no valid reason for NFA to withhold the information the Council has requested, our recommendations below seek to address this to enable swift progression of Mrs X's stage two complaints.

Recommendations

36. The Council must consider the report and confirm within three months the action it has taken or proposes to take. The Council should consider the report at its full Council, Cabinet or other appropriately delegated committee of elected members and we will require evidence of this. (*Local Government Act 1974, section 31(2), as amended*)
37. In addition to the requirements set out above, the Council has agreed to take the following action to remedy the injustice identified in this report:
- apologise to Mrs X for the delay in responding to her complaints;
 - pay Mrs X £500 to recognise the distress, time, trouble and frustration caused by the delay;
 - arrange to obtain the outstanding information from NFA and the IRM Panel to enable investigation of Mrs X's stage two complaints without further delay; and
 - review its information sharing arrangements with the NFA and other fostering agencies about unfettered access to personal data relating to children it has placed in foster care. The Council should take whatever formal steps it can to encourage the organisation responsible to make any appropriate changes to the cross-borough independent foster care contract the Council uses to strengthen the information sharing clauses.

Decision

38. We find fault with the Council, which has caused Mrs X significant injustice. We have completed our investigation as the Council has agreed to take action to remedy that injustice.