

Public Document Pack



Notice of Meeting:

Cabinet

Meeting Location:

The Atrium, Perceval House,
14-16 Uxbridge Road, Ealing, W5 2HL

Date and Time:

Wednesday, 6 March 2024 at 5.00 pm

Contact for Enquiries:

Email: democraticservices@ealing.gov.uk

Telephone: 020 8825 5291

Chief Executive:

Tony Clements

Members:

Portfolio

J Anand	Cabinet Member for Tackling Inequality
J Blacker	Cabinet Member for Healthy Lives
L Brett	Cabinet Member for Decent Living Incomes
D Costigan	Deputy Leader and Cabinet Member for Climate Action
S Donnelly	Cabinet Member for Inclusive Economy
P Knewstub	Cabinet Member for Thriving Communities
B Mahfouz	Cabinet Member for Safe and Genuinely Affordable Homes
S Manro	Cabinet Member for Good Growth and New Homes
P Mason (Chair)	Leader of the Council
K K Nagpal	Cabinet Member for A Fairer Start

AGENDA

This meeting will be broadcast live on YouTube

Please click the following link to view the meeting:

[Ealing Council - YouTube](#)

- 1 **Apologies for Absence**
- 2 **Urgent Matters**
- 3 **Matters to be Considered in Private**
- 4 **Declarations of Interest**
- 5 **Minutes** (Pages 3 - 16)

To approve as a correct record the minutes of the meeting held on Wednesday 7 February 2024.
- 6 **Appointments to Sub Committees and Outside Bodies**
- 7 **Adults and Children's domiciliary care and adult day opportunities DPS procurement** (Pages 17 - 50)
- 8 **Ealing Serious Violence Strategy** (Pages 51 - 72)
- 9 **Greener Ealing Business Plan** (Pages 73 - 106)
- 10 **Update on the Future of Warren Farm Sports Ground** (Pages 107 - 124)
- 11 **Date of the next meeting**

The date of the next meeting is:
Wednesday 17 April 2024.

Exclusion of the Public and Press

Published: Tuesday, 27 February 2024

Minutes of the meeting of the Cabinet

Date: Wednesday, 7 February 2024

Venue: The Atrium - Perceval House

Attendees (in person): Councillors

P Mason (Chair), J Anand, J Blacker, L Brett, S Donnelly, P Knewstub, B Mahfouz, S Manro and K K Nagpal

Also present (in person): Councillors

J Gallant, G Malcolm and G Shaw

1 Apologies for Absence

Apologies were received from Cllr Costigan.

Apologies for lateness were received from Cllr Mahfouz.

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

Agenda Item 7 - 2023/24 Quarter 3 Budget Monitoring Report

- Cllr Gallant

Agenda Item 8 - 2024/25 Budget Strategy and Medium-Term Financial Strategy

- Cllr Gallant

Agenda Item 9 - Acquisition programme to increase supply of housing for temporary accommodation

- Cllr Malcolm
- Cllr Gallant

Agenda Item 11 - Gurnell Leisure Centre

- Cllr Malcolm
- Cllr Gallant

Agenda Item 12 - Housing Revenue Account (HRA) Business Plan 2024-25

- Cllr Gallant

Agenda Item 13 - Mattock Lane Safer Zone PSPO

- Cllr Malcolm

The 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.

2 Urgent Matters

There were none.

3 Matters to be Considered in Private

Items 13 contained a confidential appendix but was not taken in private as it was not necessary to discuss the confidential information provided.

4 Declarations of Interest

There were none.

5 Minutes

RESOLVED:

That the minutes of the Cabinet meeting held on Wednesday 17 January 2024 be agreed and signed as a true and correct record.

6 Appointments to Sub Committees and Outside Bodies

There were none.

7 2023/24 Quarter 3 Budget Monitoring Report

RESOLVED:

That Cabinet:

- I. Noted the estimated General Fund revenue budget outturn position of net £0.018m (0.01%) overspend for 2023/24 (section 4), and an overspend of £5.975m position on the Housing Revenue Account for 2023/24 (section 7).
- II. Noted the Dedicated Schools Grant (DSG) balance at the year-end was forecast as a deficit balance of £1.952m. The forecast in-year movement of the DSG was £3.297m, which was to be charged to the DSG account (section 6).
- III. Noted the progress on delivering the 2023/24 savings programme (section 5).
- IV. Noted the 2023/24 capital programme forecast (paragraph 8.3).
- V. Approved the re-profiling of 2023/24 capital programme net slippage of over £1m of £53.065m (Appendix 2) into future years.
- VI. Noted that the capital schemes to be decommissioned (£0.212m of 2023/24 budgets) (paragraph 8.5.) were to be agreed to be decommissioned in the '*Budget Strategy and MTFs 2024/25 to 2027/28*' report.

REASON FOR DECISION AND OPTIONS CONSIDERED:

To forecast the financial position for 2023/24 based on available information at the end of 31 December 2023. The report outlined the Council's forecast position on revenue, capital, income, and expenditure to the end of Quarter 3.

8 2024/25 Budget Strategy and Medium Term Financial Strategy

RESOLVED:

That Cabinet:

Revenue Budget

- I. Approve total General Fund savings of £32.847m over the MTFS period 2024/25 to 2027/28, of which £15.918m is to be delivered from the General Fund in 2024/25 (section 11.23 and Appendix 2).
- II. Authorised the Strategic Director with responsibility for each proposal (including fees and charges) to:
 - a) carry out all steps required in relation to each proposal, including carrying out any consultation.
 - b) consider any consultation outcomes and other detailed implications.
 - c) complete and consider the implications of any equalities analysis assessment required.
 - d) following completion of 1.3(a), 1.3(b) and 1.3(c) above:
 - i) determine whether to amend any proposal prior to implementation;
 - ii) determine whether a further report needs to be considered by Cabinet, the relevant portfolio holder or officer before a final decision is taken on implementation; and
 - iii) where a decision is taken not to proceed with any proposal, bring forward alternative proposal(s).
- III. In relation to savings proposals that are cross-cutting across more than one service, authorise the Strategic Director with primary responsibility for the proposal to complete any required equalities analysis assessments and to consider the outcome, and any other implications, following consultation with the Strategic Directors of other services, prior to taking any decisions to implement such proposals.
- IV. Noted the latest Medium-Term Financial Strategy (MTFS) for 2024/25 to 2027/28 (Section 11).
- V. Approved £38.796m of revenue growth for pressures in 2024/25 (paragraph 11.7) which will be included in departmental control totals used for the service budget setting process.
- VI. Noted that the General Fund balance is scheduled to be £17.732m for 2023/24 and notes the forecast levels of earmarked reserves (paragraph 17.12 and Appendix 10).
- VII. Noted that the council can agree a balanced budget for 2024/25 and that any remaining budget gap following the Council Tax decision by Full Council on 5 March 2024 will be closed using reserves.
- VIII. Noted the delay in the publication of the Final Local Government Finance Settlement and delegated any further changes to the budget proposals as a result of changes in funding to the Strategic Director, Resources in consultation with the Leader and the Cabinet Member for Inclusive Economy.
Fees and Charges
- IX. Approved the schedule of fees and charges for 2024/25 (paragraph 10.4 and Appendix 3).
Business Rates Discount
- X. 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 are, or which will become accredited with the Living Wage Foundation and who meet the criteria as set out in the February 2016 Cabinet report: Discretionary Discount Scheme for Businesses accredited to Living Wage Foundation and extend the offer to new applicants, for 2024/25 (paragraphs 7.4 – 7.5).

- XI. Authorised the Strategic Director, Resources to make determinations in relation to applications for such NNDR discounts, in accordance with the council's adopted criteria.

Schools Budget

- XII. Noted the outcome of 2024/25 School Funding Formula changes as agreed in consultation with the Schools Forum (Section 13) and authorised the Strategic Director, Resources 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.
- XIII. Approved the Dedicated Schools Grant (DSG) School Funding Formula for 2024/25 as set out in section 13.
- XIV. Approved the Dedicated Schools Grant (DSG) Early Years Funding Formula Factors for 2024/25 (paragraphs 13.4 & 13.12).

Housing Revenue Account (HRA)

- XV. Noted the HRA revenue budget for 2024/25, as presented to Cabinet in the '*Housing Revenue Account (HRA) Business Plan 2024-25*' report elsewhere on this Agenda (Section 14).
- XVI. Noted the verbal feedback from the Portfolio Holder from the following meetings with regards to the budget proposals:
a) Ealing Business Partnership meeting held on 1 February 2024; and
b) Overview and Scrutiny meeting held on 6 February 2024.

Endorsed and approved the following recommendations to Full Council on 5 March 2024, that it:

Revenue Budget 2024/25 and Medium-Term Financial Strategy 2024/25 to 2027/28:

- XVII. Considered and approved the Revenue Budget for 2024/25 as summarised in Appendix 1.
- XVIII. Considered the advice of the Strategic Director, Resources on the levels of reserves and robustness of estimates in setting the budget as required by Section 25 of the Local Government Act 2003 (Section 17).
- XIX. Noted the financial risks and pressures set out in the report (Section 11 and Section 21).
- XX. Approved the Parking Account 2024/25 (Section 12 and Appendix 5).
- XXI. Approved the draft Schools budget of £335.412m and agreed that any changes to the budget reasonably required as a result of the final 2024/25 DSG settlement are delegated to the Strategic Director, Children's Services following consultation with the Strategic Director, Resources (Section 13).
- XXII. Approved for the Strategic Director, Resources to agree appropriate actions to comply with DSG guidance, including agreeing the appropriate Deficit Recovery plan for DSG (Section 13).

Capital Programme 2024/25 – 2027/28

- XXIII. Approved the new General Fund capital programme additions

totalling £151.601m, £1.962m of budgets to be decommissioned and budget re-profiling (paragraphs 15.7 & 15.8 and Appendix 6).

XXIV. Approved the updated profile of the current Capital Programme, as set out in Section 15 and Appendix 7.

Capital Strategy, Treasury Management and Pension Fund

XXV. Approved the Treasury Management Strategy including the associated Prudential Indicators and Annual Investment Strategy (Section 16 and Appendix 9).

XXVI. Approved the Treasury Management Policy Statement (Appendix 9).

XXVII. Noted the Strategic Director, Resources will implement the Treasury Management Strategy under existing officer delegated powers (Appendix 9).

XXVIII. Approved the Minimum Revenue Provision (MRP) policy (Appendix 9).

XXIX. Noted that the council manages cash on behalf of the Pension Fund and West London Waste Authority in accordance with the Treasury Management Strategy (Appendix 9).

XXX. Approved the Capital Strategy (Appendix 8).

Council Tax and Business Rates

XXXI. Approved the officer recommendation of an increase of 2% for the Social Care Precept and an increase of 2.99% for Council Tax in 2024/25 (paragraph 8.7).

XXXII. Noted the proposed Greater London Authority (GLA) Band D precept of £471.40 for 2024/25 (paragraph 8.3).

XXXIII. Noted that the Strategic Director, Resources calculated under delegated authority on 11 January 2024 the amount of 123,109.5 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 2024/25; in accordance with regulation 3 of the Local Authorities Calculation of Council Tax Base Regulations 1992 as amended made under Section 335 and 344 of the Local Government Finance Act 1992 (paragraph 8.1).

XXXIV. Noted the forecast Collection Fund position for 2023/24 (paragraph 9.5).

XXXV. Noted the council's share of the council tax and business rates income forecast for 2024/25, as approved by the Strategic Director, Resources (paragraph 7.3 and paragraph 8.8).

XXXVI. Approved the continuation of a premium on top of the standard council tax for properties which have been empty for more than 2 years and to commence an additional 100% charge for the properties empty for more than one year from 1 April 2024 (paragraphs 8.9-8.15)

XXXVII. Approved the introduction for charging a premium on top of the standard council tax for properties which are not occupied as a household's sole or main residence (second homes) from 1 April 2025 (paragraph 8.16).

XXXVIII. Approved the continuation of the Local Council Tax Reduction Scheme for the financial year 2024/25 as approved by Cabinet on 7 December 2022 (paragraphs 8.17 to 8.37, Appendix 4).

REASON FOR DECISION AND OPTIONS CONSIDERED:

1. The main purpose of the report on the 2024/25 Budget and Medium-Term Financial Strategy (MTFS) was to enable Cabinet to consider the budget

proposals and make recommendations to Full Council when it finalises the budget and sets the council tax on 5 March 2024.

2. The council had continued to provide budget growth in services that experience significant and continued demand and market pressures, with prioritisation being given to the most vulnerable groups. Due to the complexity of the service provision, against the backdrop of continuing uncertainty of long-term government funding, notwithstanding the increase in cash-terms in funding in the Provisional Local Government Finance Settlement, these services continued to operate in a challenging resource environment where small demand changes could lead to material budget variances.

3. The savings proposals in the report align with the strategic vision, Council Plan and the Medium-Term Financial Strategy on the allocation of resources. Some of the savings proposals would have further implications which would only emerge following detailed planning and consultation. Where this was the case, those implications would be considered before a final decision is taken on implementation, including whether a proposal should be amended. Where detailed proposals result in a lower financial saving, it was the responsibility of the relevant Strategic Director to find alternative replacement savings.

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

9 Acquisition programme to increase supply of housing for temporary accommodation

RESOLVED:

That Cabinet:

- I. Noted the ambition for acquisition of up to 300 units.
- II. Created a new Capital Programme envelope called Accommodation Acquisition (phase 3) at a value of £150m. This envelope – when drawn down – would be funded from both prudential borrowing as well as use of any available Flexible Housing Support Grant and other capital funding that may become available in the future from the government or the GLA. Any associated revenue costs are to be covered within the existing Temporary Accommodation and Housing Benefit Subsidy shortfall revenue budgets.
- III. Authorised the Strategic Director for Housing and Environment, following consultation with the Strategic Director of Resources, to approve individual acquisitions.
- IV. Authorised the cabinet portfolio holder for safe and genuinely affordable homes, following consultation with the Strategic Director for Housing and Environment and the Strategic Director for Resources, to approve entering into large scale acquisition arrangements (leasehold or freehold) and investments.

REASON FOR DECISION AND OPTIONS CONSIDERED:

1. Homelessness was rising in Ealing and across the UK as a result of the shrinking private rental market, rising rents and other financial pressures on individuals as a result of the cost-of-living crisis. At the same time and for some of the same reasons, the council's ability to respond effectively to the rise in demand has been reduced.

2. The council has historically enjoyed success in preventing and relieving homelessness and in maintaining a temporary accommodation portfolio which minimised costs. In the current economic climate, the council was struggling to maintain its successful record and this report set out the challenges it faced.
3. The challenges were related to both increasing demand and reducing supply, and the reasons for proposing a third stage of an acquisition programme was to increase the resource available to the council to provide homes for those in need.

10 Community School Admissions Arrangements 2025-26

RESOLVED:

That Cabinet:

- I. Agreed the admissions arrangements and published admission number (PAN) 2025/26 for Ealing community schools (Appendix 1).
- II. Agreed Ealing's scheme for co-ordination of admissions to Year 7 and Reception 2025/26 as part of Pan London co-ordination (Appendix 2).
- III. Noted the agreed determined community school admissions arrangements and planned admission numbers for 2025/26.

REASON FOR DECISION AND OPTIONS CONSIDERED:

All admission authorities were required by Regulation 17 of the School Admissions Regulations 2012 to determine their admission arrangements by 28 February every year, even if they have not changed from previous years, and consultation has not been required. This is set out in paragraph 1.49 of the School Admissions Code 2021.

11 Gurnell Leisure Centre

RESOLVED:

That Cabinet:

- I. Agreed to procure and award a Pre-Construction Services Agreement for the replacement of the leisure centre.
- II. Delegated authority to the Strategic Director for Economy and Sustainability, in consultation with the Strategic Director for Resources and the Lead Member for Good Growth and New Housing, to procure and carry out all necessary processes up to the award of a development agreement for the residential enabling development.
- III. Delegated authority to the Strategic Director Economy and Sustainability, in consultation with the Director of Legal and Democratic Services, to take all necessary steps in connection with the procurements outlined in the recommendations above and to enter into any ancillary legal documents required to facilitate the project or protect the Council's interests.
- IV. Noted that, a further report would come forward seeking the award of contract for the building contract for the leisure centre.

REASON FOR DECISION AND OPTIONS CONSIDERED:

Context

1. Ealing Council had committed to “deliver new, state of the art leisure facilities at Gurnell” (Council Plan 2022-26). In February 2023, [Ealing Council's Cabinet approved the principle](#) of bringing forward a new leisure centre.
2. Gurnell Leisure Centre had historically been the council’s flagship leisure facility. The existing facility had been closed since the outset of the Covid-19 pandemic, initially due to the pandemic itself and subsequently due to the building’s declining state and associated health and safety concerns. However, the council had a strong track record of investing in high-quality leisure centres across the borough. These centres include the Everyone Active Acton Centre and the Northolt Leisure Centre. The new Gurnell Leisure Centre would be the latest example of this.
3. There were three strands to the new masterplan; the delivery of a new state-of-art leisure centre, an enhanced and rejuvenated parkland and enabling residential development to partly cross-fund the new facilities.
4. The new leisure centre was envisaged as a hub for the community, providing a place for people of all ages to exercise, relax and socialise. The overarching objective for the leisure centre was to make it a place to encourage healthy and fulfilling lifestyles for Ealing borough residents. In pursuit of this objective, the new leisure centre would include a new swimming pool and improved gym. There would also be a range of other facilities for people of all ages and abilities to enjoy including a climbing wall, soft play areas, meeting and party rooms, and a new café.
5. The new leisure centre would be situated within the site’s parkland setting. Enhancements would be made to the surrounding green space and landscaping, as well as the reprovision of the pump track and skate park. There would also be a new outdoor gym and designated play areas. This would create an indoor and outdoor leisure experience to be enjoyed by all of Ealing’s residents.
6. The site would also encompass new homes. The delivery of new homes on the site would help fund the new leisure centre and provide much needed housing for Ealing Borough residents.
7. By combining leisure, the surrounding parkland environment, and appropriate housing into one sustainable masterplan, the council was committed to creating a truly unique destination for the Borough.

Vision and Ambition

8. The vision for Gurnell had been articulated through stakeholder engagement and consultation with the public and internally.
9. This vision was underpinned by the following principles:
 - Community** – creating a healthy and inclusive community for a wide range of users and residents both new and existing.
 - An inclusive park for all ages and abilities
 - Affordable homes and community spaces
 - Part of the park** – improving access to open space and protects and enhances wildlife corridors and green spaces.
 - A recreational forest within the parkland providing biodiversity and ecological value
 - Green pedestrian streets that promote play
 - Nature based above ground drainage strategy to protect against flood risks
 - Sustainability** – holistic approach to sustainability that creates a renewable,

nett zero carbon and low-cost legacy.

- Improved pedestrian access to the site
- The reuse of existing materials from the existing leisure centre
- Fossil free energy sources

Project Progress

10. Since the February 2023 Cabinet Paper was approved, following call-in for consideration by the Overview and Scrutiny Committee, in consultation with the public and stakeholders, the project has been substantially progressed and a planning application would shortly be submitted.

11. The council had appointed a specialist team to help realise the vision for the new leisure centre, enhanced parkland and residential development. The team was initially focused on finalising the brief for the masterplan. Decisions on the final brief were based on a number of factors including lessons learnt from visiting other exemplar leisure centres, such as Britannia Leisure Centre in Hackney and St Sidwell's Point Leisure Centre in Exeter, detailed stakeholder engagement with user groups, such as the Ealing Skatepark Association and the Ealing Swimming Club and a review of leisure demand analysis.

12. The final masterplan brief set out the core ingredients that must be provided within the new Gurnell site.

13. This brief had been used to guide the further development of concept designs for the leisure centre, parkland and residential development. More detailed designs would be shared with the public in advance of the submission of a planning application for the masterplan in Spring this year.

14. All of the work to date had been underpinned by feedback from local stakeholders and community members. The Gurnell Sounding Board had met again to provide feedback on the updated masterplan brief and to brainstorm future engagement plans for the project. In addition, an initial public meeting was held, attended by approximately 50 residents, to share early plans and gather feedback. All of this engagement was designed to ensure that the future leisure centre meets the needs of residents for generations to come.

15. In addition to this public engagement, the project team had consulted with Ealing's Design Review Panel, made up of leading professions in the built environment sector, and the Ealing Community Review Panel, made up of local people with a passion for and knowledge of Ealing. The insights from both these panels had been reflected in updated designs.

16. In addition, the project team had engaged with the Council's pre application services, whereby early-stage proposals were shared with planning officers for review and advice. To date, four pre-application meetings had taken place, incorporating feedback from internal teams including planning, transport and highways, and flooding.

17. There would be significant additional engagement in advance of the submission of a planning application, including:

- Additional review sessions with the Design Review Panel and with the Community Review Panel
- A 'meet the team' public drop-in event.
- Pop-ups at each of Ealing's three main leisure centres: Northolt Leisure Centre, Dormers Wells Leisure Centre and the Everyone Active Acton Centre. The purpose of this engagement was to ensure as many future leisure centre users as possible have the opportunity to provide feedback. This feedback would help the council to design a leisure centre that best meets the needs of Ealing Borough residents.

The Leisure Centre and Park

18. Since the February 2023 Cabinet meeting, the design for the leisure centre had been progressed and the mix of leisure and wellbeing facilities had been finalised. The leisure centre designs were underpinned by three key themes:

- Healthy community - make it a place to encourage healthy and fulfilling lifestyles for Ealing borough residents
- Generational imprint – maintain a strong sense of local identity and belonging
- Part of the park – celebrate the natural setting and integrate with the parkland surroundings.

19. As a result of additional engagement, a review of other exemplar leisure centres and further information on leisure demand in the borough, a decision was made to pursue an 'enhanced' brief for the leisure centre. Under the enhanced brief the new leisure centre would benefit from a larger leisure pool, including additional flumes and play equipment and a larger fitness suite area. This would ensure that the new leisure centre can keep pace with demand and provides the mix and quantum of facilities needed by Ealing borough residents.

20. An estimated £4.5m additional capital would be required to finance these changes. The additional revenue associated with the enhanced leisure brief averages at £297,000 per annum over the contract period and hence self finances (approx. 15-year payback period, excluding interest charges).

21. The plans also included significant enhancements to the parkland surrounding the current leisure centre, to make it an indoor and outdoor destination for all. The enhanced parkland would include a re-provided playground, pump track and skate park, designed in consultation with Ealing Skate Club, as well as a new outdoor gym. There would also be improved wayfinding and routes through the park, to ensure improved accessibility to the new leisure centre. In addition to this, a programme of tree planting would take place, creating a unique woodland setting that enhances biodiversity.

The Enabling Residential Development

22. Since the February 2023 Cabinet meeting, the designs for the enabling residential scheme had been progressed. An optimised scheme in regards to height and density was being targeted in line with the strategy approved by Cabinet.

23. The homes provided would meet certain principles as set out in the report.

12 Housing Revenue Account (HRA) Business Plan 2024-25

RESOLVED:

That Cabinet:

- I. Approved the HRA revenue budget for the 2024/2025 as set out at paragraph 15.7.
- II. Approved the updated 30-year Business Plan Model for both Revenue and Capital Programmes as set out at paragraph Appendix Two and Three.
- III. Approved the HRA 5-year Capital Programme as set out at paragraph 10.4.
- IV. Approved the regeneration programme budget of £246.101m and funding as set out at paragraph 11.4.
- V. Approved an increase to the HRA 5-year total Capital Programme of

£87.657m to be funded as set out at paragraph 11.6.

- VI. Approved the increase of 7.7% to existing tenants' rents and the formula rent for new tenants for 2024/25.

REASON FOR DECISION AND OPTIONS CONSIDERED:

1. The main purpose of the report was to agree the 2024/25 Housing Revenue Account (HRA) Budget and the 30 year HRA Business Plan and the recommendations that support the implementation of this.
2. The council had reviewed the requirements of the HRA Business Plan, the cost pressures within the service and prioritised the areas of expenditure to support the services to tenants and leaseholders.
3. The proposed rent charges, expenditure and focus within the report align with the strategic vision, Council Plan and need to meet the requirements of the Regulator of Social Housing (RSH).
4. Any consultation in relation to proposals would be carried out as required and in with the council's legal duties and responsibilities.

13 Mattock Lane Safer Zone PSPO

RESOLVED:

That Cabinet:

- I. Considered the evidence of the impact and effect of the Order on the behaviours targeted.
- II. Considered the outcome of the statutory consultation undertaken from 23 November 2023 to 15 January 2024.
- III. Assessed all of the evidence presented and decided that it was proportionate and necessary to extend the Order and therefore authorised the Strategic Director for Housing & Environment to extend the period for which the existing Order has effect, for a period of 3 years with effect from 11 April 2024 until 10 April 2027.

REASON FOR DECISION AND OPTIONS CONSIDERED:

1. As outlined in Section 4 of the report, since its introduction in 2018 the Order had been complied with for the most part and it had been successful in tackling the activities found to be having a detrimental effect on women accessing the Clinic, Clinic staff and others in the locality.
2. The Order was never intended to completely stop abortion related protest or prayer from occurring; it was designed to prevent the activities found to be having a detrimental effect from occurring within a very precise and clearly defined area where their impact was most acute. Since being in place it has almost entirely achieved that purpose.
3. As outlined, the Order permits some abortion related protest / vigil activities within the footprint of the Order, within a clearly identified designated area, in which certain requirements and prohibitions still remain. In addition, it was worth highlighting that the PSPO did not impose any restrictions on protests which take place in a location outside of the Safe Zone area.
4. There have been occasions during the period where groups of individuals who had been involved in protest / vigil in the immediate locality of the

Clinic have attended Ealing civic centre (Perceval House) instead, where they have stood outside and displayed signs and images objecting to abortion.

5. The on-going near daily use of the designated area by the Pro-Life groups, the sporadic protests / vigils at Perceval House and the regular presence of groups involved in protest / prayer at the threshold of the area covered by the Order, all indicate a continued interest in the location by the Pro-Life groups who had previously been congregating at the entrance to the Clinic. The breaches committed by self-styled Pro-Life campaigners have also point to the likely recurrence of the behaviours targeted by the Order. It is reasonable to conclude from the continued presence of protestors and campaigners at these sites that, were the order to expire, they would return to the area outside the Clinic and continue the activities previously engaged in at this location.
6. The Pro-Choice group, Sister Supporter, that had been regularly present outside the Clinic prior to the introduction of the Order had chosen not to use the designated area to continue their activities, although it had always been open to them to do so, provided their activities complied with the provisions which apply to that space.
7. The 2018 report detailed the various options that were considered by the Council before taking the decision to make the Order and a detailed Options Assessment was included as part of the extensive appendices; these options would not be repeated here. Officers had reviewed the previous options assessment and considered whether any of the alternatives the Order within that assessment may now be a preferred solution or whether there were any new options that may be considered.
8. One notable change in the national picture since the Council's decision in 2021 to renew the Order has been the introduction of Safe Access Zones in parts of the UK. Safe Access Zones were now in place in Northern Ireland, and the Scottish Government is in the process of considering a Safe Access Zones Bill. In England and Wales, Safe Access Zones were introduced in May 2023 as part of an amendment to the Public Order Act (2023). However, this provision was not currently in force and there had been a disappointing lack of any indication from the government as to when the legislation would come into force. The latest development in relation to the Public Order Act offences is a period of Government consultation on a document published by the Home Office called "Non-Statutory Guidance on Abortion Clinic Safe Access Zones". The consultation ran from 11 December 2023 – 22 January 2023. As currently drafted the consultation appeared to undermine various aspects of the offence created by the 2023 Act. If the guidance is adopted in its current form the Council may still require a local PSPO to regulate the evidenced detrimental effect that has taken place at the Clinic. Further consideration would need to be given to this once the contents of the final guidance is known.
9. Additionally, there have been some developments on a local level in parts of the country following Ealing's introduction of Ealing's Safe Zone. A number of other councils have taken similar action, using their powers to create a PSPO with similarly crafted prohibitions and requirements to tackle similar behaviours occurring in the locality of clinics offering abortion services within their area. Ealing is aware of two of these orders being challenged in the Courts since Ealing's own PSPO was appealed. The abortion clinic related PSPOs made by both Birmingham and

Bournemouth, Poole and Christchurch (BCP) Councils have each been appealed in the courts. In December 2023 the High Court dismissed both the statutory challenge and the judicial review that was issued in respect of the BCP PSPO. The Birmingham litigation was still in progress and had not yet reached a conclusion, it was understood that this was on hold pending the outcome of the BCP litigation.

10. In reviewing the PSPO the Council had reviewed the abortion clinic orders made by the other councils. Most of the other orders have followed a similar format to Ealing's Order (this being the first PSPO of this type of have been implemented) and in made with the prevailing local circumstances in mind. The Council has given careful consideration to whether the Ealing PSPO should be amended in view of these other orders. There was nothing in this review of the PSPO that suggested that Ealing's Order required amendment; it continued to serve the local circumstances well and had been largely successful in reducing the detrimental effect that was being experienced at this location. Furthermore, it had been upheld in the courts in full and there was nothing to suggest that it required amendment.
11. At this stage, it remained the case that no new national powers exist to deal with the issues. Officers remain of the view that the other options previously considered were either not suitable to tackle the activities or were less suitable than the existing Order. It was officers' conclusion from the review of existing evidence and the feedback from the consultation that the effectiveness of the Order indicates that it is an appropriate measure to deal with the activities which had been having a detrimental effect.
12. The period for which a PSPO has effect can be extended for up to three years and it was the recommendation of the report that the Order is extended for the full three-year period.
13. Officers had given consideration to whether a shorter period of extension may be appropriate. With the anticipated implementation of the Public Order Act (2023) in England and Wales, it was possible the requirement for Ealing's Safe Zone may reduce or cease entirely. However, given the lack of clarity from government as to the timetable for this national legislation coming into force and the significant resourcing and statutory consultation required when considering any future extensions, there would be significant risks in the Council choosing to extend the Order for only a short period of time. This was particularly clear when one considers the high probability of the behaviours found to have a detrimental effect returning to the location as soon as the Order comes to an end.
14. It was not recommended that a shorter time period for extension is applied; it was recommended that extension is for the full three-year period. It was reasonable to conclude that, without the Order in place, the activities found to have had a detrimental effect on those in the locality would re-occur.
15. It was worth noting that, as and when appropriate national legislation was in place that is proven to afford the same appropriate level of protection as the current Order does to Ealing residents, Clinic users and staff from the detrimental effect of the behaviours identified, a decision may be taken at any time by Cabinet to end the Order prior to April 2027.
16. It was for these reasons that the recommendation is that Cabinet extend the Order for the full period of three years.

Cllr Mason, on behalf of Cabinet, put on record his thanks to officers for their hard work and efforts, working on the process of the renewal. Cllr Mason stated that, it was entirely appropriate on the weight of evidence, to move forward with the renewal. It was highlighted that, there could be significant additional challenges in the future relating to the new statutory guidance that was currently out for consultation by the government on how PSPO zones should be policed. Cllr Mason confirmed that he and Cllr Anand had made representations to the home office to encourage them to rethink the nature of the guidance that they had issued, fundamentally, on the basis of the fact that, it would undermine an act of parliament. It was important to acknowledge the current situation.

14 Date of the next meeting

The next meeting was scheduled for Wednesday 6 March 2024.

Meeting commenced: 5.00 pm

Meeting finished: 5.59 pm

Signed:

Dated: Wednesday, 6 March 2024

P Mason (Chair)



<p>Report for: ACTION</p> <p>Item Number:</p>
--

Contains Confidential or Exempt Information	<p>YES</p> <p>Appendix B contains Exempt information by virtue of Paragraph 5 of Part 1 of Schedule 12A to the Local Government Act 1972 (see paragraph 10 to the Access to Information Procedure Rules)</p>
Title	Adults and Children’s Domiciliary Care and Adult Day opportunities DPS procurement
Responsible Officer(s)	Kerry Stevens, Strategic Director Adults and Public Health Robert South, Strategic Director for Children’s services
Author(s)	Kashmir Takhar, Older Adults Commissioner
Portfolio(s)	Councillor Josh Blacker, Cabinet member for healthy lives Councillor Kamaljit Nagpal, Cabinet member for a fairer start
For Consideration By	Cabinet
Date to be Considered	6 March 2024
Implementation Date if Not Called In	18 March 2024
Affected Wards	All
Keywords/Index	Domiciliary care, extra care, adults, children’s, day opportunities, homecare, floating support, outreach, social care, procurement

Purpose of Report:

The purpose of this report is to request Cabinet authority to:

- (1) Procure a new Dynamic Purchasing System (DPS) for adult and children’s domiciliary care services, extra care, adult day opportunities and floating support services.
- (2) Authorise a direct award of two contracts for a period of 12-months each for the current domiciliary care contracts in two extra care housing schemes to enable the re-procurement of these contracts via a mini-competition from the proposed new DPS.
- (3) Delegate authority to the Strategic Director Adults and Public Health and Strategic Director for Children’s Services to award entry of identified providers on to the DPS who have applied and successfully met the DPS entry requirements.

(4) Delegate authority to the Strategic Director Adults and Public Health and Strategic Director for Children's Services to make spot purchases where no suitable placements or packages can be sourced via the DPS.

1. Recommendations for DECISION

1.1 It is recommended that Cabinet:

- a) Authorise the procurement of a new Dynamic Purchasing System (DPS) comprising of separate service lots for adults and children's domiciliary care services, extra care, adult day opportunities and floating support services. It is intended that the new DPS will commence from 1st April 2025 for a period of four years, with an option to extend for a further four years (2 + 2) years, expiring on March 2033.
- b) Delegate authority to the Strategic Director Adults and Public Health and the Strategic Director for Children's Services to award entry of identified providers on to the new DPS who have applied and successfully met the DPS entry requirements.
- c) Authorise the direct award of a contract for domiciliary care services at Turnberry Court extra care housing unit to Hartwig Care Limited for a period of one year commencing from 3rd March 2025 to 1st March 2026 at a cost of £695,620.
- d) Authorise the direct award of a contract for domiciliary care services at Moorlands Court extra care housing unit to Hartwig Care Limited for a period of one year commencing from 23rd February 2025 to 1st March 2026 at a cost of £504,370.
- e) Note that the direct award of the contracts for domiciliary care services at Turnberry Court and Moorlands Court respectively will expire on the same date to enable the re-procurement of these contracts via a mini competition under the proposed new DPS referred to in recommendation 1.1(a) above.
- f) Delegate authority to the Strategic Director Adults and Public Health and Strategic Director for Children's Services to make spot purchases where no suitable placements or packages can be sourced via the DPS.

2. Recommendations for NOTING

2.1 None

3. Reason for Decision and Options Considered

3.1 Ealing Council has a statutory duty to meet the care and support needs of vulnerable children and young people, adults, and carers in the borough based on an assessment of their need and where the eligibility criteria are met.

3.2 The procurement of a DPS provides a contractual vehicle for adults and children's social care to purchase domiciliary care, adult extra-care, adult day opportunities, and floating support services. The DPS will include the following categories under separate lots of services:

- a) Adults domiciliary care: standard care, complex care
- b) Adults extra-care
- c) Children's domiciliary care: standard care, complex care
- d) Adult day opportunities: building based and community-based day activities
- e) Floating support services

3.3 The current DPS for domiciliary care services (known as the Ealing Homecare DPS) commenced the 1st of April 2017 for a period of four years with an option to extend for a further four years (2 years plus 2 years). The DPS was varied in 2021 to include the provision of children's domiciliary care services. There are no further options to extend the current DPS which is due to expire on 31st March 2025.

3.4 The proposed new DPS will assist in achieving:

- a) A bank of quality assured providers (by service category)
- b) A clear choice of approved providers enabling control for the individual customer over their day-to-day life
- c) Best market value in terms of cost and quality of service
- d) A competitive electronic process for running mini competitions
- e) Improved business processes for both the council and providers

3.5 Domiciliary Care:

Since establishing the Ealing Homecare DPS in 2017, over 150 care agencies successfully joined the DPS. The development of the DPS has directly stimulated the setting-up of new local domiciliary care businesses, in addition to attracting more established regional and national providers. The DPS has ensured that 99% of council funded care packages are procured via a formal contractual arrangement. The level of sufficiency achieved has been significant enough to allow the council (since 2020) to move to a quality-based approach whereby all new care packages are only placed with care agencies rated either Good or Outstanding by the Care Quality Commission (CQC). Care agencies that fall below this quality threshold are suspended from bidding for new care packages until their CQC rating has improved to Good or above. The consolidating of the children's domiciliary care categories within the Ealing Homecare DPS has significantly improved the sufficiency of support available to children's services, with over 40 care agencies now registered with CQC to support children aged 0-18 years old. By including categories for adult day opportunities and floating support services under the new DPS we expect a similarly positive impact on quality and sufficiency in this sector.

3.6 Extra-Care:

Extra care housing is a cost-effective alternative to residential care and offers individuals housing with care and support, which means they can retain their

independence while being assisted with tasks such as washing, dressing, going to the toilet or taking medication. The care and support contracts for the two extra care schemes in Ealing (Turnberry Court and Moorlands Court) are currently commissioned separately outside of the existing DPS. However, both contracts expire in February and March 2025 respectively. The direct award of both contracts for Turnberry Court and Moorlands Court to Hartwig Care Limited, (the current provider) for a period of 12 months expiring on 31st March 2026 would enable both contracts to be reprocured using the new DPS once it is in place. This will ensure that the procurement of these services contracts are fully aligned to the domiciliary care contracts.

3.7 Adult Day Opportunities:

For 2023-24 it is estimated that over 230 adults will access day centre or outreach activities. These activities offer vulnerable adults the opportunity to engage in social and leisure activities in a safe and secure environment. This can take place within a day centre or be delivered in the community as outreach provision. Currently, all these external placements are commissioned on a spot purchase basis; the value of which is projected to be in the region of £5.5m. There are currently in the region of 20 external providers operating in the adult day opportunities sector, most of which are not-for-profit or charitable organisations. In addition to the external services there are council-run services operating at the Cowgate Centre which caters for adults with learning disabilities who have complex / higher needs, and the Michael Flanders Centre supporting vulnerable adults with dementia care and support needs.

Both day centre activities and outreach services are non-regulated provision which means they are not covered by the CQC regulatory framework(s). This presents a significant gap in ensuring quality (and safety) within these service settings. Consequently, it is imperative to bring these services under clear and robust contractual arrangements (particularly in the absence of formal regulation) to ensure that effective and accountable quality standards are in place, particularly regarding the safe delivery of care and support to the vulnerable adults who use these services. The COVID-19 pandemic has had the impact of widening the day opportunities offer from typical building-based activities to include more activities based in the community, via remote support and activity packs. This has been a positive shift for many people with learning disabilities in terms of there being a wider range of options to choose from; and as such it is proposed that this is reflected in the new proposed DPS as an explicit category of care.

3.8 Floating Support Services:

Floating support services are provided to a diverse range of vulnerable individuals including older adults, people with a learning disability or mental health or physical disability, and young people. This type of support is often offered to people who may need help with various aspects of their lives but prefer to remain in their own homes rather than move to institutional settings. There are currently seven floating support schemes in operation across the borough that are directly commissioned by the council. The schemes are projected to support a combined total of 429

vulnerable adults and / or young people over the course of 2023-24. Floating support services are non-statutory services and typically provided by non-regulated providers to vulnerable adults who reside in their own accommodation. The focus is on providing housing related support and other support services that are tailored to the specific needs of each individual, which can include assistance with daily living activities, managing personal finances, accessing community resources, and more to support vulnerable individuals. Similar to the other service areas, the current contract arrangements for the seven schemes expire on the 31 March 2025.

Options considered:

3.9 The following alternative procurement models have been considered:

Model	Description	Pros	Cons
Block	Contract for services is paid for entirely by way of a single payment, agreed at the point of commissioning. This sum may vary each year either as set out in the contract, or by negotiation.	<ul style="list-style-type: none"> • If demand is known, then this can be a good way to seek best value. • Cost per unit will be more competitive than spot purchase. • Allows provider to invest in services with a guaranteed contract. 	<ul style="list-style-type: none"> • Could challenge quality as lack of financial incentives. • No new providers can be added during lifetime of contract. • Unresponsive to changes in demand in terms of up or down potentially leaving local authority or provider in the lurch. • Risks born by Commissioner.
Block and Volume	Contract for service is split between a fixed block payment, and a variable payment paid in direct relation to levels of activity. The block element can vary as a proportion of the total contract value.	<ul style="list-style-type: none"> • Block portion of contract allows for investment in staff, systems, and training for service provider. • Variation by volume allows for flexible, reactive approach. 	<ul style="list-style-type: none"> • Depending on the ratio of total contract worth between block and volume, it may be more or less responsive to variations. • Inherent incentives for providers to drive volume upwards to maximise contract value. • No new providers can access contract during lifetime of contract.

Spot Purchase	Services purchased by Commissioners on a per-case basis. Can be with one or multiple providers.	<ul style="list-style-type: none"> • May fill in gaps for a provider and work around other existing contracts. • Works where there are high fluctuations in demand and a robust existing marketplace that has enough excess supply to meet changes in demand. 	<ul style="list-style-type: none"> • Without committed investment services unlikely to be well developed • Can be less responsive to changes in demand. • Poor model on which to base new service where significant up-front costs/investment required. • Quality of service may suffer as providers do not have contract security on which to base longer term relationships or development. • Doesn't always offer economies of scale. • Risk born by provider(s).
Framework	Multiple providers commissioned on a per case basis, paid through a 'Spot Purchase' model, without any undertaking on either side to commission, or provide a set amount of service.	<ul style="list-style-type: none"> • Framework Agreements offer Commissioners and individuals choice. • Works well there is a strong marketplace with multiple, financially robust providers. 	<ul style="list-style-type: none"> • Can add complexity to Commissioning relationship with multiple, and not always aligned strategic priorities. • Can add complexity to contract management arrangements where parties want different data, outputs, and outcomes, or approach the contract from different perspectives. • Providers cannot be added to Framework for duration of arrangement.
Dynamic Purchasing System (DPS)	Completely electronic model. Multiple providers are commissioned on a per case basis, via an e-auction model, without any undertaking on	<ul style="list-style-type: none"> • DPS offers Commissioners and individuals choice. • Builds market capacity as no limit on providers 	<ul style="list-style-type: none"> • No limit on the number of providers who can access the scheme. • Difficult to forecast spend as prices

	either side to commission, or provide a set amount of service.	accessing the scheme. <ul style="list-style-type: none"> • Prices achieved based on market prices. • Fits well with Care Act duties 	based on bidding process. <ul style="list-style-type: none"> • Scrutiny of providers can be seen as light touch.
--	--	---	---

3.9.1 Following a review of the above contract models, the preferred option is to procure services via a new DPS for a period of up to eight years up to 2033. The main reason being that the current DPS to date has assisted the council in establishing a competitive homecare market that:

- a) Offers effective and robust prices
- b) Provides sufficient capacity to meet demand
- c) Does not lock the council into a fixed cost or guaranteed minimum volume arrangements
- d) Includes the facility to call-off of the DPS on the basis of the providers CQC quality rating, (Good or Outstanding only).

4. Key Implications

4.1 Ealing Council risks failing in its statutory duty to meet a persons' eligible social care needs, if necessary, care and support services are not in place to meet those needs.

4.2 The often-urgent nature of adult and children's social care requires that services need to be actioned at short-notice such as to avoid a hospital admission or on a patients discharge from hospital or because of an emergency or to prevent a crisis occurring. This requires the council to build capacity within the marketplace that can respond to and deliver high quality care packages in a timely fashion. Effective procurement models allow the council to undertake these functions hence the need for the development of the new DPS.

4.3 In the first half of 2023-24 the DPS supported circa 2,250 borough residents, with a projected annual (planned) activity of 1.3m care hours expected to be provided to vulnerable adults and children.

4.4 Category focused service specifications will be developed for each lot of the service categories, which will set out the minimum standards of delivery expected from care providers. However, entry onto the DPS will not guarantee business for a provider nor will it obligate the provider to offer a service. Providers that apply to join the DPS will be required to meet minimum quality criterion including for example, where regulated a Good or Outstanding rating by the CQC and / or good or excellent reference testimonies from existing commissioners. Once registered, providers will in turn be able to 'bid' for a package of care or a day opportunity or floating support referral once raised by either an adults or children's social care team.

4.5 It is envisaged that the referral and call-off process will be managed via the secure e-brokerage system, CarePlace, which has successfully been used by the council

to procure services from DPS providers over the last several years. CarePlace is hosted (and maintained) by the Commissioning Alliance (also known as the West London Alliance).

5. Financial

a) Financial impact on the budget

The approved revenue budget for adults and children's social care for the relevant services is £32.037m in 2023/24 as shown below:

	2023/24	2025/26	2026/27	2027/28	2028/29
	£m	£m	£m	£m	£m
Adults domiciliary care (<i>incl. Turnberry and Moorlands extra care and block contract</i>)	24.202	24.202	24.202	24.202	24.202
Children's domiciliary care	2.254	2.254	2.254	2.254	2.254
Adult day opportunities (<i>incl. external day centres and outreach</i>)	4.829	4.829	4.829	4.829	4.829
Floating support	0.752	0.752	0.752	0.752	0.752
TOTAL BUDGET	32.037	32.037	32.037	32.037	32.037

*Note – The budget figures above are pending 2024/25 MTFs budget setting and may change consequently.

Table below details the estimated net expenditure for 2023/24 and potentially for future years.

	2023/24
	£m
Adults domiciliary care (<i>incl. Turnberry and Moorlands extra care and block contract</i>)	28.404
Children's domiciliary care	2.214
Adult day opportunities (<i>incl. external day centres and outreach</i>)	5.794
Floating support	0.752
TOTAL Expenditure	37.164

2023/24 budget pressure totals £5.127m mainly in Adult's services is being managed within the overall placement budgets with ongoing mitigations and demand management plans. The same will apply to future years of the contract.

b) Financial background

It is proposed that the DPS contract will be awarded for a minimum term of 4 years with an option to extend for a further two years plus two years (8 years in total). The combined net annual value of the contract (based on projected 2023-24 activity) is forecast to be in the region of £37.164m. The final annual figure(s) in real terms will be based on actual service usage throughout the duration of the DPS.

Domiciliary Care: Current projected 'gross' planned spend for adult and children's domiciliary care for 2023-24 is forecast to be in the region of £30.598m. The 'net' cost to the Council will be lower than this once adult client income and non-delivery efficiencies are factored in. However, for market engagement purposes the focus should be the gross council 'planned' spend and activity.

Extra Care: The projected 'gross' spend for extra-care provision for 2023-24 will be in the region of £1.5m. Again, the overall net position to the council will be lower once adult client income is taken into account.

Adult Day Opportunities: The projected spend for external adult day activities and outreach provision for 2023-24 is in the region of £3.177m for external day activities, and £2.617m for external outreach services. It is proposed that these two streams be combined to make up the proposed 'day opportunities' category of the DPS. Again, the net position to the council will be lower than the gross planned costs, once client income is factored in.

Floating Support Services: The projected spend for floating support services for 2023-24 is in the region of £752,000.

6. Legal

- 6.1 The Care Act 2014 requires the Council to meet identified eligible needs as assessed under s9 of the Act, and to meet that need with appropriate provision. Where this is identified as domiciliary care, there is a duty placed upon that Council to make that provision.
- 6.2 Under the Care Act 2014 the Council is required to assess the care and support needs of individuals. If a person has needs which meet national minimum eligibility criteria and the conditions in S18 or S20 of the Act are met the Council must work with the individual to draw up a care and support plan for meeting them. The plan can include a care home, supported living or community service such as a homecare package. When meeting needs the local authority must formulate a Personal Budget, which is the cost to the local authority of meeting those needs. Where needs are to be met via the provision of accommodation the local authority must offer a range of providers and subject to certain conditions the adult is able to elect their preferred option. If the preferred option is greater than the adult's Personal Budget, the adult must be able to pay the additional cost. The local authority must identify at least one option within the adult's Personal Budget and must increase the Personal Budget if they cannot.
- 6.3 Under section 5 of the Care Act local authorities are under a general duty to shape and maintain an efficient and effective market for meeting care and support needs with a view to ensuring that those in its area have access to a variety of high-quality providers to choose from. Local Authorities are under a duty to promote the wellbeing of adults with care and support needs including so far as relating to control by the individual over day-to-day life (including over care and support, or support, provided to the individual and the way in which it is provided).

6.4 Local Authorities also have ‘aftercare’ responsibilities under the Mental Health Act 1983 towards certain people who have needs on discharge from hospital. This duty applies in relation to services that the Council commissions directly, but also to other non-commissioned services (including self-funders), and services provided by partners (health) that together create the marketplace.

6.5 Local authorities have a duty under Section 17 of the Children Act 1989 to assess all children who are or may be ‘in need’ (which includes children who are disabled) and to provide a range and level of services appropriate to those children’s needs so as

- (a) to safeguard and promote the welfare of children within their area who are in need; and
- (b) so far as is consistent with that duty, to promote the upbringing of such children by their families,

The Local Authority has a duty to provide specified services, which includes some domiciliary care services, to individual disabled children under section 2 of the Chronically Sick and Disabled Persons Act 1970 where following assessment it is assessed as ‘necessary.’

6.6 S149 Equality Act 2010 requires public authorities to have due regard to:

- a) eliminate discrimination, harassment, victimisation, and any other conduct that is prohibited by the Act;
- b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- c) Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

The relevant protected characteristics are age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex; sexual orientation.

Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:

- a) Remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic.
- b) Take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;
- c) Encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons’ disabilities.

Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:

- a) Tackle prejudice, and
- b) Promote understanding

6.5 The new DPS will be procured in accordance with the Public Contracts Regulations 2015 (as amended) (PCR 2015) and the Council's Contract Procedure Rules utilising the flexibilities provided by the light touch regime in the PCR 2015 for the procurement of social care services contracts. Under the PCR 2015, the Council may determine the procedures that are to be applied in setting up the DPS and may use a modified procedure provided that it complies with the requirements of transparency and equal treatment.

6.6 The call offs from the DPS will be made in accordance with the PCR 2015 which require that all providers on the DPS are invited to take part in a mini competition and that the contract shall be awarded to the tenderer who submits the best tender on the basis of the award criteria set out in the invitation to tender. However, the Council may modify the call off procedure requirements provided that it sets out in the DPS the rules on how the call offs will be made and does so in a transparent manner. In setting out those rules, the Council can consider the following requirements, including:

- (a) the need to ensure quality, continuity, accessibility, affordability, availability and comprehensiveness of the services;
- (b) the specific needs of different categories of users, including disadvantaged and vulnerable groups;
- (c) the involvement and empowerment of users; and
- (d) innovation.

6.7 The award of contracts to Hartwig Care Limited for domiciliary care services at Turnberry Court and Moorlands Court will also be subject to securing an exception to the council's Contract Procedure Rules in addition to this Cabinet authority.

6.8 Further legal advice is contained in Confidential Appendix B.

7. Value For Money

7.1 Utilising an e-brokerage tool within the DPS will ensure that the council secures 'best market' prices for care. As set out in paragraph 4.5 of this report, the proposed e-brokerage function is a digital process for securing competitive market prices from the care providers via a mini competition process for each individual placement.

7.2 It should be noted that any proposed expenditure is authorised by an authorised budget holder prior to any service arrangements being entered into. Budget holders can instruct placements or packages of care be re-tendered for further market comparison if required.

7.3 Pricing models:

- a) Adult and children's domiciliary care, and extra-care services are priced using an hourly price model determined by the council via market analysis conducted on an annual basis, supported by the annual London ADASS (Association of Directors of Adults Social Services) homecare price benchmarking exercise.
- b) A standardised daily price model for the provision of adult day opportunities will be developed determined by benchmarking against the pricing models utilised by other London boroughs, and an open book accounting approach.
- c) Floating support, similar to domiciliary care, is typically priced within an hourly price model determined by the council via market analysis conducted on an annual basis, and an open book accounting approach.

7.4 The current DPS has been successful in providing price stability for the council in terms of the rates it pays for domiciliary care. The average hourly rate for domiciliary care currently stands at £17.65 per hour, which is one of the lowest hourly rates across London. The average hourly rate increased by £2.42 per hour as a result of the council implementing the Real Living Wage (London) rate for all council commissioned domiciliary care provision, delivering one of the main Council Plan strategic priorities.

It is envisaged that the new DPS will help achieve the same level of price stability for adult day opportunities and floating support services. It is also envisaged that these rates will be available to direct payment holders who will be able to access DPS services at equitable rates.

8. Sustainability Impact Appraisal

8.1 It is proposed to implement a geographic zoning approach for the delivery of domiciliary care. These zones could align to the seven towns which means that providers would select the zones where they wished to provide services. This approach would enable providers to limit the travel time between visits and reduce travel distances thereby having an impact on the carbon footprint.

9. Risk Management

9.1 Statutory risks: the proposed arrangements will mitigate the risk of the council being in breach of meeting its statutory duties towards vulnerable adults.

9.2 Financial risks: much of the financial pressure / risk is a result of external factors such as increases in the National Minimum Wage, inflation and other cost pressures impacting the care sector. Adults and Children's services will aim to mitigate the impact of these by ensuring the best competitive prices are sourced from the market; that a robust and competitive market is developed and monitoring annual price and other inflationary pressures at regular budget meetings and in turn reporting to senior management for future financial profiling and budget setting purposes. As indicated Ealing are also participating in the London ADASS Commissioners network to identify price benchmarks for care.

9.3 Quality risks: will be managed through the DPS entry requirements and evaluation of applications for entry on to the DPS as well as through ongoing contract and quality assurance monitoring.

9.4 Contract risks: will be managed by adherence to the council's Contract Procedure Rules, management of procurement timetables, and agreed performance and contract monitoring.

10. Community Safety

10.1 None.

11. Links to the 3 Key Priorities for the Borough

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

- a) fighting inequality
- b) tackling the climate crisis
- c) creating good jobs.

The provision of good quality domiciliary care and adult day opportunities supports the delivery of the Council's priority for healthy lives. The adult social care Better Lives programme promotes the independence and well-being of local people. Care providers in Ealing will be expected to work in line with this programme to prevent older people needing to go into care homes and to receive the care they need in their own homes. Care providers will be expected to support hospital discharges to ensure that people do not spend a day longer than necessary in hospital and are enabled and empowered to recover quickly and effectively at home.

12. Equalities, Human Rights and Community Cohesion

12.1 An equalities analysis assessment has been undertaken. The assessment concludes that the overall impact of these proposals is likely to be positive for the protected characteristics age (both older and younger groups), disability, race and sex. The overall impact for the protected characteristics gender reassignment, religion and belief, sexual orientation, pregnancy and maternity and marriage and civil partnerships is unknown as there are gaps in the data available to assess impact.

The following mitigation actions have been identified:

- Social care to review current processes to improve the capture and recording of data for the protected characteristics identified above.
- To undertake service user engagement to help inform the development of service specifications to reflect the needs of all groups.
- To develop service specifications for all categories that set out requirements on providers to ensure equity of access for all groups taking in to account their specific needs.
- Entry criteria on to the DPS will set out requirements for providers to have relevant policies and procedures in place to ensure residents are treated with respect and dignity.

- Undertake service monitoring to ensure that providers are acting in accordance with these policies and ensure the needs of all groups with a protected characteristic are met.

13. Staffing/Workforce and Accommodation implications:

13.1 There are no implications for council staff or workforce and no implications for council accommodation.

14. Property and Assets

14.1 There are no property implications.

15. Any other implications

15.1 None

16. Consultation

16.1 Consultation has taken place with the Adults senior management team, Children’s Leadership team and Legal, Finance and Procurement departments. A questionnaire survey was sent to other London boroughs to gather feedback on their approaches to domiciliary care procurement and meetings were held with several commissioners to share experiences.

Ealing is also part of a benchmarking group for adult day opportunities for sharing best practice. The views of service users of adults and children’s domiciliary care will be considered as part of the process for developing service specifications. Consultation and engagement with adults with a learning disability was undertaken as part of the development of the Learning Disability strategy and further engagement will take place to inform the development of service specifications.

17. Timetable for Implementation

Seek Cabinet approval to tender	6 th March 2024
Draft service specifications, pricing schedule, social value matrix	January – June 24
Market engagement with providers	July - August 24
Publish RTP (route to procurement)	September 24
Deadline for RTP	October 24
Evaluation	October – November 24
Letters to successful/unsuccessful tenderers	December 24
DPS agreements sent to successful providers	December 24 – February 25
Provider onboarding and training	February - March 25
DPS to be used to procure homecare packages, day opportunities, floating	1 st April 25 onwards

support, and mini-competition for extra care schemes	
--	--

18. Appendices

Appendix A – Equalities Analysis Assessment

Appendix B – Confidential Legal Advice

19. Background Information

None

Consultation

Name of consultee	Post held	Date sent to consultee	Date response received	Comments appear in paragraph:
Internal				
Adenike Tilleray	Assistant Director Commissioning and use of resources	01.02.2024	01.02.2024	throughout
Sajal O'Shaughnessy	Lawyer (Legal Contracts)	01.02.2024	06.02.2024	throughout
Kathleen Ennis	Principal Lawyer,	01.02.2024	08.02.2024	6. Legal
Vikram Lall	Finance Manager, Childrens and schools	01.02.2024	08.02.2024	5. Financial
Jumoke Adebisi	Finance Manager	01.02.2024	08.02.2024	5. Financial
External				

Report History

Decision type:	Urgency item?
Key decision	No
Report no.:	Report author and contact for queries:
	Kashmir Takhar, Older Adults Commissioner

This page is intentionally left blank

Equalities Analysis Assessment

1. Proposal Summary Information

EAA Title	Procurement of a Dynamic Purchasing system (DPS) for adults and children’s domiciliary care, extra care, adult day opportunities and adult floating support services.
Please describe your proposal?	<i>Function</i>
Is it HR Related?	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Corporate Purpose	<i>Cabinet report decision</i>

1. What is the Function looking to achieve? Who will be affected?

The proposal is to procure of a Dynamic Purchasing system (DPS) that will provide a contractual vehicle for adults and children’s social care to purchase domiciliary care, adult extra-care, adult day opportunities, and adult floating support services.

Adults and children’s social care have a statutory duty to provide support for vulnerable children, young people, adults and carers where needs have been assessed and they meet the criteria for support under the Care Act 2014. In the first half of 2023-24 approximately 2,250 adults and children were supported with domiciliary care, 75 residents supported within extra care, 230 adults supported with day opportunities and 429 adults with floating support services.

The DPS will include the following categories:

1. Adults domiciliary care: standard care, complex care
2. Adults extra-care
3. Children’s domiciliary care: standard care, complex care
4. Adult day opportunities: building based and community-based day activities.
5. Floating support services

Domiciliary care services: Domiciliary care services are provided within an individual’s home by regulated service providers. Domiciliary care agencies offer support with personal care such as washing, dressing, going to the toilet or taking medication. These agencies are regulated by the Care Quality Commission (CQC) and must meet a minimum quality threshold in order to maintain their CQC registration. There are currently 150 agencies registered on the DPS and all new care packages are placed with care agencies rated either Good or Outstanding by the CQC.

Extra care housing: is a cost-effective alternative to residential care and offers individuals housing with care and support, which means they can retain their independence while being assisted with personal care tasks such as washing, dressing, going to the toilet or taking medication. There are two extra care housing schemes in the borough:

- Turnberry Court: Located in Southall comprises 40 self-contained units with 38 one-bedroom flats and two two-bedroom flats. The building is managed by Housing 21.
- Moorlands Court: Located in Northolt comprises 35 self-contained units. The building is owned and managed by Anchor Housing Association.

Equalities Analysis Assessment

Day opportunities: This supports vulnerable adults to participate in a range of social and leisure activities within the community to help maintain their health, well-being and independence. These activities offer vulnerable adults' the opportunity to engage in activities in a safe and secure environment. Activities can take place within a day centre or be delivered in the community as outreach provision. There are currently circa 20 external providers operating in the adult day opportunities sector, most of which are not-for-profit and / or charitable organisations.

Floating support services: Floating support services are provided to a range of vulnerable individuals including older adults, people with a learning disability, mental health need or physical disability, as well as vulnerable young people. This type of support is offered to people who may need help with various aspects of their lives who prefer to remain in their own homes rather than move to institutional settings. There are currently seven floating support schemes in operation across the borough that are directly commissioned by the council. Floating support services are non-statutory services and typically provided by non-regulated providers to vulnerable adults who reside in their own accommodation. The focus is on providing housing related support and support that is tailored to the specific needs of each individual, which can include assistance with daily living activities, managing personal finances, accessing community resources, and more to support vulnerable individuals.

2. What will the impact of your proposal be?

Current domiciliary care services are procured by a DPS that was established in 2017. The contract was initially for four years and was extended by a further 2 + 2 years. The DPS was varied in 2021 to include children's domiciliary care. There are no further options to extend the contract which is due to expire to 31 March 2025.

The development of the current DPS has helped stimulate the setting-up of new local domiciliary care businesses, in addition to attracting more established regional and national providers. The DPS has ensured that 99% of council funded care packages are procured via a formal contractual arrangement. It has achieved a level of sufficiency that has been significant enough to allow the council (since 2020) to move to a quality-based approach whereby all new care packages are only placed with care agencies rated either Good or Outstanding by the Care Quality Commission (CQC).

The consolidating of the children's care categories within the Ealing Homecare DPS has significantly improved the sufficiency of support available to children's services, with over 40 care agencies now registered with CQC to support children aged 0-18 years old. By including categories for adult day opportunities and floating support services we expect a similarly positive impact on quality and sufficiency in this sector.

The re-procurement of a DPS will assist in achieving for all service categories as described above:

- a) A bank of quality assured providers (by service category)
- b) A clear choice of approved providers enabling control for the individual customer over their day-to-day life.
- c) Best market value in terms of cost and quality of service.
- d) A competitive electronic process for running mini competitions.
- e) Improved business processes for both the council and providers.

The aim is to have a new DPS in place by April 2025.

2. Impact on Groups having a Protected Characteristic

Equalities Analysis Assessment

AGE: *A person of a particular age or being within an age group.*

State whether the impact is positive, negative, a combination of both, or neutral:

Describe the Impact: Positive

The age profile of current social care service users (snapshot February 2024) as identified on Mosaic for the following services are:

Domiciliary care:

Adults:

18-64: 25%

65-74: 16%

75-84: 27%

85+: 32%

Children:

4 and under: 1%

Age 5-9: 25%

Age 10-14: 46%

Age 15-19: 28%

Extra care:

18-64: 27%

65-74: 12%

75-84: 39%

85+: 21%

Day opportunities:

18-64: 46%

65-74: 1%

75-84: 36%

Not known: 17%

Floating support: Data currently unavailable.

The population of Ealing by age groups is:

Age 0-14: 18%

Age 15-64: 70%

Age 65+: 12%

Census data indicates that the population of Ealing is aging with a significant increase in the 50+ age groups and this trend is projected to continue. There has been an increase (since the last census) of 22.8% of people aged 65 and over, an increase of 7.5% in people aged 15 to 64 years and an increase of 3.8% in children aged under 15 years. Between 2001 and 2020, Ealing's population of 0-15-year-olds increased by 24.8%

Equalities Analysis Assessment

The data shows that there were more people than ever before in the older age groups, the proportion of the population who were aged 65 years and over was 18.6% (compared to 16.4% in 2011). There are also variations in the number of older adults across wards in the borough with areas such as Acton, Southall and Greenford having higher numbers.

People aged 65+ are overrepresented amongst those with a disability. Whilst constituting 11% of the borough's total population, they comprise nearly half (47%, 10,000 people approx) of those whose activities were limited a lot by a long-term illness or disability. Of the total number of care packages commissioned by adult social care teams the largest proportion was by the Older Adults Team (Accommodation for adults with eligible care needs, Altair report 2023).

The overall impact on both the older age and children's age groups is likely to be positive. The data shows that the older population is increasing and the need for these services is likely to increase. A recent service user provider satisfaction survey indicated that 92% were satisfied with their care provider. The DPS will help to continue to ensure that the council procures good quality services for both the older and younger population groups in need of support.

The provision of these services enables both age groups to be supported to live independently within the community and within their own homes. Provision of social care within an individual's own home prevents admission into long term residential care and has been shown to have better outcomes for the health and well-being of those supported.

Alternatives and mitigating actions which have been considered in order to reduce negative effect:

Describe the Mitigating Action

There are currently some gaps in the recording of data in particular for floating support services. The inclusion of these services within the new DPS brings them in to a formal contractual framework consistent with the approach used for other services. This will help address quality and safety issues and improve data recording. All packages/placements will be purchased via Mosaic and therefore demographic information will be consistently recorded and monitored.

It is proposed to use a zoning approach for the purchasing of domiciliary care packages. In developing this approach consideration will be given to the variations in age profiles across wards in the borough to ensure needs are being met.

Services will be monitored throughout the duration of the contract to ensure they meet needs. This will include undertaking satisfaction surveys. Service user input will also be gathered to support the development of service specifications.

DISABILITY: *A person has a disability if s/he has a physical, mental or sensory impairment which has a substantial and long term adverse effect on their ability to carry out normal day to day activities¹.*

State whether the impact is positive, negative, a combination of both, or neutral:

Describe the Impact: Positive

¹ Due regard to meeting the needs of people with disabilities involves taking steps to take account of their disabilities and may involve making reasonable adjustments and prioritizing certain groups of disabled people on the basis that they are particularly affected by the proposal.

Equalities Analysis Assessment

All recipients of social care services have a disability or limiting long-term health condition. This could be a physical, sensory, learning disability, mental health need etc. The type of disability is identified on Mosaic by primary support need.

Domiciliary care by primary support need:

Adults:

Physical support: 82%

Mental health: 9%

Learning disability: 5%

Memory and cognition: 3%

Other: 0.3%

Children:

All children's care packages are raised by the children's with disabilities team. Where recorded the majority of packages relate to physical support.

Extra care: Primary support need of residents within extra care;

Learning disability: 12%

Mental health: 7%

Physical support: 75%

Memory and cognition: 6%

Day opportunities:

Learning disability: 55%

Memory and cognition: 45%

Floating support: Data currently unavailable.

Census data 2011 indicates: 14% of the population have a limiting long-term illness. There are variations across the borough between wards with the highest proportions of people with limiting long-term health problems and disabilities compared to those with the lowest. At the two extremes there are 2,210 people in Dormers Wells (14.2%) compared to 1,542 people in Southfield (9.4%) (Source: Census 2021)

The overall impact on this group is likely to be positive as these services are designed and procured to specifically meet the needs of this group. A recent service user satisfaction survey indicated that 92% were satisfied with their care provider. The DPS will help to continue to ensure that the council procures good quality services for all social care users with a disability or long-term health condition in need of support. The provision of these services enables this group to be supported to live independently within the community and within their own homes. Provision of social care within an individual's own homes prevents admission into long term residential care and has been shown to have better outcomes for the health and well-being of those supported.

Alternatives and mitigating actions which have been considered in order to reduce negative effect:

Describe the Mitigating Action

There are currently some gaps in the recording of data in particular for floating support services. The inclusion of these services within the new DPS brings them in to a formal contractual framework

Equalities Analysis Assessment

consistent with the approach used for other services. This will help address quality and safety issues and improve data recording. All packages/placements will be purchased via Mosaic and therefore demographic information will be consistently recorded and monitored.

It is proposed to use a zoning approach for the purchasing of domiciliary care packages. In developing this approach consideration will be given to the variations across the borough between wards to ensure needs are being met.

Services will be monitored throughout the duration of the contract to ensure they meet needs. This will include undertaking satisfaction surveys. Service user input will also be undertaken to support the development of service specifications.

GENDER REASSIGNMENT: *This is the process of transitioning from one sex to another. This includes persons who consider themselves to be trans, transgender and transsexual.*

State whether the impact is positive, negative, a combination of both, or neutral:

Describe the Impact: Neutral

Data currently unavailable for all service areas.

The impact on this group is unknown as there is currently no data available. The provision of services to be provided under the new DPS is likely however to have a positive impact as these services respond to individual assessed need using a person-centered approach for assessment and delivery of services. These services are designed to enable individuals to be supported to live independently within the community and within their own homes. Provision of social care within an individual's own homes prevents admission into long term residential care and has been shown to have better outcomes for the health and well-being of those supported.

Alternatives and mitigating actions which have been considered in order to reduce negative effect:

Describe the Mitigating Action

There is a need to improve the capture and recording of data for this group. Current processes will be reviewed with all teams to make improvements in this area.

Service specifications will be developed for all service categories under the DPS. Service specifications will set out requirements for providers to ensure equity of access for all groups taking in to account their specific needs.

Providers will be expected to have relevant policies and procedures in place to ensure residents are treated with respect and dignity. This includes an Equal Opportunities policy and Privacy and Dignity policy. Service monitoring will ensure that providers are acting in accordance with these policies to ensure the needs of all groups with a protected characteristic are met.

RACE: *A group of people defined by their colour, nationality (including citizenship), ethnic or national origins or race.*

State whether the impact is positive, negative, a combination of both, or neutral:

Equalities Analysis Assessment

Describe the Impact: Positive

The profile of current social care service users as identified on Mosaic are:

Domiciliary care:

Adults

Asian or Asian British	29%
Black or Black British	17%
Mixed	2%
Not Stated	1%
Other	4%
White	47%

Childrens

Asian or Asian British	37%
Black or Black British	31%
Mixed	10%
Other	8%
White	14%

Extra care:

Asian or Asian British	21%
Black or Black British	6%
Mixed	15%
Other	8%
White	50%

Day opportunities:

Asian or Asian British: 45%

Black or Black British: 16%

Mixed: 2%

Other: 3%

White: 24%

Not known: 10%

Floating support: Data currently unavailable.

Census data 2011 shows that the ethnicity breakdown for the general population is:

White 49%

Mixed 4.5%

Asian or Asian British 29.7%

Black or Black British 10.9%

Arab or other 6%

Equalities Analysis Assessment

At the time of the Census over half (50.8%) of the usual residents of Ealing were born outside of the UK. There has been a notable increase in people born in Europe but outside of the EU (up by 69%, those from the Middle East and Asia (19%) the Americas and the Caribbean (10%). The most common main languages in Ealing, other than English, were Punjabi (4.9%), Polish (4.4%) and Arabic (2.5%).

The ethnicity of school children in Ealing indicates 84.4% of pupils are classified as being of minority ethnic origin. This breaks down as 28% White; 30% Asian or Asian British; 13.9% Black or Black British; 9.1% Mixed; 16% other. The profile of children accessing domiciliary care reflects the ethnicity within the general population for the White and Asian groups however there is a greater proportion of Black children compared to the proportion within the general population.

Current users of adult domiciliary care services broadly reflect the proportions within the general population. There are higher proportions from the Asian/Asian British group accessing day opportunities compared to the general population.

The overall impact on this group is likely to be positive. Current service users represent a wide cross-section of the community and satisfaction surveys and user consultation feedback indicates high levels of satisfaction with the care received. The procurement of the new DPS will take into account service user feedback and this will be used to inform the development of service specifications across all categories.

The provision of services to be provided within the DPS enables this group to be supported to live independently within the community and within their own homes. Provision of social care within an individual's own homes prevents admission into long term residential care and has been shown to have better outcomes for the health and well-being of those supported.

Alternatives and mitigating actions which have been considered in order to reduce negative effect:

Describe the Mitigating Action

There are currently some gaps in the recording of data in particular for floating support services. The inclusion of these services within the new DPS brings them in to a formal contractual framework consistent with the approach used for other services. This will help address quality and safety issues and improve data recording. All packages/placements will be purchased via Mosaic and therefore demographic information will be consistently recorded and monitored.

Service specifications for all services will be drafted and will set out requirements that providers address the diverse needs of Ealing's population including cultural, religious and language needs. Providers will be expected to understand and respond to the diversity of Ealing at both borough-wide and ward level.

The proposal to adopt a zoning approach to this procurement will take in to account the variations at ward level to ensure there is equity of access to services.

RELIGION & BELIEF: *Religion means any religion. Belief includes religious and philosophical beliefs including lack of belief (for example, Atheism). Generally, a belief should affect a person's life choices or the way you live for it to be included.*

Equalities Analysis Assessment

State whether the impact is positive, negative, a combination of both, or neutral:
Describe the Impact: Neutral
<p><u>Domiciliary care:</u></p> <p><i>Adults:</i></p> <p>Christian: 24%</p> <p>Hindu: 5%</p> <p>Muslim: 10%</p> <p>Sikh: 8%</p> <p>Not known: 52%</p> <p><i>Children:</i> Data currently unavailable.</p> <p><u>Extra care:</u></p> <p>Christian: 39%</p> <p>Hindu: 3%</p> <p>Muslim: 0%</p> <p>Sikh: 2%</p> <p>No religion: 6%</p> <p>Other: 1%</p> <p>Not known: 48%</p> <p><u>Day opportunities:</u> Data currently unavailable.</p> <p><u>Floating support:</u> Data currently unavailable.</p> <p>Census data indicates that Christianity remains the most common religion in Ealing (37.8%). 'No religion' was the second most common response (38%) The next largest group described themselves as Muslim, an increase of 30% on 2011 figures, making up 18.8% of Ealing's total population. Both Sikh and Hindu categories each make up nearly 8% of residents. 1.1% and 0.3% of residents described their religion as 'Buddhist' and 'Jewish' respectively, having seen a decline in proportion over 10 years.</p> <p>There are significant gaps in recorded data for this protected characteristic across all service categories therefore the impact on this group is unknown. Whilst data for this group is incomplete it is anticipated that the overall impact on this group is likely to be positive as the provision of these services are designed around the needs of users using a person-centered approach and assessment of individual need. These services enable all groups to be supported to live independently within the community and within their own homes. Provision of social care within an individual's own homes prevents admission into long term residential care and has been shown to have better outcomes for the health and well-being of those supported.</p>
Alternatives and mitigating actions which have been considered in order to reduce negative effect:
Describe the Mitigating Action
<p>There are currently some gaps in the recording of data for this group. There is a need to improve the capture and recording of data for this group. Current processes will be reviewed with all teams to</p>

Equalities Analysis Assessment

make improvements in this area. The inclusion of day opportunities and floating support services within the new DPS brings them in to a formal contractual framework consistent with the approach used for other services. This will help address quality and safety issues and improve data recording. All packages/placements will be purchased via Mosaic and therefore demographic information will be consistently recorded and monitored.

Service specifications for all services will require providers to address the diverse needs of Ealing's population including cultural, religious and language needs. Providers will be expected to understand and respond to the diversity of Ealing at both borough-wide and ward level. Services will be monitored throughout the duration of the contract including on how well they meet the needs of service users.

The proposal to adopt a zoning approach to this procurement will take in to account the variations at ward level to ensure there is equity of access to services.

SEX: *Someone being a man or a woman.*

State whether the impact is positive, negative, a combination of both, or neutral:

Describe the Impact: Positive

Current Mosaic data on the sex of individuals receiving the following services is as follows:

Domiciliary care:

Adults: Male 47%; Female 53%

Children: Male 70%; Female 30%

Extra care:

Male 48%; Female 52%

Day opportunities (both in-house and external provision):

Male 41%; Female 52%; Unknown 7%

Floating support: Data currently unavailable.

Census data 2021 indicates that women make up 51% of the overall population and 49% are men.

Ealing's life expectancy has increased for both male and females but the disability-free life expectancy for females has not increased, suggesting women are living longer but with a greater proportion of their lives with a disability.

The proportion of male and female service users across each adult category is broadly reflective of the general population. There is a higher proportion of male children in receipt of domiciliary care than the numbers in the general population.

The overall impact on this group is likely to be positive as the provision of these services enables both males and females to be supported to live independently within the community and within their own homes. Provision of social care within an individual's own homes prevents admission into long term

Equalities Analysis Assessment

residential care and has been shown to have better outcomes for the health and well-being of those supported.
Alternatives and mitigating actions which have been considered in order to reduce negative effect:
Describe the Mitigating Action
<p>There are currently some gaps in the recording of data in particular for floating support services. The inclusion of these services within the new DPS brings them in to a formal contractual framework consistent with the approach used for other services. This will help address quality and safety issues and improve data recording. All packages/placements will be purchased via Mosaic and therefore demographic information will be consistently recorded and monitored.</p> <p>Service specifications will be developed for all services and will set out requirements on providers to address the diverse needs of Ealing’s population. Providers will be expected to understand and respond to the diversity of Ealing at both borough-wide and ward level.</p> <p>The proposal to adopt a zoning approach to this procurement will take in to account the variations at ward level to ensure there is equity of access to services.</p>

SEXUAL ORIENTATION: <i>A person’s sexual attraction towards his or her own sex, the opposite sex or to both sexes, covering including all LGBTQ+ groups.</i>
State whether the impact is positive, negative, a combination of both, or neutral:
Describe the Impact: Neutral
<p>Data currently unavailable for all service areas.</p> <p>The impact on this group is unknown as there is currently no data available. The provision of services to be provided under the new DPS is likely however to have a positive impact as provision of services is based on individual assessed need using a person-centered approach. These services enable all groups to be supported to live independently within the community and within their own homes. Provision of social care within an individual’s own homes prevents admission into long term residential care and has been shown to have better outcomes for the health and well-being of those supported.</p>
Alternatives and mitigating actions which have been considered in order to reduce negative effect:
Describe the Mitigating Action
<p>There is a need to improve the capture and recording of data for this group. Current processes will be reviewed with all teams to make improvements in this area.</p> <p>Service specifications will be developed for all service categories under the DPS. Service specifications will set out requirements for providers to ensure equity of access for all groups taking in to account their specific needs.</p> <p>Providers will be expected to have relevant policies and procedures in place to ensure residents are treated with respect and dignity. This includes an Equal Opportunities policy and Privacy and Dignity policy. Service monitoring will ensure that providers are acting in accordance with these policies to ensure the needs of all groups with a protected characteristic are met.</p>

Equalities Analysis Assessment

PREGNANCY & MATERNITY: <i>Description: Pregnancy: Being pregnant. Maternity: The period after giving birth - linked to maternity leave in the employment context. In the non-work context, protection against maternity discrimination is for 26 weeks after giving birth, including as a result of breastfeeding.</i>
State whether the impact is positive, negative, a combination of both, or neutral:
Describe the Impact: Neutral
Data currently unavailable for all service areas. The impact on this group is unknown as there is currently no data available. The provision of services to be provided under the new DPS is however likely to have a positive impact as the provision of services is based on individual assessed need using a person-centered approach. These services enable all groups to be supported to live independently within the community and within their own homes. Provision of social care within an individual's own homes prevents admission into long term residential care and has been shown to have better outcomes for the health and well-being of those supported.
Alternatives and mitigating actions which have been considered in order to reduce negative effect:
Describe the Mitigating Action
There is a need to improve the capture and recording of data for this group. Current processes will be reviewed with all teams to make improvements in this area. Service specifications will be developed for all service categories under the DPS. Service specifications will set out requirements for providers to ensure equity of access for all groups taking in to account their specific needs. Providers will be expected to have relevant policies and procedures in place to ensure residents are treated with respect and dignity. This includes an Equal Opportunities policy and Privacy and Dignity policy. Service monitoring will ensure that providers are acting in accordance with these policies to ensure the needs of all groups with a protected characteristic are met.

MARRIAGE & CIVIL PARTNERSHIP: <i>Marriage: A union between a man and a woman. or of the same sex, which is legally recognised in the UK as a marriage Civil partnership: Civil partners must be treated the same as married couples on a range of legal matters.</i>
State whether the impact is positive, negative, a combination of both, or neutral:
Describe the Impact: Neutral
Data currently unavailable for all service areas. The impact on this group is unknown as there is currently no data available. The provision of services to be provided under the new DPS is likely however to be positive as the provision of these services is based on individual assessed need using a person-centered approach. These services enable this group to be supported to live independently within the community and within their own homes.

Equalities Analysis Assessment

Provision of social care within an individual's own homes prevents admission into long term residential care and has been shown to have better outcomes for the health and well-being of those supported.

Alternatives and mitigating actions which have been considered in order to reduce negative effect:

Describe the Mitigating Action

There is a need to improve the capture and recording of data for this group. Current processes will be reviewed with all teams to make improvements in this area.

Service specifications will be developed for all service categories under the DPS. Service specifications will set out requirements for providers to ensure equity of access for all groups taking in to account their specific needs.

Providers will be expected to have relevant policies and procedures in place to ensure residents are treated with respect and dignity. This includes an Equal Opportunities policy and Privacy and Dignity policy. Service monitoring will ensure that providers are acting in accordance with these policies to ensure the needs of all groups with a protected characteristic are met.

3. Human Rights²

4a. Does your proposal impact on Human Rights as defined by the Human Rights Act 1998?

Yes No

These proposals support human rights as defined by the Human Rights Act 1998 including article 8 right to respect for private and family life and article 14 prohibition of discrimination.

4b. Does your proposal impact on the rights of children as defined by the UN Convention on the Rights of the Child?

Yes No

These proposals support the rights of children as defined by the UN convention on the rights of the child. In particular article 23 – children with disabilities. Children who have any kind of disability have the right to special care and support, as well as the rights in the Convention, so that they can live full and independent lives.

4c. Does your proposal impact on the rights of persons with disabilities as defined by the UN Convention on the rights of persons with disabilities?

Yes No

These proposals support the rights of persons with disabilities as defined by the UN convention on the rights of persons with disabilities. Including article 10 that persons with disabilities enjoy their inherent right to life on an equal basis with others.

4. Conclusion

² For further guidance please refer to the Human Rights & URNC Guidance on the Council Equalities [web page](#).

Equalities Analysis Assessment

The overall impact of these proposals is likely to be positive for the protected characteristics age (both older and younger groups), disability, race and sex. The overall impact for the protected characteristics gender reassignment, religion and belief, sexual orientation, pregnancy and maternity and marriage and civil partnerships is unknown as there are gaps in the data available to assess impact.

The following mitigation actions have been identified:

1. Social care to review current processes to improve the capture and recording of data for the protected characteristics identified above.
2. To undertake service user engagement to help inform the development of service specifications to reflect the needs of all groups.
3. To develop service specifications for all categories that set out requirements on providers to ensure equity of access for all groups taking in to account their specific needs.
4. Entry criteria on to the DPS will set out requirements for providers to have relevant policies and procedures in place to ensure residents are treated with respect and dignity.
5. Undertake service monitoring to ensure that providers are acting in accordance with these policies and ensure the needs of all groups with a protected characteristic are met.

4a. What evidence, data sources and intelligence did you use to assess the potential impact/effect of your proposal? Please note the systems/processes you used to collect the data that has helped inform your proposal. Please list the file paths and/or relevant web links to the information you have described.

Data from Mosaic
 Census data 2021
 Ealing Homecare DPS service provider satisfaction survey 2022-23
 Accommodation for adults with eligible care needs, Altair report 2023
 Learning Disability strategy and EAA 2023
 Ealing JSNA 2021 population characteristics

5. Action Planning: (What are the next steps for the proposal please list i.e. when it comes into effect, when mitigating actions linked to the protected characteristics above will take place, how you will measure impact etc.)

Action	Outcomes	Success Measures	Timescales/ Milestones	Lead Officer (Contact Details)
Report to Cabinet	Approval to procure DPS	Cabinet approval received.	6 March 2024	Kashmir Takhar
Undertake service user engagement	Gather feedback to inform service specifications	Number of service users engaged	March-April 2024	Kashmir Takhar Gordon Crighton Emmanuel Anatsui Elijah Collins
Development of service specifications, entry	Service specifications developed for all service categories.	Clear, comprehensive specifications developed	June 2024	As above

Equalities Analysis Assessment

requirements and tender documents				
Issue ITT	ITT published	Applications to join the DPS	September 2024	As above Craig McDowell
Evaluation of tenders	Completion of evaluations	Evaluations completed within timeframe	Oct-Nov 2024	As above
Inform applicants of outcome	Tenderers notified of outcome of application	Notifications send out within timeframe	December 2024	As above
Start of contract	Contract starts	Contract start date met.	April 2025	As above
Review data capture and recording with teams	Data recording improved	Improved demographic data recording	April 2025 onwards	Heads of service / Team Managers
Service monitoring	Monitoring of service outcomes	Completion of service monitoring	April 2025 onwards	Gordon Crighton
Additional Comments:				

6. Sign off: (All EAA's must be signed off once completed)

Completing Officer Sign Off:	Service Director Sign Off:	<i>HR related proposal (Signed off by directorate HR officer)</i>
Signed:  Name (Block Capitals): Kashmir Takhar Date: 20 February 2024	Signed:  Name (Block Capitals): Kerry Stevens Date: 20 February 2024	Signed: Name (Block Capitals): Date:

For EAA's relating to Cabinet decisions: received by Committee Section for publication by (date):

Equalities Analysis Assessment

Appendix 1: Legal obligations under Section 149 of the Equality Act 2010:

- As a public authority we must have due regard to the need to:
 - a) Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
 - b) Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
 - c) Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
- The protected characteristics are: AGE, DISABILITY, GENDER REASSIGNMENT, RACE, RELIGION & BELIEF, SEX, SEXUAL ORIENTATION, PREGNANCY & MATERNITY, MARRIAGE & CIVIL PARTNERSHIP
- Having due regard to advancing equality of opportunity between those who share a protected characteristic and those who do not, involves considering the need to:
 - a) Remove or minimising disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic
 - b) Take steps to meet the needs of persons who share a relevant characteristic that are different from the needs of the persons who do not share it.
 - c) Encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.
- Having due regard to fostering good relations between persons who share a relevant protected characteristic and persons who do not, involves showing that you are tackling prejudice and promoting understanding.
- Complying with the duties may involve treating some people more favourably than others; but this should not be taken as permitting conduct that would be otherwise prohibited under the Act.

By virtue of paragraph(s) 5 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank



Report for: <p style="text-align: center; color: green; font-weight: bold;">NOTING</p>
Item Number:

Contains Confidential or Exempt Information	No
Title	Ealing Serious Violence Strategy
Responsible Officer(s)	Nicky Fiedler (Strategic Director, Housing & Environment)
Author(s)	Jess Murray (Assistant Director, Community Protection)
Portfolio(s)	Tackling Inequalities
For Consideration By	Cabinet
Date to be Considered	6 March 2024
Implementation Date if Not Called In	12 March 2024
Affected Wards	All
Keywords/Index	Serious Violence, Domestic Abuse, Young People, Sexual Violence, Knife Crime, Safer Ealing Partnership, Police

Purpose of Report:

The purpose of this report is to update cabinet on the Borough's Serious Violence Strategy and confirm compliance with the new Serious Violence Duty, which is a requirement of the Safer Ealing Partnership (SEP), acting as the Borough's Community Safety Partnership (CSP) as set out in the *Police, Crime, Sentencing and Courts Act (2022)*.

The strategy pulls together several separate approaches across the Council and wider partnership to target and reduce serious violence in the borough.

The report also outlines the strategic needs assessment undertaken as part of developing the new serious violence strategy.

1. Recommendations

1.1 It is recommended that Cabinet:

- i. Review and note the contents of the Serious Violence Strategy 2024;
- ii. Review and note the outcome of needs assessment undertaken as part of the development of strategy;
- iii. Note the Safer Ealing Partnerships' compliance with the Serious Violence Duty;

2. Background

2.1 Ealing's Serious Violence strategy has been produced as part of the requirements of the Serious Violence Duty (SVD), introduced by the *Police Crime Sentencing and Courts Act (2022)*. The Duty places several requirements upon local areas, including agreeing a local partnership arrangement to lead on the duty, agreeing a definition of serious violence, having consistent data sharing, analytical processes to produce a Strategic Needs Assessment, and production of a strategy to set out how the duty will be implemented locally.

2.2 The Duty requires specified authorities to work together to prevent and reduce serious violence, including identifying the kinds of serious violence that occur in the area, the causes of that violence, and to prepare and implement a strategy for preventing and reducing serious violence.

2.3 The responsible authorities (also known as 'duty holders') in the Serious Violence Duty will be:

- the Police
- fire and rescue authorities
- justice organisations (youth offending teams and probation services)
- health bodies (Integrated Care Boards)
- local authorities

2.4 Educational institutions, prisons and youth custodial institutions will be under a separate duty to co-operate with duty holders, but they are not duty holders. The strategy takes account of guidance issued by the government, as well as London guidance, developed by the London Violence Reduction Unit, in collaboration with London Councils, the Mayor's Office for Policing and Crime, the Metropolitan Police Service, NHS London and Probation Service.

2.5 The strategy sets out the agreed definition of Serious Violence for the borough, summarises the key aspects of the Serious Violence Strategic Needs Assessment, the partnership arrangements that have been agreed locally to lead on delivery of the duty, the areas of activity to prevent and reduce serious violence, and activity to engage with voluntary sector organisations, communities - including young people, as well as businesses.

3. Definition of Serious Violence

3.1 The *Police Crime Sentencing and Courts Act (2022)* provides that, for the purposes of the Duty, serious violence includes domestic abuse, sexual offences, violence against property and threats of violence, but does not include terrorism. In considering serious violence within their area, specified authorities should encompass serious violence as defined for the purposes of the government's Serious Violence Strategy and include a focus on issues such as public space youth violence. The government's Serious Violence Strategy sets out specific types of crime of concern, including homicide, violence against the person (which may

include both knife crime and gun crime), and areas of criminality where serious violence or its threat is inherent, such as in county lines drug dealing. These crimes should be at the core of the Serious Violence Duty for the purpose of its reduction and prevention. Whilst the government guidance sets out types of violence that should be incorporated within the definition of serious violence, there is no definition provided and it allows each local area to define serious violence.

3.2 It is important that there is consistency across London, to ensure that analysis of violence and the Strategic Needs Assessment are comprehensive and comply with the duty. The London Violence Reduction Unit (VRU) has therefore collaborated with the Mayor's Office for Policing and Crime (MOPAC), London Councils, the Metropolitan Police Service, NHS London and Probation Service to develop *London Guidance* to support local areas in how they implement the duty.

3.3 The *London Guidance* advises that Serious Violence for the purposes of the Serious Violence Duty in London, is defined as:

“Any violence and exploitation affecting young people under the age of 25, domestic abuse, and sexual violence. Within the context of these types of violence, it encompasses homicide, grievous bodily harm, actual bodily harm, rape, assault by penetration, sexual assault, personal robbery, threats to kill and violence against property caused during the commission of one of these offences.”

3.4 Domestic abuse is as defined in the [Domestic Abuse Act 2021](#). In Ealing we have agreed to adopt this definition of serious violence for the purposes of the Serious Violence Duty.

4. Local Partnership Arrangements

4.1 Within the Duty it is for the specified authorities to come together to decide on the appropriate lead and structure of collaboration for their area. The government guidance references the local Community Safety Partnership (CSP), or other partnerships such as the multi-agency safeguarding arrangements, Criminal Justice boards or Health and Wellbeing boards. It also suggests it may also be the case that collaboration via several different partnership structures is preferred depending on the local context.

4.2 Of the statutory partnership arrangements, only the Community Safety Partnership has all the “duty holders” within its membership, and it is not restricted by the age criteria for children and adult safeguarding partnerships.

4.3 In Ealing, we confirm that we are following the London guidance and the Safer Ealing Partnership, our local CSP, will be the lead partnership for implementation and ensuring compliance with the Duty. This includes ownership over and monitoring of this strategy, which brings together and builds upon several existing strategies, as illustrated below.

4.4 The findings of the Strategic Needs Assessment and subsequent Serious Violence strategy, as agreed up the Safer Ealing Partnership are set out in more detail in Appendix 1. Ealing's Serious Violence Strategy

5 Consultation

5.1 The Serious Violence Strategy was developed with partners across the Safer Ealing Partnership, which includes Council services like Community Safety, Social Care and Public Health. External partnership members include Police, Probation, NHS and London Fire Brigade (LFB).

6 Financial implications

6.1 There are no significant additional financial requirements stemming from the strategy or needs assessment, the works undertaken or proposed within the strategy will be delivered from within existing service budgets across the partnership.

7 Legal implications

7.1 The Police, Crime, Sentencing and Courts Act 2022, and the related statutory guidance published in December 2022, establishes a duty on specified authorities for a local government area to collaborate with each other to prevent and reduce serious violence in the area. The Council is a specified authority.

7.2 Section 19 of the Police and Justice Act 2006 also requires every local authority to have arrangements to oversee the work of the members of the Safer Communities Partnership. The Safer Ealing Partnership has been set up for this purpose.

7.3 In agreeing Ealing's Serious Violence Strategy 2024, the Safer Ealing Partnership confirmed it is satisfied the Council is meeting its duty.

8 Community Safety

8.1 The plan sets out a clear area of focus for the Council and wider partnership in tackling and reducing serious violence, and in particular, violence affecting more vulnerable groups like young people and women.

9 Links to the Council's Priorities

9.1 Action to tackle violent crime and protect victims is a clear priority through the Council plan and underpins the wider Council priority of *Tackling Inequality*.

10 Equalities, Human Rights and Community Cohesion

10.1 One of key consideration of the needs assessment is considering equalities and the effect of violent crime on key parts of our community.

11 Staffing/Workforce and Accommodation implications

11.1 There are no proposed changes to Council staff or workforce within the outlined proposal.

12 Property and assets

12.1 There are no implications for Council property or assets stemming from this report.

13 Any other implications

13.1 There are no additional implications to Cabinet approving the proposals within this report that have not been addressed within the key implications outlined above.

14 Timetable

14.1 The completed strategy was agreed by the Safer Ealing Partnership in January 2024 and the strategy made public on both Ealing Council's website and *Safer Ealing* website on 31 January as required by the Serious Violence Duty. The Safer Ealing Partnership will review the duty annually and update and change the strategy as and when the needs assessment and working practices require.

15 Appendices

Appendix 1: Ealing Serious Violence Duty Strategy

Consultation

Name of consultee	Post held	Date sent to consultee	Date response received	Comments appear in paragraph:
Internal				
Justin Morley	Head of Legal Services	06/01/2024	15/02/2024	Throughout
Nicky Fiedler	Strategic Director, Strategic Director, Housing & Environment	06/01/2024	10/01/2024	
Jess Murray	Assistant Director, Community Protection	06/01/2024	08/01/2024	
Multiple	SLT	10/01/2024	11/01/2024	
External				
Safer Ealing Partnership		20/01/2024	30/01/2024	

Report History

Decision type:	Urgency item?
Key decision	No
Report no.:	Report author and contact for queries:

Strategy to meet the Serious Violence Duty

January 2024

Background

The Serious Violence Duty (SVD) was introduced by the Police Crime Sentencing and Courts Act 2022.

In line with the duty and our ongoing work to keep Ealing's communities safe, we are committed to preventing and reducing serious violence. We do this by working together as a Safer Ealing Partnership; the council, the Police, the fire brigade, justice organisations (youth offending teams and probation services) and the NHS all meet formally and collaborate to implement plans to address serious violence. The Duty presents the opportunity for a consistent focus to reduce serious violence.

The Safer Ealing Partnership (our local CSP) will be the lead partnership for implementation and ensuring compliance with the duty.



What is serious violence?

For the purposes of the Duty, and consistent with other London boroughs, we define serious violence as:

'Any violence and exploitation affecting young people under the age of 25, domestic abuse, and sexual violence. Within the context of these types of violence, it encompasses homicide, grievous bodily harm, actual bodily harm, rape, assault by penetration, sexual assault, personal robbery, threats to kill and violence against property caused during the commission of one of these offences.'

We will of course continue to tackle violence that falls outside of this definition.

Ealing borough demographic overview

Summary of Key Demographics of Ealing

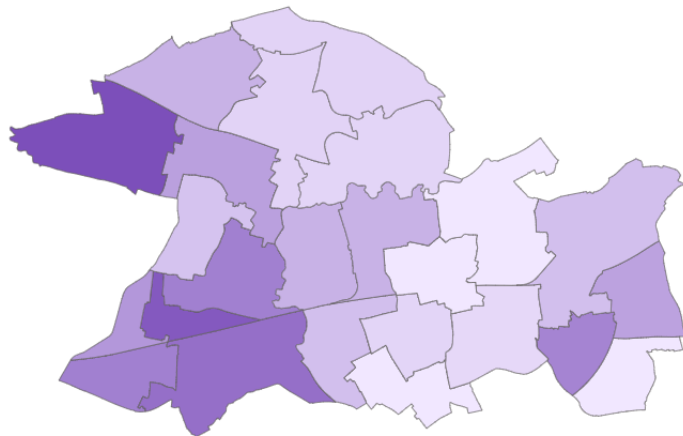
According to the latest National Census, Ealing is the third largest London borough in terms of population. The population has risen almost 20% over the last two decades from 307,300 in 2001 to 367,100 in 2021. It is projected to grow by more than 10% over the next ten years.

Ealing has a higher proportion of males and females aged 25-49 years compared to England (40% -v- 33%) and a lower proportion of persons aged 55 years and above (17% -v- 24%). In the last decade however, there has been an increase of 23% in the number of residents aged 65+.

Ealing is an ethnically diverse borough, with a population consisting of: 43% White, 30% Asian, 11% Black, 5% Mixed, and 11% Other. More than 3 in 10 residents do not describe English as their main language, with 20.8% indicating that they cannot speak English well or at all.

In terms of religion, 37.8% of residents describe themselves as Christian, 18.8% as Muslim, 7.8% as Sikh, and 7.7% as Hindu. 19% state they have no religion.

Deprivation (proportion of LSOAs in IMD Deciles 1-3)



Deprivation

While not being one of the most deprived boroughs in London, there are variations between different measures and across different geographical regions of Ealing.

Ealing is generally less deprived in domains relating to 'Education, Skills & Training' and 'Health & Disability', while it is generally more deprived in domains relating to 'Barriers to Housing & Services', 'Living Environment', and 'Income'.

As shown on the map, areas of Southall, Northolt and South Acton

What does serious violence look like in Ealing?

We have undertaken a strategic needs assessment (SNA) to understand serious violence trends in the borough. As per the definition of serious violence, the following slides will set out the assessment against the following critical areas:

- Violence and exploitation affecting under-25s
- Sexual violence
- Domestic abuse

The assessment has also considered and included the wider context which can help us understand the established and emerging serious violence trends in the borough.

Under 25 Violence (Analysis period 2021 & 2022)

IN-SCOPE SVD OFFENCES

3026

involving at least one person aged under 25

ABH	1207	39.9%
Rape and Sexual Assault	571	18.9%
GBH+	532	17.6%
Personal Robbery	526	17.4%
Threats to Kill	237	7.8%

Young people were involved as suspects or victims in 37% of the total of in-scope offences (3026 of 8120 crimes). The largest crime category is Actual Bodily Harm, making up two-fifths of the total involving U25s.

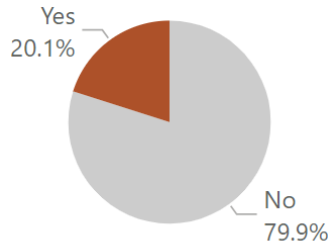
Proportionally, 49% of all personal robbery offences and 51% of all in-scope rape and sexual assaults involved at least one young person.

There was no clear trend in offences across the 2-year analysis period, but wider information relating to all violence with injury indicates that this has been rising in the last year both in Ealing and across London.

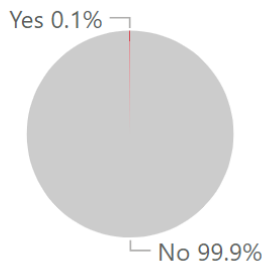
For all violence with injury, Ealing ranks 9th of 32 boroughs on volume and 18th on rate per 1000.

Page 62

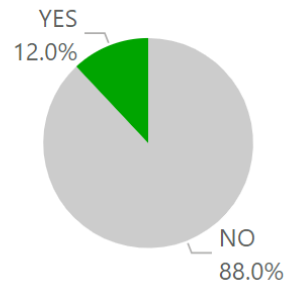
Domestic Abuse



Gang Flag Applied?



Any Knife Involvement?



A fifth of the violent offences involving someone aged under 25 were recorded as being domestic abuse incidents.

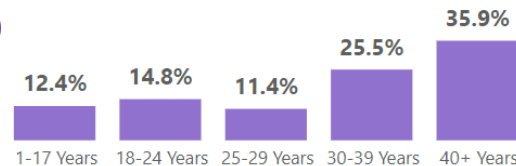
Only 3 offences during the two-year period were flagged as being gang-related.

12% of the offences (363) involved a knife being used, threatened or intimidated, including 101 offences with an injury. 12 offences (0.4%) involved a gun.

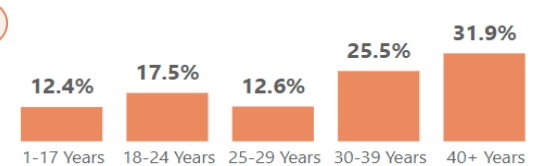
INSIGHT

While the SVD places the focus on violent crime that involves younger people, overall the U25s in Ealing make up only 27% of victims and 30% of suspects.

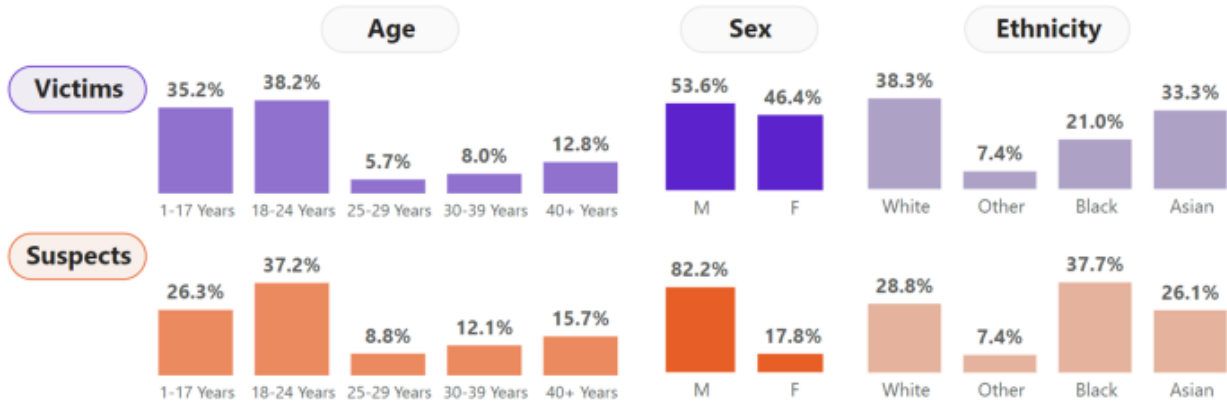
Victims



Suspects



Under 25 Violence (Continued)

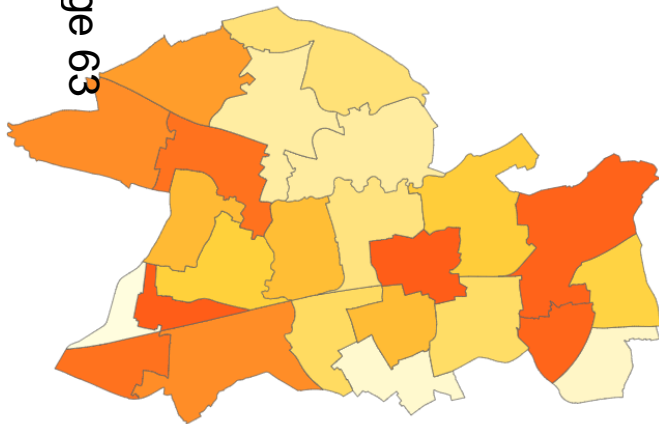


In violent incidents involving under 25s, males made up over 80% of suspects, but were only slightly more likely to be victims than females.

More suspects were aged 18-24 than under 18, while victims were more evenly split between the two age categories.

For both victims and particularly suspects, black individuals were over-represented compared to borough demographics.

Page 63



The wards with the highest volume of offences tend to be those that include larger, busier town centres with multiple transport links, including Ealing, Southall, Acton and Greenford.

Time of Day	MON	TUE	WED	THU	FRI	SAT	SUN	% by Time
00:00 - 02:59	1.9%	1.7%	1.8%	1.3%	1.5%	2.6%	2.6%	13.4%
03:00 - 05:59	0.4%	0.3%	0.3%	0.2%	0.6%	1.0%	1.0%	3.8%
06:00 - 08:59	0.8%	0.7%	0.6%	0.5%	0.6%	0.6%	0.5%	4.3%
09:00 - 11:59	1.5%	1.2%	1.0%	1.1%	1.4%	1.0%	0.9%	7.9%
12:00 - 14:59	2.3%	2.1%	2.2%	1.8%	1.6%	1.8%	2.3%	14.0%
15:00 - 17:59	3.3%	3.8%	3.0%	3.5%	3.7%	2.4%	2.6%	22.5%
18:00 - 20:59	2.9%	2.6%	2.8%	3.1%	2.5%	2.3%	2.3%	18.5%
21:00 - 23:59	1.9%	2.0%	2.5%	2.2%	2.4%	2.4%	2.2%	15.5%
% by Day	14.9%	14.4%	14.2%	13.8%	14.2%	14.1%	14.4%	100.0%

There is no overall peak day trend for offending.

Offences occur mostly between 12:00 and 02:59, peaking between 15:00 and 17:59. This peak is more pronounced from Monday to Friday.

INSIGHT

855 offences featured both a victim and a suspect aged under 25, including 194 personal robberies (over 18% of the borough total).

INSIGHT

Robbery is the only offence type which tends to involve multiple suspects; there is a concentration of these offences in central Ealing.

Domestic Abuse (Analysis period 2021 & 2022)

IN-SCOPE SVD OFFENCES

2306

Domestic Abuse

ABH	1192	51.7%
GBH+	417	18.1%
Threats to Kill	399	17.3%
Rape and Sexual Assault	294	12.7%
Personal Robbery	25	1.1%

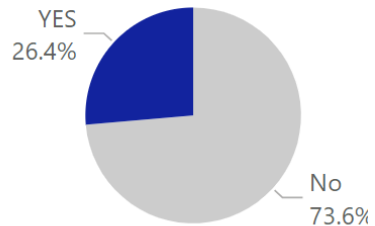
The scope of the Serious Violence Duty means that it includes only 19.4% of all incidents/offences flagged as Domestic Abuse (2306 out of 11893 crimes).

Over half of in-scope DA offences were classified as Actual Bodily Harm.

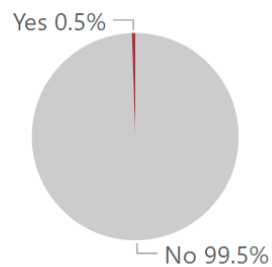
There was no clear trend in the volume of offences across the 2-year analysis period. The longer-term trend for all domestic abuse violence with injury offences shows no directional trend in Ealing and a slight fall across the MPS during the last five years, but early signs of a potential increase in the last few months.

Looking at all DA violence with injury, Ealing ranks 8th of 32 boroughs on volume and 14th on rate per 1000.

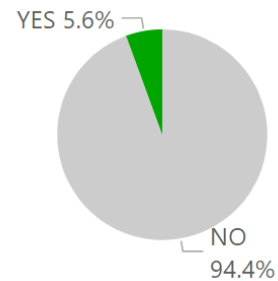
Any Party U25?



Honour-Based Abuse



Any Knife Involvement?



Over a quarter of the borough's domestic abuse offences involved at least one party aged under 25 years.

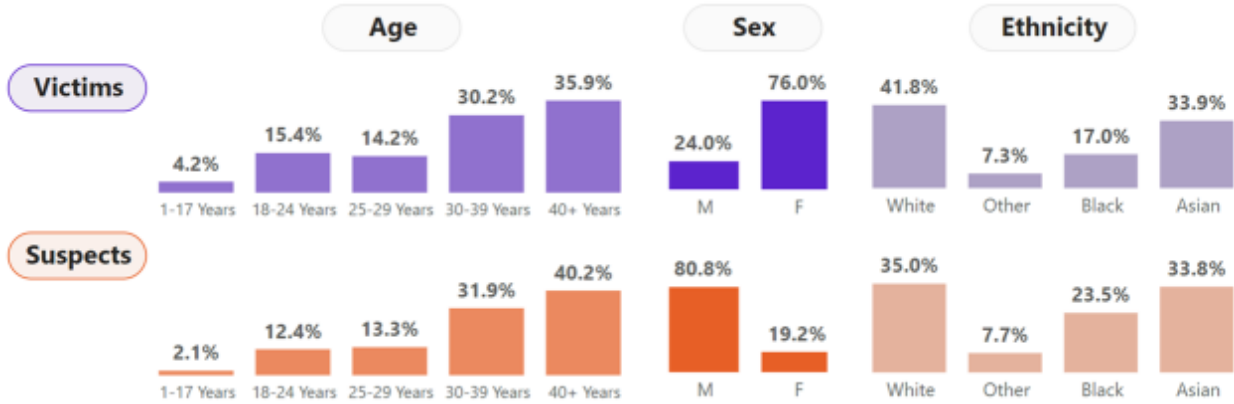
There were 12 offences (0.5%) recorded as being honour-based abuse.

5.6% of the offences (129) involved a knife being used, threatened or intimidated, including 41 offences where injury was caused by a knife.

OPPORTUNITY

Although the SVD does not specifically include less serious offences or incidents within its scope, there is a potential opportunity here for targeted intervention and support which might reduce the risk of escalation to a more harmful offence in the future. Some kind of 'early warning' trigger which highlighted parties involved in multiple minor or non-crime domestic incidents could be worth exploring.

Domestic Abuse (Continued)

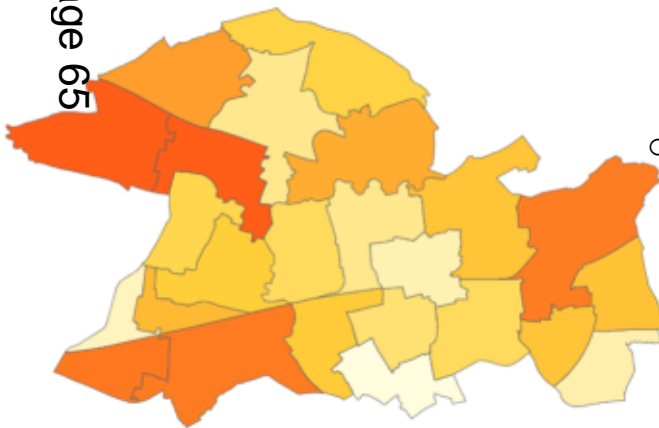


Domestic Abuse offences tend to involve older parties, with the majority of victims and suspects aged 30 or older.

The majority of offences feature male suspects (more than 80% of all suspects) and female victims (more than 75% of all victims).

Across age and ethnicity categories, there is a tendency towards homogeneity with victim and suspect demographics often the same.

Page 65



The wards with the highest volume of Domestic Abuse offences are Northolt, West End, Greenford, Broadway, Southall Green, Norwood Green and North Acton.

Time of Day	MON	TUE	WED	THU	FRI	SAT	SUN	% by Time
00:00 - 02:59	2.3%	1.8%	2.3%	1.5%	1.6%	2.1%	2.4%	13.9%
03:00 - 05:59	0.6%	0.3%	0.4%	0.3%	0.3%	0.7%	1.7%	4.3%
06:00 - 08:59	0.6%	0.5%	0.5%	0.7%	0.5%	1.3%	0.8%	5.0%
09:00 - 11:59	2.1%	1.4%	1.2%	1.1%	1.4%	1.4%	1.7%	10.2%
12:00 - 14:59	1.8%	2.3%	1.3%	1.8%	2.3%	2.2%	2.7%	14.4%
15:00 - 17:59	2.4%	2.2%	1.7%	1.8%	2.5%	2.5%	2.6%	15.7%
18:00 - 20:59	2.7%	2.4%	2.6%	2.7%	3.1%	2.5%	2.5%	18.3%
21:00 - 23:59	2.7%	2.4%	2.5%	1.8%	2.5%	2.6%	3.6%	18.3%
% by Day	15.2%	13.2%	12.6%	11.7%	14.2%	15.2%	18.0%	100.0%

Offences are highest on Sunday, and are slightly lower during the Tuesday to Thursday period.

Offence levels increase through the day, peaking from 18:00 to 23:59.

INSIGHT

Almost two-thirds of suspects were either the current or former partner of the victim; a further 24% were direct family members.

INSIGHT

There is a strong correlation between areas with higher levels of deprivation and rates of recorded domestic abuse offences.

Sexual Violence (Analysis Period 2021 & 2022)

IN-SCOPE SVD OFFENCES

1129

Rape and Sexual Assault

Sexual assault on a Female aged 13 and over	426	37.73%
Rape of a Female aged 16 and over	386	34.19%
Sexual Assault on a Female Child under 13	98	8.68%
Sexual Assault on a Male aged 13 and over	49	4.34%
Rape of a Female Child under 16	45	3.99%
Sexual Assault on a Male child under 13	33	2.92%
Assault on a female by penetration.	31	2.75%
Rape of a Female Child under 13	29	2.57%

Over 70% of in-scope offences were either sexual assault on a female aged 13 and over, or rape of a female aged 16 or over. A further 19% of offences involved the rape of someone aged under 16, or the sexual assault of someone aged under 13. (The table left shows offences contributing more than 2% of the total.)

There was a general upward trend in the volume of recorded offences across the 2-year analysis period.

Looking at the longer-term trend, using the closest indicative measure (all rape offences), there has been an increase in reported/recorded offences in Ealing and across the MPS over the last five years, although figures up to Autumn 2023 suggest this increase may be levelling off.

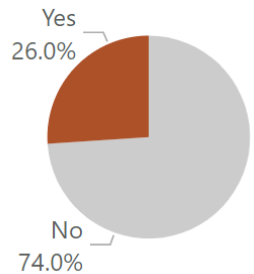
Looking at all rape offences, Ealing ranks 9th of 32 boroughs on volume and 18th on rate per 1000.

Over half of the sexual offences involved at least one person aged under 25.

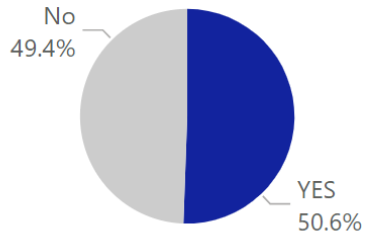
Over a quarter of the borough's sexual offences were categorised as incidents of domestic abuse.

More than 7 in 10 sexual violence crimes with a DA flag were rape offences, whereas for non-DA offences this ratio is only around 2 in 10.

Domestic Abuse



Any Party U25?



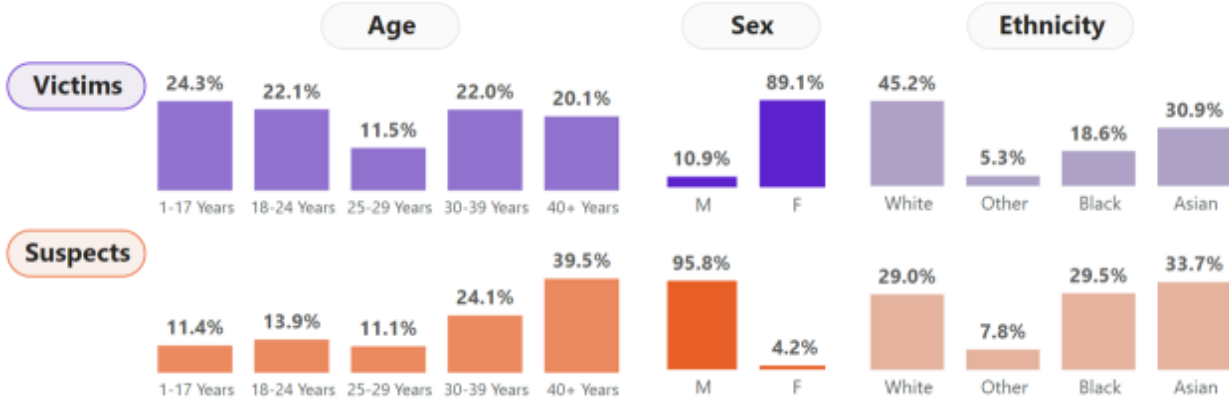
INSIGHT/OPPORTUNITY

The data suggests there may be a relatively large number of unreported 'lower' level sexual assaults occurring within domestic abuse settings. This could be an opportunity to provide help and support at an early stage which could have a protective impact on people.

Rape of a Female aged 16 and over
(as a proportion of all in-scope Sexual Violence)

Domestic Abuse	Not Domestic Abuse
71.8%	21.0%

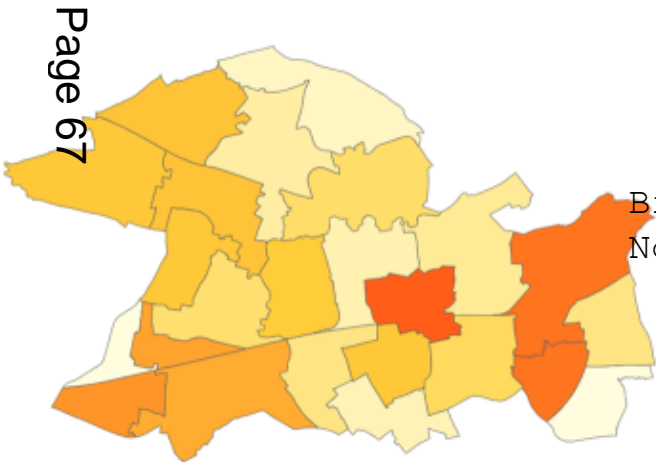
Sexual Violence (Continued)



Suspects tend to be older. 57% of victims are aged under 30 years, while 64% of suspects are aged 30 years or older. There are far fewer suspects aged under 25 than victims.

The vast majority of offenders are males (more than 95%), while the vast majority of victims are female (almost 90%).

Victims and suspects tend to be demographically



The ward with the highest volume of Sexual Violence offences is Ealing Broadway, followed by North Acton and South Acton; Southall Green, Southall Broadway, and Norwood Green also experienced higher offence levels.

Time of Day	MON	TUE	WED	THU	FRI	SAT	SUN	% by Time
00:00 - 02:59	2.8%	2.8%	2.5%	2.0%	2.6%	4.9%	2.4%	20.0%
03:00 - 05:59	1.1%	0.4%	0.3%	0.4%	1.1%	1.3%	1.5%	6.0%
06:00 - 08:59	0.8%	0.8%	0.8%	1.2%	0.8%	0.7%	1.1%	6.1%
09:00 - 11:59	1.6%	1.6%	1.7%	1.3%	1.3%	0.8%	1.1%	9.4%
12:00 - 14:59	2.9%	2.1%	2.1%	1.9%	1.9%	2.9%	2.5%	16.3%
15:00 - 17:59	2.3%	2.1%	2.9%	2.0%	2.0%	2.0%	1.5%	14.7%
18:00 - 20:59	2.9%	1.7%	1.7%	1.7%	2.4%	1.7%	2.0%	14.2%
21:00 - 23:59	2.0%	1.9%	1.7%	1.9%	2.9%	2.3%	0.8%	13.4%
% by Day	16.3%	13.4%	13.8%	12.3%	15.0%	16.6%	12.7%	100.0%

Sexual Violence offences were highest on Friday, Saturday and Monday, Offences tended to occur between 12:00 and 02:59, peaking between midnight and 3am.

INSIGHT

The clear peak level of offences at any point during the week is between 00:00 and 02:59 in the early hours of Saturday morning, indicating a potential link to the night time economy.

INSIGHT

A third of suspects were not recorded as being known to the victim. 22.7% were the current/former partner of the victim, 17.6% were described as a friend, acquaintance or schoolmate, and 12.3% were a family member.

The wider context in Ealing

Pupil suspensions and exclusions have increased year-on-year as we have emerged from the disrupted pandemic period. In Secondary schools in 2022/23, there were 58 permanent exclusions and 1767 fixed-term suspensions. The most common reasons were persistent or general disruptive behaviour, and physical assault against a pupil.

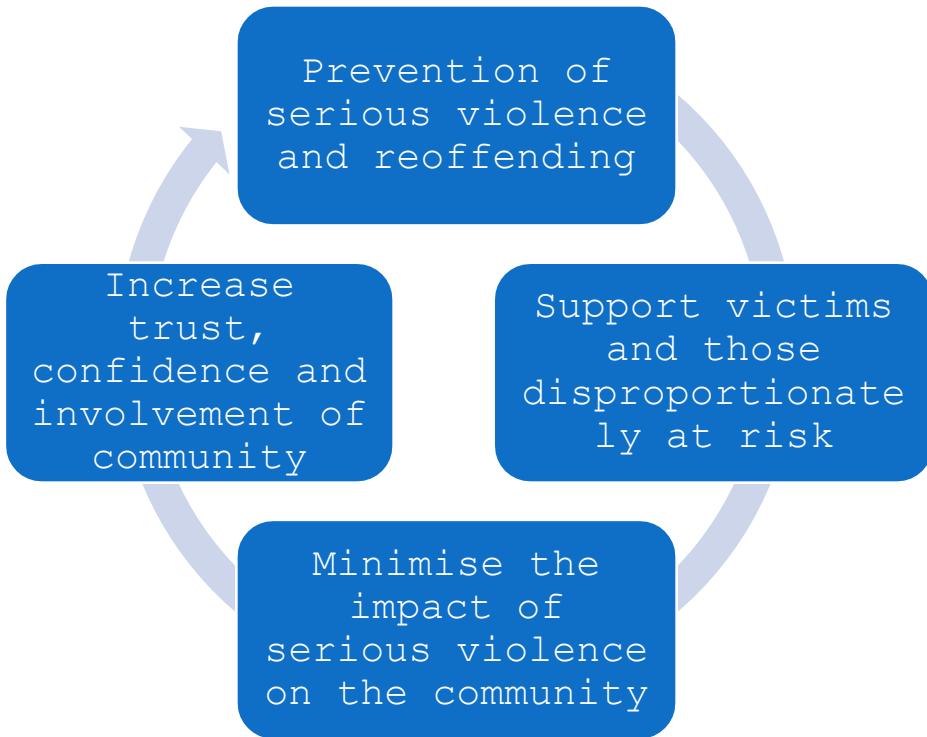
The local substance misuse landscape in Ealing is a complex picture. Ealing has a substantial opiate misuse population, with the highest prevalence and majority of those in treatment being in the 35-64 age group. The estimated prevalence of problematic alcohol users is higher in the borough than in London or the country as a whole, and the unmet need is relatively high. Ealing also has the highest rate of alcohol-related hospital admissions of any London borough. Overall numbers in treatment had been falling in the post-pandemic period (when fewer people than normal were discharged) but has recently started to increase again.

The population on probation in Ealing is predominantly male (94%) with a proportionally higher representation of black ethnicity (28%) as compared to the borough's overall demographics. Over three-quarters of the population is aged 45 or under, with those aged 26-35 being the single highest age bracket (32%). The majority of offences were either violence-related (37%) or related to illegal drugs (21%).

In terms of contextual safeguarding and children known to social care, there were 2400 children in need in the borough in 2022/23 and 297 children looked after, which represented a decrease of 9.5% on the previous year. 70 of 257 vulnerability screening tool completions in the last year included a concern regarding serious youth violence, but this is rarely the only concern and often crosses over with other issues such as exploitation and gang association/affiliation.

In relation to youth offending and youth justice, 38% (20 of 53) of the YJS open caseload are open to social care as either looked after children or children in need. In the 19 months to October 2023, 360 offences were committed by 136 young persons. There is a long-term trend with fewer young people being arrested now as compared to ten years ago.

Our SVD strategic objectives



A consistent approach across other strategies

Council Plan

- Tackling inequality and crime
- Thriving communities
- A fairer start

MVAWG Strategy

- Prevention
- Support for victims/survivors
- Developing a community coordinated response
- Holding perpetrators to account

MOPAC Crime & Police Plan

- Reducing and preventing violence
- Increasing trust and confidence
- Better supporting victims
- Protecting people from exploitation and harm

MPS VAWG Plan

- Building trust and confidence
- Relentless pursuit of perpetrators
- Safer Spaces

Youth Plan

- Ensure every CYP can be inspired to fulfil their potential in a safe and supported environment across Ealing

How will we prevent and reduce serious violence?

Objective	Further explanation
Prevention of serious violence and reoffending	<ul style="list-style-type: none"> • Prevention through education and access to a range of diversionary activities and opportunities alongside targeted interventions to those at most risk of committing violence. • Predicting, preventing and breaking patterns of violent behaviour and supporting repeat offenders to move away from crime.
Support victims and those disproportionately at risk	<ul style="list-style-type: none"> • Ensuring those vulnerable to, at-risk of or affected by serious violence receive coordinated, high quality support and interventions. • Raising awareness of services available and reducing the barriers to support
Minimise the impact of serious violence on the community	<ul style="list-style-type: none"> • Reduce the impact of serious violence on communities by co-ordinating and scaling up partnership response to contain violence, better regulate spaces/places and provide reassurance.
Increase trust, confidence and involvement of communities	<ul style="list-style-type: none"> • Increasing public trust in the CSP and reducing gaps in confidence between different groups through meaningful engagement • Empowering communities to strengthen their own resilience, building knowledge and capacity in the community to lead and collaborate on preventing serious violence.


Action to Prevent and Reduce Serious Violence

The partnership has agreed a range of activity to reduce the risks of violence and vulnerability, in support of the strategic objectives. These are set out within a Violence and Vulnerability Reduction Action Plan with over 60 actions set across eight different themes.




Governance

- Oversight of local violence reduction governance/ leadership
- Definition of Senior Leadership Structure
- Interoperability between boards to support a public health approach



Analysis and Enforcement

- Understand how analysis and local enforcement tactics are used to disrupt violence locally
- Strategic Needs Assessment
- Monthly tasking meetings




Reducing Access to weapons

- Need to understand how partners are working jointly to minimize access to weapons
- Trading Standard Initiatives




Safeguarding and Educating Young people

- Reducing exclusions
- Contextual safeguarding
- Support for children in care and care leavers
- Cooperation with parents and carers




Tackling Violence Against Women & Girls (VAWG)

- Collaborate and coordinate local training offer
- Public health approach to VAWG
- Maintain up to date list of local support services
- Working in partnership to address perpetrators




Strengthening Neighbourhoods

- Ensuring close cooperation between local authorities and VCS
- Targeting problematic spaces to prevent violent crime and enable positive use



Supporting Victims of violence and vulnerability

- Ensuring coordinated referral and support to victims and those who are most vulnerable to being exploited



Positive Diversion from Violence

- Providing targeted early interventions to ensure that children and young people are helped to move away from criminality

Actions under these themes will be linked to our 4 strategic objectives. As well as cross-cutting actions surrounding governance, intelligence sharing, communication and engagement.

Building on current position

Opportunities

- The duty needs to be further embedded across the partnership. Partners generally feel they are already working collaboratively to prevent and reduce serious violence however, more clarity is needed on roles and responsibilities.
- New SEP structure and creation of working sub-groups will need to provide effective ownership and oversight of the violence reduction actions across the 4 strategic objectives. With short-term progress and updates monitored at quarterly meetings.
- Long term progress and the Duty requirement to refresh the SNA and strategy annually can be incorporated into the annual scrutiny process with an accompanying community safety report shared publicly.
- The production of a broader community safety strategy to incorporate insights and activity from multiple plans. This broader strategy would need to recognise that the perception of safety is influenced by concerns beyond the focus of this strategy on serious violence.

Gaps

- Development of a violence reduction engagement and communications plan which sets out opportunities for community participation and supports activity to improve trust and confidence while also reducing the fear of crime through honest and positive messages about achievements (and reduces risk of stigma and discrimination.)
- Improving information-sharing protocols between partners to effectively produce future SNAs and enable preventative action. Even services within the council do not understand their data sharing duties - where resourcing to do this work is an issue, it should be collectively resolved.
- The scope of the SVD means that it includes only 19.4% of all incidents/offences flagged as Domestic Abuse (2306 out of 11893 crimes.) A needs assessment focused on these out-of-scope incidents can enable joint identification of vulnerability and early intervention opportunities.



Report for:
ACTION

Item Number:

Contains Confidential or Exempt Information	No
Title	Greener Ealing Business Plan 2024/25
Responsible Officer(s)	Nicky Fiedler and Earl McKenzie
Author(s)	Earl McKenzie (Assistant Director, Streets & Direct Services)
Portfolio(s)	Deputy Leader and Climate Action Councillor Deirdre Costigan
For Consideration By	Cabinet
Date to be Considered	6 March 2024
Implementation Date if Not Called In	18 March 2024
Affected Wards	All
Keywords/Index	Waste, refuse collection, recycling, street cleaning, grounds maintenance, parks and open spaces, burials, vehicles and contracts.

Purpose of Report:

To agree priorities and plans for the Council’s wholly owned environmental services provider, Greener Ealing Ltd, as part of our commitment to keep our streets and green spaces clean and ending the need to send any of our waste to landfill through increasing reuse and recycling. The report also reports on the successful transfer of the previously contracted out graffiti service to Greener Ealing and also lays out plans to take our parking services back into Council control as part of Greener Ealing so that we can better respond to resident priorities for safer, less congested streets.

1. Recommendations

It is recommended that Cabinet:

- 1.1 Agree the appended Greener Ealing Business Plan for 2024/25.
- 1.2 Note the related Council budget for the existing total Greener Ealing scheduled works contract sum of £23.930m for 2024/25 and £0.160m for new services.

2. Reason for Decision and Options Considered

- 2.1 The attached Business Plan for 2024/25 supports the short to medium term Greener Ealing objectives agreed with the Council in line with performance requirements and affordability.
- 2.2 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.
- 2.3 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.
- 2.4 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 at least the Real 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.
- 2.5 The use of temporary staff is commonplace across the sector; however, Greener Ealing has reduced the reliance on agency workers in line with the Council's good jobs objective, 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 – Greener Ealing will grow its own. Greener Ealing is also developing a new apprenticeship programme.
- 2.6 Greener Ealing and its senior management team is transparent and held 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 2 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.

- 3.2 The Business Plan (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 the Council on behalf of residents and local businesses.
- 3.3 Greener Ealing is responsible for the delivery of the services specified below:
- Waste & Recycling
 - Street Cleansing
 - Parks and Open Spaces
 - Graffiti Removal
 - Parking Enforcement Services (from April 2024)
- 3.4 The objective of Greener Ealing is to take ownership of relevant services with the aim of improving the quality of delivery. 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.
- 3.5 Greener Ealing is a wholly owned subsidiary and 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.
- 3.6 The establishment of a LATCO provides the opportunity for the Council to transfer business appropriate services to Greener Ealing where there is a value for money and operational business case. Since its establishment, Greener Ealing 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 Greener Ealing portfolio. Graffiti removal services have been delivered by Greener Ealing since June 2023, with Parking Enforcement services to be added to the Greener Ealing portfolio from April 2024.

Contract Performance

- 3.7 Since its creation in 2020, Greener Ealing has consistently delivered services to a significantly higher standard than the level delivered under previous contractual arrangements. Whilst there remains room for improvement, the tables below show the considerable improvement in performance across all services included in the Greener Ealing contract.

Performance from 2019 to 2024

3.8 Table 1 looks at the Greener Ealing 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 2023/24, with a notable reduction in the number of customer complaints.

Table 1: Greener Ealing performance

KPI	Target	19/20 Amey	20/21 GEL	21/22 GEL	22/23 GEL	23/24 GEL
Missed Rectification %	100% within 24 Hours	73%	91%	100%	100%	100%
Right First Time %	-	99.84%	99.95%	99.96%	99.97%	99.96%
Assisted Missed Collections	Zero	30	9	10	9	10
Missed per 100k by Service						
<i>Refuse</i>	< 100	263	56	42	45	47
<i>Recycling</i>	< 100	284	57	35	40	35
<i>Food</i>	< 100	114	44	47	40	35
<i>Garden</i>	< 100	578	158	233	35	92
Bulky Waste Service	100%	94%	99%	92.00%	98.89%	98%
Number of Complaints	-	170	167	62	27	9
Flytips SLA	95%	96%	84%	95.00%	98.16%	92%
Combined Streets A & B Inspection %	85%	67%	81.10%	91.92%	94.79%	91.73%

National Indicator 195

3.9 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). Greener Ealing has consistently met priority targets in relation to litter and detritus.

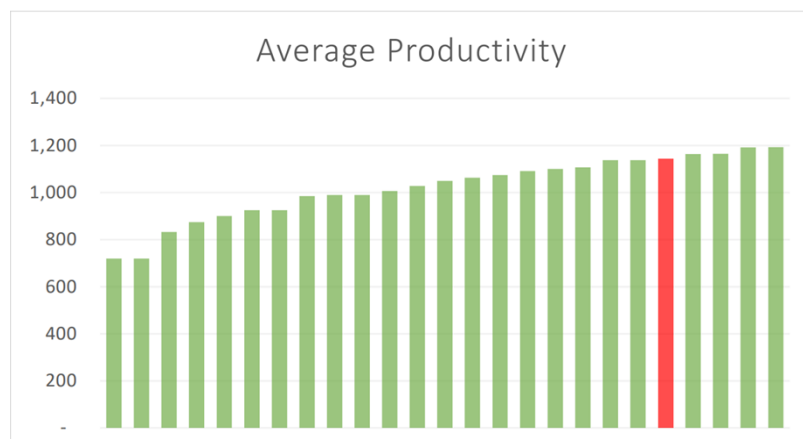
Table 2: NI 195 Comparison

		NI195 Comparison			
		NI 195A	NI 195B	NI 195C	NI 195D
		LITTER	DETRITUS	GRAFFITI	FLYPOSTING
Amey/ MPM	19/20	7%	9%	4%	2%
(Covid) GEL/ MPM	20/21	4%	7%	7%	2%
GEL/ MPM	21/22	5%	5%	5%	2%
GEL/ MPM	22/23	5%	3%	6%	2%
	TARGETS	6%	8%	3%	2%

GEL	23/24	6%	4%	6%	2%
	Targets	6%	6%	8%	6%

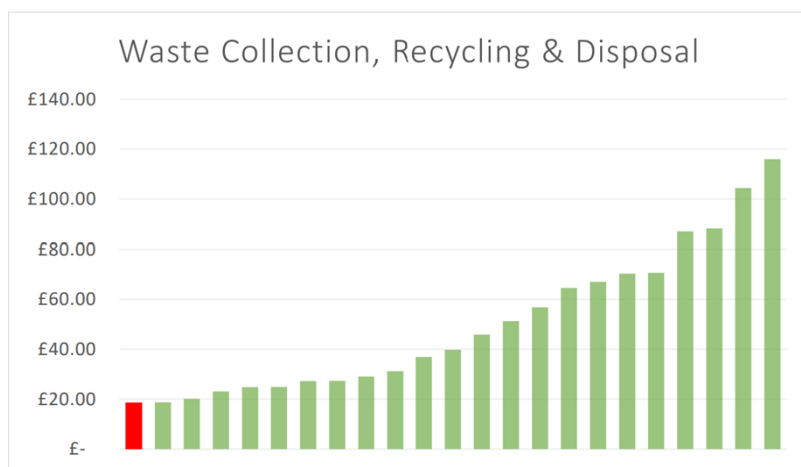
3.10 In addition to positive contract performance metrics, an independent value for money cost/productivity benchmarking exercise has been carried out. Tables 3,4,5 and 6 below, show that the Greener Ealing contract, highlighted red, compares extremely well with, and in many cases much better, than other London boroughs.

Table 3: Waste Collection (average collections productivity)



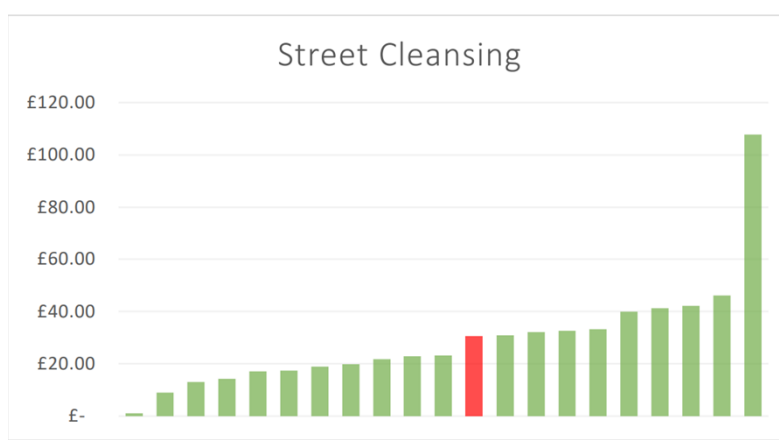
3.11 The Greener Ealing service is Authority 20 in the graph above. The graph indicates that Greener Ealing’s performance compares favourably against the other service providers and is within the upper quartile of the 25 authorities included within the analysis.

Table 4: Waste/recycling and disposal (overall cost per head of population)



3.12 As can be seen, Ealing’s net cost per head of population for recycling/waste collection and disposal of £18.51, is the lowest of all London Boroughs included within the dataset.

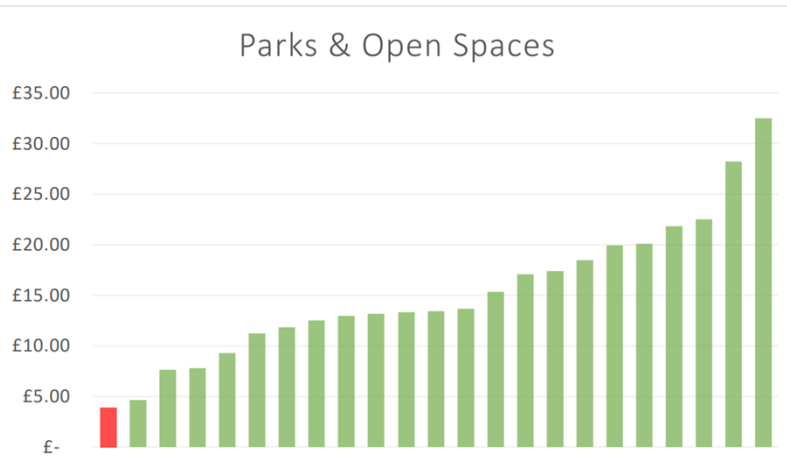
Table 5: Street cleansing (net cost per head of population)



3.13 Ealing’s net cost of street cleansing per head of population of £30.51, ranks 12th of the 21 London Boroughs included within the dataset. This figure includes client-side/other costs.

Note that the new intelligence-led approach agreed by the Council for 2024/25 will improve this ranking and move the Ealing indicator to the left in the chart above.

Table 6: Parks and open spaces (net cost per head of population)



3.14 Ealing’s net cost per head of population for parks and open spaces is £3.90, the lowest of the London Boroughs included within the dataset.

3.15 In addition to the positive cost, productivity and performance metrics above, it is important to note that Greener Ealing contract efficiencies have contributed £873k in savings to the Council since 2021, with no impact on service quality. A further £656k is expected in 2024/25, a total of £1.529m.

Business Plan

- 3.16 Greener Ealing 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 Greener Ealing objectives agreed with the Council, sets out the next steps for 2024/25 and provides an overview of the financial situation for the service. There have been notable achievements in 2023/24 that have supported business objectives.
- 3.17 Whilst there is room for improvement, 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 2023/24. This includes the seamless mobilisation of the Graffiti Removal contract.
- 3.18 In addition to contracts operation success, Greener Ealing has invested in the development of an apprenticeship scheme and strengthened relationships with the community and local schools, striving to deliver local employment and employment opportunities and to using local suppliers wherever possible.

Notable activity in 2023/24

- Apprentices - Greener Ealing currently has 3 grounds maintenance apprentices and a young business apprentice, who completed the course and is now working as an HR trainee.
- Pathways – Greener Ealing has a young care leaver on a 6 month placement, through the Council's Pathways route. There is an opportunity of a job at the end of this.
- Spring Hallow school – Greener Ealing has built up a good relationship with Spring Hallow school (for young people with autism and associated learning difficulties) and for this year and last year, have taken in 2 students who worked with grounds maintenance teams. A number of Greener Ealing managers also support the school's mentorship days each year.
- Young offenders – In liaison with the youth justice team, Greener Ealing offered contracts within the streets and waste sections, to 3 young offenders.
- Green skills Bootcamp – the Council is currently running a programme which involves equipping young people with environmental skills, which is part classroom based and part work experience. Greener Ealing has agreed to offer placements on this with a guaranteed interview at the end.
- Schools – Greener Ealing has signed up to be mentors, through the Council's connexions colleagues.

Sustainability

- 3.19 As a responsible contractor, over the last 12 months Greener Ealing taken an active approach in tackling CO2. Utilising data from advanced vehicle monitoring technology, big strides have been made in educating and tackling unnecessary idling. Where operationally possible, Greener Ealing has explored opportunities to transition from Internal Combustion Engine vehicles over to Electric Vehicles, this included 2 additional EV Grounds vehicles in the summer, as well investment in electrification of other ancillary plant. This has resulted in 13 tonnes of CO2 saving.
- 3.20 Greener Ealing recognises the importance of tackling wastage within their own offices and have put in measures to eradicate single use plastics and bottles provided to all staff with direct water feeds installed.
- 3.21 Key Objectives for 2024/25:
- Successful mobilisation and delivery of the Parking Enforcement Contract with effect from 1 April 2024
 - Delivery of Council Savings for 2024/25
 - Potentially mobilise the Trade Waste Service with effect from 1 October 2024. This service is currently delivered in house, but delivery by the Council's wholly owned company could provide commercial flexibility to expand into new markets and opportunities to increase contributions in support of the Council's considerable financial challenges.

4. Financial impact on the Council budget

Scheduled work by Greener Ealing

- 4.1 The notes to Greener Ealing's business plan (in Appendix 1) state that the proposed contract for Scheduled Environmental Services works for 2024/5 is £23.930m. This excludes the contract for Graffiti removal, and other revenue for works outside the Environmental Services contract. The overall budgeted net position of Greener Ealing per their business plan is being considered by senior management.
- 4.2 Table 7 below shows the proposed scheduled works price for the Greener Ealing contract, and related Council budget, with comparatives. The table shows that the Council's 2024/25 budget in relation to Greener Ealing has been increased by £1.614m to fund the 2024/25 scheduled contract, which includes £1.290m contract inflation, £0.374m for 2.5% additional pay award that was not funded in 2023/24, £0.626m of growth, £0.836m of savings and £0.160m for additional services.

Table 7: Proposed scheduled works price

	£m		24/25 Growth / (Savings)
	23/24	24/25	
SCHEDULED WORKS COST OF GEL CONTRACT			
Environmental Services existing Scheduled works cost of GEL Contract per GEL , including rent	23.102	23.930	
2023/24 pressures, re above GEL cost as noted below not funded by 2023/4 council budget	(0.625)		
Rent payable to council	22.477	23.930	
Total Council Environmental Services Scheduled works cost budget, excluding rent	(1.137)	(1.137)	
	21.340	22.793	1.453
2024/25 Scheduled works cost budget increases			
2024/5 council budget growth, for 2023/24 Contract cost not funded in 2023/24			0.220
2024/25 council budget growth, for 2023/24 Contract cost not saved in 2023/24			0.153
2024/25 pressure from Commercial Waste saving, having been accelerated to 2023/24 from 2024/25			0.253
2024/25 increase in 2024/25 base budget, re 2023/24 2.5% Pay award above related budget			0.374
2024/25 Inflation on core contract			1.290
2024/5 full year effect of 2023/24 savings			
Street Cleansing (FE1-2327a input 2023)			(0.559)
Garden Waste (FE1-2327c input 2023), that has £0.102m savings budgeted for 2025/26			(0.097)
2024/5 savings brought forward from 2025/26 (offsetting pressures in GEL not funded by council)			
GEL HWRC (FE1-2327b input 2023) brought forward from £0.102m budgeted for 2025/26			(0.099)
Commercial Waste (FE1-2328b input 2023) brought forward from £0.291m for 2025/26			(0.081)
Net increase in Core GEL Environmental Services contract before new services			1.454
2024/25 New Scheduled contract services to be provided by GEL for 2024/25			0.160
Total 2024/25 increase in Environmental Services Scheduled contract value			1.614
2024/25 Scheduled works Increase Funded by:			
New contract funded by related base budget			0.160
Growth funded by general fund			0.887
Inflation funding			1.290
HRA funding of growth			0.113
Approved Savings			(0.836)
			1.614

Greener Ealing charges not in the Scheduled costs relating to Environmental Services

4.3 The £0.504m balance of the £24.434m Greener Ealing 2024/25 income, that was not included within the £23.930m scheduled costs above regarding Environmental Services, has been examined, and budget holders within the Council have been notified of costs to ensure budgeted. The difference relates to Greener Ealing income from other external sources. Other charges not in the above include to the HRA, regarding specific waste collection arrangements at Copley Close.

5. Legal

5.1 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)
- 5.2 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)’
- 5.3 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 Greener Ealing.

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.
- 5.4 In relation to the transfer of Graffiti removal and parking enforcement services to Greener Ealing, 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.
- 5.5 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.
- 5.6 Greener Ealing is 100% owned by Ealing Council, and this satisfies the Control Test.

6. Value For Money

- 6.1 All procurement supporting the establishment of Greener Ealing 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

7.1 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. 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

8.1 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.

9. Community Safety

9.1 None.

10. Links to the 3 Key Priorities for the Borough

10.1 Greener Ealing's payment of more than the Real 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 climate action objectives and priority to make Ealing a great place to live.

11. Equalities, Human Rights and Community Cohesion

11.1 The Council is required to comply with the Public Sector Equality Duty which is set out in S.149 Equality Act 2010 (the 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.

11.2 Schedule 19 of the Act 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.

11.3 In line with the Council's equalities objectives and having completed workforce and operations analysis over the first 9 months of the contract, the Greener Ealing 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:

12.1 There are no business plan implications for staff.

13. Property and Assets

13.1 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. A licence has been required to accommodate the vehicle maintenance service provider.

14. Any other implications

14.1 None.

15. Consultation

15.1 None other than with staff where relevant.

16. Timetable for Implementation

16.1 The Business Plan sets out strategic objectives to be delivered from April 2024 to March 2025.

17. Appendices

Appendix 1 – Greener Ealing Business Plan 2024/25.

18. 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](#)
[Report to Cabinet 29th March 2023](#)

Consultation

Name of consultee	Post held	Date sent to consultee	Date response received	Comments appear in paragraph:
Internal				
Nicky Fiedler	Strategic Director Housing & Environment Director of Place	21/02/2024	22/02/2024	
Cllr Deirdre Costigan	Deputy Leader and Climate Action			
Emily Hill	Strategic Director, Resources	7/2/2024	22/02/2024	
Helen Harris	Director of Legal and Democratic Services			
Russell Dyer	Assistant Director Accountancy, Finance	7/2/2024		
Yalini Gunarajah	Finance Manager, Place	5/2/2024	7/2/2024	
Chris Neale	Principal Accountant, Place	5/2/2024	6/2/2024	1, 4
Catherina Pack	Head of Street Care and Waste Management, Waste and Street Services	5/2/2024	21/2/2024	
John Arnold	Contracts & Performance Manager, Streets and Direct Services	5/2/2024	22/2/2024	

Report History

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

This page is intentionally left blank

Greener Ealing Ltd

Business Plan – 2024/25

Contents

- 1. Foreword from Mike Boulton, Non- Executive Director and Chair of Greener Ealing Ltd.**
- 2. Executive Summary**
- 3. Introduction and Background**
- 4. Overall progress since 2020**
 - 4.1 Performance -**
 - 4.2 Value for Money**
 - 4.3 Apprenticeships and Social Value**
 - 4.4 Sustainability**
- 5. Financial overview 2024/25**
- 6. Greener Ealing Ltd. Key Objectives for 2024/25**
 - 6.1 Restructure Organisation for Parking and future growth.**
 - 6.2 Deliver Parking Contract**
 - 6.3 Deliver Council Savings for 2024/2025**
 - 6.4 Subject to further due diligence mobilise Trade Waste Service for 1 October 2024**
 - 6.5 Vehicle Maintenance options appraisal and procurement for July 2025**
 - 6.6 Fleet and Plant Replacement Programme**
 - 6.7 Reviewing the options for further Greener Ealing growth particularly third-party external opportunities.**
- 7. Conclusions**

List of Appendices

- A. Cash Flow Statement – Forecast 2024/25**
- B. GEL Organisation Chart 1.2.2024**



1. Foreword –Mike Boulton, Non-Executive Director and Chair Greener Ealing Ltd.

Dear Reader,

GREENER EALING BUSINESS PLAN 2024/25

Welcome to the Greener Ealing Business Plan for 2024/25. This is an exciting year for the company as it takes on a major new contract with Ealing Council for Parking Enforcement. I know that staff have worked incredibly hard over the past 12 months to prepare for this and we are looking forward to mobilisation and beyond in supporting the Council to achieve its Transport and Parking objectives.

Our main contract continues to perform well and all the 2023/24 efficiency savings agreed by the Council, amounting to £379k were fully delivered by the team. For 2024/25, in support of the Council's challenging financial position, we have been asked to deliver cost savings of over £656k mainly from the street cleaning area and I know the team has been working hard to put plans in place to make this happen.

This year's business plan includes a high level review of Greener Ealing's progress since 2020 and sets out where we stand in terms of overall value for money - as well as some comments on our success in generating social value from the contract.

Greener Ealing Ltd. is in a strong position and is well placed to grow further with the Trade Waste service now a distinct possibility for future growth.

My thanks as ever to the Greener Ealing Board which has seen some personnel changes over the past year with the addition of Joanna Pavlides and Kerry Stevens. Thanks to the management team for their ongoing support and finally, as ever, thanks to the frontline staff for all the work that they do in terms of service delivery and whose efforts are the bedrock of Greener Ealing's success.

Yours faithfully

MIKE BOULT
CHAIR GREENER EALING LTD
February 2024

2. Executive Summary

This is the Greener Ealing Business Plan for 2024/25. As with previous iterations we have built on the objectives that were agreed in the previous year and set out the challenges for GEL for this financial year. We include an outline financial forecast to March 2025.

We have revised our key objectives for 2024/25 based on what has been achieved in recent years, what remains to be done and the changing agenda as the Council considers the transfer of new services to Greener Ealing. We have retained the three overarching Strategic Objectives (SOs) as set out below.

To deliver contracted services in line with the Ealing service contract, specification and key performance indicators.

To deliver contracted services within the agreed financial targets.

To prepare Greener Ealing for future growth. By embedding the organisational culture, systems and processes that will position Greener Ealing to pursue commercial opportunities over the medium to long term.

The plan covers:

- The financial forecast for 2024/25.
- Forecast cashflows for 2024/25.
- Confirmation of the GEL Mission Statement and the Vision and Values for the company.
- A look at recent performance and high-level benchmarking
- The key objectives/workplan for the Managing Director and his/her management team for 2024/25
- A brief commentary on each of the key objectives.
- Priorities for the year including the mobilisation of the Parking Enforcement Contract with effect from 1st April 2024.
- Establishing an agreed timetable that recognises the capabilities and capacity available within the organisation to successfully mobilise and deliver new services, in particular the possibility of a transfer of the Trade Waste Service from the Council in October 2024.
- Delivering efficiencies identified by the Council for 2024/25 and working closely with our client to meet their requirements.
- Continuing to raise the GEL profile locally and within the sector.

3. Introduction and background

This is the Business Plan for Greener Ealing Ltd (GEL) for the period 1st April 2024 to 31st March 2025. Greener Ealing Ltd is Ealing Council's wholly owned Local Authority Trading Company (LATCO).

This is GEL's fifth Business Plan following mobilisation in July 2020. GEL has made good progress since mobilisation and has faced a wide range of operating challenges over the period including the pandemic, the HGV Driver crisis, and wider economic challenges. GEL has managed to maintain high levels of performance throughout and looks forward with confidence to extend the range of services provided over the next year or so.

It is worth just confirming the GEL mission, vision and core values agreed in 2020.

Our Mission is:

To deliver high quality environmental services

Our Vision is:

For Greener Ealing to be recognised as one of the leading environmental service providers in West London and across the capital

Our Core Values remain as our 4Cs:

- Customer comes first
- Caring
- Committed
- Collaboration

The creation of GEL was and continues to be an exciting opportunity to develop an organisation that works closely with the Council and fully reflects the Council's values and beliefs. The company has now established a public service ethos at its core with service delivery its main priority. GEL treats its employees in a commensurate manner, and we are seeing the benefits for residents with improving service delivery and reliability. We are now at a point in time where the Council sees Greener Ealing as a viable option to provide new services outside of the core environmental services contract.

4. Overall Progress since 2020

It is worth pausing to reflect on GEL's contribution to the Council in terms of overall service delivery, performance, and value for money and we should also highlight the achievement of ISO accreditations for Health and Safety, Quality and Environmental Management. Fundamentally, we believe that overall performance has been improved since 2020 that we can demonstrate value for money and that GEL is making a significant contribution in terms of social value.

4.1 Performance on KPI's

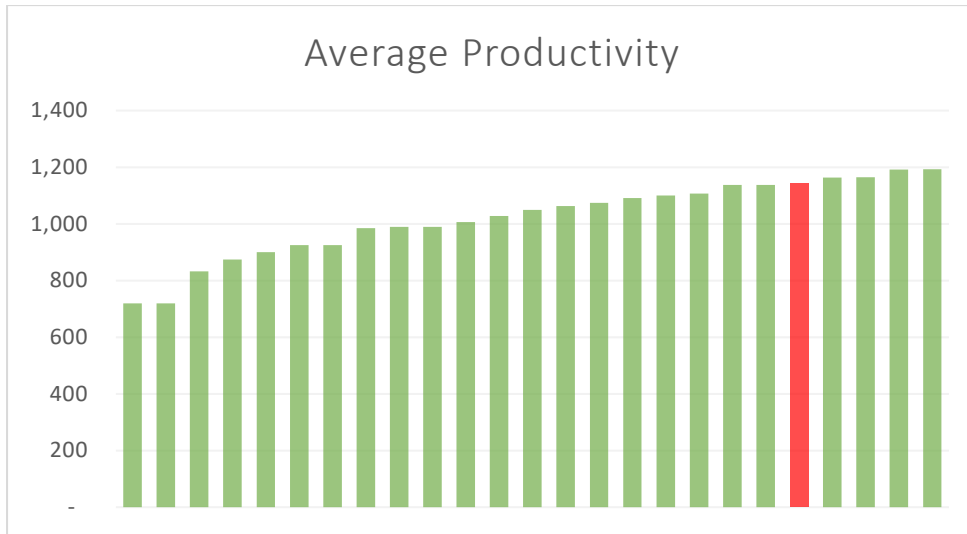
The table below sets out performance against our main contract KPIs as can be seen there has been significant improvement cross most indicators. Most significant is the reduction in Customer Complaints – from a monthly average of 170 in 19/20 to just 9 in 23/24.

KPI	Target	19/20 Amey	20/21 GEL	21/22 GEL	22/23 GEL	23/24 GEL
Missed Rectification %	100% within 24 Hours	73%	91%	100%	100%	100%
Right First Time %	-	99.84%	99.95%	99.96%	99.97%	99.96%
Assisted Missed Collections	Zero	30	9	10	9	10
Missed per 100k by Service						
<i>Refuse</i>	< 100	263	56	42	45	47
<i>Recycling</i>	< 100	284	57	35	40	35
<i>Food</i>	< 100	114	44	47	40	35
<i>Garden</i>	< 100	578	158	233	35	92
Bulky Waste Service	100%	94%	99%	92.00%	98.89%	98%
Number of Complaints	-	170	167	62	27	9
Flytips SLA	95%	96%	84%	95.00%	98.16%	92%
Combined Streets A & B Inspection %	85%	67%	81.10%	91.92%	94.79%	91.73%

4.2 Value for Money

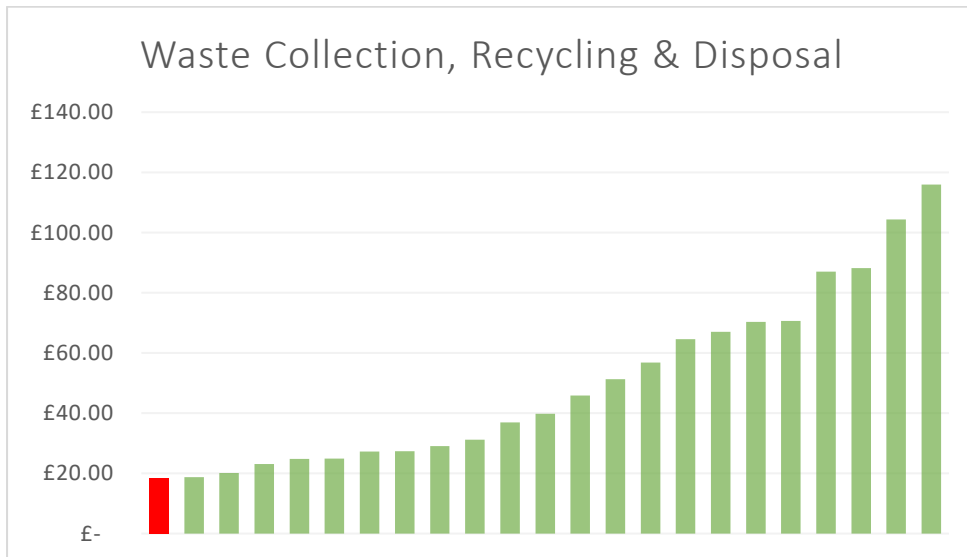
We have included charts below that highlight Ealing and/or GEL's performance against other authorities. These are Collections Teams' Productivity, Cost of Waste Collection, recycling and Disposal, Street Cleansing and Parks and Open Spaces. Ealing performance and costs compare favourably to the data set.

Table 1. Average collections productivity (source Plan B data sets)



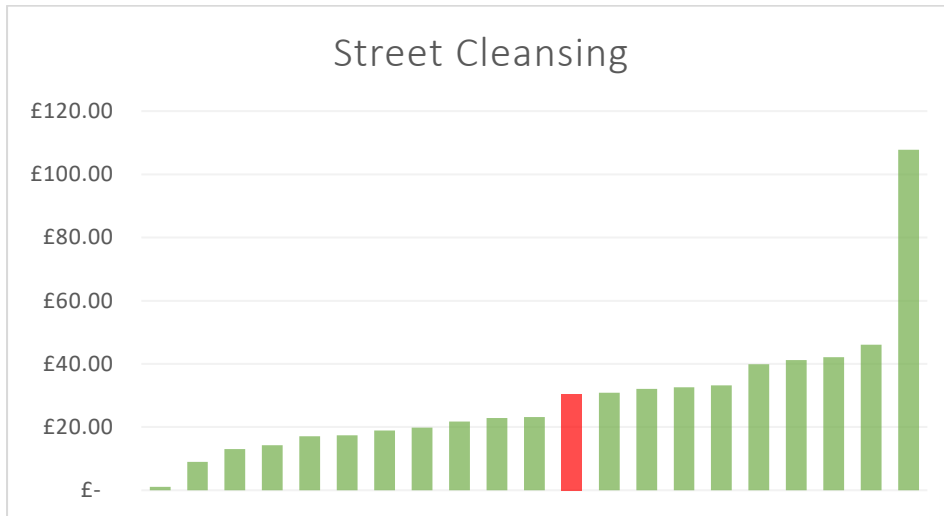
The Greener Ealing service is Authority 20 in the graph above and shown in red. The graph indicates that Greener Ealing’s performance compares favourably against the other service providers and is within the upper quartile of the 25 authorities included within the analysis.

Table 2 – Overall cost per head of population (Source *see below)



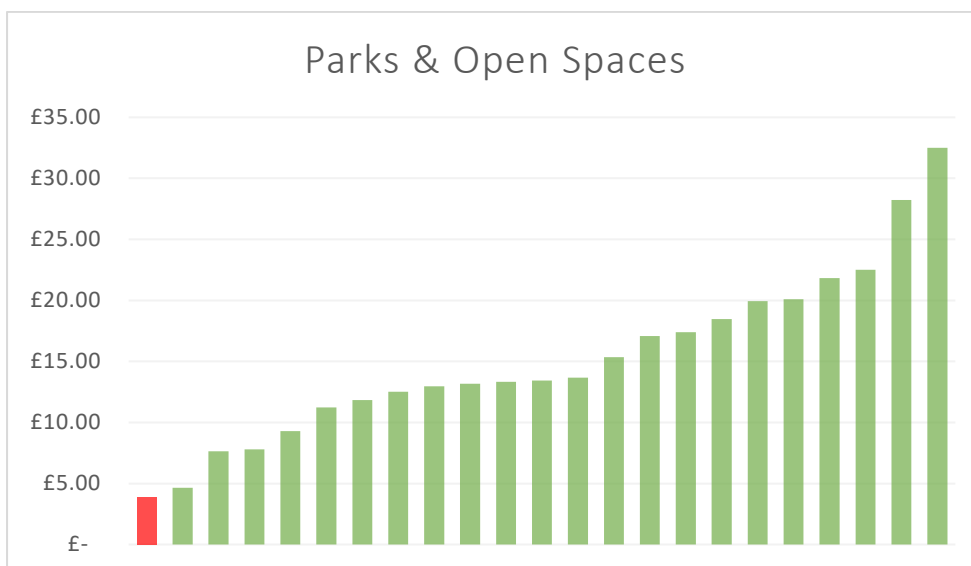
As can be seen, Ealing’s net cost per head of population of £18.51 is the lowest of all London Boroughs included within the dataset.

Table 3 Net cost per head of population (Source *see below)



As can be seen, Ealing’s net cost per head of population of £30.51 ranks 12th of the 21 London Boroughs included within the dataset. This figure includes client-side costs. Note that the move to intelligence led cleansing proposed by the Council for 24/25 will improve this ranking and move the Ealing indicator to the left in the chart above.

Table 4 Net cost per head of population (Source *see below)



As can be seen, Ealing’s net cost per head of population of £3.90 is the lowest of the London Boroughs included within the dataset. This figure includes client side costs and is net of income received.

*The source for tables 2,3 and 4 is from the ‘General Fund Revenue Account Outturn 2022-23’ which is compiled by the Data, Analytics and Statistics division of the Department for Levelling Up, Housing and Communities.

4.3 Apprenticeships, Training and Social Value

We are always keen to support apprenticeships, internships, and other opportunities, alongside our colleagues at Ealing and strive to deliver local employment and employment opportunities and to use local suppliers where we can.

- Apprentices - We currently have 3 grounds maintenance apprentices, 2 of whom were taken on with the Gunnersbury Park contract, and another youngster who was offered an apprenticeship after she joined us (through agency). We also had a young business apprentice, who completed the course and is now working as an HR trainee.
- Pathways - We currently have a young (17yo) care leaver who is on a 6 months' placement, through the council's Pathways route. It is govt. funded and he spends part time in the (Transport) office. If he shows promise, there is an opportunity of a job at the end of it.
- Spring Hallows school – we have built up a good relationship with Spring hallows school (for young people with autism and associated learning difficulties) and for this year and last year, have taken in 2 students who worked with our grounds maintenance teams. A number of managers also support the school's mentorship days each year.
- Young offenders – In liaison with the youth justice team, we offered contracts within the streets and waste sections, to 3 young offenders. Despite full training and support from myself and especially from Jamie Hope, Waste Operations manager, none of them made it through probation (timekeeping, sickness and poor work ethic). FYI, we paid these young people our standard G1 rate, which is above LLW.
- Green skills Bootcamp – the Council is currently running a programme which involves equipping young people with environmental skills, which is part classroom based and part work experience. We have agreed to offer placements on this with a guaranteed interview at the end.
- Schools – we take part regularly in mock interviews and have signed up to be mentors, through the council's connexions colleagues.

4.4 Sustainability

Over the last 12 months we have taken an active approach in tackling CO2, utilising Masternaut telematics data, we have made big strides in educating and tackling unnecessary Idling. Where operationally possible we have explored opportunities to transition from Internal Combustion Engine vehicles over to Electric Vehicles (EV), this included 2 additional EV Grounds vehicles in the summer, as well as HWRC 360 machine handler exchanged for fully electric version giving us 13 tonnes of CO2 saving.

Our recent engagement with all suppliers was a chance to reemphasise that GEL will prioritise sustainability as part of our selection process, for example the recycling of used PPE as well as the procurement of new recycled PPE.

GEL recognise tackling wastage within our own offices is principal in our values, we've now put in measures to eradicate single use plastics and bottles provided to all staff with direct water feeds installed.

5. Financial Overview

This report outlines the financial projection for Greener Ealing Ltd (“The Company”) for the next 12 months in comparison to the current financial year forecast.

The Company is completing its fourth year of operational trading and we are pleased to report that our latest forecast review indicates completion of another profitable financial year.

With our starting position for 23/24 of £161k budgeted loss, we managed to turn the operation into currently forecasted full year profit of £338k. This is a welcome improvement especially in the context of the turbulent few months, a difficult operating environment with high inflation levels, the cost of living crisis and an unstable political and economic situation worldwide. Like many other sectors in the UK, over the past two years, we have faced financially challenging times with increases in costs for materials, wages, subcontractors, fuel and plant hire. In response to these challenges, we continued to drive efficiency initiatives which secured ongoing cost savings and delivered improved services. We looked at further ways to make the best use of assets and optimised our supply chain which contributed to operational and financial efficiencies. These have been used to grow the business and support further the operations. We continued to invest in our technologies and staff development with a strong belief that business will benefit from this investment in the future. The company will have the right tools and staff to deliver more commercial opportunities as we move forward.

The Management team continues to maintain tight control over costs and continuously reviews individual operations. We are proactive in searching for efficiencies to ensure the Company can deliver a high standard of service and meet client and resident needs.

A full year forecast for financial year 23/24 in comparison to the next financial year 2024/25 is set out in the table below:

Greener Ealing Ltd

Statement of Comprehensive Income (£'k)

	FORECAST	BUSINESS PLAN
	2023/24	2024/25
<i>Income - Scheduled Works</i>	(23,102)	(23,930)
<i>Income - Additional Works</i>	(389)	(79)
<i>Income - Other Contracts</i>	(542)	(419)
Net Service Income	(24,033)	(24,428)
Other income	(1,380)	(6)
Turnover	(25,412)	(24,434)
Staffing costs	13,502	14,058
Agency Costs	2,297	1,366
Other staffing costs	303	336
Total staffing costs	16,102	15,760
Other Direct Costs	1,031	570
Depreciation & Amortisation	298	305
Vehicle Costs	4,739	4,915
Plant Costs	416	439
Property Costs	1,160	1,151
Communications	147	27
ICT Costs	488	247
Service Recharges	55	56
Professional Fees	565	480
Operating costs	8,898	8,189
OPERATING LOSS/(PROFIT)	(412)	(485)
Net funding costs	74	59
NET LOSS/(PROFIT) BEFORE TAX	(338)	(426)

Greener Ealing Ltd Business Plan is based on the following assumptions:

- Turnover: to work out the 24/25 scheduled works contract income before inflation we used the contract income value for 23/24 (£23,102k) and added 23/24 pay award (£374k) which represents additional 2.5% above the original budget. The calculation was adjusted for a full year effect of 23/24 efficiencies/service reductions £180k and proposed 24/25 efficiencies/service reductions £656k and applied an inflation uplift as agreed on the main services to sum up to £23,930k.

The additional works income relates to the revenue for works outside of the contract including union salary recharge and additional commercial waste services. As the level of non-scheduled works for 24/25 is unknown at this point, we have not allowed for any additional income or cost.

Income from Other Contracts represents income earned from a provision of services to a third party (Gunnersbury Park) and the parent company (Graffiti Contract) successfully secured and entered into by the Company.

Other Income relates to a difference between budgeted interest payable and the annual interest limit agreed.
- Staffing Costs: consist of actual FTE salaries, agency cover and indirect costs. An inflationary increase is included for annual pay awards. Although we are feeling the impact of the labour shortage, we continue to target direct recruitment and reduce agency spend.

- **Operating Costs:** reflect current understanding of the arrangements with depot rental charge, fleet and plant lease cost and provision for potential insurance premium increase. As our fleet is getting older and some of part warranties now out of date, we have built in some contingency in our repairs and maintenance budget.
- **Funding Costs:** The company has drawn down on its loan facilities from Ealing Council amount of £1.1m to fund the repayment of start-up costs in March 2023 and continued to repay working and fixed capital loans on principal repayment basis over the term of loans.

Our priority is to contain cost within the required limits as part of our risk management approach. However, it is certain that there may be unforeseen cost pressures and we will have to deal with these within our means.

The Business plan assumes company growth for the next year and the business financial budget follows the same path. In a short term we continue to generate income from delivering our environmental services to Ealing Council, our parent company and already secured contracts with external customers.

In a medium term, we will be looking to bring in more revenue from securing new contracts from within and outside of Ealing Borough. GEL business plan budget makes some prudent assumptions about growth over the five years, so the company risks are minimised. Whilst we are currently in a healthy financial position, we are mindful that we also need to be able to demonstrate ongoing financial stability. This will be achieved by securing new profitable external third-party contracts that will balance our investment and the prudent maintenance of company reserves.

6. Greener Ealing Ltd.– Key Objectives for 2024/25

- **Restructure Organisation to accommodate Parking and future growth.**
- **Deliver Parking Enforcement Contract with effect from 1 April 2024.**
- **Deliver Council Savings for 2024/2025.**
- **Potentially mobilise Trade Waste Service with effect from 1 October 2024.**
- **Consider Vehicle Maintenance Procurement options for July 2025.**
- **Fleet and Plant Replacement Programme – Food Vehicles.**
- **A review of the options for third party external work.**

6.1 Restructure Organisation to accommodate Parking and create capacity for future growth

Greener Ealing needs to change its management and support structures to absorb the impact of the incoming Parking Service. It is anticipated that much of this work will have been completed by April 2024 but there will be elements that will take longer to bed in. An initial restructure of the senior management team has been agreed by the Board and is currently being implemented. This creates greater capacity in the team and adds new roles to support

the Parking contract and the potential Trade Waste service growth opportunity. A revised structure chart is shown at Appendix B.

6.2 Deliver Parking Enforcement Contract

On the 1 April 2024 GEL will take on the Council's Parking Enforcement contract. This is a major addition to the business and represents a huge challenge. It is also a further opportunity to deliver excellent service to the residents of Ealing.

It has been a major undertaking to mobilise this contract whilst maintaining the excellent service delivery across the core environmental services contract. We have worked closely with Ealing Council and have in place an agreed service level agreement; we will transfer into GEL existing SERCO staff and have secured vehicles, equipment and suppliers to ensure a seamless transition is made.

The success of the contract moving forward will be dependent on a number of key factors, not least of which is a good working partnership with the Council – this is especially true in terms of supporting the Council to achieve its strategic objectives. The delivery of its **Transport Strategy** will be at the forefront of our relationship. The timely delivery of on - street traffic management schemes by the Council is essential to these wider objectives, the CPZ programme will deliver much needed protection for residents where parking pressure exists, extensions to any hours of regulation or control will also ensure that this objective is delivered. GEL, for its part will need to be on hand to ensure that the implementation of any on-street schemes are fully enforced so that residents and businesses enjoy the protection that new projects will deliver for each neighbourhood. The overarching achievement of reducing emissions, supporting modal shift and improving road safety can be supported by GEL through this contract, our relationship with the Council and most importantly our presence on the ground in terms of ensuring that parking compliance levels improve across the borough and allow the Council to achieve its objectives. Any delays to these programmes will impact wider deliverability.

6.3 Deliver Council Savings for 2024/25

There are savings marked up in the Council's Medium Term Financial Strategy which the Council has agreed. Council Officers have yet to confirm them in full, but they include.

- Increased effectiveness through the use of improved working practices and intelligence led deployment of Street Cleansing resources £559k.
- More effective seasonal deployment of the Garden Waste Collection Service £97k.
- Productivity Improvements in Parking from TUPE Transfer into LATCO assumes £354k pa over three years. This figure is not a feature of any GEL contract income expectations. (These are not GEL assumptions but are based on the Council's budgetary expectations of its parking plan).

NB: there may be changes to the above depending on the Council's budgetary decisions.

6.4 Mobilise the Trade Waste Service subject to further due diligence and detailed appraisal

The Council has asked us to consider the transfer into GEL of its Trade Waste Service. We agreed to explore this possibility and commissioned work to establish if this is a viable proposition.

The key findings established that Ealing Council have a reasonably sized portfolio which is yielding a small profit – there are some issues that need attention including aged debt; a customer data base cleanse; the need for some investment in a commercial Customer Relationship Management system; and investment in supporting systems e.g. Radio Frequency Identification (RFID) readers for our on-board weighing equipment. We will also need to consider in conjunction with the Council, the service offer e.g. expansion of Food Waste services and recycling for commercial customers and a sales and delivery plan. Should the business transfer to GEL, there are some obvious opportunities for growth.

GEL currently provides the collection of Trade Waste under the environmental services contract but does not get involved in sales, marketing, or other support activities of the business. This is an extremely competitive business in London with a range of providers. Close attention will need to be given to a range of commercial considerations, the service offer, pricing, disposal costs, timing of service delivery, use of waste sub-contractors, staff incentivisation etc.

The proposition is that GEL would take on the current customers and that there would be an integration of the business into GEL. The existing contractual relationship with the Council would end.

We are positive about this opportunity and will report back to the Board if we believe we can proceed with this initiative, it is another substantial piece of work, coming quickly on the back of the parking contract for which we will still need to consolidate our operations. We are proposing, subject to all the necessary due diligence and agreement with the Council and GEL Board, that a target date of 1st October 2024 be established as a potential go-live date.

6.5 Vehicle Maintenance Procurement

The existing arrangement with GoPlant ends in 2025 and we need to agree a procurement strategy. This is a major piece of work for next year and we need to consider all the options including whether or not we bring the service back under GEL direct control. Once again this is a challenging and competitive market place with a shortage of staff with the requisite skills and the consequent pressure on pay: full options will be presented to the Board in the coming months.

6.6 Fleet Replacement Programme

We are currently in process of engaging with local authority frameworks such as TPPL and ESPO in obtaining quotes for 6 food vehicles but with lead time of 12 months, orders for these vehicles will need to be in place by July 2024. In addition to this, we are also going through trials on various sweepers as well as ride on mowers. Replacement lease cost uplift discussions will need to be held with LBE over the next 3 months to enable GEL to secure orders by July 2024 at the latest.

In addition to this, we will also be looking to replace over the next 12 months a large portion of the grounds maintenance smaller kit i.e. blowers, strimmer's, etc. We are also looking at the options to operate the large fleet items e.g. Refuse Collection Vehicles beyond their current expected 7 years.

6.7 A review of the options for further Greener Ealing third-party or external growth.

This has been a long held ambition of the Board and the business is in now in a position to consider external opportunities for growth. A review of the potential opportunities put together in accordance with our previously agreed risk appetite which set out how we might approach future work.

- Client – public/private/size/fit with GEL values etc
- Nature of works and alignment with GEL core business/skills
- Contract Value
- Location
- Reputational considerations
- Opportunities within Ealing Council or the Borough itself or within the sub region will be attractive and we ought to have strong appetite for these.
- Higher value, complex contracts, with greater reputational associated issues and/or political risk will be treated with a greater level of caution.

7. Summary and Conclusion

This will be a challenging year for GEL. Over the past few years, we have successfully established the core services and are now on the cusp of the transfer of a significant new contract i.e. Parking Enforcement. This alone will be a major undertaking in 2024/25 and will change the nature of the overall business. From April 2024 onwards we will have a 25% increase in staff, new properties to manage, new technology and a new business to understand. It will also be a completely new customer relationship especially at the front end with Ealing residents, businesses and visitors. This will need a great deal of preparation and potentially have impacts throughout the business as we establish new systems etc. It goes without saying that we cannot afford to lose our focus on the core contract, and this will remain a priority.



We are all very proud of our journey to date and are looking forward to the challenge of the new Parking contract and potentially taking on the Trade Waste service.

This plan will form the basis for 2024/25 work programme for Greener Ealing Ltd.

Kevin O'Leary

Interim Managing Director

Greener Ealing Ltd

February 2024

Appendix A

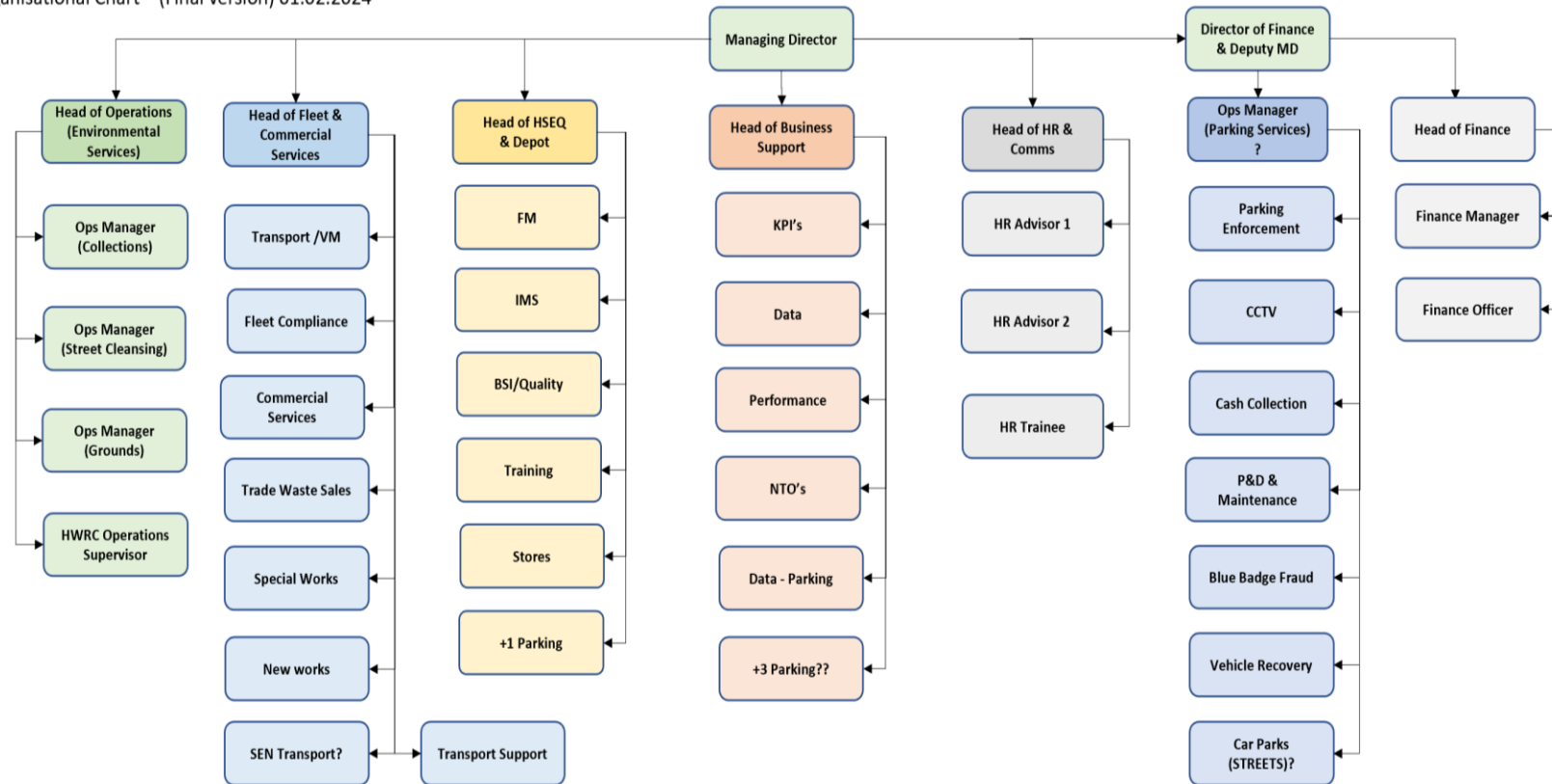
Cash Flow Statement – Forecast 2024/25

Category Description	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Opening Balance	3,174	2,337	2,632	3,841	1,581	4,032	3,625	3,315	3,561	3,086	2,943	3,137
INCOME												
Cash receipts	2,257	2,245	2,249	2,288	4,457	2,253	2,286	2,251	2,250	2,263	2,249	2,273
SubTotal	2,257	2,245	2,249	2,288	4,457	2,253	2,286	2,251	2,250	2,263	2,249	2,273
EXPENDITURE												
Operational	(725)	(435)	(435)	(1,425)	(580)	(725)	(580)	(580)	(725)	(580)	(580)	(725)
Salaries	(900)	(860)	(860)	(810)	(810)	(840)	(810)	(810)	(810)	(910)	(810)	(810)
Leases (Vehicle & Plant)	(165)	(165)	(165)	(165)	(165)	(165)	(165)	(165)	(165)	(165)	(165)	(165)
SLA payments	(182)	-	-	-	-	-	-	-	-	-	-	-
Landlords payments	(341)	-	-	(341)	-	(341)	-	-	(341)	-	-	-
PAYE (NIC/TAX/PENSION)	(370)	(370)	(350)	(350)	(330)	(330)	(340)	(330)	(330)	(330)	(380)	(330)
Other cash payments (CT/VAT)	(410)	(120)	(120)	(420)	(120)	(120)	(700)	(120)	(220)	(420)	(120)	(120)
Bank Charges/Interest	(0)	(0)	(0)	(0)	(1)	(0)	(0)	(0)	(0)	(0)	(0)	(0)
SubTotal	(3,094)	(1,950)	(1,930)	(3,512)	(2,006)	(2,522)	(2,595)	(2,005)	(2,592)	(2,405)	(2,055)	(2,150)
FINANCING COSTS												
Interest payable	-	-	(24)	-	-	(16)	-	-	(12)	-	-	(7)
Interest receivable	-	-	-	-	-	-	-	-	-	-	-	-
Loan drawdowns	-	-	-	-	-	-	-	-	-	-	-	-
Loan repayment	-	-	(122)	-	-	(122)	-	-	(122)	-	-	(122)
SubTotal	-	-	(146)	-	-	(138)	-	-	(134)	-	-	(129)
TOTAL CASH	2,337	2,632	3,841	1,581	4,032	3,625	3,315	3,561	3,086	2,943	3,137	3,130

Appendix B

Organisation Chart

Organisational Chart – (Final version) 01.02.2024





Report for:
ACTION/INFORMATION* (delete as appropriate)

Item Number:

Contains Confidential or Exempt Information	YES (Confidential Appendix)
Title	The Future of Warren Farm Sports Ground
Responsible Officer(s)	Peter George, Strategic Director for Economy and Sustainability
Author(s)	Chris Bunting, Assistant Director for Leisure
Portfolio(s)	Cllr Deirdre Costigan, Deputy Leader and Cabinet Member for Climate Action Cllr Polly Knewstub, Cabinet Member for Thriving Communities
For Consideration By	Cabinet
Date to be Considered	6 th March 2024
Implementation Date if Not Called In	18 th March 2024
Affected Wards	Norwood Green
Keywords/Index	Warren Farm Sports Ground, Local Nature Reserve, Imperial College

Purpose of Report:

The purpose of the report is to transform the land at Warren Farm Sports Ground into the largest rewilding scheme in London which will make a significant contribution towards achieving a strategic objective of the Council to rewild over 800,000sqm of land across the Borough which is a key component of the Council’s Climate Action strategy.

In recognition of the value of the existing biodiversity at Warren Farm Sports Ground, every effort has been made to retain the entirety of the existing green space at Warren Farm for the purpose of nature, rewilding and biodiversity which moves forward from the previous proposals presented to Cabinet in January 2023.

The revised proposal that will enable the protection and enhancement of nature at Warren Farm Sports Ground has been generated through negotiations with Imperial College London and Imperial College Healthcare NHS Trust (“Imperial”) to develop exciting options to incorporate the provision of the majority of community sports facilities on what is currently their land as per the indicative site plan on page five, subject to completion of ecology and habitat surveys.

The report also seeks the authority to complete a property transaction with “Imperial” to facilitate the delivery of sports facilities for the local community.

1. Recommendations for DECISION

It is recommended that Cabinet:

1. Agrees that the entirety of the existing green space at Warren Farm Sports Ground (in red on page 4) is retained and enhanced for the purposes of nature, rewilding and biodiversity.
2. Delegates authority to the Strategic Director of Economy and Sustainability to apply to Natural England with updated plans to designate the entirety of the Warren Farm Sports Ground (in red) as a Local Nature Reserve in accordance with sections 19 and 21 of the National Parks and Access to Countryside Act 1949 (as amended) in collaboration with local user groups to safeguard the land for future generations.
3. Delegates authority to the Strategic Director of Economy and Sustainability, following consultation with the Director of Legal and Democratic Services, to agree terms of either a) a land swap which would involve the sale of the Council's land and the purchase of the land marked in blue on the plan on page 4 which is owned by Imperial College London and Imperial College Healthcare NHS (Imperial's Land) or b) to acquire Imperial's Land (without a sale of Council land) and to enter into any legal documents necessary to facilitate the agreed option and in the event that either option requires a capital budget, delegates authority to the Strategic Director, Resources following consultation with the Cabinet member for the Inclusive Economy, to approve the capital budget and financing.
4. Delegates authority to the Strategic Director of Economy and Sustainability to determine the final boundaries of the parcels of land to be swapped, acquired or leased (within the blue area of the plan on page 4), and to agree any balancing payment if required.
5. Delegates authority to the Strategic Director of Economy and Sustainability to determine the exact location of the sports facilities (within the blue area of the plan on page 4) following consultation with local interest groups.

2. Recommendations for NOTING

- 2.1 It is recommended that Cabinet note that there has been no change to the strategic need for community sports facilities arising from the Indoor and Outdoor Sports Facility Strategy 2022-2031.

3. Reason for Decision and Options Considered

- 3.1 Climate Action is one of the three cross cutting strategic objectives set out in the Council Plan. The Council is taking significant steps to fulfil our Climate Action strategic objectives for the borough by planting 50,000 new trees and pursuing 25% Borough wide tree canopy cover, delivering 10 new parks, enhancing

biodiversity, making progress towards rewilding 800,000sqm of land, and retrofitting homes, all towards achieving our strategic target of achieving a net zero Borough by 2030.

3.2 The Council has already taken decisive action by announcing plans in 2023 to create the Ealing Regional Park which will be central to the Council's climate resilience strategy going forward.

3.3 Warren Farm has a strategically important role to play as part of the Council's Climate Action strategy through the restoration of natural habitats, increasing biodiversity and providing space for nature to re-establish itself.

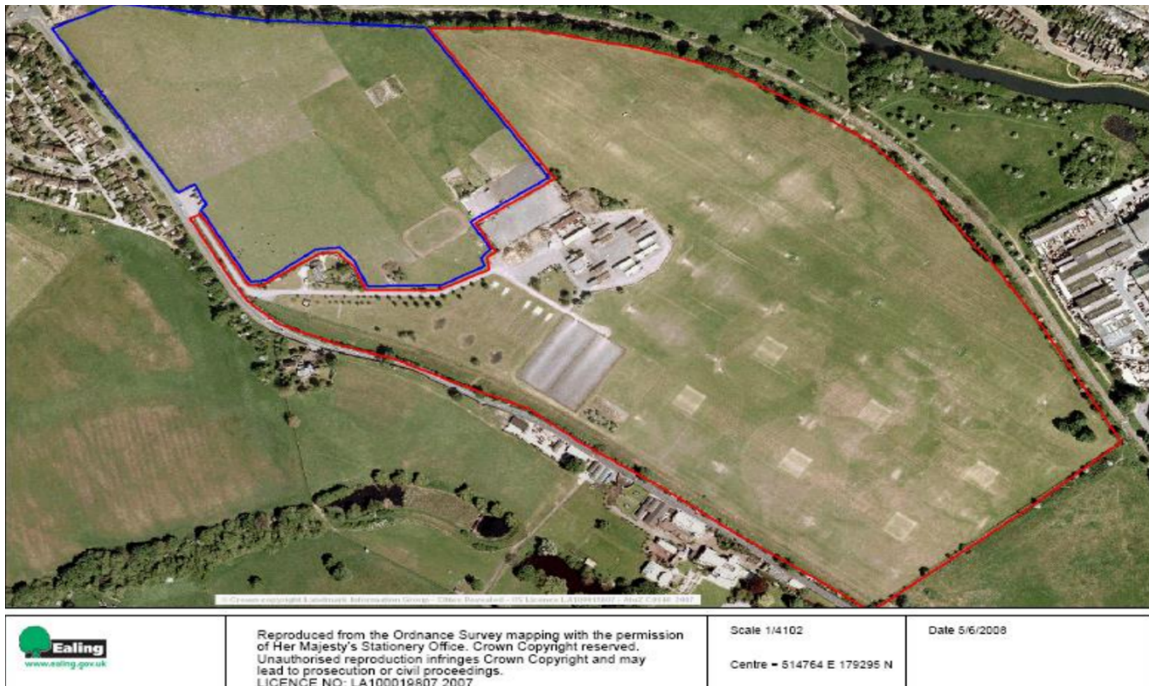
3.4 The last report on Warren Farm Sports Ground that went to Cabinet in January 2023 anticipated that our nature and biodiversity aspirations could be met within the green striped land in the plan below (which includes council and Imperial land) whilst sports facilities could be accommodated on the balance of the council-owned land.



3.5 Since that report went to Cabinet the Council has spent considerable time reviewing the plans for Warren Farm Sports Ground within the context of our wider plans to move towards net zero and improving the climate resilience of the Borough.

3.6 From a climate action and climate resilience perspective our ambition has always been to safeguard as much of the existing green space at the former Warren Farm Sports Ground (within the red line on the plan beneath) as possible in order to enhance it for nature, rewilding and biodiversity. The negotiations we have undertaken with Imperial mean that there is an opportunity to retain almost the entirety of the existing Warren Farm Sports Ground for nature and rewilding,

equating to over 90% of the site; a significant increase from the previous proposal. Furthermore, the Council is convinced that this approach will best achieve our ambitions to create the largest rewilding scheme in London at Warren Farm Sports Ground.



3.7 Warren Farm Sports Ground has the potential to become the best rewilding scheme nationwide. We want this land to become a Nature Reserve that will not only be a fabulous resource for communities today but one that can be enjoyed in perpetuity by future generations too. The report therefore recommends that we formally notify Natural England of the revised map of our intention to create a Nature Reserve at the Warren Farm Sports Ground and at the same time formally end the previous proposal in the last Cabinet report to seek Nature Reserve status for an alternative land configuration.

3.8 As set out in 4.10 of the January 2023 Cabinet report, the Council has is in the process of undertaking a a phase 1 ecological surveys on the Warren Farm Sports Ground. The initial results have identified that the optimum approach to protecting land for the local wildlife and enhancing biodiversity was for the Warren Farm Sports Ground (in red) to be enhanced for wildlife and biodiversity. This work, subject to final recommendations, therefore supports the Council's decision to enhance and protect all of the Warren Farm Sports Ground for nature and biodiversity.

3.9 Over the last twelve months the Council has proactively and positively engaged with the local community and interested groups to understand how they would like the land at Warren Farm to be used. The views expressed by the community

supported the conclusions of the Council that the Warren Farm Sports Ground should be enhanced for wildlife and biodiversity.

- 3.10 The Council has been engaged in a long and constructive negotiation with Imperial over the Council's preference to retain and enhance the entirety of the Warren Farm Sports Ground for nature and biodiversity. The Council is pleased that the organisations support the Council's vision for Warren Farm Sports Ground and that they are supportive of the Council's proposals to retain and enhance that land for nature.
- 3.11 The Council has now reached agreement with Imperial, subject to completion of surveys and contractual terms, that, in order to compensate for the loss of sports facilities originally envisaged to be delivered on part of the Warren Farm Sports Ground, that Imperial will work with the Council to facilitate sports facilities within the land currently held by Imperial whilst also improving biodiversity on the site which is currently used for equestrian use. The Council is clear that this outcome best balances the imperative needs of nature with local needs for new sports facilities.
- 3.12 The Council now hopes that all key stakeholders are on board and supportive of our vision to protect and enhance Warren Farm Sports Ground for nature whilst utilising the adjacent land for sports facilities.
- 3.13 The provision of sports facilities within the land adjacent to Warren Farm Sports Ground remains a strategic priority to meet the needs of the local community of Southall. The previous report provides the Council with the authority to carry out a marketing exercise to identify a preferred partner to develop and operate sports facilities. This report is therefore updating Cabinet that following the recommendation in this report to allocate the land in blue for sports facilities that the Council will shortly commence the marketing exercise prior to bringing a report back to Cabinet recommending the appointment of a development partner / operator.
- 3.14 The Plan below shows how the new sports facilities could be configured within the blue land. This indicative masterplan assumes the following mix of uses but the exact provision of sporting facilities will be resolved during the appointment of a partner process. The Council will want to continue our positive engagement with community interest groups to ensure that the new sports facilities both meets the needs of the local community whilst also avoiding any harm to what will become the Warren Farm nature reserve.

Masterplan contains:

- 4 2 no. 3G Pitches
- 5 3 no. Community Cricket Pitches with 50 yard boundary
- 6 3 no. 11v11 Football Pitches
- 7 3 no. 9v9 Junior Football Pitches
- 8 Clubhouse with 6 changing rooms, kitchen and social space



4. Key Implications

4.1 Any development at Warren Farm Sports Ground must be informed by the strategic priorities and policy objectives of relevant national, regional and local organisations. The long-term sustainability and success will depend to a large extent on the ability to deliver outcomes across a wide range of agendas. The recommendations within this reports strikes the right balance between protecting and enhancing nature and biodiversity whilst also meeting the sporting and health needs of the local community.

5. Financial

5.1 The report delegates authority to the Strategic Director of Economy and Sustainability to agree terms to acquire the land owned by Imperial to facilitate the development of sports facilities on that land. As set out in the January report, this was intended to be by way of a land swap and negotiations are ongoing with Imperial as to final nature of the land transaction (by way of swap/ exchange, lease, or purchase). The confidential appendix sets out the Council's valuer's current valuation of the land, however, until negotiations are concluded on the nature of the transaction the financial implications will not be clear.

5.2 The funding and business case for the development and management and maintenance of sports facilities has not yet been completed and will be informed by the marketing exercise with potential partners/ operators. Any operating surplus,

would be expected to fund the revenue implications (minimum revenue provision and interest costs) of any borrowing to finance the capital costs of site acquisition. Should these be insufficient, then alternative funding sources should be sought such as grant funding, or capital receipts to avoid the revenue costs of borrowing causing pressure on the council's revenue budgets.

5.3 As a result, the terms of the land transaction will need to include appropriate conditions precedent in relation to the Council (or its partner) achieving Planning consent for the sporting facilities and, following marketing, that a viable business case for the facilities can be made.

5.4 As there are no existing capital programme budgets for this land transaction and the financial implications cannot be confirmed until negotiations are concluded, the recommendations delegate authority to the Strategic Director of Resources to agree any necessary capital budget and financing, in consultation with the Cabinet member for Inclusive Economy. If a capital budget is required, this is not expected to be in excess of the valuation in the confidential appendix.

5.5 Other costs associated with the recommendations in this report and legal and valuation costs associated with the land swap or acquisition will be allocated from service budgets.

6. Legal

The Council is required by S123 of the Local Government Act 1972 to ensure that it disposes of its land for the best consideration reasonably obtainable. If the disposal of the Council owned land proceeds, officers will ensure that the Council receives best consideration by undertaking valuations of the Council's land and the land it will acquire if there is a swap.

7. Value For Money

If successful, this scheme will result in a brand new sports facility with new changing and training facilities that will be accessible and affordable to the community.

8. Sustainability Impact Appraisal

Principles of sustainability will be incorporated throughout the planning of all works on the site to ensure options for alternative/'greener' materials and products, quality and economical and sustainable utilities systems are used.

9. Risk Management

A risk register will be developed for the scheme. This register will be reviewed regularly at the project meetings.

10. Community Safety

Providing a newly refurbished sporting facility and Local Nature Reserve will help in encouraging participation in sport, health, well-being and an appreciation of nature.

11. Links to the 3 Key Priorities for the Borough

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

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

12. Equalities, Human Rights and Community Cohesion

The Borough population is projected to grow by over 38,000 to 398,000 by 2031 with an expected increase in demand for access to sports facilities identified in the Council's Indoor and Outdoor Sports Facility Strategy 2022-2031 the Council will need to ensure that the sporting facility needs of local residents can be met alongside the desire to accommodate accessible and high-quality open space on site for nature and biodiversity to continue to thrive. With the additional significant benefit of including the land immediately to the northwest of Warren Farm Sports Ground this is a project that can deliver across a range of Council priorities and it is therefore anticipated that all residents of the Borough will potentially benefit from the project.

13. Staffing/Workforce and Accommodation implications

There are no workforce or accommodation implications.

14. Property and Assets

Buildings within the site are currently derelict.

15. Any other implications:

There are no other implications.

16. Consultation

Public Consultation

The Warren Farm Sports Ground consultation was carried out between 24 March and 20 May 2022. A short online survey was launched using the GiveMyView platform, consisting of a series of open-ended questions inviting feedback on how the area is currently being used by residents and what preferences they have about its future. A total of 1,520 responses were received, representing a strong community response to the consultation. 45% of respondents were from Hanwell, 30% from Ealing town, 16% from Southall and less than 4% from each of the other towns. This means a slight over-representation of responses from Ealing and an under-representation from Southall, given Warren Farm Sports Ground's location.

17. Appendices

Appendix (Confidential)

18. Background Information

- The Future of Warren Farm Sports Ground Cabinet Report 25th January 2023

- The Future of Warren Farm Sports Ground Overview and Scrutiny Report
March 2023

Consultation

Name of consultee	Post held	Date sent to consultee	Date response received	Comments appear in paragraph:
Internal				
Cllr Peter Mason	Leader		22/02/2024	Throughout
Cllr Deirdre Costigan	Deputy Leader and Cabinet Member for Climate Action		22/02/2024	Throughout
Cllr Polly Knewstubb	Member for Thriving Communities		22/02/2024	Throughout
Peter George	Strategic Director, Economy & Sustainability		22/02/2024	Throughout
Alice Rowland	Head of Legal Services Commercial		22/02/2024	Throughout
Emily Hill	Strategic Director, Resources		22/02/2024	5. Financial
Helen Harris	Director of Legal Services		22/02/2024	6. Legal
Yalini Gunarajah	Finance Manager - Place		22/02/2024	5. Financial
Adam Whalley	Assistant Director, Capital Investment Programme		22/02/2024	Throughout
Julia Robertson	Sports Development Manager		22/02/2024	Throughout

Report History

Decision type:	Urgency item? No
EITHER: Key decision OR Non-key decision OR For information (delete as applicable)	Key Decision
Report no.:	Report author and contact for queries:
	Chris Bunting, Assistant Director, Leisure buntingc@ealing.gov.uk

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank